

Country Garden Services Holdings Company Limited

(Incorporated in the Cayman Islands with limited liability) Stock Code: 6098

Environmental, Social and Governance Report

2020

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Our continuous improvement depends on your valuable opinions. Please feel free to contact us to share your suggestions or any queries you may have about our work on sustainable development and on this report:

Email
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About the Report

Report Overview

Country Garden Services Holdings Company Limited (hereinafter referred to as the "Company") together with its subsidiaries (collectively, the "Group", "Country Garden Services", or "We"), is a leading integrated property management service provider in the People's Republic of China. Its primary business is residential property management. The Company is committed to practicing the concept of sustainable development in the process of providing life-cycle property management services to customers, maintaining a harmonious relationship between economic interests and the society and environment, and creating long-term value together with all stakeholders.

This report is the third Environmental, Social and Governance Report published by Country Garden Services Holdings Company. It aims to disclose the Group's sustainable development performance in the past year in a transparent and open manner, in response to the concerns and expectations of various stakeholders on the Group's sustainable development management.

Reporting Scope

This report covers the reporting period from January 1st, 2020 to December 31st, 2020 (hereinafter referred to as the "Reporting Period" or "year") and extends in part backward and forward to the reporting period as appropriate.

Unless otherwise stated, this report sets out the risks, opportunities, and corresponding management approaches, practices, and performance associated with the major sustainability aspects of the overall business scope¹ of Country Garden Services. Among these, the economic and social KPIs disclosed in this report cover the overall scope of the business, while the environmental KPIs only cover headquarters, office areas of subsidiaries at all levels in China, as well as projects that have been handed over and fully taken over by the Group. The Group will gradually expand the breadth and depth of its disclosures in the future with the continuous deepening of its sustainability efforts and the continuous improvement of its internal information collection procedures.

¹ The overall business scope of the Group refers to its five major business lines: (i) property management services, (ii) community value-added services, (iii) value-added services to non-property owners, (iv) "Three Supplies and Property Management" businesses (i.e. property management services and heat supply), and (v) city services.

Reporting Standards

This report has been compiled in accordance with the Environmental, Social and Governance Reporting Guide (hereinafter referred to as the "ESG Reporting Guide") of The Stock Exchange of Hong Kong Limited (hereinafter referred to as "HKEx"). The content index of the ESG Reporting Guide is detailed in the Appendix to this report, for quick reference.

Country Garden Services has referred to the initiative of the International Integrated Reporting Council (IIRC) to maintain the consistency of this report with the financial reporting and to summarize financial information in this report, to present a coherent picture of financial and non-financial performance so that readers can make a more comprehensive assessment of the work done by Country Garden Services. For details of the financial information, please refer to the official website of Country Garden Services at www.bgyfw.com/investor/report.html or the 2020 Annual Report of Country Garden Services published on the HKEx news website at www.hkexnews.hk.

Unless otherwise stipulated, this report uses Renminbi as the monetary unit.

Information Source

The information disclosed in this report has been derived from official documents, statistical data, and public information of Country Garden Services and has been validated by the internal supervisory mechanism. The Board of Directors is responsible for the truthfulness, accuracy, and completeness of the content of this report.

Release Method

This report is prepared in both English and Chinese and has been published in electronic form and uploaded to the HKEx news website at www.hkexnews.hk. In case of inconsistencies or discrepancies between the English and Chinese versions of this report, the Chinese version shall prevail.

About Country Garden Services

Founded in 1992, Country Garden Services Holdings Company Limited (Stock Code: 6098.HK) is a leading operator of integrated property management services, primarily focusing on residential properties in China. The Company has won authoritative awards including “No.1 in terms of Comprehensive Strength” (綜合實力第一), “No.1 in terms of Operational Performance” (經營績效第一) and “No.1 in terms of Service Scale” (服務規模第一) among the “Top 100 Property Management Companies in China in 2020” (2020年中國物業服務百強企業) granted by China Index Academy; “Top 1 among Property Management Companies in China in terms of Comprehensive Strength” (中國物業企業綜合實力 Top 1), “Top 1 of the Top 10 in terms of Investment Value” (投資價值十強 Top 1) and “Top 1 among Top 100 Listed Property Management Companies in China” (中國上市物業企業百強 Top 1) in 2020 granted by YIHAN (億翰智庫).

Throughout its 29 years of steady development, the Company has always adhered to the service philosophy of “Cater for property owners’ urgent needs; address property owners’ concerns” and “Property owner-oriented”. With the corporate vision of becoming a “leading international new property service group”, the Company has established a standardized and refined property services system based on reliable operations. Relying on its powerful offline service system, the Company has integrated commercial community resources and developed technology-based property service products and is committed to enabling property owners to experience the merits of property services. In addition, the Company provides full life-cycle services to cater to the different needs of property owners including living, travel, office, and asset management needs.

Our Businesses

Country Garden Services has five major business lines—property management services, community value-added services, value-added services to non-property owners, the “Three Supplies and Property Management” businesses and city services, which constitute the integrated services provided to customers and cover the overall property management value chain:

- **Property Management Services**

We offer a range of property management services to owners, residents, and property developers, including security, cleaning, landscaping, gardening, repair and maintenance, etc. We continue to diversify our property management portfolio including residential properties, commercial properties, office buildings, multi-purpose complexes, government buildings and other public facilities, industrial parks, highway service stations, parks, scenic areas, schools, etc. In addition, we have expanded our business into the operation and maintenance of urban public facilities and smart industrial park operation services and have extended our community living services to integrated urban services.

820.5

Apart from the “Three Supplies and Property Management” businesses, our contracted gross floor area (“GFA”) was approximately 820.5 million sq.m..

377.3

Apart from the “Three Supplies and Property Management” businesses, our revenue-bearing GFA was approximately 377.3 million sq.m..

85.2

Both of the revenue-bearing and contracted GFA of the property management services of the “Three Supplies and Property Management” businesses were approximately 85.2 million sq.m..

3,277

We manage a total of 3,277 projects

31 360 5

The management services cover more than 360 cities across 31 provinces, municipalities, autonomous regions and the Hong Kong Special Administrative Region in China and overseas, with key coverage in 5 economically developed city clusters including the Pearl River Delta, Yangtze River Delta, Middle Reach of Yangtze River, Beijing-Tianjin-Hebei, and Chengdu-Chongqing.

424

Serving over 4.24 million property owners and merchants

93.11%

Maintained a high level of 93.11% collection rate of property management fee

• Community Value-added Services

We are committed to being a "full-cycle integrated community living service provider", providing a full range of community value-added services to homeowners around the mature community cycle, homeowner family growth cycle, and property value cycle. We provide a wide range of value-added services to the community by focusing on the life needs of owners through the life butler, and have opened integrated marketing and built channels connecting external merchant resources with the needs of the owners. Six major services have been gradually established for the community value-added services: (i) home services; (ii) home decoration services (iii) community media services; (iv) value-added innovations services; (v) real estate brokerage services; and (vi) community area services.

• Value-added Services to Non-property Owners

The value-added services to non-property owners provided by the Company are primarily (i) management consultancy services to property developers for their pre-sale activities, as well as consultancy services for properties managed by other property management companies, (ii) cleaning services, green landscaping, repair and maintenance services to property developers at the pre-delivery stage, and (iii) sales and leasing agency services of unsold parking spaces and properties.

• "Three Supplies and Property Management" businesses

The Group established a joint venture company in 2018, marking the separation and transfer of property management services and heat supply reform in the "Three Supplies and Property Management" sector. We have successfully completed the overall takeover of the projects within this year. As at 31 December 2020, the revenue-bearing GFA and contracted GFA from the property management services of the "Three Supplies and Property Management" businesses were both approximately 85.2 million sq.m.. The revenue-bearing GFA from the heat supply business was approximately 42.3 million sq.m.. During the year, the revenue from property management business was approximately RMB1,540.2 million, and the revenue from heat supply business was approximately RMB1,159.1 million.

• City Services

Country Garden Services adheres to the focused strategy of new urbanization in city services. With "Support the Governance, Promote the Industry, Improve the Environment, and Benefit the People" as its core values, the Company takes city municipal services, city space operations, and city community governance as its three core businesses, to contribute to high-quality city development. In 2020, We have made great progress in terms of optimization and iteration of city service products, long-term management of aged communities, professional operation of municipal sanitation, verification of great city property management model, etc. Various models such as the smart city and big property service mode represented by the Junliangcheng project in Tianjin, the integrated county sanitation model

represented by the Shouyang County project in Shanxi and the industry collaboration integration service model represented by the Xiaoyaowan project in Dalian were all put into practice and taking shape. In addition, the acquisition and integration of Shandong Manguo Kangjie Environmental Sanitation Group Co., Ltd. (山東滿國康潔環衛集團有限公司) (hereinafter referred to as “Manguo Kangjie”)² and Fujian Dongfei Environment Group Co., Ltd. (福建東飛環境集團有限公司) (hereinafter referred to as “Fujian Dongfei”)³, which are leading companies in the sanitation industry, will further strengthen the urban services sector of the Group in terms of its municipal sanitation expertise and expand its market scale.

Our Performance

- Index

Country Garden Services was listed on the Hong Kong Stock Exchange on June 19th, 2018, marking its official entry into the international capital market. Since its IPO, Country Garden Services has received tremendous market attention and recognition. It was included as a constituent of MSCI China All Shares Index on 31 August 2018; and was included as a constituent of Hang Seng Composite LargeCap & MidCap Index and in the Hong Kong Stock Connect stock list on 10 September 2018. It was included as a constituent of Hang Seng China (Hong Kong-listed) 100 Index and Hang Seng China Enterprises Index on 9 December 2019 and 15 March 2021 respectively. On 21 May 2021, the Company was included as a constituent stock of the Hang Seng Index, marking it as the first listed property management company to be included as a constituent stock of the Hang Seng China Enterprises Index and a constituent stock of the Hang Seng Index. For credit rating, the Company received Fitch’s long-term foreign-currency issuer credit rating of investment grade BBB - with stable outlook on 20 March 2020. In addition, it received a rating of A in the MSCI ESG ratings assessment in November 2019 and has maintained such rating since then.

² Country Garden Property Services HK and Country Garden Life Services (both are wholly-owned subsidiaries of the Group) acquired 70% of the equities of Manguo Kangjie on October 14, 2020.

³ Country Garden Property Services HK and Country Garden Life Services (both are wholly-owned subsidiaries of the Group) acquired 70% of the equities of Fujian Dongfei on October 30, 2020.



• Certification

Country Garden Services attaches importance to lean management and system-based development and has obtained three major certifications—the British Standards Institution (BSI) quality management system ISO, environmental management system ISO, and occupational health and safety management system ISO.

ISO 9001:2015 Quality Management System	ISO 14001:2015 Environment Management System	ISO 45001:2018 Occupational Health and Safety Management System
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• Honors

Since its inception, Country Garden Services has been pragmatic and innovative, and has created value for customers and society through service, technology, and business model transformation. It has won over a hundred honors and awards from government agencies, industry institutions, media platforms, public welfare organizations, and the public. This year, we won the following honors:

Comprehensive Operation	<p>➤ Top 10 Listed Property Services Companies: 1st Rank China Property Management Institute, E-house China R&D Institute, China Real Estate Appraisal</p> <p>➤ Top 10 Listed Property Services Companies with Innovation Capabilities China Property Management Institute, E-house China R&D Institute, China Real Estate Appraisal</p> <p>➤ Leading Residential Property Services Enterprises China Property Management Research Institute, E-house China R&D Institute, China Real Estate Appraisal</p> <p>➤ Top 10 Property Services Enterprises on Overall Strength: 1st Rank China Property Management Research Institute, E-house China R&D Institute, China Real Estate Appraisal</p> <p>➤ Leading Urban Services Enterprises</p>
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112
A total of 112 national honors as of December 31st, 2020

24
A total of 24 provincial honors as of December 31st, 2020

18
A total of 18 municipal honors as of December 31st, 2020

China Property Management Research Institute, E-house
China R&D Institute, China Real Estate Appraisal

➤ **Characteristic Property Management Service Brand Enterprises “Phoenix Home”**

China Property Management Research Institute, E-house
China R&D Institute, China Real Estate Appraisal

➤ **Leading Intelligent Property Services Enterprises**

China Property Management Research Institute, E-house
China R&D Institute, China Real Estate Appraisal

➤ **Property Services Enterprises with Excellent Comprehensive Strength of Guangdong Province**

Guangdong Property Management Industry Institute

➤ **Property Services Brand Enterprises of the Guangdong-Hong Kong-Macao Greater Bay Area**

Guangdong Property Management Industry Institute

➤ **Community Life (Residence) Smart Property Management Services Specialized Committee**

Guangdong Property Management Industry Institute

➤ **Urban Model Enterprise**

Guangdong Property Management Industry Institute

➤ **Top 100 Property Services Enterprises of China on Operation Performance: 1st Rank**

China Index Academy

➤ **Top 100 Property Services Enterprises of China on Service Scale: 1st Rank**

China Index Academy

➤ **Top 100 Property Services Enterprises of China: 1st Rank**

China Index Academy

➤ **Ranking First Among Listed Property Services Enterprises of China in Overall Strength**

China Index Academy

➤ **Leading Technology-driven Property Services Enterprises of China**

China Index Academy

- **Leading Property Services Enterprises of China on Diversified Operations**
China Index Academy
- **Leading Brand Property Services Enterprises of China on Professional Operation: 1st Rank**
China Index Academy
- **Top 100 Listed Property Services Enterprises of China: 1st Rank**
YHConsulting
- **Top 10 Property Services Enterprises of China in Investment Value: Top 1**
YHConsulting
- **Top 10 Property Services Enterprises of China in Operation Capabilities**
YHConsulting, JiaHeJiaYe
- **Top 5 of Property Services Enterprises of China in Urban Service Projects**
YHConsulting, JiaHeJiaYe
- **Top 20 Property Services Enterprises of China in Brand Value**
YHConsulting, JiaHeJiaYe
- **Top 50 Model Property Services Enterprises of China in Customer Satisfaction**
YHConsulting, JiaHeJiaYe
- **Top 10 Property Services Enterprises of China in Operation Capabilities**
YHConsulting, JiaHeJiaYe
- **High Quality Property Services Brand of China**
E-house China · CRIC DiXin YinLi
- **Top 10 Property Services Enterprises in Service Strength**
E-house China · CRIC DiXin YinLi
- **Top 100 Blue Chip Property Services Enterprises**
The Economic Observer

- **Top 100 Blue Chip Property Services Enterprises Summit on Comprehensive Value of Listed Enterprises**
The Economic Observer
- **Top 100 Blue Chip Property Services Enterprises Summit on Excellent Wisdom and Technology Innovation**
The Economic Observer
- **Smart City Summit Excellent Ecological Service Enterprise for Smart City**
The Economic Observer
- **Golden Prize of Property Services of China**
The Time Weekly
- **Golden Kylin List of Value of Hong Kong Stocks - Listed Enterprise with Greatest Investment Value**
Sina Finance
- **List of Real Estate Value of China - Valued Property Services Enterprise of the Year**
National Business Daily
- **Leading Group of Property Services Industry of China**
Golden Key
- **Top 100 Enterprises of Foshan**
Foshan Enterprise Council, Foshan Entrepreneur Association
- **Leading Enterprise of the Year of Foshan National Hi-tech Zone**
Management Committee of Foshan National Hi-tech Zone
- **Top 100 Influential WeChat Official Accounts**
China Property Management Institute Media Cooperation Network
- **Model Enterprise in Commercial Mode (Community Life Service) in Report of Annual Conference of China Property Management**
China Property Management Periodical Office
- **Grade AAA Certification for Business Credit**
China International Cooperation Association of Small and Medium Enterprises

Social
Responsibility

- **2020 Pioneer of Epidemic Fighting**
People's Daily | International Finance News
- **Pioneer of Consumption-based Poverty Alleviation**
China Community Poverty Alleviation Alliance
- **“Power of Community” Pioneer of Consumption-based Poverty Alleviation**
China Property Management Institute China Poverty-alleviation Promotion of Volunteer Service

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

—— Vision and Mission of Country Garden Services

Message from the Chairman

On behalf of Country Garden Services, I am honored to present the third Environment, Social and Governance Report of the Group, to report our commitment and performance in the areas of sustainable governance, operational responsibility, environmental protection, employee care, and community involvement. While striving to operate sustainably, we also keep refining and aiming for new heights in our sustainable development journey.

The year 2020 was an extremely extraordinary year. In the face of the once-in-a-century COVID-19 epidemic, all the employees of Country Garden Services steadfastly remained at their positions on the frontline. We quickly developed and implemented a set of effective epidemic prevention standards, deployed AI applications for community-based epidemic prevention scenarios, created the “non-contact” intelligent protection system, and fought against the epidemic with intelligent, efficient, and effective measures. Despite the trials and tribulations caused by the epidemic, we informed the community that there was not a single case of infection in the public areas and none of the frontline service staff had been diagnosed or suspected of infection. This epidemic prevention and control battle has demonstrated the strong, dedicated, and heroic nature of Country Garden Services’ employees. We have also guaranteed the health and safety of millions of property owners in the communities that we serve.

During the year, our property management scale and national coverage continued to grow. Our service boundaries have been further extended, and through new technology, new ecosystem, and new services, we explored the transformation and change of the property services industry and continued to create new value. At the same time, looking at the opportunities and challenges, we have become increasingly aware of our corporate citizenship responsibilities as a leading property management and services provider in China. Along the way, we have incorporated concepts of sustainability into our operations and decisions to fuel our development toward a vision that will be integral to our continued growth in the future.

We have promoted sustainable development in multiple aspects during the reporting period.

We continue to explore diverse city service products and models to assist in sustainable city development. In 2018, we launched the “City Co-existence Programme” and reached strategic partnerships with multiple local governments and enterprises during the year. We will continue to iterate and update the technology through our own project practices, gradually explore the application to a larger city service space and rely on technology upgrades to improve urban management efficiency. We have cooperated with over 10 cities and projects such as Kaiyuan in Liaoning, Guangdong Nanyue Expressway, China Southern Airlines Base of Beijing Daxing International Airport, Shanghai Putong Airport, Xiaoyaowan in Dalian, Liaoning, Shouyang county in Shanxi, Junliangcheng in Tianjin, Cenxi

in Guangxi and Yingde city in Guangdong, creating a new model of city governance with city managers, city residents, and other stakeholders building and sharing together.

We initiated the new "humanity + technology" property service value and continue to enhance service performance. We have invested heavily in technology and intelligent research, to reshape the management model through standardization, automation, intelligent management, and an advanced information system, to build a "smart community" and link "smart home", and are striving to benefit property owners through technology, redefining digital community, creating flexible services, and improving the living experience of property owners in all aspects. In the fight against the COVID-19 epidemic, we have applied the intelligent management system for online real-time monitoring and control of the epidemic; used innovative infrared thermographic temperature measurement equipment for community access control; and realized three-dimensional disinfection with broader coverage using new methods such as drones, ultraviolet disinfection lights, and the first unmanned integrated epidemic prevention vehicle in China, thus improving the level of community epidemic prevention and control through technological empowerment.

We continue to refine the talent training system and strive to grow together with our employees. We have adopted a set of comprehensive property management capability development plans, established differentiated employee training, performance assessment, and incentive plans for different job requirements for employees from junior staff to senior management with different skill requirements and career goals, and by summarizing and collating our experiences, we have created the first knowledge-based intellectual property (IP) product "Experience Map", which has become a benchmark for internal trainings. We have established a multi-channel development position system and launched the "Future Plan 2.0", which aims to explore high-potential talents, provide fresh blood for management positions, and inspire the development potential of employees. We have established the Country Garden Services Academy, which actively empowers industry clients and enhances the market competitiveness of Country Garden Services while further exploring high-potential talents and optimizing talent development internally.

We established a green management system to actively mitigate the negative impact of our operations on the environment. We have established a green management system that covers our internal systems, mechanisms, publicity, and technology, to effectively implement energy saving and emission reduction measures, reduce resource wastage, improve operational efficiency, and actively promote the transition to the low carbon economy. In 2020, we launched the Energy Consumption Control Platform, significantly improving the comprehensiveness, accuracy, and timeliness of energy consumption and cost data analysis, and further enhanced our green operations. We have kept an eye on the risks and opportunities associated with climate change and reduced the risks and impact of extreme weather by developing emergency plans, performing emergency drills, and through the recently launched digital urban command platform.

We spared no efforts in fulfilling our social responsibility and actively participated in various public welfare projects for poverty alleviation. In active response to the call of the Party and the government, we have conducted various useful explorations in the fields of public welfare and poverty alleviation, based on our inherent characteristics. During the epidemic, we took the initiative to donate a total of 40,000 liters of disinfectant solution and other anti-epidemic disinfection materials as well as 400 tons of livelihood supplies to support the communities under the management of our counterparts in Hubei Province, and established a total of 1,183 volunteer teams made up of Party members to actively participate in the fight against the epidemic in the communities. In the post-epidemic era, we have initiated the "Make It Through Together Program" to assist small and medium-sized enterprises around the communities through scenario-based community resources. We have actively implemented the special "Power of Communities" action to fight against poverty and promoted products to support poverty alleviation, such as Guiqi mangoes in Guangxi, yellow peaches in Jinggangshan, and sheep in Dongxiang, Gansu, etc. The sales volume of the promoted products ranked first among property service enterprises across the country. We were also awarded the "TOP 1 among 'Power of Communities' Pioneering Power for Poverty Alleviation" by the China Property Management Institute. We have paired up with 33 villages to support them in terms of poverty alleviation and actively explored the path of rural revitalization empowerment through Party building efforts, to contribute to the promotion of common prosperity and social progress.

Over the past 29 years, we have dedicated ourselves to the creation of humanistic communities and happy homes, have been people oriented in building elite teams, practiced environmental protection to safeguard the ecological environment, rewarded the community to pass on the power of love, and focused on co-existence to ensure mutual and sustainable development. In the future, we will consistently improve our services, management, and technical capabilities based on the concept of sustainable development and integrate the management of related social and environmental risks and opportunities into our strategies, policies, targets, and goals. At the same time, we are always keen to hear the views and suggestions of our customers and other stakeholders, aim to be a conscientious and socially responsible sunny enterprise, and will make unremitting efforts to ensure a better life for more people!

Yang Huiyan

Chairman of the Board

ESG Issues
Addressed in this
Chapter

Integrity Culture
Construction



■ External
Assessment

■ Internal
Assessment

The data is based on the materiality assessment; where "external assessment" refers to assessments by general employees, suppliers/contractors/partners, customers/property owners, investors/shareholders/capital market analysts, government/regulatory bodies, public interest organizations/NGOs, local communities as well as other stakeholder groups, and "internal assessment" refers to assessments by senior and middle management.

Sustainable Development Governance

Sustainable development is not only our goal, but also the vital force of our business. We believe that we can effectively manage our business operations as well as risks and opportunities associated with social and environmental issues, and build a solid foundation for our vision, with sustainable development, clear and efficient corporate governance as our backbone, and clean and transparent business ethics as our soul.

Sustainable Development Guidelines

Country Garden Services is committed to maintaining high standards of corporate governance to safeguard the interests of our shareholders and to enhance corporate value and accountability. We have adopted all applicable provisions set out in Appendix 14 of the Code on Corporate Governance Practices of the HKEx Listing Rules as our own corporate governance principles.



Governance Structure	Related Responsibilities
Board of Directors	<ul style="list-style-type: none">The top governing body of the Group assumes ultimate responsibility for the Group's sustainability development
Environment, Society and Governance Committee	<ul style="list-style-type: none">Assist the Board of Directors in fulfilling its responsibilities.Develop and review the environmental, social and governance responsibilities, vision, strategies, frameworks, principles, and policies of the Group.Review key environmental, social and governance trends and related risks and opportunities and assess the adequacy and effectiveness of management thereof.
Environmental, Social and Governance Working Group	<ul style="list-style-type: none">Carry out executive level responsibilities.Make overall arrangements on the reporting of information related to the sustainable development of the Group.Clarify the division of labor, responsibilities, communication, and collaboration mechanisms of related departments and units.
Functional and Business Departments	<ul style="list-style-type: none">Implement the Group's sustainable development philosophies, strategies, and management practices.Provide input and feedback to Environmental, Social and Governance Working Group.

Board of Directors

The Board of Directors is the supreme governing body of Country Garden Services and assumes ultimate responsibility for both the operations and sustainability efforts of the Company. The Board of Directors has authorized the Environmental, Social and Governance Committee (hereinafter referred to as the "ESG Committee"), to assist the Board of Directors in fulfilling its responsibilities and overseeing the positions and practices of the Group in specific areas of business operations and sustainable development. The Board of Directors is also responsible for ensuring the adequacy and effectiveness of the risk management and internal control systems of the Group and overseeing the implementation of risk management policies and measures, to identify, assess, and manage risks arising from our business operations, including sustainability issues.

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- **Environmental, Social and Governance Committee**

Country Garden Services established the ESG Committee in August, 2020. The members of the ESG Committee are assigned by the Board of Directors of the Company, with three executive directors of the Company as members. The ESG Committee is responsible for formulating and reviewing the Environmental, Social and Governance (hereinafter referred to as the “ESG”) responsibilities, visions, strategies, frameworks, principles, and policies of the Group, monitoring the communication channels and approaches between the Group and its stakeholders, reviewing major ESG trends and related risks and opportunities, reporting regularly to the Board of Directors on the progress of the sustainability management of the Group and proposing improvements thereof, and ensuring the effective implementation and execution of the ESG policies approved by the Board of Directors.

- **ESG Working Group**

Country Garden Services has established an ESG Working Group to provide full support in the preparation of the *Environmental, Social and Governance Report*. The ESG Working Group is made up of members from the Investor Relations Department, the Administration Center, etc. at the Group Headquarters. The Working Group is responsible for the coordination and preparation of the report, the coordination of internal and external resources, as well as maintaining close communication with the ESG Committee and the Board of Directors, to ensure a comprehensive review of the sustainability performance of Country Garden Services in our reporting.

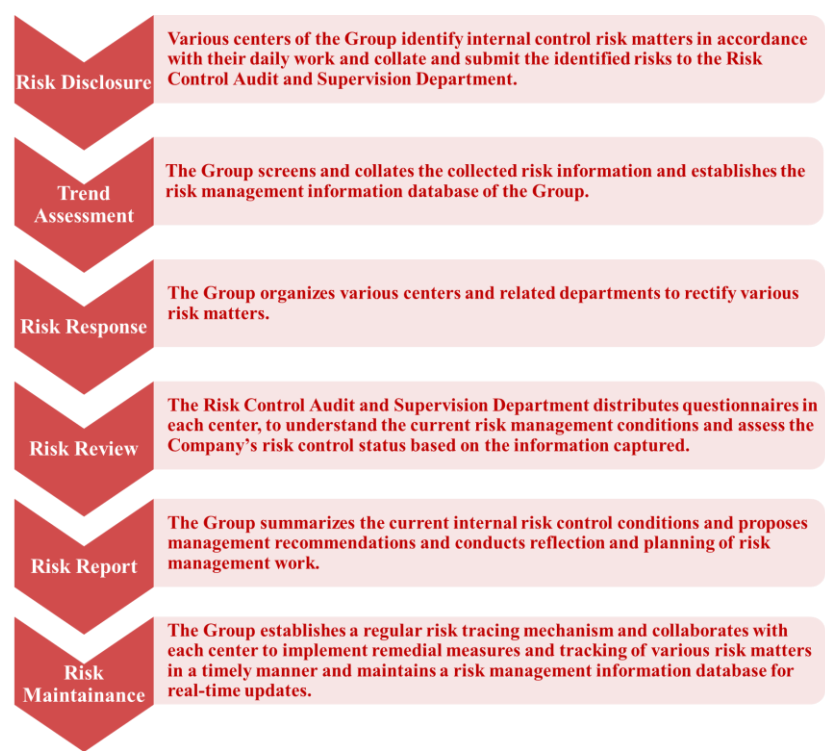
With the continuous expansion of the Group’s business scope and scale, well-established corporate governance has become the bedrock and guarantee for our sustainable and healthy development. We will continue to improve the communication mechanism with all stakeholders, listen to the views of various parties, and establish a more standardized and strict operational system and rules of procedure to protect the rights and interests of all stakeholders.

Risk Management and Internal Control

Country Garden Services has established a Risk Management Committee and promulgated the *Risk Management Committee Implementation Rules* to establish applicable risk management and internal control systems. Details of the risk categories identified by our management, internal and external reporting mechanisms, remedial actions, and contingency event management have been incorporated into our policies. The headquarters and the management of each of the units have also designed and implemented a series of financial, operational, and compliance-related implementation processes and control measures to ensure the effectiveness of these systems.

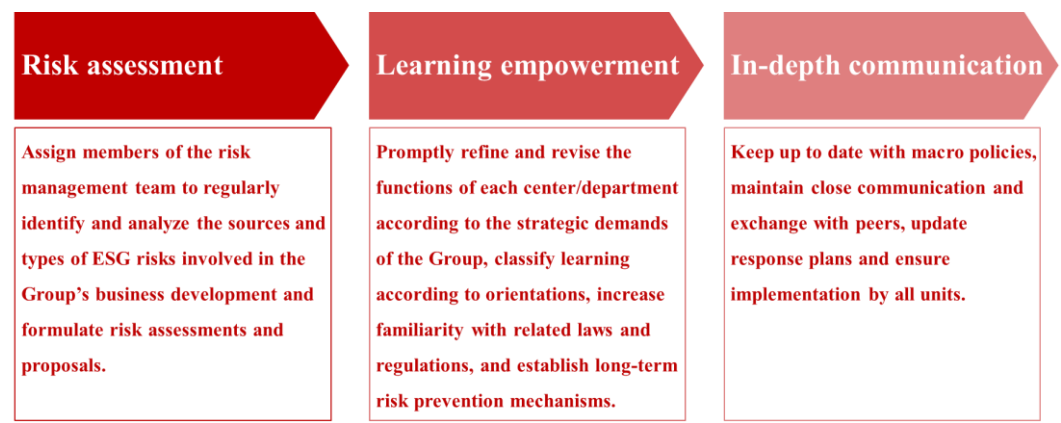
Under the supervision of the Risk Management Committee, we have prepared the 2020 Risk Governance Summary Report of Country Garden Services during this reporting period, to review the risk management and internal control system, explore the problems and potential risks in internal business processes, and formulate and implement internal control improvement measures. In addition,

we have updated the *Guidelines for Internal Control Self-Assessment Operations* to further optimize the internal control self-assessment system of the Group and improve the awareness and implementation level of risk management and internal control of the regional companies. We have continued to rationalize and enhance the risk control processes of the Group to improve the long-term mechanism of corporate risk management of the Company. Specifically, we have adopted the following procedures to manage the potential risks to which the Group is exposed:



Risk management and internal control system

In addition, we have also continuously monitored environmental and social risks in our business operations through risk assessment, learning empowerment, and in-depth communication.



ESG risk management and internal control mechanism

Country Garden Services is committed to continuously improving the risk control management system including ESG risks, properly identifying and monitoring risks, preparing plans to enhance the risk management information process, and building a risk management information system platform, in the future, to promote the systematization, forward planning, and standardization of risk management. In addition, we will also intensify internal training and dissemination of risk assessment and management to enhance the risk identification and management capability within the Group through online/offline knowledge training and case sharing.

Integrity culture development

Country Garden Services has zero tolerance for corruption and is determined to combat any form of incidences of embezzlement, bribery, extortion, fraud, and money laundering. We strictly abide by laws and regulations such as the *Company Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Interim Provisions on the Prohibition of Commercial Bribery*, and have formulated and implemented the *Regulations on the Management of Conflict of Interest of Employees*, the *Code of Conduct on Integrity of Employees*, the *Provisions on the Management of the Functional Conduct of Employees of Cinnamon Services Group*, the *Management Measures on the Disposition of Complaints and Reports of Employee Violations and Discipline*, and the *Measures on the Accountability of Employees for Violations and Discipline (2020 Version)*. We have drawn clear "bottom lines" for employee integrity in the form of codes of conduct, clearly stipulated the definitions of conflict of interest and disciplinary violations and reporting and handling methods, standardized the investigation and handling procedures for reported corruption incidents, built a complete and traceable anti-corruption chain, guaranteed fair and just processing principles, and prevented the phenomenon of corruption.

Country Garden Services has established a Risk Control Audit and Inspection Department to monitor and prevent potential illegal acts. At the same time, the Group performs self-evaluation through regular audits, special audits, exit audits, internal control self-assessments, and case investigations to identify and strengthen internal control vulnerabilities, reduce the possibilities of corrupt acts by virtue of positions, and build a clean and fair business environment.



Anti-corruption Work System

Country Garden Services guarantees the accessibility of reporting channels and upholds the principle of "All Reported Incidents Must be Investigated", in handling reported incidents. The Group's Audit and Supervision Department is responsible for the overall coordination and anti-corruption system development and management. It is responsible for investigating reported incidents, guiding the publicity and promotion of integrity at the Group headquarters and subsidiary units, and ensuring the improvement of operational efficiency and effectiveness.



Supervision and Reporting Email
wyjc@bgfyw.com



400 Customer Service Hotline
400-968-8888



President Complaint Hotline
0757-2639-0212

Reporting Channels

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

“Breeze and Sunshine Integrity Culture Festival” Integrity Promotion Event

Case

In 2020, the Group organized the "Breeze and Sunshine Integrity Culture Festival". A total of 5 anti-corruption and integrity promotion courses and trainings were conducted through thematic lectures and outreach activities, which involved a total of 10 hours of training and saw participation by over 1,000 employees. The Company also regularly organized report synopsis presentations and showcased typical corruption and fraud case analysis to employees, to further raise their anti-corruption and integrity awareness.



Integrity Promotion Poster



Integrity Presentation for Northwest Region of Country Garden Services

Director Training-Integrity-based Performance of Directors

Case

In September 2020, to improve the Board's awareness of compliance and ability to perform its duties, Country Garden Services' Listing Secretary's Office launched a special training for the Board of Directors on "Integrity-based Performance of Directors". The training covers four major areas, namely "Anti-Corruption Overview, Case Studies and Guidelines on Integrity-based Performance, Integrity Governance Solutions and Regulatory Index". This training was conducive to enhancing the integrity of management personnel, improving the skills of the directors of the Group in handling ethical dilemmas at work, and facilitating the timely and effective detection of fraudulent acts by the Group.



董事培训 - 董事诚信履职

上市秘书办 2020年9月

Director Training-Integrity-based
Performance of Directors

In the future, we will further reinforce the systematic development of the audit and supervision system, continue to revise and optimize the rules and regulations, and enhance the implementation thereof in accordance with the changes in the Group's businesses and the current conditions of integrity governance, to ensure the effective operation of the system. At the same time, we are planning to expand the scope of the Group's internal control and self-assessment system, are consistently improving the internal control management mechanism and are improving the enthusiasm and conscientiousness of employees at all levels in performing their duties and responsibilities. In addition, we will also optimize the types of integrity education as well as the content, enhance their pertinence and effectiveness, form a long-term working mechanism, and further deepen the awareness of integrity among employees.

Stakeholder Engagement

The expectations and demands of our stakeholders help us identify potential risks and opportunities, guide the orientation for sustainable business growth, and assist in the Group's healthy growth. Therefore, Country Garden Services attaches immense importance to communication with our stakeholders and has created multi-tiered and highly flexible communication channels to hear their views and to provide targeted responses. We would also like to present our commitment and achievements in the field of sustainability to our stakeholders over the past year, through this report.

Communication with Stakeholders

Country Garden Services' existing stakeholder communication channels are as follows:

<i>Stakeholders</i>	<i>Expectations and demands</i>	<i>Communication and responses</i>
<i>Employees</i>	<ul style="list-style-type: none"> • 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
<i>Investors/Shareholders/Capital Market Analysts</i>	<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
<i>Customers/Homeowners</i>	<ul style="list-style-type: none"> • Property quality • Customer information protection • Business integrity • Compliance-based 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
<i>Suppliers/Contractors/Partners</i>	<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

- Protect the community environment
- Engage in social causes
- Create harmonious community environment
- Promote community development
- Comprehensively practice green operations
- Conduct public interest projects
- Actively engage in community building
- Provide quality cultural resources

Public interest organizations/NGOs

- Focus on vulnerable groups
- Public welfare and charity
- Community culture development
- Volunteer services
- Implement public interest projects
- Publicize community culture

Governments/regulatory bodies

- Compliance with the law
- Legal taxation
- Support for local development
- Law-based operations and compliance management
- Actively pay taxes
- Create employment opportunities

2020 Investor Communication Events

Case

On November 26th, 2020, Country Garden Services held the "Hello, New Property Services!" brand renewal conference at Guangzhou Tower. At the event, the Company formally announced its corporate vision of "becoming a leading international new property service group", explained in detail the concept of "New Technology, New Ecosystem, New Service, New Value" and interacted enthusiastically with the guests and partners on site.

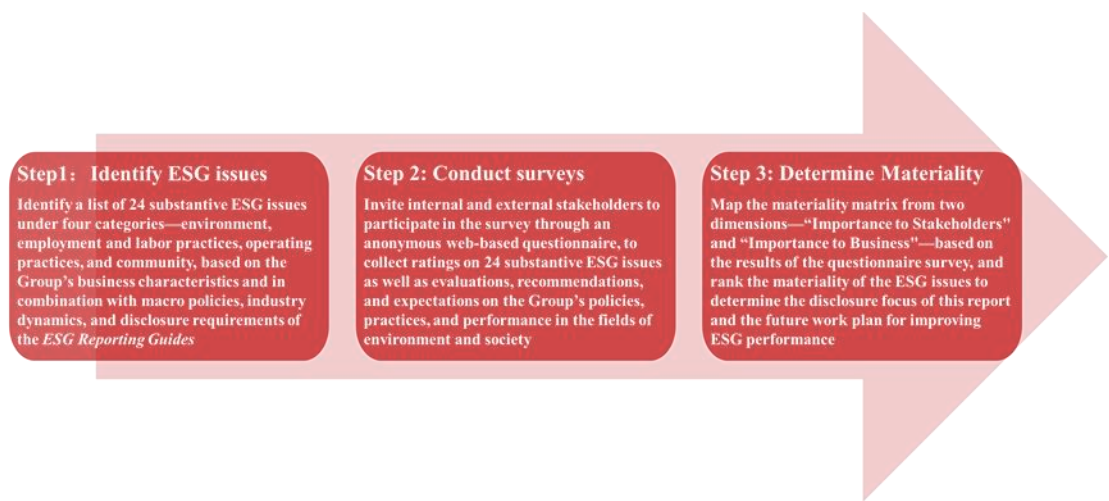
In addition, the Group participated in nearly 250 domestic and overseas roadshows and nearly 120 online summits during the year. The Company met and spoke with nearly 2,000 investors and nearly 500 domestic and overseas institutions, actively established a diversified and transparent communication channel with investors, and provided investors with more comprehensive opportunities to understand Company's competitive edge and latest business status. These efforts received unanimous praise from investors.



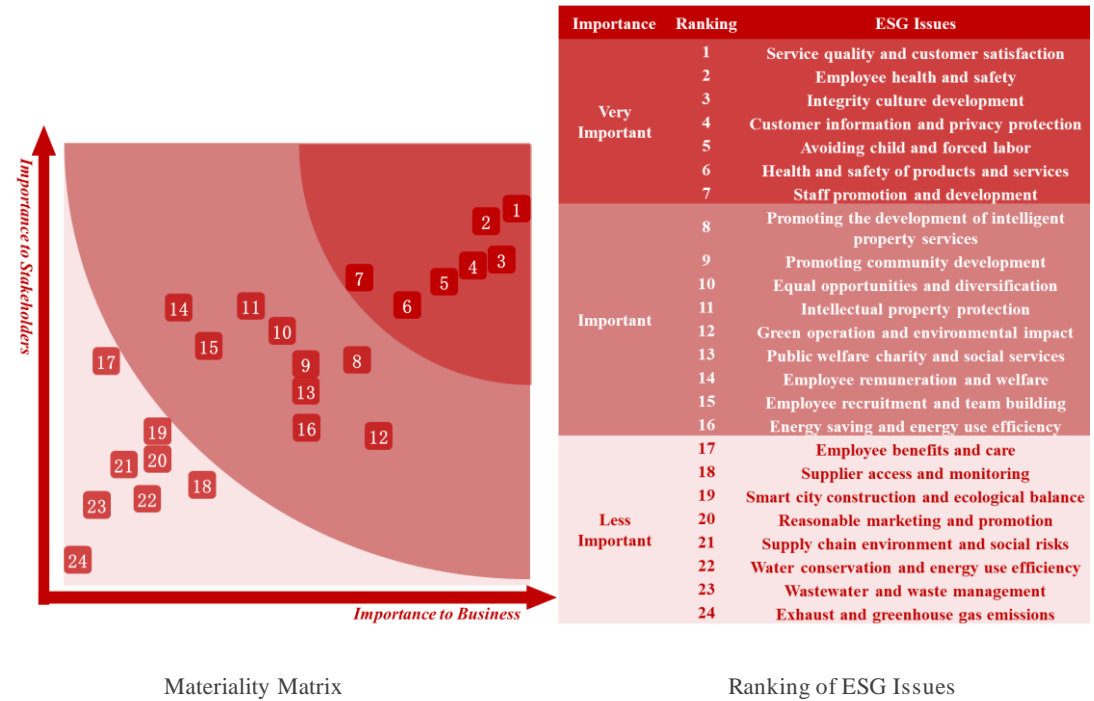
Country Garden Services Brand Renewal Conference

Materiality Assessment

To assess the level of concerns and expectations of stakeholders on issues related to the service environment and society, we engaged an independent professional third-party consultant to carry out a materiality assessment for the year, and to collect, collate, and analyze the feedback from stakeholders.



Based on the results of the stakeholder survey, we developed a materiality matrix of ESG issues to reflect the level of importance of each ESG issue to stakeholders and businesses, and we ranked the identified ESG issues:



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

ESG Issues Addressed in this Chapter

Service Quality and Customer Satisfaction

Customer Information and Privacy Protection

Health and Safety of Products and Services

Development of Smart Property Services

Intellectual Property Protection

■ External Assessment

■ Internal Assessment

Humanistic Community, Happy Home

Country Garden Services has continued to provide people with a full range of worry-free services to upgrade the quality of life and promote social and cultural quality. Focusing on the satisfaction of millions of property owners, we deeply understand and explore the needs of property owners and provide selected services and products for them. We have built a reputation for quality, have consistently improved our service quality, improved our service standards, innovated our service models, created a diversified and personalized community platform for our customers, and created a better life for millions of property owners with our professionalism and attentiveness.

Deliver Value with High Quality Services

As one of the pioneers in introducing the "5-Star Hotel Service" standards and concepts to the property management industry in China, Country Garden Services has always cared for each of its residents. It pays attention to detail and takes pragmatic actions to create the highest quality of service.

Property Management Services

Country Garden Services strictly abides by all laws and regulations such as the *Urban Real Estate Management Law of the People's Republic of China* and the *Regulations on Property Management*. The Company has formulated and implemented the *Country Garden Services Quality Management System*, and regularly conducts quality inspections in all projects and regions where the Group has a presence through internal quality management audits, quality verification, merit inspection of demonstration projects, BSI certification audits, third-party professional assessments, and regular inspections at the regional level. These efforts have helped the Company strengthen the quality of property services and further enhance property service quality supervision through quality control of property service sites, thereby establishing a long-term mechanism for property quality management.

We comprehensively follow the PDCA (planning-implementation-checking-disposal) cycle in our quality operation system. Based on the experiences of the service industry, we have summarized the risk events that are prone to occur in the industry into the Safety Risk Management System for Basic Property Management Services, to regulate the safety risk management business process in basic property services and have established a mechanism for pre-action preparation, in-action control and post-action accountability. We impose penalties such as demotion, dismissal, and termination of labor contracts of personnel in the regions and projects where risk events occur.

- Superior Service Standards

Country Garden Services attaches immense importance to the development of the quality of property services and has established a panoramic view of property service quality operations. The Company

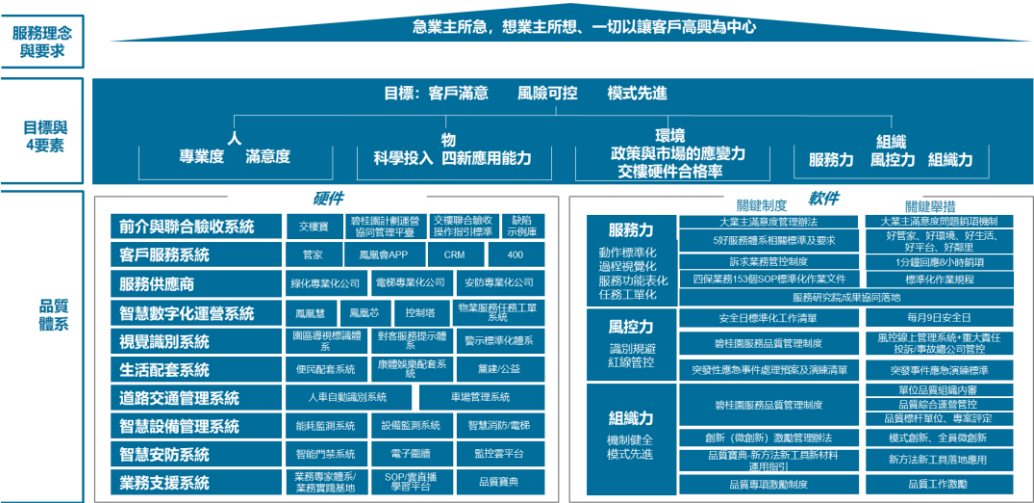
ESG Issues Addressed in this Chapter

Smart city construction and ecological balance

External Assessment

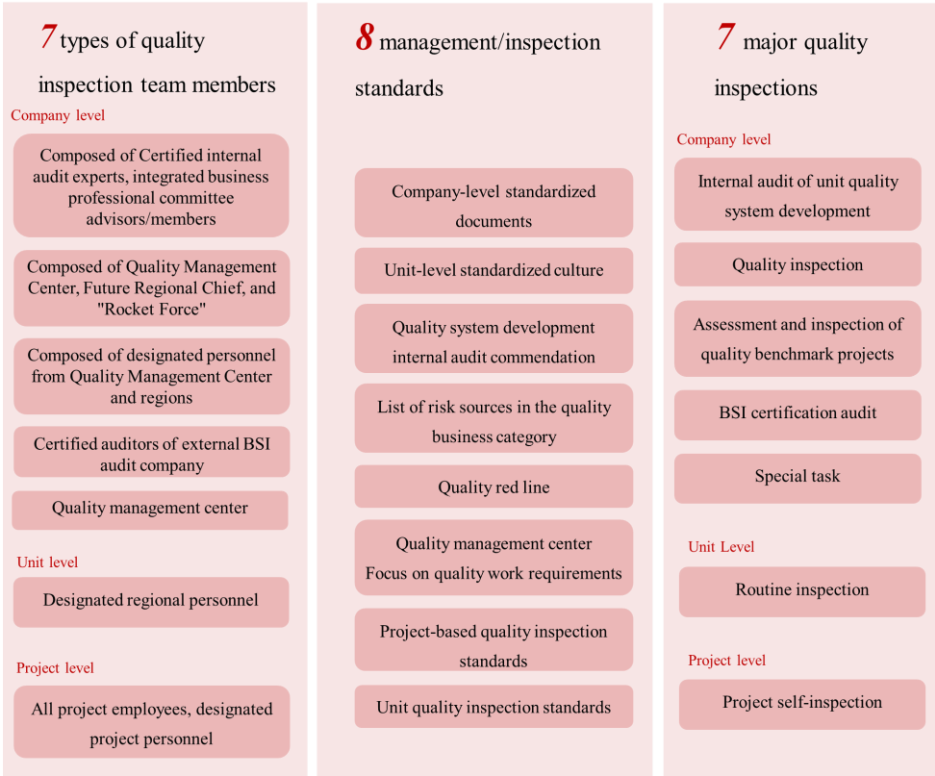
Internal Assessment

has developed and consistently improved the quality system and system standards in terms of both hardware and software, to constantly improve service quality.



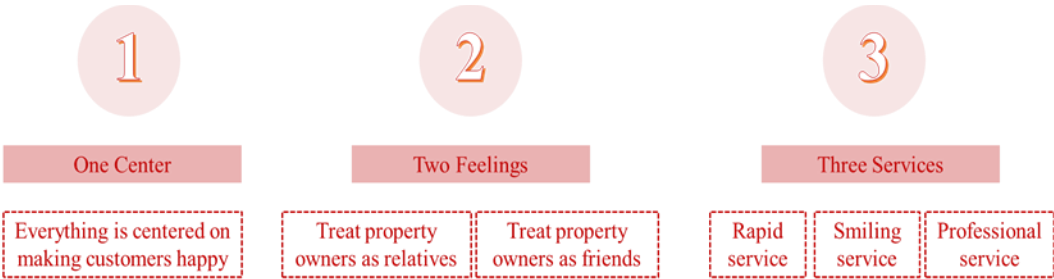
Panoramic View of Property Service Quality Operations

Meanwhile, we have established a three-level quality inspection mechanism featuring "company-unit-project" to enhance management through regular internal and external inspection and a assessment, with the aim of strengthening the supervision and quality control of property service sites. In 2020, we launched the quality inspection tool – Smart Monitoring Cloud Platform, which enables 360° panoramic real-time video monitoring, smart inspection, and smart warning by integrating the existing system and information-based resources. The platform has significantly improved the efficiency of quality inspection and management and further optimized the service levels. The quality inspection mechanisms the Company currently implements are as follows:



• **Excellent Service System**

Since its inception, Country Garden Services has consistently innovated its service concepts and systems and is committed to establishing a benchmark image in the industry. With the new upgrades and property service transformation, we have consistently remained true to our original aspirations, kept pace with the times, innovated the service model, created community culture, implement the "123 Service Rules" and "5H Service Concept", and insisted on providing the best professional services:



“123” Service Rules

➤ **Health: Healthy Sports**

Promote the concept of healthy sports and low-carbon environment-friendly life to property owners

➤ **Happiness: Joyful childhood**

Bring childhood joy to young property owners and temper their strong will

➤ **Hope: Public welfare concerns**

Guide owners to participate in public welfare initiatives and in practical activities to contribute to public welfare

➤ **Heart: Cultural nourishment**

Make music and reading an important part of community culture

➤ **High-tech: Futuristic Technology**

Integrate modern technology into community life



“5H” Service Concept

Since the implementation of the "Phoenix Home" service in 2013, Country Garden Services now has nearly 5,564 platinum Phoenix Home Butlers. With Platinum Phoenix Butlers as the core service carrier, we focus on customer needs and provide customized services to property owners. We have also comprehensively upgraded the Platinum Phoenix Butler service system and cooperated with the Red Cross to promote the standardization of emergency rescue capabilities of Phoenix Butlers by requiring 100% of Phoenix Butlers to be certified as paramedics—the first such initiative in China. All Phoenix Butlers are now certified and are ready to protect the health of millions of property owners.



“Obstetrician” for Property Owners

Case

On February 11th, 2020, Dan Wang, a Butler at Cuihu Bay (翠湖灣) in Huiyang Guangdong Province, received a request for help from Ms. Huang, a pregnant property owner, who felt sudden abdominal pain—indicative of preterm labor. Wang Dan immediately rushed to Ms. Huang's apartment, and found Ms. Huang had given birth to her baby on the toilet in the bathroom. Wang Dan immediately called the 120-emergency hotline and also sent emergency help information in the chat groups of property owners and friends circle, to seek the assistance of obstetricians and nurses within the community. While they waited anxiously for the ambulance, Wang Dan, who had received professional training in first aid from the Company, carefully ensured the safety of the mother and newborn until the ambulance crew arrived. Currently, both the property owner and the baby are in good health, and Wang Dan's courageousness and attentive service have been unanimously praised by numerous property owners.



Wang Dan helping the new mother and baby



Unanimous praise from property owners

Banner Presented by Property Owner for Finding and Returning Valuables to the Owner

Case

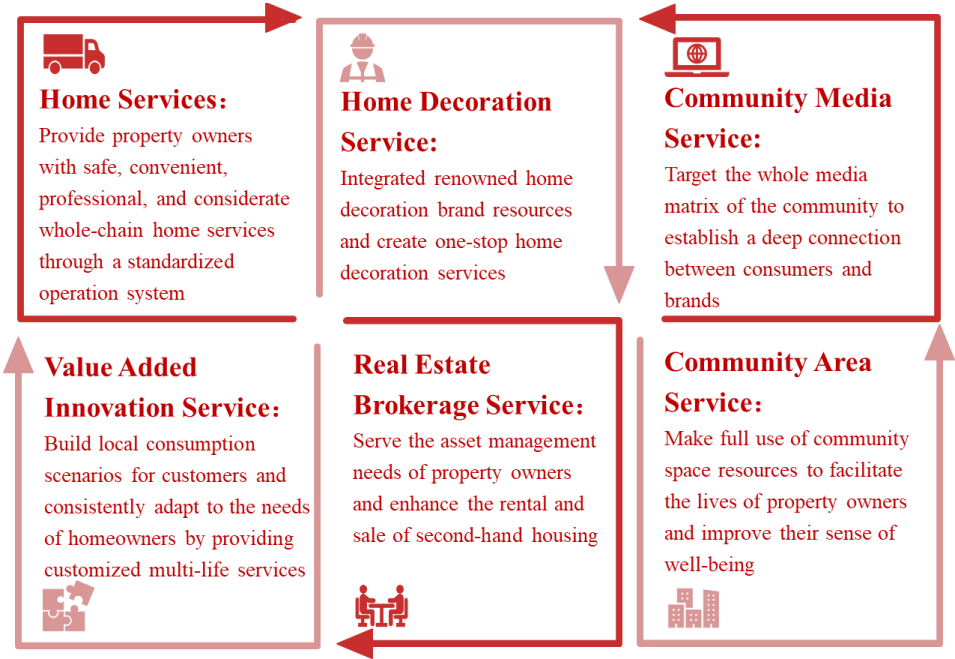
In late March 2020, Zhang Liangding, a community cleaner of Country Garden in Hanshou, Hunan, was cleaning the building, when he found several packages that appeared to have been misplaced in the elevator. He carefully opened the package, and found several precious gold jewelries along with clothes. Zhang Liangding immediately contacted the relevant colleagues to handle the matter in accordance with the special guidelines of the Company on how to properly handle valuables that belong to property owners. The property service team carefully counted and recorded the belongings in the package in the presence of all witnesses. When the anxious property owner called the Property Service Center for help, the Property Service Team confirmed the identity of the property owner by checking the elevator surveillance video and immediately returned the package to its owner, receiving high praise from the owner. A couple of days later, the property owner visited the Property Service Center again with a customized banner to express his sincere gratitude to the cleaner Zhang Liangding and the Property Service Team.



A banner presented to Zhang Liangding by the property owner

Community Value-added Services

Country Garden Services is dedicated to becoming a "full-cycle community life service integration provider". Starting from the two major requirements of asset preservation and appreciation, and property owners' lifestyle needs, the Company provides comprehensive community life services for property owners around the growth cycle of their families, property value cycle, and community maturity development cycle while integrating community business resources and is committed to enabling property owners to experience the benefits of property services. Six major business lines have been gradually developed under our community value-added services:




As of the end of December 2020, with respect to value-added innovations services, we have selected life necessities for property owners and have connected over 1,000 merchants. Over 200,000 people have bought their favorite products through community group purchases throughout the year. In terms of home decoration services, we have established partnerships with over 600 home decoration and building material brands, to create a better life for over 100,000 households.

Case

“Phoenix Club” APP

Country Garden Services has launched the "Phoenix Club" App for property owners, with the aim to develop an online portal for value-added community products and services. "Phoenix Club" APP is a comprehensive app providing one-stop smart community services for property owners, such as smart access control, property services, shopping privileges, and neighborhood socialization. As of December 31st, 2020, the Phoenix Club APP had 7.46 million registered users, with more than 1.86 million monthly active users, which has effectively improved the efficiency of service personnel and enabled community property owners to enjoy the speed and convenience of a smart community.



“Phoenix Club” APP Screenshot

Satisfy the life needs of property owners with value-added services

Case

Country Garden Phoenix City Guangzhou is a super-sized project served by Country Garden Services. There are 30,000 households and has a resident population of about 200,000 people in the community, roughly equivalent to the population of a small town. To guarantee the convenience of daily life needs of the property owners, Country Garden Services has extended its living services indoors to satisfy the diversified needs of property owners. The first is butler service. For households requiring care for the elderly or children at home, Country Garden Services specifically trains and centrally manages butler service personnel and only permits them to work after receiving appropriate qualification to ensure the professionalism of the services. In addition, as the Phoenix City community is extremely large, it is inconvenient for property owners to purchase commodities within the community. Therefore, Country Garden Services butlers offer purchase services for property owners. For property owners who have purchased imported expensive trees and require professional care, Country Garden Services has added tree care services for property owners by leveraging the company's years of experience in tree care. With these value-added services, we have established more links with property owners and ensured that our services contribute to a better life.



Training of butler services

Value-added Services to Non-property Owners

The value-added services to non-property owners provided by Country Garden Services are tailored professional services provided to property developers, and include presales management consulting services, pre-delivery cleaning, landscaping and maintenance services, and sales and leasing agency services of unsold parking spaces and properties. We strive to provide homeowners with professional Platinum Phoenix Butlers services from the moment the contract is signed, and we continue to improve our service quality through the following service models:



11

11 satisfaction surveys
were conducted

132,437

132,437 people
participated in the
satisfaction surveys

97.2%

Property owner
satisfaction rate is up
to 97.2%

99%

Service personnel
satisfaction rate is up
to 99%

“Three Supplies and Property Management” Businesses

Country Garden Services actively explores more diversified and multi-layered organic growth. In 2020, we successfully completed the full takeover of the "Three Supplies and Property Management" businesses, and we will leverage the successful experience of this benchmark project to continue to deepen our efforts in the "Three Supplies and Property Management" sector, which will be developed into one of the future growth drivers.

The year 2020 was the "Year of Foundation Management" for the "Three Supplies and Property Management" services. We have been working together with our partners to promote the development of management systems, refine quality control, implement butler services, and improve operation management and service quality. In addition, efforts have been made to train professional teams in community value-added services, promote the implementation of community value-added services such as community media and group purchase, adhere to the open and shared cooperation models, strengthen market expansion and strategic cooperation, launch intelligent operation platforms and integrated management IOT systems to improve operational management efficiency, comprehensively promote the in-depth integration of teams from both sides and partners, and build a talent training mechanism with internal driving force.

Customer Satisfaction


Country Garden Services strictly abides by all laws and regulations such as the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, respects the legitimate rights and interests of consumers, and listens to homeowners with an open mind, to understand their views and demands. On this basis, we have developed the *Classification Guidelines for Complaint Work Order Processing* and the *Guidelines for Complaint Work Order Processing Operations* to standardize the aftersales staff complaint process, scientifically classify and conduct statistical analysis of

96,662 100%
96,662 complaints were received and 100% of the complaints have been responded.


26
A total of 26 hours of customer service quality trainings have been conducted

homeowner complaints, and to better fulfill the commitment to homeowners. At the same time, we have developed the *Claim Assessment Management* system to implement claim classification control, effectively implement the project claim assessment indicators, and to consistently improve our lean management and services, to enhance service quality and ultimately achieve customer satisfaction.


To improve the property management quality, Country Garden Services has established an industry-leading satisfaction management system and a professional technical management team to support the satisfaction research and analysis of all completed projects in China. In 2020, we established the Customer Experience Research Institute and set up hundreds of customer experience improvement teams to explore the growing needs of our customers and better optimize service solutions and innovate service design.



Outbound Call Team: 17 full-time outbound satisfaction call customer service representatives are stationed in 400 customer contact centers, to conduct daily outbound call-based research.



Technical management team: 2 outbound call field technicians and 3 technical analysis and evaluation system managers are assigned to provide technical support for the surveys.



Customer experience team: 2 market research and data analysts and 2 operation personnel are assigned to handle user operation, business research, owner profile creation, and research.

Comprehensive survey frequency	Scientific target establishment	Reduce sampling fluctuation	Closed loop satisfaction
<ul style="list-style-type: none">Conduct nodal research for assessment purposes and emphasize on annual improvementConduct regular research for daily management.	While guaranteeing industry-leading service quality, we also fully consider the specificity of individual projects and set reasonable quality targets for different projects.	The frequency of annual surveys is adjusted according to the volume of projects, based on expert discussions and historical data, to ensure that the sample size is greater than 30 per month. In addition, a period of exemption is granted to projects with less than 1 year of building occupancy to prevent sampling volatility.	We are business oriented and conduct in-depth data and case study-based analysis on reasons for service level discrepancy, to ensure that the findings can drive business improvement and customer experience; at the same time, we publish region-wise satisfaction management tools every month and invite excellent regions to share their experiences.

Customer Satisfaction Management System

Country Garden Services has established a national 400 hotline Customer Contact Center and a team of 42 customer complaint specialists provide 24-hour complaint hotline service to property owners. Property owners can also file complaints through Platinum Phoenix Butlers, "Phoenix Club" APP, official WeChat account feedback, etc. On receiving a complaint, the customer complaint specialist creates complaint work order that is processed based on the extent and types of risks. The customer complaint specialists need to communicate with the property owner within 1 hour of receiving a

complaint, communicate the resolution measures to the property owners within 24 hours, and complete the return visit for the complaint within 48 hours to ensure that the customers' needs have been addressed.



Customer Complaint Handling Principles

Country Garden Services considers customer satisfaction assessment as an important part of management performance assessment in each region. The Group Headquarters has set three levels of satisfaction objectives for each property service region and conducted four satisfaction surveys and scoring assessments for projects nationwide in 2020. This has effectively pushed each property service management region to identify weaknesses in customer service, continuously improved the management level, and ensured high-quality and considerate property services are provided to property owners. In the future, we will optimize the complaint channels to reduce the rate of repeat complaints, and optimize the complaint classification labels, to accurately identify the root causes of problems and make timely improvements, to further enhance customer satisfaction rate.

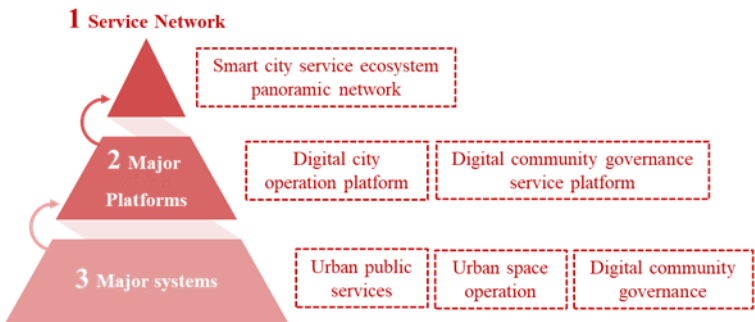
City Governance, Harmonious Coexistence

With the constant development of urbanization, the connotation and boundary of property management services have also been consistently extended. As a pioneer of new city governance public services in China, Country Garden Services has a comprehensive understanding of the value of social integration and multiple coexistence in city ecology. We uphold the focused strategy of new urbanization and take "Support the Governance, Promote the Industry, Improve the Environment, and Benefit the People" as our core value. We aim to realize the "City Big Property Management Services" operation model with balanced and sustainable development, and create a benchmark for better human life through integrated digital solutions for urban livable environment renewal, digital integration of public services, precise and efficient urban governance, business environment optimization, ecological and environmental monitoring, as well as value-added urban public assets.

City Coexistence Programme

Since 2015, Country Garden Services has been a pioneer in the industry to go out of the communities, expand diversified business modes and enter the city services field. In 2018, it launched the "City Coexistence Programme" to cooperate with local governments, innovatively implemented the dual-

wheeled wisdom-driven model of "smart city infrastructure operation + urban cultural activities support services" with the help of intelligent IoT hardware and community operation data platform and created a framework of smart IoT urban services to provide development platforms for more industries. In 2020, we reached strategic partnerships with several domestic technological giants, local governments and enterprises, continuously iterated and upgraded technology through our own project practices, and gradually explored the application to a larger space of urban services and implemented technology upgrades to realize a leap in urban management efficiency. We have established the strategic layout of "One Network, Two Platforms, and Three Service Systems". In addition, we integrated Country Garden Group's (Country Garden Holdings, hereinafter referred to as "Country Garden Group") industrial resources in education, agriculture, robot, hotel, fresh product retail, medical and health care, etc., to provide 20 sub-products such as smart municipal sanitation integration, smart parking, and long-term operation of old neighborhoods, and provided 5 solutions to resolve the pain points faced by governments in the construction of an open and symbiotic service ecosystem in urban scenarios.



So far, we have cooperated with over 10 cities and projects such as Kaiyuan in Liaoning, Guangdong Nanyue Expressway, China Southern Airlines Base of Beijing Daxing International Airport, Shanghai Putong Airport, Xiaoyaowan in Dalian, Liaoning, Shouyang in Shanxi, Junliangcheng in Tianjin, Cenxi in Guangxi and Yingde in Guangdong, creating a new urban governance model based on co-construction and shared use with city managers, city residents, and other stakeholders.

Country Garden Services Joins Hands with Junliangcheng in Tianjin

Case

On May 22nd, 2020, the inauguration ceremony of "Service for a Better Life" was successfully held in the new town of Junliangcheng. Tianjin Junliangcheng New Town is an ancient town with a thousand-year history and culture, and its construction and development has been highly prioritized by Tianjin Dongli District Government. Based on comprehensive preliminary research, and with the perspective of "Greater Tianjin" and examining the geographical value of the emerging area in the "Tianjin Twin Cities Axis", Country Garden Services has proposed the innovative concept of integrated public services in the built-up area with "Synergistic Production and Financing, Balanced Employment and Housing, Overall Operation, and Sustainable Development", and plans to introduce the operation model of "Big Property Service in Smart Red City" in the future. Under this model and on the basis of the regular property operation and maintenance services, efforts will be made to highlight the demonstration role of public services in the new town, to realize quality improvement of the overall environment of the parks through the application of science and technology, to make up for the lack of supporting facilities through service innovation and to play a driving and boosting role. This will help truly promote the development of regional residential, commercial and related supporting facilities through service empowerment and boost the high-quality development of the new town.



Big Property Service Operation Model

Equity Cooperation with Guangdong Guangkun to Jointly Support Green City

Case

On September 24th, 2020, Country Garden Services reached an equity cooperation agreement with Guangdong Guangkun Pest Control Technology Industrial Development Co., Ltd. and established "Guangdong Country Garden Guangkun Environmental Technology Co., Ltd. (hereinafter referred as "Country Garden Guangkun"). The cooperation between the two sides is based on the dual-wheeled drive strategy of "Big Property Management" and "Big Community Services" and the "Service + Technology + Ecology" development model. This cooperation aims to introduce the professional service capabilities and rich experience of Guangkun in the field of pest control, to effectively improve the quality of pest control services in the projects managed by Country Garden Services, and to further explore innovative business models such as the creation of healthy cities, sanitary cities, intelligent pest control, and home pest control solutions in the field of "City Coexistence Program". This will create a digital engine in the era of big property services, expand and integrate multiple business models, extend the service boundaries, deepen the value-added community services, ensure parallel progress with multiple business models, improve the quality of services in all aspects, and help the continuous value addition of the corporate brand.



Signing of equity cooperation agreement

Public Service Standards


We have actively promoted the standardization of public business services, launched systems such as the Level 1 Environmental Service Manual for Industrial City Property Services and the Corporate Butler and Business Reception Services Program for Industrial City Property Services, provided professional guidelines in all aspects of engineering, environment, customer service and security, investment promotion, and value-added services, promoted standardized and refined management of new industrial city services, and strived to create a team of high-quality, professional and customer-

oriented corporate stewards to provide a constant source of support for the development of enterprises in new industrial cities.

We have primarily restructured the urban operation service ecosystem from three aspects: Model innovation, technological innovation, and mechanism innovation.

➤ **Model Innovation**

Country Garden service extends its services from the original community service scenarios to urban (town) public service scenarios. It provides quality assessment of urban public operation and maintenance services by setting up urban service operation centers and network service areas based on urban administrative zones and provides a big city property operation model.



➤ **Technical Innovation**

Country Garden Services comprehensively explores its accumulated digital application scenarios and AI technologies for infrastructure management and digital city management upgrades and collaborates with multiple entities to solve specific “city challenges” to improve efficiency and reduce operating costs.

➤ **Mechanism Innovation**

Country Garden Services, along with its ecosystem partners, provide integrated service solutions for cities to solve the problem of “fragmented governance” and achieve sustainable development through value-added services.

Protect Safety, Safeguard Happiness

Country Garden Services attaches immense importance to the information security of property owners and residents, and 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*. We have implemented a series of measures to improve the safety index in the communities and have strived to create a harmonious and safe community environment.

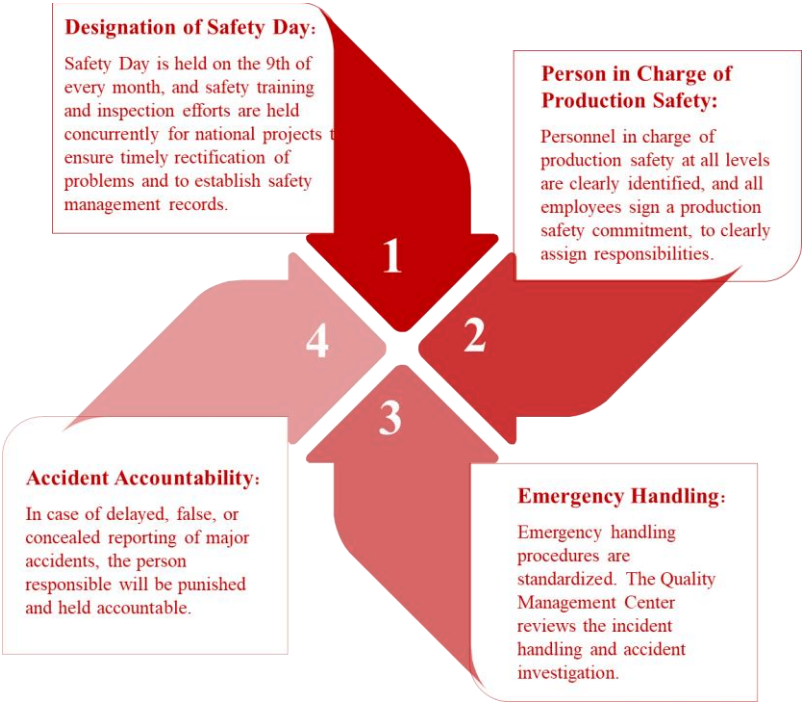
Resident Health and Safety

Community Safety Control

Country Garden Services has established a safety management system to make pre-process prevention, in-process controls, and post-process accountability for safety risks in daily property management, to fully protect the health and property safety of residents.

0
major safety
responsibility accidents
in the community

2,836
A total of 2,836 fire
drills



Safety Management System

We have implemented a four-level security system, formulated and implemented management systems such as Procedures for Night Inspection by Property Management Personnel, Administrative Measures for the Use of Mobile Phones by Property Management Personnel at Work, and Administrative Measures for Fire Safety Responsibilities of Property Management of Country Garden Services. We have implemented 24-hour fully closed management in the residential areas, configured intelligent and advanced technology-based security management systems, and implemented full-time control and inspection of key components such as personnel access control, vehicles, fire protection, decoration, traffic, parking lots, and perimeters through the combination of professional security personnel and intelligent technology. At the same time, we have held drills with residents for contingencies such as fires and passengers trapped in elevators, to realize the efficient combination of personnel prevention, physical prevention, technical prevention, and joint prevention.

Gate Post Management <ul style="list-style-type: none"> • Personnel entry and exit authorization: Provide guidance, registration, and instructions for people and vehicles entering and exiting the community. Provide customers with efficient, convenient service experience, verify and register people and vehicles entering the community without authorization, and prevent people from entering the community without justified reasons.; • Verification of the entry and exit of objects: Replicate the management of large items leaving the community to avoid the loss of private and public properties of the owners. 	Fire Control <ul style="list-style-type: none"> • Accountability to people: Seriously implement the three-level responsibility system for firefighting. • Regular equipment: The firefighting pipe network is required to be supplied with water and the water pressure is normal, and the firefighting host equipment is required to operate normally. • Sandarized management: Operate daily fire control measures in accordance with institutional norms. • Timely disposal: Identify, alert, extinguish and evacuate incipient fires in a timely manner. 	Fence Management <ul style="list-style-type: none"> • Install anti-climbing spikes, electronic fences, infrared alarm systems and other physical defense facilities to stop unauthorized intrusion. • Install monitoring system, electronic fence, infrared alarm system and other technical defense equipment to monitor 24 hours real-time online.
Control and Management <ul style="list-style-type: none"> • Full coverage of 24-hour real-time monitoring of key parts of the community • Cloud monitoring platform: Intelligent AI analysis monitoring system, search for people by map, action track management, abnormal alarms, work order management, task management 	Material Management <ul style="list-style-type: none"> • Open and inspect all trucks entering and leaving the community, and release the items brought out of the community after the necessary verification against the release note for correctness. 	Patrol Management <ul style="list-style-type: none"> • Human Defense: 24-hour patrols of key parts of the community • Technology defense: Real-time monitoring of the perimeter, automatic inspection of the eagle eye monitoring in accordance with the set route, implementation of the dynamic capture, the real-time alarm for abnormalities.

1030

A total of 10 major and 30 minor items for preventive measures and service

428

428 commendations by government departments at all levels during the epidemic

1,653

1,653 banners received from property owners during the epidemic

40,000

40,000 liters of disinfectant solution and other epidemic prevention materials donated to property service peers in Wuhan

400

Over 400 tons of community living materials procured to support several prefecture-level cities in Hubei Province

The "November 9 Safety Day" Series of Activities

Case

On November 9th, 2020, Country Garden Services launched a series of Safety Day activities with the theme "Focus on Firefighting, Prioritize Life", which included training on general safety and related skills for employees, publicity on safety knowledge for employees, property owners and partners, organization of community fire drills and emergency drills, popularization of firefighting appliances among property owners, quality inspections at project sites, and reporting of major risks and hidden dangers for rectification, etc., to effectively improve the safety awareness of all employees and property owners, and strengthen the emergency response and self-rescue capability of property owners.



"November 9 Safety Day" Poster



Fire Drill

Combating the COVID-19 Epidemic

In early 2020, with the outbreak of the novel coronavirus (hereafter referred to as "COVID-19"), community property management services played a vital role in epidemic prevention efforts. Country Garden Service quickly responded by releasing several guideline documents such as *Notice on the Prevention of COVID-19* and *Standard Guidelines for Temporary Operations* during the epidemic and launched the "War on Epidemic" campaign in over 3,000 projects nationwide, with more than 30,000 employees fighting on the front lines of community epidemic prevention. By implementing the "10 Community Epidemic Prevention Standards + N Innovative Epidemic Prevention Measures" in the communities, the health and safety of the 2.3 million property owners were safeguarded in all aspects. During the epidemic control period, among the over 3,000 communities managed by Country Garden Services nationwide, none of them reported a public area infection, and none of the frontline property service personnel of Country Garden Services were diagnosed or suspected to be infected. The epidemic prevention measures and considerate services provided by Country Garden Services have been highly praised on several CCTV programs, including News Broadcast.



Standardized daily prevention and control mechanism

◆ Door-to-door safety check

- ❖ Took the lead in implementing closed management of communities. Each community implemented strict access control over pedestrian/vehicle traffic and required temperature testing of homeowners entering and leaving the community. In addition, visitors who were outside the community were advised to return.
- ❖ We cooperated with and implemented the local public health incident response policies and the control measures of the Bureau of Health and Welfare, such as screening, isolation, medical treatment, and reporting, and conducted safety screening work within the residential areas in each household, with the aim to follow up on people who were returning home and reported suspected cases such as those with fever, in a timely manner.



Property Management Service Personnel Check Body Temperature of Community Homeowners

◆ Comprehensive disinfection and protection

- ❖ Country Garden Services took the lead in setting up disinfection channels, sensor-based rinse-free disinfectant dispensers, and automatic disinfectant spraying at the gates, to ensure safety of property owners as soon as they enter the residential areas.
- ❖ Placed wet wipes, hand sanitizers, disposable gloves, etc. in the elevator cars for homeowners when they are taking the elevator and put disposable films on the elevator buttons and replaced or disinfected them once every 2 hours, to reduce the risk of virus cross-infection.
- ❖ Country Garden Services took the lead in setting up special garbage bins for masks and other epidemic prevention waste, regular disinfection and cleaning, recycling and destruction, and implemented special treatment of domestic waste of isolated households to prevent secondary contamination.
- ❖ Conducted full coverage and high-frequency daily disinfection of public areas such as elevators, corridors, unit buildings, garbage bins, entrances and exits, and underground car parks.



Comprehensive community disinfection

Elevator cars equipped with paper towels and promotional slogans

◆ Intelligent and efficient epidemic prevention

- ❖ The first unmanned integrated epidemic prevention vehicle in China was used to spray disinfectant and broadcast epidemic prevention publicity messages in some areas. The epidemic prevention vehicle can travel intelligently according to prescribed routes and automatically avoid obstacles and pedestrians, significantly improving disinfection efficiency.
- ❖ Intelligent management systems were adopted to monitor the epidemic control work in real time online, the epidemic prevention database was updated on a daily basis, a daily reporting system for epidemic data was established, the community epidemic prevention and disinfection data was automatically monitored, and timely statistics and tracking management for the vehicles registered in Hubei Province entering the residential areas were provided.
- ❖ We implemented a variety of non-contact intelligent access methods such as facial recognition and “Phoenix Club” APP for the smart access control system. The system can automatically determine the status of the crowd wearing masks, crowd distancing, and can generate voice announcements, making the work convenient and efficient.
- ❖ Drones were used to disinfect the communities using 84 liquid disinfectant. The drones flew around the communities disinfecting the areas more comprehensively.
- ❖ Medical-grade disinfection machines/ultraviolet disinfection lamps were provided in the corridors and elevators of the residential buildings, and cleaning staff carried out disinfection work at a fixed schedules every day to improve the safety factors of property owners entering and leaving the residential buildings.
- ❖ At community pedestrian gates with high pedestrian flow, the number of infrared thermography temperature measurement equipment were increased, to conduct simultaneous infrared thermography temperature measurement of several people, allowing property owners

to pass quickly, minimizing the waiting time for inspection and avoiding congestion that would cause gathering of people.



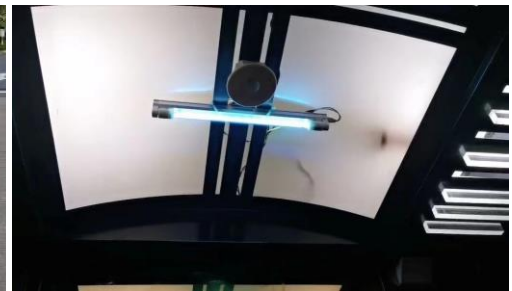
Unmanned integrated epidemic prevention vehicle



Intelligent gate guard



Drone disinfection



UV disinfection lamp

Considerate Community Protection Services

- ❖ Country Garden Services pioneered contactless remote maintenance services. When residents need to conduct any self-maintenance activities, they can call their exclusive butlers, and the property personnel will soon deliver sterile maintenance tools at the doorstep of the residents; if the residents require professional guidance for using maintenance equipment, they can talk with the exclusive butler via the WeChat video call feature, and receive remote guidance from professional engineering personnel on various maintenance problems.
- ❖ Country Garden Services pioneered the "Stay-at-home Together" online community culture activity. Property management service personnel promoted virus fighting and health-related games to residents, organized video-based creativity contests and quizzes on epidemic prevention, organized epidemic prevention activities, and launched various online clubs to enrich the lives of property owners and residents within their homes.
- ❖ Over 3,000 property management service butlers provided various free "errand services" for tenants every day including purchase of vegetables, daily necessities, medicines, charging of gas cards, free printing of study materials, courier delivery, garbage disposal, meal delivery for quarantined residents, etc. The "Phoenix Club" app enabled property owners of Country

Garden Services to place online orders for daily necessities and notify their dedicated butlers to arrange for home delivery services.

- ❖ The Company established a 24-hour online community consultation platform together with professional medical institutions to provide health consultation and timely screening of possible infection cases for property owners.
- ❖ For property owners who were unable to return to the community due to the epidemic, the property management service personnel regularly visited the property units to provide services such as pruning and water of plants, feeding pets, cleaning, and other services, and sent videos of plants and pets to the property owners so that they could rest assured and feel at ease.



Butlers purchase household goods for property owners



Online consultation platform

Butlers open windows in property owners' homes to provide ventilation

“You are fighting at the frontline; I am there to protect your home”

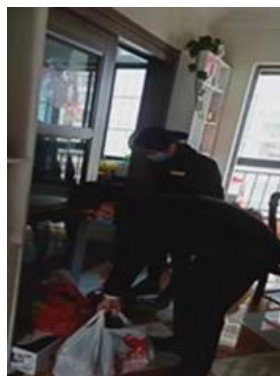
Case

In Country Garden Wetland Town in Sichuan, Mr. Wang, a resident and a practicing doctor, took the lead to go to the frontline after the outbreak of the epidemic, leaving his elderly parents and young children at home. On learning about this situation, Liu Liping, the butler of his residential area, took the initiative to cook and clean for Mr. Wang's family every day, taking care of his family while implementing adequate epidemic preventive measures.

At the same time, Mr. Wu and his wife, Ms. Wang, property owners in Nanxiong Country Garden, also responded to the call to join the medical team heading for Wuhan. They left their elderly parents and children at home unattended. Upon learning about this situation, Zhang Lan, the butler, immediately purchased household necessities and brought them to their home to help ease their troubles. The property owners were deeply moved by the warm-heartedness of the two butlers and remarked: “It is wonderful to have you with us.”



Butler Liu cooking for property owners at home



Butler Zhang delivering household necessities to property owners

Butlers Zhang Xia and Wang Dan were awarded the “Property Management Service Hero” medal

Case

On September 29th, 2020, at the “National Property Management Industry Report Conference on Excellent Deeds in the Fight against the Epidemic” sponsored by China Property Management Institute, 100 basic-level property management service practitioners from all over the country were commended for their efforts in the fight against the epidemic. Zhang Xia and Wang Dan, the Phoenix Butlers of Country Garden Services, were awarded the “Property Management Service Hero” commemorative medal. During the epidemic, butler Zhang Xia walked nearly 30,000 steps and worked 16 hours a day to distribute epidemic prevention and control materials and procure daily necessities for the property owners. Butler Wang Dan provided first aid for maternity cases in the community when all the doctors and nurses in the district were headed to the frontline to fight the epidemic, thereby ensuring the safety of the property owners. The two butlers expressed that they felt deeply honored to receive the “Property Management Service Hero” award and would continue to serve the property owners and solve their problems with care and pragmatism in the future.



Butlers Zhang Xia and Wang Dan were awarded the “Property Management Service Hero” medal.

Epidemic Prevention Publicity

- ❖ Publicize epidemic prevention information and disinfection information in public areas through mobile broadcasts using patrol vehicles in the community, and through online (homeowner WeChat groups and WeChat Moments) and offline (bulletin boards, notice boards, and gate posts) channels.
- ❖ To popularize scientific knowledge on epidemic prevention among property owners, in addition to the daily information publicity by telephone and WeChat, Country Garden Services’ property management service personnel also invited professional doctors from local hospitals

and epidemic prevention and control experts to conduct online lectures on epidemic prevention and control and answer various questions of the property owners.

- ❖ Assist local authorities in monitoring public opinions and immediately stop the dissemination of information that has not been officially confirmed by the local health authorities and which may cause panic among the residents within the community.



Community Slogan for Epidemic Prevention



Epidemic Prevention Poster

Customer Information and Privacy Protection

Country Garden Services strictly abides by all laws and regulations such as the *Administrative Measures on Information Security Level Protection* and the *Regulations on the Security Protection of Computer Information Systems*, and has formulated the *Code of Practice on Information Security Management of Country Garden Services* applicable to the Group headquarters, its subsidiary regions and projects, as well as third-party cooperation units, which provides standards to effectively safeguard the security of information assets, regulate the proper use of information systems by employees, and prevent employees from damaging information security.

Based on the importance of information, we have classified the information of the Group, employees, and customers into four levels: Top Secret, Confidential, Secret, and Public, and made detailed definitions and explicit management requirements for each level. We have also formulated detailed guidelines for the security management of the systems and application equipment involved in information and data, such as development, storage, encryption, protection against theft, protection against viruses, regular maintenance, and inspection. The Information Management Center at the Group Headquarters has specifically organized training on related systems to ensure the effective implementation of information security management measures.

We efficiently guarantee information confidentiality and privacy of our customers through the following initiatives:



In 2020, Country Garden Services strengthened the management of computer systems, office networks, and servers, and intensified the risk analysis and prevention of process management and infrastructure management to ensure the safe operation of servers and databases. We also made focused efforts to conduct comprehensive penetration testing of the 5 core systems and completed remedial measures of related vulnerabilities to prevent them from occurring in the future. At the same time, we have launched cloud database security protection products such as WEB firewall, DDoS high security products, and situational awareness products, to further protect system and customer privacy.

Intelligent Services, Convenient Life

Country Garden Services is constantly focusing on the future and seeking innovation and changes. We have invested heavily in technology and intelligent research, to reshape the management model through standardization, automation, intelligent management, and advanced information system, to build the

"smart community" and link the "smart home", and strive to benefit property owners through technology, redefine digital communities, create flexible services, and improve the living experience of property owners in all aspects.

Country Garden Services has built a cloud-based AI platform and AI algorithm training platform and has pioneered the development of the first "AI + Service" community in China, while launching the first AI + IOT-based AI full-stack solution product system in the industry. So far, Country Garden Services has completed the spatial digitalization and built a complete "Three + One" business logic (work order automatization, process visualization, assessment digitalization, and integration with professional companies' business chain), which has improved the management efficiency of standard services through the application of a large number of intelligent devices and backend AI. On the other hand, we have provided basic digital conditions for exploring the full use of service robots in standard services.



Country Garden Services cleaning robots

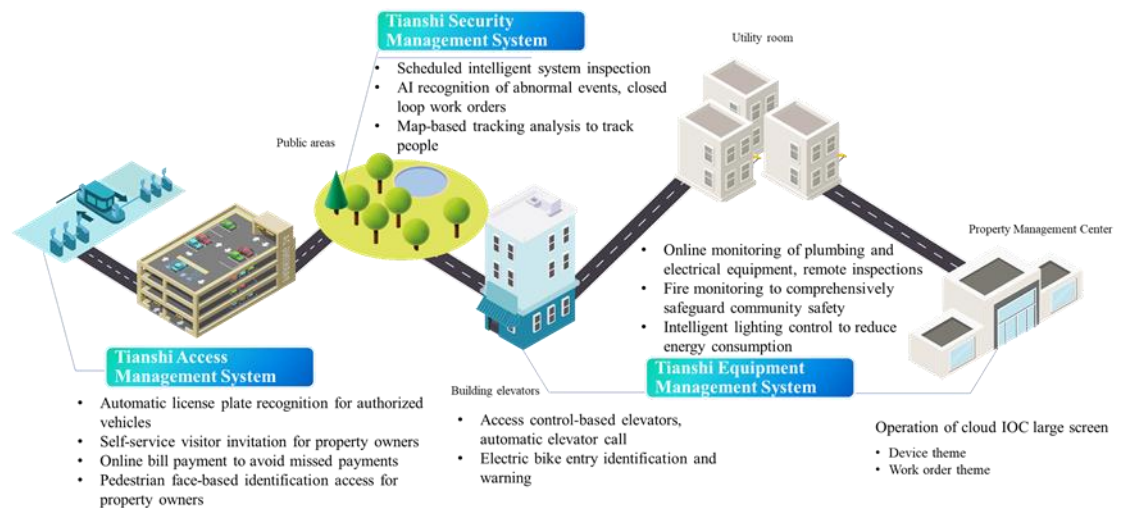
Enhance customer experience

In its digital transformation process, Country Garden Services adheres to the strategic objective of "focusing on customer experience". It concentrates on the digital touch points of customer experience, matches data and algorithms, and creates the ultimate personalized service experience.

- **Tianshi Cloud Platform**

The Company has developed the Tianshi Cloud Platform based on AI technology and digital transformation practices and by combining Country Garden Services' management and implementation experience in the field of property management services and community value-added services. The platform aims to provide property enterprises and real estate developers with one-stop information and intelligent products and services, to help their customers reduce costs, increase efficiency, improve

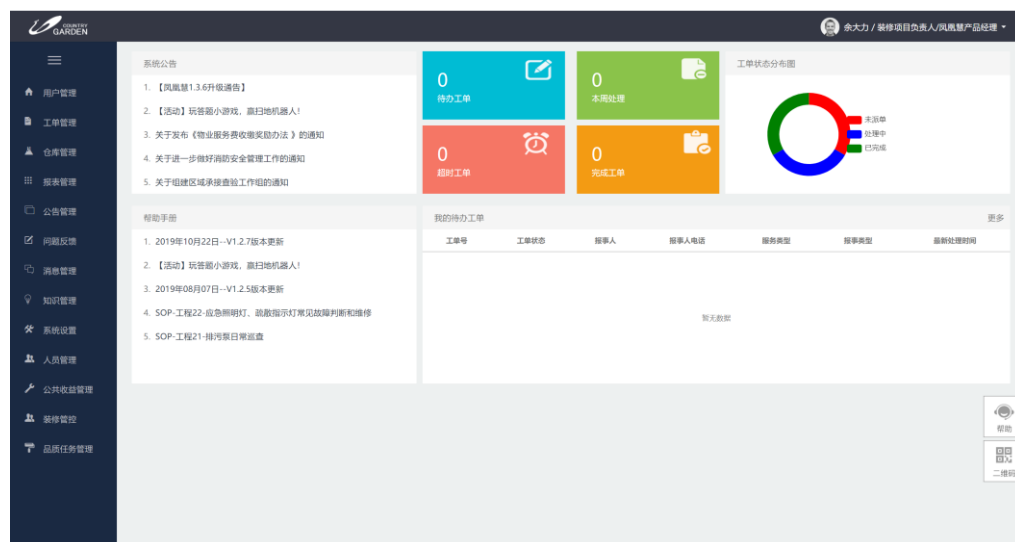
quality, generate revenue, and expand service channels. The Tianshi Cloud Platform covers four domains—Tianshi Business, Tianshi Operation, Tianshi IoT, and Tianshi Services. The intelligent security system under Tianshi IoT is a three-dimensional security system based on AI image recognition algorithms, where the electronic eyes have replaced the human eyes for 24x7 full-time intelligent monitoring, which has enhanced the security experience of property owners in the community through IoT and AI technology.



Tianshi Cloud Platform System

• "Phoenix Smart" Property Information Collaborative Mobile Platform

As a collaborative property information mobile platform, "Phoenix Smart" enables efficient online property life cycle management. By linking various equipment systems, "Phoenix Smart" provides timely feedback on equipment maintenance data to the "main system" in the form of work orders, forming a closed loop and enabling the realization of various functions such as internal repair, project repair, inspection, maintenance, quality inspection, and community announcement. It has effectively improved the efficiency of property management service personnel. In addition, Phoenix Smart supports robust APIS for open access by third parties. It is highly flexible and has powerful internal and external system integration capabilities, which have laid a solid foundation for future smart community service development.



“Phoenix Smart” Management Platform Interface

• Smart Community Product Application

The smart products widely applied in projects nationwide include smart access control, smart elevator, and intelligent security monitoring cloud platform, remote equipment and facility monitoring, smart firefighting, etc., which enable complete smart coverage of the five major property management application scenarios—access management, security management, equipment management, homeowner service, and project management.



Access Control Intercom System | 449 Projects Launched

- With facilities and equipment such as cloud telephone intercom, facial recognition, QR code, and Bluetooth reader, the smart access control system can effectively enable access management for homeowners, visitors, couriers, food delivery personnel, and other strangers. The smart access control system enables full coverage of all scenarios and automation of the service process, significantly improving the management level and service efficiency of the integrated gate posts of the properties under Country Garden Services.



Smart Elevator | 225 Projects Launched

- The smart elevator system is adopted to monitor the operating conditions of the elevator equipment in real time through sensors and cameras, and to prevent major accidents such as people getting trapped in elevators.
- Online management is conducted for elevator maintenance and repair contracts and elevator maintenance processes for the property projects. The engineering and maintenance staff can perform the maintenance and routine repair of the equipment remotely and efficiently through the APP, significantly improving work efficiency and service effectiveness.



Smart Security Monitoring Cloud Platform | 240 Projects Launched

- The smart security monitoring cloud platform can adapt to a variety of community scenarios, such as monitoring security violations, vehicle brand identification, as well as achieving real-time tracking of suspicious people in the community and targeting unexpected events.
- Effectively improve the reliability, timeliness, and scenario coverage of security services through machine and manual inspection reporting by optimizing the security business processes using AI-based equipment monitoring technology.



Remote Monitoring of Equipment and Facilities | 82 Projects Launched

- The intelligent IoT remote equipment monitoring system (IRBA) independently developed by Country Garden Services can monitor the operating conditions and energy consumption of various types of equipment in the communities in real time, and with the help of instant alarm push notification technology, problems with equipment can be detected in time, faults can be quickly located, and data can be analyzed, to provide optimized energy saving solutions. The frontline engineers can conduct equipment inspection and daily scheduled work remotely and efficiently through the APP, thereby not only improving work efficiency and service effect, but also saving energy and reducing carbon emission.



Smart Firefighting | 924 Projects Launched

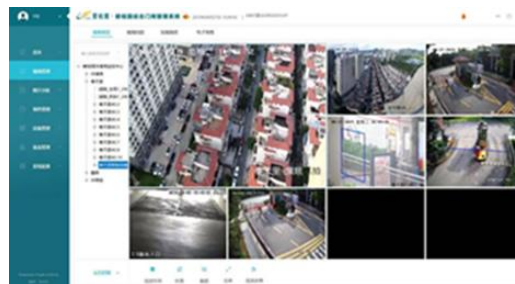
- The Smart Fire Protection Supervision System adopts sensor technology and IoT technology to realize cloud-based digital control of the overall management and operation of fire protection facilities and equipment through wireless network transmission. It enables 24*7 online real-time monitoring, fault alarm, and work order push notification related to the operating conditions of fire protection equipment, thereby reducing the probability of major failures of fire protection equipment and extending the service life of equipment.

Note: The above online project data is updated up to December 31st, 2020

Tianshi AI Smart Security System

Case

The Tianshi AI smart security system developed by Country Garden Services can instantly capture and analyze information of people entering and exiting the community through the placement of facial recognition devices at the entrances and exits. The system can intercept blacklisted people and provide alerts accordingly. The Tianshi AI smart security system can accurately identify and capture images of tailgating of residents when they enter the community; the data is then shared with the property service system, to ensure any person tailgating the resident can be quickly found and evicted from the community, thereby safeguarding the community residents. In addition, Tianshi AI smart security system can be used set a virtual community perimeter which will trigger a sound and light alarm in case any unauthorized person is found breaking through the perimeter; the data is simultaneously sent to the property system so that appropriate personnel can be dispatched to handle the incident on site, thereby realizing round-the-clock remote automatic inspection and real-time monitoring. This has comprehensively improved the security prevention and comprehensive management level of the community.



Tianshi AI smart Security System Interface

Enhance Service Efficiency

To consistently ensure the highest standard and quality of property management services, Country Garden Services has invested heavily in the development of comprehensive information technology systems and projects that cover the entire business chain, including enterprise resource planning (ERP) and customer relationship management (CRM) systems.

Country Garden Services has optimized the customer payment process and has realized overall process management for both online and offline payments through a variety of payment methods and channels such as the APP, WeChat service number, mini programs, and mobile POS. Efforts have also been made to optimize offline business processes such as customer requirements, repair requests, information

registration, key management, decoration, and other offline business processes, to enhance the Group's overall operating efficiency. Through the application of big data, a large amount of business and contact data is captured and analyzed, and appropriate reports are generated to support business departments, thereby serving customers more accurately and efficiently.

• Digital Intelligent Operation Control Tower System

Country Garden Services has developed a digital intelligent operation control tower system, which can realize automatic data pooling and calculation of multiple types of indicators, automatic ranking of multiple types of indicators, multi-dimensional penetration of indicators, early warning of indicators, and export of multiple indicator reports. It can also display the frontline property operation conditions in real time, reduce the artificial redundant statistics work of frontline staff and all levels of management, improve the service quality and management efficiency through data-based analysis, and provide effective basic support for digital transformation.



Display Screen of Intelligent Operation Control Tower System

• "Phoenix Core" Office APP

The Phoenix Core APP independently developed by Country Garden Services is an intelligent assistant application for regional/project-based property management teams. It is designed with powerful information dissemination and data analysis functions, and its application scenarios include work orders, contract licenses, intelligent warning of regional targets, operational data analysis, property cost, satisfaction and other data ranking, teamwork, schedule management, etc. It can assist management teams in decision-making and in reducing communication costs, improve office efficiency, and enhance business control.

Intellectual Property Protection

Country Garden Services strictly abides by applicable requirements stipulated in related intellectual property protection laws and regulations, such as the *Copyright Law of the People's Republic of China*, *Trademark Law of the People's Republic of China* and *Patent Law of the People's Republic of China*,

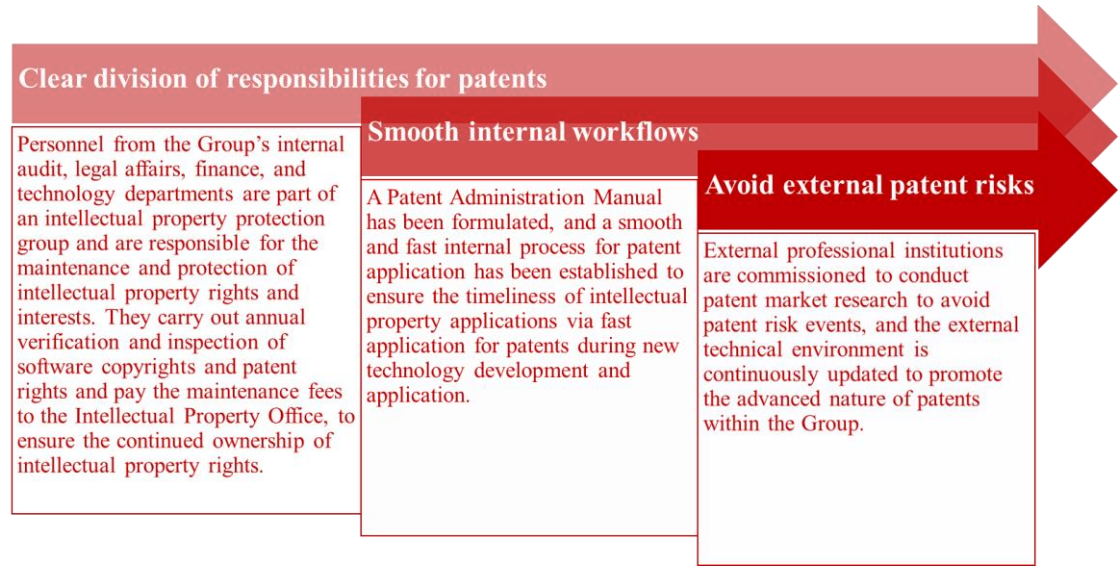
8

A total of 8 patents as of December 31st, 2020

77

A total of 77 software copyrights as of December 31st, 2020

and has gradually established a comprehensive intellectual property management system for intellectual property applications, rights maintenance, infringement litigation, property rights transactions, etc. The Group has promulgated the *Administrative Measures for Innovation Incentives* and the *Patent Management Manual* to encourage intellectual property-based R&D by scientific and technical personnel and has also assigned dedicated personnel to follow up the intellectual property rights application process. The Group has also organized its scientific and technical staff to study the *Patent Law* and other intellectual property-related laws and regulations, established an intellectual property protection working group, which includes technical, legal, and financial personnel, regularly verifies if intellectual property rights have been infringed, and has established a process for responding to intellectual property protection. We have established an intellectual property management system as follows:



ESG Issues
Addressed in this
Chapter

Employee health
and safety



Avoid child and
forced labor



Employee
promotion and
development



Equal opportunities
and diversity



■ External
Assessment

■ Internal
Assessment

People Oriented—Build an Elite Team

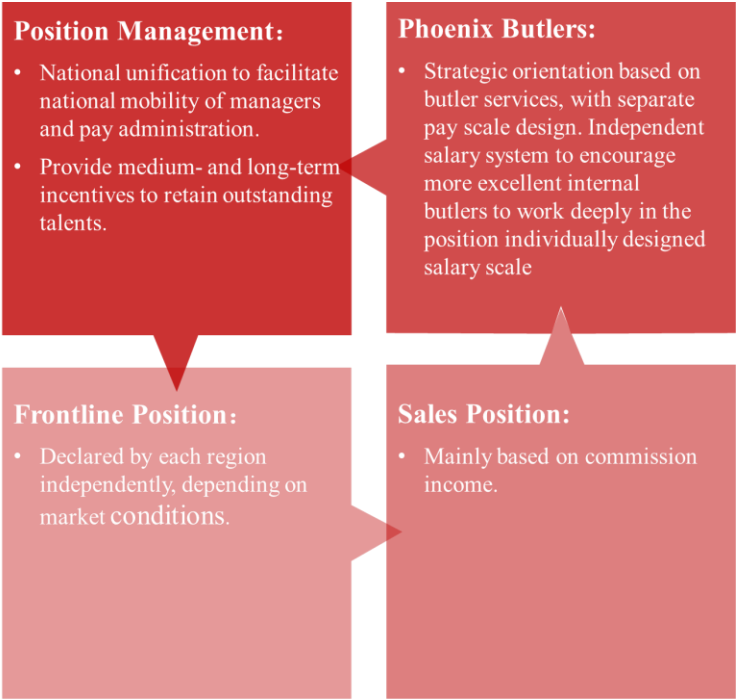
The Group strictly adheres to a people-oriented approach, complies with laws and regulations such as the *Labor Law of the People's Republic of China*, and has taken the initiative to introduce policies and systems such as the *System for the Management of Attendance and Leaves of the Country Garden Services Group*, the *Regulations for the Management of Job Conduct of Employees of Cinnamon Services Group*, the *Administrative Measures for the Incentive of Employees of Country Garden Services Group*, and the *Regulations for the Management of Welfare Leaves and Geographical Allowance for Employees of the Country Garden Services Group in Ethnic Minorities and Remote/Plateau Areas*, in an effort to provide a harmonious, fair, equitable, satisfying, and rewarding working environment for employees, to effectively safeguard the basic rights of employees and to realize the common growth of employees and the Group.

Guaranteed Working Rights and Equal Employment

The Group respects and abides by the core labor standards of the International Labor Organization Constitution, the internationally recognized human rights norms, and adheres to the principle of equal and fair employment. It ensures that employees are not treated differently in terms of recruitment, hiring, and promotion based on gender, age, nationality, race, religious belief, family, and health status, and tolerates no discrimination of any kind. If an employee encounters unfair treatment, he/she can file a complaint through the complaint hotline, the Administration and Risk Control Audit Center of the Group, the Human Resources Management Center of the Group, etc. Related departments will follow up and handle the requests of employees in a timely manner upon receipt of the complaint, to ensure that employees' complaints can be reasonably resolved.

Compensation and Welfare

We have built a salary system based on the principle of "3P+M" and insist on "market-based salary, job-based salary, performance-based salary and ability-based salary" rules. We are committed to providing employees with a more competitive compensation and welfare level compared to the market.





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



In 2020, Country Garden Services launched a 10-year “Share Option Scheme” to all in-service employees and directors to motivate the employees, attract and retain talents with excellent skills and profound experiences, and to further promote long-term and stable development of the Group. Meanwhile, to optimize the incentive system, we conducted salary research combined with the business planning of the Group and optimized the salary system of positions such as the Community Life Service Business Group and Phoenix Butlers, to further improve the salary management system, increase the salary competitiveness of positions, and retain outstanding talents.

Labor Rights and Interests

Country Garden Services has been actively involved in protecting labor rights and avoiding child labor. We prohibit the employment of child labor and verify the valid identity certificates of candidates in all aspects of employee recruitment, recruitment approval, and job entry, in accordance with laws and regulations such as the *Regulations on Prohibition of Child Labor*, the *Regulations of the People's Republic of China on Special Protection for Underage Workers*, as well as the corresponding overseas laws and regulations. We do not tolerate forced labor. All employees of the Group are recruited on a voluntary basis with no deception or coercion.

In accordance with the Labor Contract Law of the People's Republic of China as well as the rules and regulations of the overseas and domestic business sites, the Group establishes labor relations based on the principles of fairness and legality, equality and voluntariness, and honesty and trustworthiness. We sign internship agreements, labor contracts, or employment contracts with each employee based on the type of employee and renew contracts on a timely basis with employees whose contracts have expired. We refrain from forced extension of working hours. The Human Resources Department strengthens employment management through monthly statistical monitoring forms, to ensure legal and compliant employment. Meanwhile, the Group has established a standardized communication and investigation mechanism for employee dismissals to ensure that the reasons and processes related to dismissals are in compliance with laws and regulations. For employees who quit on their own initiative, we conduct 100% exit retention interviews, sincerely inquire whether employees have chosen to quit due to sudden family accidents, difficulties in life, etc., and try our best to help and solve the problem to strengthen employees' sense of belonging. In the process of employee dismissals, we also respect the right of employees to freely choose their jobs and strictly abide by the Labor Contract Law of the People's Republic of China and the Measures for Investigating the Responsibility for Violations and Discipline of Employees of Country Garden Services Group, uphold the principles of legal compliance, truthfulness, fairness and justice, regulate the work procedures for the cancellation and termination of labor contracts, and ensure the legitimate rights and interests of employees.

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

During the year, we have not found any cases of child labor or forced labor in violation of applicable laws and regulations.

Equal Opportunities

We are committed to ensuring diversity and equality of opportunity in our work. We oppose discrimination in the workplace and do not judge employees based on their skin color, nationality, sex, age, ethnicity, sexual orientation, marital status, religious beliefs, place of domicile, and pregnancy and maternity status, nor do we use the above as criteria for hiring, assessment, promotion, training, etc. For example, equal pay and benefits for female and male employees are guaranteed, and equal opportunities for career development are provided; employees from various ethnic groups, such as Han, Tu, Bai, Buyi, Mongolian, and Uyghur are provided with a working environment that is based on mutual respect, understanding, and integration for employees from different cultural backgrounds. Our employees

cover all age groups. In the future, we will continue to explore and improve our democratic management system to effectively guarantee the rights of employees to information, participation, and supervision.

As of December 31st, 2020, Country Garden Services had a total of 153,585⁴ employees. The breakdown of the employees by gender, type of job, age group, and geographic location (excluding number of employees from Manguo Kangjie and Fujian Dongfei) are as follows:

153,585

Employees as of
December 31st, 2020



Caring for Employees, Harmonious Workplace

Employees are a valuable resource for sustainable development. We attach immense importance to the occupational health and safety of employees, strictly abide by the Law of the People's Republic of China on Prevention and Control of Occupational Diseases and the Law of the People's Republic of China on Fire Fighting, as well as other related laws and regulations. We have formulated policies and systems such as the Guidelines for the Management of Occupational Injuries for Employees of Country Garden

⁴ Including a total of 92,782 employees from Manguo Kangjie and Fujian Dongfei that the Company acquired in 2020.

Services Group, the Regulations on Occupational Safety Prevention, and the Procedures for the Identification and Prevention and Control of Dangerous Sources, to actively protect the legitimate rights and interests of employees and create a safe, healthy, and comfortable working environment for employees and guarantee their physical and mental health. At the same time, the Group comprehensively considers the needs of employees, has improved the development of the employee care system, and enhanced employee satisfaction and happiness by building a platform for employee communication and feedback and by listening attentively to employees.

3,664

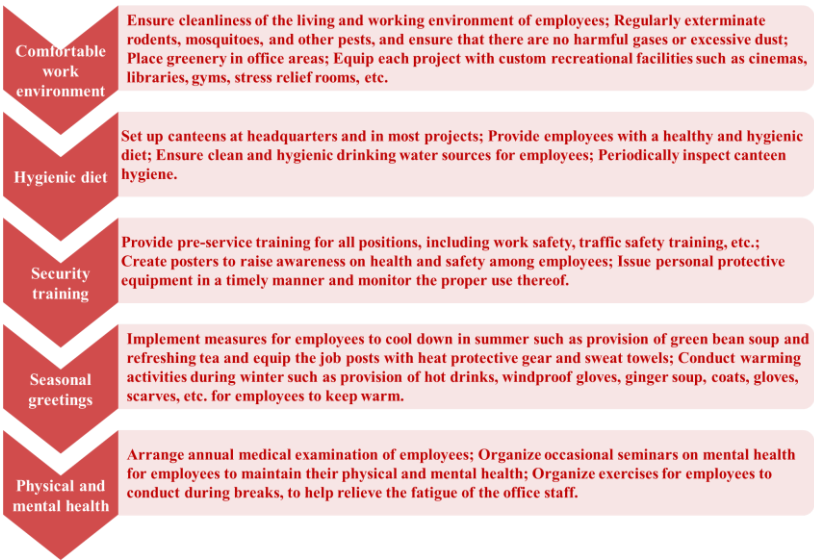
A total of 3,664 working days lost due to work-related injuries

80,000

Approximately 80,000 hours spent on health and safety training

Health and Safety

The Measures for Quality of Country Garden Services and the "Blue, Green, Orange, Yellow and Red" five-color risk management mechanism the Group has developed clearly regulate the handling of employee health and safety accidents, reporting requirements, rewards and penalties, etc., and link safety and production risk management to the performance assessment of related personnel in charge. In case of accidents arising from improper management, which endanger the health and safety of employees in terms of firefighting, production and operation, the Company will issue yellow or red card warnings to the organization based on the loss or impact of the accident, and give negative incentives, demotion, dismissal and termination of labor contracts to the responsible personnel of the organization and the project. Meanwhile, we effectively safeguard the health and life safety rights of our employees by improving their working conditions, strengthening labor protection measures and raising their safety awareness. The health and safety measures being carried out by the Group are as follows:



In addition, to protect the health of employees during the epidemic, Country Garden Services has issued the Guidelines on Work Safety Protection Measures for Employees in Important Positions of Country Garden Services during the COVID-19 Epidemic, and safeguarded the safety of employees during work, accommodation, and dining through the provision of epidemic prevention materials, temperature measurement and disinfection, and epidemic prevention publicity and training.

Provision of epidemic prevention materials

Office area prevention and control management	Staff dormitory prevention and control management	Staff catering prevention and control management	Epidemic prevention and control material management
<ul style="list-style-type: none">• Open windows 3 times a day for ventilation at different times• Set up a special trash can for "used mask recycling station"• Participants must bring their own water mugs when participating in meetings, and they must be separated by more than 1 meter.	<ul style="list-style-type: none">• Non-residents are not allowed to enter the dormitory area• All employees entering and leaving the dormitory area must wear masks• Staff must cooperate with body temperature measurement when entering the dormitory area, and cooperate with management personnel to register and verify the identity	<ul style="list-style-type: none">• Dine in accordance with the Group's unified requirements in batches, and sit at the designated positions in accordance with the requirements (keep a distance and avoid facing each other)• Food waste after meals is strictly prohibited from entering the garbage cans in the office area to avoid the breeding of rodents and insects and the spread of viruses	<ul style="list-style-type: none">• Each person is provided with one mask per day based on the number of people on duty• The Group purchases supplies such as masks, temperature measuring guns and disinfectant water in a unified manner in case of emergency to avoid any shortage of supplies.

Management and Control on Staff Working Safety During the Epidemic





Epidemic Prevention Guidelines for Employees



Winter Epidemic Prevention Guidelines for Employees

“Online Quiz on Safety Knowledge for Employees” activity

Case

Since 2018, Country Garden Services has conducted employee health and safety trainings with the theme “Country Garden Services by Your Side”. In 2019, the Group printed posters and conducted training courses on six major themes, including traffic safety, safe operation, and engineering safety, for various target groups. In July 2020, the Group launched the first “Online Quiz on Safety Knowledge for Employees”—the employees are required to review the contents in the “Country Garden Services by Your Side” safety knowledge training series to continuously enhance their safety awareness.



“Online Quiz on Safety Knowledge for Employees” activity poster

Communication and Care

Country Garden Services also attaches importance to staff communication and care, and continuously enhances the sense of belonging and satisfaction of employees by establishing different staff communication channels, listening to employees' valuable views, actively conduct employee satisfaction surveys and making improvements based on their detailed comments. The Group provides a range of considerate benefits to its employees:

Cultural Activities	<ul style="list-style-type: none"> Organize cultural activities with the theme "Happiness and Perfection". Organize various interest associations, such as the Badminton Association, Basketball Association, etc.
Employee care	<ul style="list-style-type: none"> Create a rich variety of staff activities, such as staff birthday parties, fun games, tea parties, parent-child activities, outreach activities. Pleasant activities during holidays (moon cakes during the Mid-Autumn Festival and dumplings during the Dragon Boat Festival). Remain knowledgeable about the employees' daily life and conduct regular home visits. Support and aid sick and pregnant employees, set up a priority canteen for pregnant women, and set up nursing rooms.
Benefits and discounts	<ul style="list-style-type: none"> Employee Well-being Program. Employees and their families can enjoy special offers on hotel stays at Country Garden hotels. Provide incentives for staff to purchase properties. Provide preferential access to Country Garden Schools for children of employees.
Feedback collection	<ul style="list-style-type: none"> Establish various employee communication and feedback channels, such as WeChat public account, complaint hotline, and complaint mailbox to learn about the employees' needs. Conduct regular return visits to keep an eye on employee turnover.

First Employee Sense of Happiness Survey of Country Garden Services

Case

On May 20, 2021, Country Garden Services officially launched the "First Employee Sense of Happiness Survey" program nationwide, encouraging employees to actively participate through publicity methods such as SMS, work group and offline poster posting, and employees can choose to fill in the answers anonymously to fully protect their personal rights and interests. The survey is planned to reach over 80,000 employees, covering all levels of employees in the Company, with the largest sample source being frontline employees. The survey covers 51 assessment indicators such as Employee Compensation, Benefit Design, Benefit Implementation, Employee Care, Health, and Vacation to understand employees' opinions and suggestions in all aspects. It is hoped that through the results of this research, we will conduct in-depth research and analysis of employee happiness, explore approaches to employee engagement, and consider measures to promote the long-term sustainable and healthy development of the Company through continuous improvement of the employee compensation and benefits system.

Post of First Employee Sense of Happiness Survey

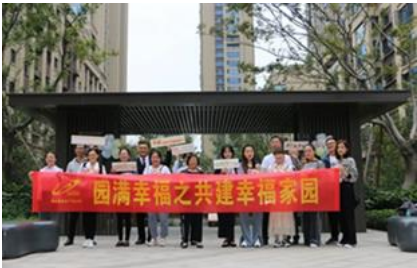
“Country Garden Full of Happiness” Cultural Activity Series

Case

In 2020, with the “Country Garden Full of Happiness” theme, Country Garden Services carried several staff cultural activities, including Seven Moments of Happiness in Hunan region, Mid-Autumn Family and National Reunion in Guangzhou, Qingyuan, Dongguan, and Shenzhen region, and building a Happy Home in Henan region, to further reinforce the cultural atmosphere of harmony and happiness within the Company and to continuously enhance the sense of identity and belonging of employees.



Mid-Autumn Family and National Reunion in Guangzhou, Qingyuan Dongguan, and Shenzhen region



Building a Happy Home in Henan region

“Love and Warmth during the Epidemic” Activity Series

Case

Since the outbreak of the epidemic, Country Garden Services Group has been focusing on the physical and mental health of the employees and has launched several activities with the theme “Love and Warmth during the Epidemic”. Among the activities, the “Appointment with Mr. Tony” event was carried out in 45 projects in 9 major regions. By inviting hairdressers to the project sites to provide hair styling service for employees, the problem of the inconvenience faced in going out for haircuts or hair styling during the epidemic was solved, and the quality of life of employees was improved effectively. These activities won unanimous praise from employees.



Haircut and styling activity for employees

Highlighting Virtue and Cultivating People for the Future

Country Garden Services attaches importance to the cultivation of outstanding talents and team building and has established a comprehensive recruitment, promotion, training, and development system to motivate employees to continuously learn and improve themselves.

Recruitment and Promotion

Country Garden Services utilizes diverse recruitment channels in combination with job characteristics and demands, to introduce outstanding talents in an efficient and systematic manner. The current talent introduction mechanism is led by the Group and implemented by each specific region and is committed to creating a three-tier talent program, to satisfy the talent demands and training reserves of the Company and to realize effective supply of talents and optimization of the talent structure. In 2020, we extended the cooperation with the staffing and recruitment agencies and introduced digital recruitment models such as online live broadcast, to further broaden the recruitment channels and facilitate the precise introduction of key talents.

Future Plan

The directed social recruitment program for mid- and high-end talents in the business line was launched at the end of 2017, and the “Future Plan 2.0” was launched in 2020 to target high potential talents with business management experience at the group/regional level of benchmark enterprises, gradually forming a brand with a social recruitment appeal, in the job market.

Rocket Army Program & Star Youth Program

Targeted campus recruitment and talent training programs for middle management talents are organized and implemented in spring and autumn each year. These have gradually matured and will strengthen employer brand building and attract more outstanding college students to join the property service industry.

Emerging Program

Long-term incubation of the basic level backbone of the school-enterprise cooperation and campus recruitment brand; the goal is to cultivate candidates into department heads or professional and technical backbones within three years, which not only satisfies the needs of the first-line positions, but also gradually optimizes the talent structure of the basic management team.

“Future Plan 2.0”

Case

In 2020, Country Garden Services launched “Future Plan 2.0”. For the first time, we adopted the method of “live broadcast of recruitment executives” in the recruitment process. Through several live broadcasts —“Guangdong, Hong Kong and Macao Bay Area Recruitment Live” and “Future Plan”—the Company further broadened its recruitment channels and injected core momentum for sustainable business development. The peak number of online viewers of the live “Guangdong, Hong Kong and Macao Bay Area Recruitment Live” and “Future Plan” broadcasts reached 50,586 viewers, and 2,475 resumes were received. The response was overwhelming.



Live broadcast of “Future Project”

“Reshape the Ecosystem, Define the Future” 2021 Campus Recruitment Executive Briefing

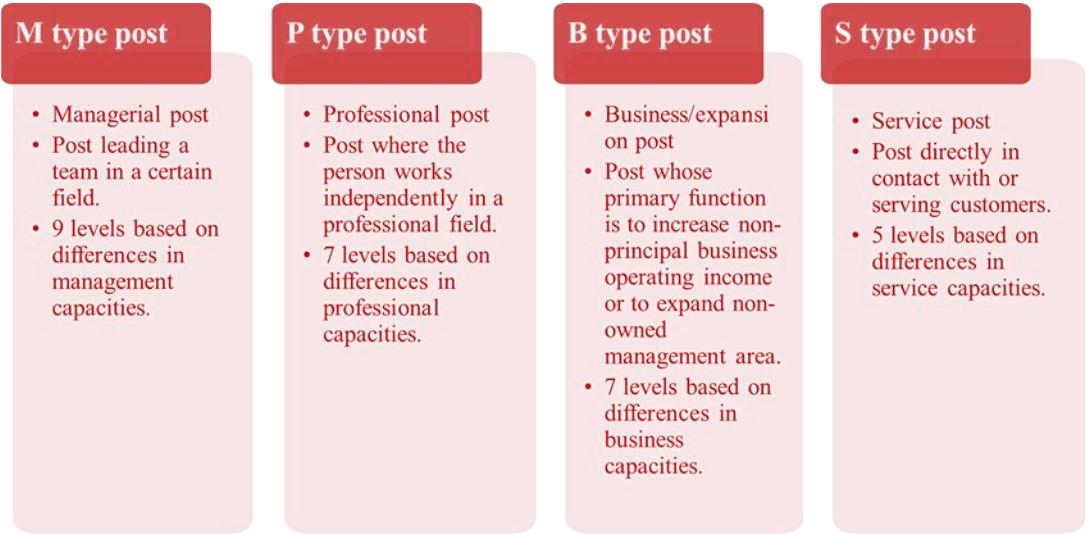
Case

On October 21st, 2020, Country Garden Services launched the 2021 Campus Recruitment Executive Briefing with the theme “Reshape the Ecosystem, Define the Future”, which covered four major universities—Fudan University, Wuhan University, Tsinghua University, and Sun Yat-sen University. Three of the briefings saw an attendance rate of over 100% and received an overwhelming response from the students. In addition, the Group also launched several online promotions—“Offer from Country Garden”, which adopted innovative patterns such as variety shows, funny programs and short videos, to explain the recruitment processes and to answer frequently asked questions, for the students. The total number of views of the online recruitment events was 84,000 views, with the number of viewers for a single episode averaging 28,000 viewers; the viewership increased 180% compared to 2019.



“Reshape Ecosystem, Define Future” Tsinghua University
Recruitment Briefing Site

Country Garden Services is committed to the introduction of excellent talents. In addition, we provide a wide range of career development space for talents to grow together with the enterprise. The Group has divided positions into four major categories—M, P, B, and S according to the nature of the position, and divided them into grades according to the differences in competency levels, to build a horizontal multi-channel and vertical multi-grade development system.



Country Garden Services has established a comprehensive employee performance assessment and promotion system. We have developed internal systems such as the *2020 Performance Assessment Program for Talent Echelon Construction for Unit Heads* to conduct assessments for employees at all levels and in different positions. Results of the performance assessment are linked to the performance pay/bonus of employees and used as a reference basis for job promotion.

Country Garden Services has built a multi-channel development position system, and changed the previous single employee career development channel, where employees can develop toward a single channel or toward multiple channels for horizontal development. We also provide diverse promotion channels such as open competition, internal recruitment, and targeted recommendation for employees. We accurately select management leaders by portraying the profiles of high-potential talents, and realize the effective supply of internal talents through the four-in-one operation system of “routine inventory, systematic management, regular assessment, as well as analysis and correction”.

Training and Development

Country Garden Services attaches immense importance to the cultivation of talents and has promulgated policies and systems such as *Implementation Rules for Model Talent Base Management*, *Measures for Internal Tutor Management* and *Youth 100 Plan*, to guide related regions to strengthen talent incubation and staff training capacity and cultivate internal tutor resources, to better deliver key talents for business.

We have developed a “Property Management Capability Development Plan” for key talents under the Group’s development plan, which specifically includes the creation of a training system of “6 key talent reserve teams”, the strengthening of the “first in command” among current leaders, as well as the provision of “a talent subsidy policy” to promote the self-improvement and reinvention of key talents.

323,820
A total of 323,820 employees trained

1,396,221
A total of 1,396,221 hours of training

4.31
An average of 4.31 hours was taken per person-times

3,885

3,885 certified

instructors for Level 1

Standard Operating

Procedures (SOP)

training

687 1,712

687 professional and

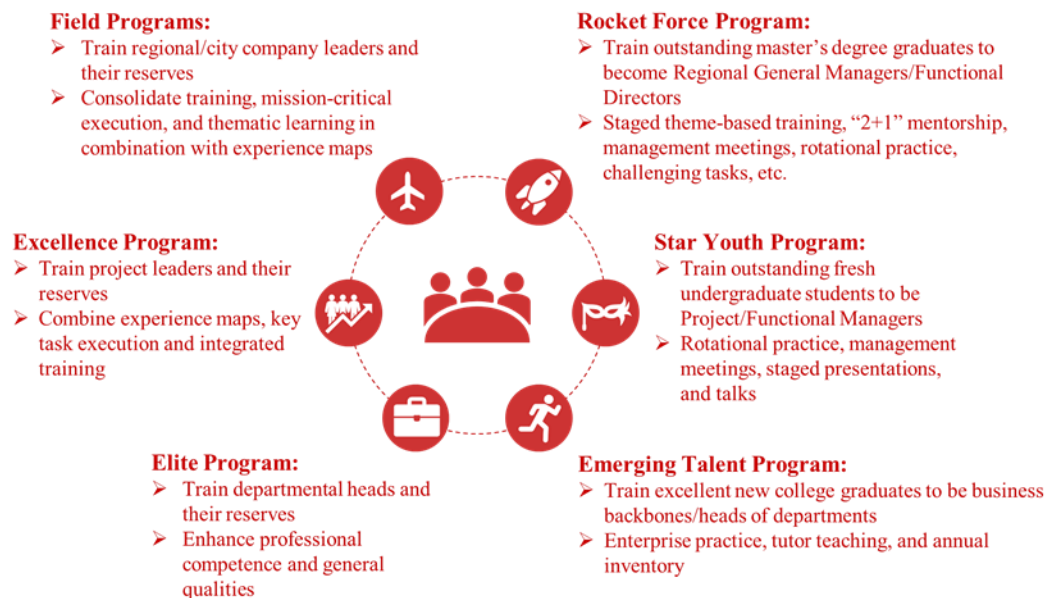
general skills training

certification courses

with 1,712 certified

instructors

- ❖ The "6 key talent reserve teams" include 2 management leader teams (Field Program, Excellence Program), 1 professional team (Elite Program), and 3 management trainee teams (Rocket Force Program, Star Youth Program, Emerging Talent Program). The training system aims to realize subdivided talent training based on business line and to train composite talents under multiple channels by focusing on the three major business lines of property management, community life, and market cooperation.
- ❖ "1st line" management team building for current executives: Based on "Highlighting Standards, Shaping Benchmarks and Standardizing Recruitment", unify management standards, take the leading role of outstanding executives and boldly appoint young executives, to strengthen management of current executives.
- ❖ "1 Talent Subsidy Policy": Establish an incentive mechanism for the circulation of key talents within the Group, with the aim of revitalizing the Group's talent pool and achieving an effective supply of internal talent circulation.



"Property Management Capability Development Program" System

In addition to the above-mentioned training programs for key personnel, we also provide SOP (standard operating procedures) and training laboratories as well as other related process systems for frontline employees. Furthermore, we take training as a medium to provide training on applied skills to basic level employees through uniform standards and training procedures using simulated work practice scenarios anytime and anywhere, to improve their work skills and quality.

At the same time, we have optimized the training course system during the year and set up corresponding training programs for each position in the business, with the aim of enhancing the professional, general, and management capabilities of our staff, to support the Group's business development. The training programs are as follows:

Professionalism Training Program	
Training Laboratory	Professional competence training for business posts
<ul style="list-style-type: none"> • Training targets: Frontline employees • Project overview and goals: Through unified standards and training procedures, base-level employees can master work skills and service standards in simulated work practice scenarios, to achieve national replication of high-quality services. 	<ul style="list-style-type: none"> • Training targets: Key management/secretary staff of functional lines (finance, human resources, administration, etc.) • Project overview and goals: Focused training as the main mode, business sector needs-oriented training, carried out in professional lines, to enhance professional skills
General Ability Training Program	
Training of Tutors	Tutor Certification Training Program
<ul style="list-style-type: none"> • Training target: Frontline tutors (skilled basic level managers) • Project overview and goals: Standardization of actions to ensure the effectiveness of the basic practical training, aimed at building the company's basic tutor team 	<ul style="list-style-type: none"> • Training target: Supervisors, certified lecturers, and middle management of management trainees • Project overview and goals: The program is divided into two stages—"professional empowerment" and "practical training", to help instructors and lecturers improve their teaching and lecturing skills and help the company cultivate talents.
New Employee Training Program	
"+" Program" for New Employees	Rocket Army, Star Youth, Emerging Talent Induction Training
<ul style="list-style-type: none"> • Training target: New frontline employees, new basic level backbones, new managers • Project overview and goals: Design corresponding learning content for different training objects, accelerate the understanding and integration of new employees with the enterprise culture, enhance the sense of belonging to the enterprise, enable safe induction of new frontline employees, transform the role of new basic-level key personnel, and integrate the culture of new managers 	<ul style="list-style-type: none"> • Training target: New recruits (mainly outstanding graduates) • Project overview and goals: An important part of the "Property Management Capability Development Program", which aims to enhance the overall quality of outstanding graduates.

In addition, we have established the Country Garden Academy to further explore high-potential talents internally and optimize talent ladder construction; and externally, we are actively empowering industry clients with four major products, namely annual public courses, customized internal trainings, micro-consultations and mobile property management online schools, to enhance the market competitiveness of Country Garden Services.

“Rocket Force Program”

Case

The “Rocket Force Program” is Country Garden Services’ branded training program for recently graduated master’s degree holders. This year, training was conducted under the program in July 2020 and from August 2020 to January 2021. Based on different positions such as project management, community life, and investment and development, the Program has implemented training methods such as targeted selection, rotation, challenging tasks, and in-service experience, to promote the growth of employees, enhance their professional capabilities and deliver excellent talents to various business lines of the Company.



“Rocket Force Program” Promotion Poster

“Excellence Program”

Case

The “Excellence Program” is a training program for project leaders, business leaders, and their reserves. It aims to improve the management ability and business knowledge of employees and cultivate competent management talents for different positions. From May to October 2020, the trainees completed three sessions of the “Excellence Program” training, which involved preparatory learning, task-based practice, and centralized training, thereby preparing adequately for their management positions.



The “Excellent Program” Future Project Manager Special
Training Camp

In 2021, we will continue to strictly follow related laws and regulations and labor guidelines, actively protect the legitimate rights and interests of employees, provide equal and fair work opportunities and a harmonious and friendly working atmosphere for employees, and further strengthen cooperation with key universities in China and overseas, to provide a development platform for outstanding talents to grow rapidly.

We will continuously optimize the working environment for employees, strengthen safety management and daily training, raise the safety awareness of employees, advocate work-life balance, and attach importance to the physical and mental health of employees in accordance with the corporate spirit of “Do Good for the People, Do Good for the Society”. At the same time, we regard employee care as an important work requirement. We have established various communication channels, improved the communication skills of managers, promoted communication among employees of all ranks and departments, and enhanced employee satisfaction and sense of belonging.

We will further strengthen the quality of talent training and improve management effectiveness, and gradually build a learning organization and transform into a knowledge-based team. In terms of talent selection, we have unified talent evaluation standards and scientifically built a key talent pool to realize the timeliness of talent delivery; in terms of talent cultivation, we select and promote young management cadres, upgrade the training model based on training, and have strengthened the talent transformation cycle; in terms of talent management, we rely on the talent management digital system to further realize cost reduction and efficiency.

Fulfilling Environmental Protection,
Safeguarding Ecological Environment

Adhering to the country’s green development strategies and steadfastly following the basic route of low-carbon development, Country Garden Services attaches importance to the negative impact that its operations may have on the natural environment, strictly complies with the *Law of the People's Republic of China on Environmental Protection*, the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution from Fixed Waste*, and other laws and regulations, consistently improves environmental management measures, optimizes environmental management systems, and strives to build a sustainable society where people and nature live in harmony.

Green Management System

Country Garden Services has obtained the ISO14001:2015/GT/T 24001-2016 environmental management system certification and has established a green management system in accordance with its inherent business features, to strengthen the Group’s internal and external attention toward the environment by developing systems and consistently reducing the negative impact of the Company’s operations on the environment.

Country Garden Services’ environmental management system covers three aspects—improve environmental system development, improve the environmental protection system, and raise environmental protection awareness among all staff. The details are as follows:

Improve environmental system development	Strictly comply with international laws and regulations related to the environment, review the possible negative impact of the Company's operations on the environment, and gradually improve internal systems such as the Procedures for Identification and Assessment of Environmental Factors and Prevention and Control, Procedures for Solid Waste Disposal, and Procedures for Wastewater, Exhaust Gas and Noise Emission, to strengthen the environmental management system, give full play to its strength, protect the ecological environment, and achieve energy savings and emission reduction.
Improve environmental protection system	Gradually improve garbage sorting facilities, implement garbage sorting and disposal, and reduce waste generation. Improve the mechanism for preventing pollution sources and restrict the use of toxic substances, to reduce secondary pollution of the environment. Implement energy and resource usage plans to achieve energy conservation and emission reduction.
Raise environmental protection awareness among all staff	Actively implement environmental protection education and publicity activities, convey environmental protection concepts to employees, property owners, partners, and other stakeholders, gradually improve the community’s environmental protection facilities, and promote environmental safety awareness among all staff.

ESG Issues Addressed in this Chapter

Green operation and environmental impact

Energy saving and energy utilization efficiency

Water conservation and water usage efficiency

Sewage and waste management

■ External Assessment

■ Internal Assessment

ESG Issues
Addressed in this
Chapter

Exhaust and
greenhouse gas
emissions



Service Quality and
Customer
Satisfaction



■ External
Assessment
■ Internal
Assessment

Green Property Management

Emission Management

To reduce environmental emissions from the Group’s own and managed projects, the Company has formulated and implemented the *Environmental Factors Identification Assessment and Prevention Control Procedures* to identify water pollution, air pollution, fixed waste, domestic waste, energy consumption, and natural resource consumption that may arise from the Company’s operations involving the community environment, operating environment, infrastructure, working environment, engineering and maintenance materials, cleaning supplies, greening waste, and pharmaceuticals.

The Group implements the *Procedures for Resource Management* in accordance with the identified environmental factors to effectively control the use of resources in daily services, promote rational and reduced use of resources, and improve the efficiency of resource use. It has implemented the *Procedures for Fixed Waste Disposal* to separate and dispose waste generated in daily services to reduce environmental pollution, and implements the requirements of the *Procedures for Wastewater, Air and Noise Pollution Treatment* to effectively control the generation of wastewater, and air and noise pollution, and to continuously improve the surrounding environment.

In addition, the Group’s Quality Management Center coordinates the implementation of environmental management indicators, supervises the implementation of environmental prevention and improvement measures in the Group’s subsidiaries and departments, and assists the functional departments in the identification, assessment, and improvement of environmental factors.

Resource Utilization

Country Garden Services has formulated and implemented the *Resources Management Protocol* to rationalize and reduce the consumption of resources generated by its operations, to enhance the efficiency of resource use. During the year, we faced no problems in obtaining suitable water resources.

- **Energy Conservation Measures**
 - ❖ The Company fully utilizes natural ventilation to regulate the office temperature, the air conditioning temperature is set at a fixed temperature—the indoor air conditioning temperature in summer cannot be set lower than 26 °C and the indoor temperature in winter cannot be set higher than 20 °C; during the transitional seasons, the cooling system is not turned on, and the fresh air system can be turned on to ensure air circulation;
 - ❖ Temperature-controlled or timer-based switches are installed in elevator rooms to adjust the switching on/off of air-conditioning equipment; when the elevator is under maintenance, the air-conditioning equipment is shut down automatically.

534,664.20

0.0012

Total energy consumption during the reporting period—534,664.20'000 kWh at an average of 0.0012 '000 kWh per square meter

28,490,751.03

0.066

Total water consumption during the reporting period—28,490,751.03 cubic meters, with an average of 0.066 cubic meters per square meter

- ❖ Several energy saving and consumption reduction management measures have been implemented for public area lighting, including timer-based and light sensor-based switches for outdoor lighting, time-of-day control for different lamps, motion sensor-based dual lighting control for basement lighting, infrared and light-controlled control for unit building lights, etc.
- ❖ The Company adopts an 'every alternate lamp lighting' model and strictly enforces energy consumption control. It has developed programs to gradually replace non-LED light sources with LED light sources and employs microwave motion sensor-based LED light sources in garages.
- ❖ The Company adopts advanced energy-saving pumps and has implemented energy-saving improvements to the communities' domestic water supply systems.
- ❖ The Company implements a rental system for the office area printers. Informal documents are printed on recycled paper. Methods such as card swipe-based printing and restricting color printing of documents are used to manage resources and save on fixed asset acquisition costs.
- ❖ For projects with two elevators installed in a unit, one elevator is switched off at night or during the idle hours of low peak travel for residents, according to the occupancy of the building unit.
- ❖ Sub-meters are installed to calculate public electricity consumption (elevators, garage lighting, secondary water supply, streetlights, offices, etc.) to check year-over-year and quarter-over-quarter comparisons, to identify abnormalities and reduce energy consumption losses.

Energy-saving renovation of basement lighting fixtures

Case

In 2020, Country Garden Services made energy-saving improvements to the garage lighting fixtures in the Shijiazhuang Phoenix City project. The total area of Phoenix City's garage is about 130,000 square meters, and there are more than 2,000 lighting fixtures in the basement, which are on 24/7 and consume a huge amount of energy. By replacing the original lighting fixtures with new motion sensor-based fixtures, significant energy savings were achieved, management costs were reduced, and operational efficiency increased. Following the renovation, the project saved a total of approximately 275,940kWh of electricity per year and approximately RMB 126,846 per year in operating costs.



Site plan of garage in Shijiazhuang Phoenix City project

Energy consumption control platform

Case

In 2020, Country Garden Services launched the Energy Consumption Control Platform—an information-based energy saving and consumption reduction service system that integrates monitoring, management, reminder, and analysis functions, to enable management personnel to monitor the energy consumption usage of regional projects nationwide. The Energy Consumption Control Platform mainly includes energy consumption entry, energy consumption network diagram, non-apportioned energy consumption audit, energy consumption exceeding limit warning, energy consumption statistics, operation statistics, and APP meter reading functions. It covers three major aspects of energy consumption entry, audit, and report generation and analysis, significantly improving the comprehensiveness, accuracy, and timeliness of energy consumption and cost data analysis.



Energy Consumption Control Platform Interface

Water conservation measures

The service water used in Country Garden communities is mainly supplied from the municipal network tap water. It mainly includes daily service water, office water, and greening water. We have implemented measures to reduce the amount of water consumption.

Fulfilling Environmental Protection, Safeguarding Ecological Environment



Reasonably regulate the frequency of cleaning and landscaping operations and water consumption, reduce water flooding, and promote permeable pavements.



Design dedicated switches, joints, or locks for cleaning and greening water supply points to avoid access to water by unauthorized personnel.



Install sub-meters to accurately calculate water consumption in public areas, investigate abnormalities and reduce water consumption losses through year-over-year and quarter-over-quarter comparison.



Organize leakage investigation and remediation for projects with high water loss rates, to reduce water loss costs.

Introduction of professional technology for energy-saving renovation of water pump room

Case

On July 1st, 2020, Country Garden Services concluded an equity cooperation with Shenzhen Hongxiao Energy Conservation Co., Ltd. (hereinafter referred to as “Hongxiao Energy Conservation”) to jointly establish a joint venture company Guangdong Bihong Energy Conservation Technology Co., Ltd. (hereinafter referred to as the “Bihong Energy Conservation”), with the aim of introducing the professional service capability and rich experience of Hongxiao Energy Conservation in energy-saving renovation of the water pump room. Currently, both parties have initiated cooperation in five projects, and will subsequently accelerate the water supply energy efficiency assessment and project renovation process. This cooperation will further enhance the energy efficiency of water supply equipment in projects managed by Country Garden Services and achieve green operations.



Equity cooperation agreement signing event

Environmental and natural resource conservation

Being a service-based company, Country Garden Services does not have any significant negative impact on the environment and natural resources. We have implemented our own initiatives to mitigate climate change, protect biodiversity, and prevent soil and water pollution, and have taken practical actions to maintain a healthy and sustainable ecological environment. The specific measures include:

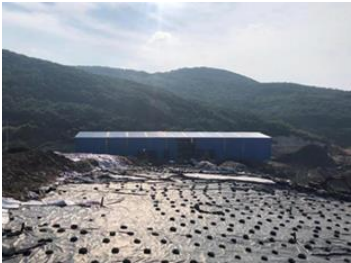
- ❖ Regularize the use of pesticides, herbicides, fertilizers, and other chemicals, prioritize the use of environmentally friendly drugs and avoid damage to the soil and groundwater environment.
- ❖ Explore and implement biological control-based pest control techniques (microbial pest control, insect pest control, bird pest control, hormone pest control, etc.) and physical control (bait trapping, light trapping, clearing of disease spots, heat treatment, etc.).
- ❖ Mark ancient trees in the residential areas managed by Country Garden Services with signs and carry out regular maintenance.

At the same time, we actively spread the awareness of green and environmental protection among our owners, employees, and other stakeholders, and strive to convey the culture of environmental protection such as caring for green plants, reusing recyclable resources, and segregating garbage in the communities through nationwide green promotion activities, and are collaborating to build a green ecological home.

Landfill leachate treatment, contributing to ecological protection



Fujian Dongfei Environment Group Co., Ltd., a subsidiary of Country Garden Services (hereinafter referred to as “Country Garden-Dongfei Environment”), is a professional waste treatment service provider and has participated in the leachate treatment project at Beicuo Aozai Landfill in Pingtan County, Fuzhou City. In the initial years after the landfill was established, due to limited waste treatment technology, the waste remained piled up for a long time and there were no seepage control measures, resulting in a lot of black leachates overflowing from the bottom of the garbage mountain, which emitted a foul smell and seriously affected the ecological environment of the surrounding areas and the sea. After Country Garden-Dongfei Environment joined the project, it built collection and conveying equipment to prevent secondary pollution of water, gas, and noise. The daily treatment of waste leachate is now 300 tons, which has contributed to reducing the impact of landfill leachate on the soil and sea environment.



Landfill leachate treatment project site

Fulfilling Environmental Protection, Safeguarding Ecological Environment

“Protect the Mother River, Care for the One Lake and Four Rivers”

activity

Case

On the morning of September 1st, 2020, the Party Member Volunteer Service Team of the Hunan Region Yongzhou Project of Country Garden Services organized Country Garden's property owners and Party Member volunteers to participate in the “Protect Mother River, Care for the One Lake and Four Rivers” activity to contribute to the battle for blue skies, clear waters, and clean soil. During the event, the property owners and the volunteer team worked in groups and cleaned up the garbage such as cigarette butts, paper scraps, and plastic bottles on the ground in an orderly manner along the predetermined riverside route. The event signified the leading role played by Country Garden Services in communicating the positive energy of civilization and environmental protection through practical actions to maintain the urban environment, which was unanimously praised by the public and the government.



“Protect the Mother River, Care for the One Lake and Four Rivers” event site

Respond to Climate Changes

In recent years, international communities are increasingly concerned about climate change, and China has also proposed related commitments and targets for “peak carbon emission” and “carbon neutrality”. In actively responding to the call of the nation, Country Garden Services attaches immense importance to the impact of its operations on the climate and the environment. It strives to implement measures to mitigate climate change caused by its the operations and is actively addressing the potential risks brought by climate change.

Country Garden Services has formulated and implemented internal systems including the Emergency Management System of Country Garden Services for Natural Disasters such as Typhoons and Flood Control, formulated emergency plans for extreme weather that may be encountered during the Group's operations, and conducted emergency drills on a regular basis, with the aim to enhance the Group and its employees' capabilities in handling sudden extreme weather events. In addition, we have also launched a digitized city command platform that enables management personnel to keep track of

Fulfilling Environmental Protection, Safeguarding Ecological Environment

weather changes and neighborhood environment so that they can take measures to further reduce the risk and impact of climate disasters.

Response to extreme weather by Shouyang County Country Garden City Services

Case

On March 15th, 2020, a sandstorm hit Shouyang county. The Country Garden City Services Command Center immediately launched a public emergency plan involving more than 500 people and 27 washing, vacuuming, and water sprinkling cleaning vehicles on standby. The employees kept an eye on the data and information conveyed by the digitized city command platform in a timely manner to develop a response plan after the dust storm. On March 18th, a snowstorm hit Shouyang. Based on real-time environmental monitoring data, the personnel precisely positioned the working surface and arranged sanitation workers to work overnight to clear the snow, which ensured smooth traffic and environmental hygiene the next day. During these two responses to extreme weather, Country Garden Services' emergency plan and digitized city command platform played a vital role in ensuring the normal operation of the city and reducing the impact of climate disasters. With the timely and efficient response, Shouyang was restored as a "National Sanitary County" in a short period of time, and these efforts were highly appreciated by Shouyang Municipal Government and Shouyang residents.



Cleaning by Shouyang Country Garden City Services



Digitized City Command Platform interface

Statistics and Disclosure of Key Environmental Performance Indicators

As required by the Guidelines for ESG Reporting, Country Garden Services conducted data collection and statistical analysis of key environmental performance indicators for the year. To ensure the accuracy and consistency of related indicators, Country Garden Services' ESG working Group, in collaboration with independent third-party consultants, established a data collection template, defined a three-level "headquarters-region-project" data collection and reporting channel, and assigned responsible persons for data collection at all levels.

The scope of the environmental KPI data collection this year included: office areas of the Group's headquarters, 34 regional company offices and city company offices, and a total of 999 project company offices and property management common areas under their management, as well as all non-outsourced staff canteens.

For specific breakdowns and data on environmental KPIs for the year, please refer to Appendix I: Index of Key Performance Indicators, in this report.

ESG Issues

Addressed in this Chapter

Promotion of social development



Public charity and social services



■ External Assessment

■ Internal Assessment

Reward the Society, Relay the Power of Love

We actively explored the deep-seated needs of property owners and created a harmonious and happy community culture atmosphere. We also actively fulfilled our social responsibilities by assisting enterprises affected by the epidemic to resume production and contributed to poverty alleviation work in many communities across the country.

Fighting together against the COVID-19 epidemic outbreak

To support the entire society in fighting the epidemic, Country Garden Services united with the Country Garden Group, Guangdong Guoqiang Public Welfare Foundation, and Country Garden Agricultural Company to procure epidemic prevention materials for donation, to support the frontline staff of the property service industry in Wuhan in fighting against the epidemic.

40,000 liters 400 tons RMB 6,000,000 146,000 households

Country Garden Services, together with Guangdong Guoqiang Public Welfare Foundation, Bixiang Agricultural Company, and other partners, procured 40,000 liters of anti-epidemic disinfection materials and 400 tons of supplies for community care, totaling over RMB 6 million, and donated them to Wuhan Property Management Association and Hubei Property Service and Management Association in Hubei Province, to support the frontline staff of the property service industry in Hubei Province in the fight against the epidemic. The materials were appropriately delivered to communities in Hubei, and rice, flour, fruits, vegetables and other essential supplies were distributed free of charge to community property owners, households in need, widows and orphans, isolated persons, frontline medical personnel, as well as public security police, community workers in subdistrict offices, and frontline service employees in property service enterprises, benefiting a total of 146,000 families.

At the same time, to assist small and medium-sized enterprises to resume work and production and to get out of the difficulties of the epidemic, Country Garden Service launched the “Joint Recovery Plan for Enterprises” and launched three major dimensions: assistance in promotion, marketing and venue supply, as well as the provision of all-round support through multiple resources such as community light box advertising, WeChat public account promotion, friend circle of butlers, e-commerce platform for property owners, and community sales venues. The total sales volume was RMB 7.485 million and overall exposure was over 20 million hits under the “Joint Recovery Plan for Enterprises” initiated by Country Garden Services, providing solid support to small and medium-sized enterprises, helping them to overcome the difficult times under the epidemic.

“ Joint Recovery Plan for Enterprises” for small and medium-sized enterprises

Case

From March to June 2020, Country Garden Services supported the promotion of over 2,000 businesses of community property owners and neighboring businesses through scenario-based community resources, which helped small and medium-sized enterprises to get out of difficulties they faced in their business. In the Sichuan region, we joined hands with local governments and the Tik Tok platform to hold the Wenchuan Fresh Sweet Cherry & Direct Sales Festival, helping farmers sell more than 1.2 million sweet cherries; in the Hubei region, we helped farmers successfully sell nearly 60,000 crayfish through the help of community resources, realizing the connection between supply and demand.



Poster of Wenchuan Fresh Sweet Cherry & Direct Sales Festival

Establishment of Volunteer Anti-epidemic Service Team of Party Members and Property Owners

Case

To fight against the epidemic, Country Garden Services formed a total of 1,183 Party Member Volunteer Teams with a total of 6,951 volunteers. During the period to fight against the epidemic, each staff Party Member Volunteer Service Team, together with the property owner Party Members and property owner volunteers, carried out temperature checks, material procurement and delivery, and district epidemic prevention and disinfection, as well as organized voluntary donations from all property members to actively support the epidemic prevention work in the epidemic area. Party branches of each property service organization, Party members, and non-Party members of each unit donated a total of 3,122 times and collected a total of RMB 197,500 in donations to contribute to the fight against the epidemic.



Group photo of the Party Member Volunteer Service Team working against the epidemic

Targeted Poverty Alleviation and Rural Revitalization

To achieve the goal of building a well-off society by 2020, Country Garden Services has been making consistent efforts in the fight against poverty in recent years. With the headquarters as the core, Country Garden Services has carried out poverty alleviation work in many regions of the country, forming four poverty alleviation models, namely, Party-based Poverty Alleviation, Education-based Poverty Alleviation, Employment-based Poverty Alleviation, and Consumption-based Poverty Alleviation. By adhering to a targeted strategy, Country Garden Services has maximized the role of enterprises and communities in targeted poverty alleviation.

Party-based Poverty Alleviation

Rooted in Party building, Country Garden Services has been visiting poverty-stricken villages, mobilizing community families to pair up with registered poverty-stricken families, and has been

highlighting the role of "Party Flag" in targeted poverty alleviation. We are taking the lead in rural revitalization and poverty alleviation through the following "Four Ones" initiatives.

Make a commitment for targeted poverty alleviation. Presently, Country Garden Services has signed Party Building Assistance Agreement with seven provincial poor village Party (General) branches in Yingde City, Guangdong Province, to include Party building work in poverty alleviation, into the company's operation schedule.

Sign an exclusive agreement

Be well prepared for targeted poverty alleviation. Country Garden Services has established a research team of Party members to visit farmers' families, discuss with them thoroughly, understand their needs, prepare the "Party Committee of Country Garden Property Management Company Targeted Poverty Alleviation Information Card" and record the information into the electronic system in a standardized format, laying a foundation for targeted paired assistance.

Organize a door-to-door research team

Engage community families in targeted poverty alleviation. In addition to mobilizing the employees, Country Garden Services has also fully mobilized compassionate homeowners to form paired families in "one-to-one", "several-to-one", and "one-to-several" models, with a total of 96 households in 7 villages. In the pairing process, community families visit the poor families and address the needs of the registered families by providing help in cash and kind.

Form a group of paired families

Establish a solid base of Party building for poverty alleviation. Country Garden Services has included the transformation of the village Party Building Activity Room into an important task of Party building, with the aim to use such activity rooms for training, lectures, volunteer medical services, and other popular activities of the villagers, to provide villagers with convenient services while strengthening the village Party branch and adding momentum to poverty alleviation.

Build a Party building activity room

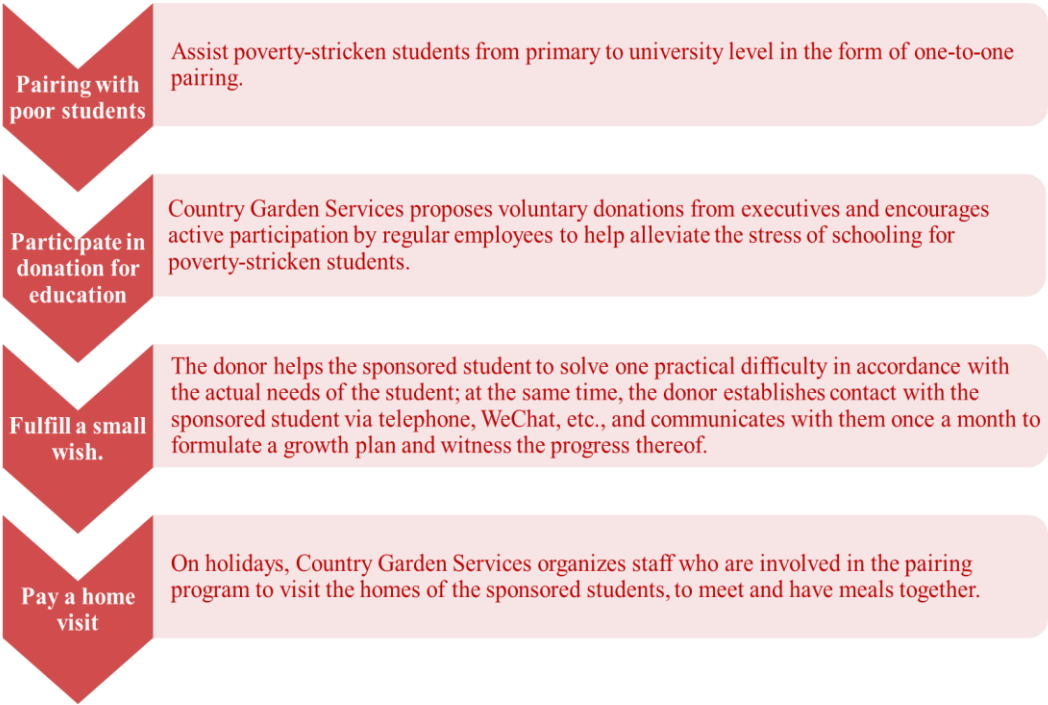


Party building and poverty alleviation work site

Education-based Poverty Alleviation

"Helping Poverty-stricken People using Intelligence and Knowledge", Country Garden Services carries out intensive and unified actions to help students in need, and has established precise supporting relationship with students in need, to ensure that children from poor families are able to receive good

compulsory education We are developing rural revitalization and poverty alleviation through the following "Four Ones" initiatives.



“The Power of Community — Tibetan Area Green Hope Program”

Case

On May 18th, 2020, Country Garden Services joined “The Power of Community — Tibetan Area Green Hope Program” initiated by the Chinese Property Management Institute. The Company signed a contract to subscribe 39 mu (equivalent to 2.6 hectares) of barley fields, and arranged pairing to help 39 students in Class 1 of Grade 5 of the Central Primary School in Qudang Township, Dingri County, Shigatse City, Tibet Autonomous Region, with a total donation of RMB 265,200, to help poor families in Tibetan areas, provide new clothes and stationery to poor children in Tibet, help Tibetan children grow up healthily, and transmit the power of community charity.



“The Power of Community — Tibetan Area Green Hope Program” site

“Hope 100 Education Aid” Initiative

Case

In September 2020, Country Garden Services actively responded to the call of Country Garden Group and took the initiative to join the "September 9 Public Welfare Day" to mobilize the employees and property owners to join the “Hope 100 Education Aid” Initiative. In this event, Country Garden Services donated a total of RMB 49,667.06, and delivered 496 aid items and gifts to the registered poor students, lighting up the future of the poor students together.



“Hope 100 Education Aid” Certificate

Poverty Alleviation through Employment

"Give people fish and you feed them for a day. Teach them how to fish and you feed them for a lifetime."

To enhance the self-reliance and self-development capabilities of poor people and to achieve poverty alleviation in a "sustainable development" manner, Country Garden Services has penetrated into poor counties to alleviate poverty by helping them with skills and employment and has established the Country Garden Services Butler School to help people in need to master work skills and prepare for employment.

467 persons 105 persons 53 persons

Over the years, Country Garden Services has penetrated the frontlines of poverty-stricken areas in 14 counties in 9 provinces. In 2020, a total of 467 people were recruited for basic-level positions throughout the year, of which 105 were recruited from the registered households and 53 have already started their jobs.

Country Garden Services Butler School

Case

Adhering to the original intention of "employment for one person, poverty alleviation for one family", Country Garden Services has established Country Garden Services Butler School to provide public welfare free training and market-oriented training, and to help improve the skills of trainees by building a systematic, professional, standardized, and internationalized training system. By the end of 2020, the Country Garden Services Butler School has trained a total of over 10,000 people, of whom more than 30% were from poverty-stricken households, thereby helping poor groups to alleviate poverty and increase their income, realize their self-worth, and enhance their market competitiveness.



Training site of "Country Garden Services
Butler School"

Consumption-based Poverty Alleviation

To promote the economic development of poor counties and stimulate consumption growth, Country Garden Services has been actively assisting poor villages to open sales channels for agricultural products, thereby helping local farmers to come out of poverty and helping industrial development in poor areas.

RMB 8,600,000 12,566 cases 9,377 cases 12,688 boxes
3,568 pieces

During the year, Country Garden Service continued to carry out the "Power of Community" poverty alleviation campaign through consumption, which promoted Guangxi Guiqi mango, Jinggang Mountain yellow peaches, poverty alleviation mooncakes, and Gansu Dongxiang sheep, with a total sales amount of over RMB 8.6 million, including 12,566 cases (about 135,000 pounds) of mangoes, 9,377 cases (about 50,000 pounds) of yellow peaches, 12,688 boxes of poverty alleviation mooncakes, and 3,568 Dongxiang sheep. The sales amount and the volume both ranked first among the property service enterprises nationwide, and the Company was awarded the title TOP1 of the "Power of Community" Poverty Alleviation Pioneer by the Chinese Property Management Institute.

Public Charity and Community Culture

It has always been Country Garden’s goal to build a harmonious and caring community neighborhood and to enable property owners to have a fulfilling home life. In 2020, Country Garden Services focused its efforts in four aspects: Community Cultural Value, Property Owner Social Groups, Community Atmosphere, and Community Cultural Activity System, to enhance community communication and promote the development of community culture and health.

Promotion of the value proposition of 0.5 Happy Community Culture

- Country Garden Services has pioneered the value proposition of “0.5 Happy Community Culture” within the industry and created the “628 Harmony Family Day” exclusively for property owners of Country Garden Communities, to make the community a vibrant neighborhood with high emotional links and high satisfaction.

Construction of property owner groups

- Bring together community property owners, build precise social groups, refine online and offline property owner social network control mechanisms, build online community platforms for social groups, integrate resources, and adopt internal and external partner mode for continuous operation.

Community atmosphere

- Create high quality content, create an intense and high-quality community atmosphere for property owners from three aspects—online atmosphere, offline atmosphere, and creative atmosphere, through multiple channels.

Community cultural activity system

- The activity system is divided into five categories—large-scale IP activities, CSR activities, bimonthly key theme activities, monthly regular activities, and community welfare activities, which cover all Country Garden Services communities and provide owners with creative and diversified activity experiences.

Community Cultural Activities

In 2020, Country Garden Services launched a variety of community cultural activities in projects nationwide, such as themed activities including “Please Answer, 2020! Mother's Day Photo Retake”, the “Happy Childhood, Happy Neighborhood” parent-child fun games, and the “Show Your Life” community goodies sharing market. The community activities of the year were concurrently carried out online and offline to enrich the spare time life of the property owners, bring closer the emotional links among the neighbors and enhance the sense of belonging of property owners to the Country Garden Services brand. Some of the activities include:

“Please Answer, 2020! Mother's Day Photo Retake”

Case

In May 2020, as a relief effort during the epidemic, Country Garden Services initiated the “Please Answer, 2020!” Mother's Day special activity in communities nationwide, inviting owners to retake family photos, narrate stories related to their mothers, and relive warm moments of their lives. The activities aimed to convey love, present the good life of the community, and create a warm atmosphere in the communities.

A total of 1,200 creative photos were received from families, and 10 sets of the most loving parent-child photos were selected and voted by each region and posted on the official WeChat account, which were seen by nearly 200,000 people online.



“Please Answer, 2020!” Mother's Day Photo

Retake Winners

“Show Your Life” Community Excellent Things Sharing Market

Case

In 2020, in response to the call of the “Stall Economy” initiative of the country, Country Garden Services opened the community venues and linked up small and medium-sized businesses and property owners to create a special market in Country Garden Services’communities, building a closer neighborhood relationship. Stall owners were invited to participate in the community market, and stall themes were planned for children's flea market, family leisure, daily groceries, food and snacks, and creative handicrafts, enabling the participants to share excellent items. The event was integrated with public welfare, where participating businesses and families could choose to donate the proceeds from the sales to public welfare organizations, spreading goodwill from the community to the wider society. The event covered a total of 42 projects in 21 regions across the country that are managed by Country Garden Services, with 97 activities implemented and 10,165 participants.



“Show Your Life” Community Goodies Sharing Market

“Happy Childhood, Happy Neighborhood” Parent-Child Fun Games

Case

On Children's Day in June 2020, Country Garden Services launched the “Happy Childhood, Happy Neighborhood” Parent-Child Fun Games to spread the value of healthy community through diversified sports, and to bridge the emotional chain between parent-child families and neighbors. The event was held in communities nationwide, and property owners were organized to participate in the fun competitions with families, parents, children and their neighbors collaborating to create a joyful and lively community atmosphere. The children had loads of fun and the event guided children’s healthy growth through companionship. The event covered nearly 100 communities nationwide, with 9,714 offline participants, and received an overwhelming response from property owners.



“Happy Childhood, Happy Neighborhood” Parent-Child Fun Games

Community Public Welfare Activities

In 2020, Country Garden Service organized and motivated owners to implement several community charity activities, to spread the positive energy of public welfare, and to actively convey our vision of public welfare and social responsibility to property owners. Some practical examples are as follows:

“Care for the Elderly” Initiative

Case

On October 20th, 2020, to promote the traditional Chinese virtue of “respecting and caring for the elderly”, the Party Member Volunteer Service Team of Loudi Branch of Hunan Region of Country Garden Services, together with the Party Branch of Wujiang Country Garden City Plaza, carried out the “Care for the Elderly” activity for senior citizens. During this event, the Country Garden Service Volunteer Team visited a geriatric care facility, to deliver gifts and cash to the elderly, cleaned the geriatric care facility to create a comfortable and clean-living environment for the elderly, and provided warmth and care to the elderly widows and orphans through practical actions.



Gifts and cash for the elderly



Cleaning the geriatric care facility

“Warm Sun in Winter” Care for Autistic Children

Case

On November 25th, 2020, the staff of Country Garden Service Shandong Region visited Jinan Xingshen Special Children Care Center and donated materials. During the visit, they learned that the electric wiring in the school had become old and the heating equipment often tripped, causing inconvenience to the children staying in the center. The following day, the staff communicated with the school to develop a corrective action plan and assigned engineering staff from Country Garden Services to rewire and replace the old electric wiring in the school. Following 4 days of overtime work, all the old wirings in the 3 floors of the school covering a total area of 2,500 square meters were repaired and replaced, bringing warmth to the autistic children, and helping their rehabilitation training. These efforts were highly appreciated by the school principal and the children.



Project engineering staff repairing and replacing wiring on site



Banner awarded to Country Garden Service Shandong Region

ESG Issues Addressed in this Chapter

Integrity Culture Construction

Supplier admission and monitoring

Reasonable marketing and promotion

Supply chain environment and social risks

■ External Assessment

■ Internal Assessment

Open and Coexistence for Joint Responsible Development

Country Garden Services is committed to creating a more open and collaborative ecosystem platform to attract more business partners to our community, and to firmly establish the concept of compliance and create a culture of integrity and work together with partners to develop with common responsibilities.

Collaborative Development, Mutual Benefits

Country Garden Services adheres to goal of prioritizing quality and always focuses on quality management. Therefore, we rigorously assess our suppliers and establish a standardized, open, transparent, equal, and competitive supplier management system, as well as actively communicate with our suppliers to maintain and expand long-term relationships with our partners. We have made five major commitments as follows:

Adherence to quality-first	Adherence to legal compliance	Adherence to being service-oriented	Good faith	Responsibility
Constantly focus on quality management, resolutely execute product standards, and courageously take responsibility for the enterprise, customers, and property owners	Consciously standardize professional behavior, strictly abide by integrity conventions, and actively fulfill the obligations of mutual supervision and proactive reporting	Cherish and preserve cooperative relationships, effectively assist customers, and bear in mind the service principle of timeliness, accuracy, and pragmatism	Commit to creating strategic value that is superior to peers without falsehoods or falsifications, and be loyal to our partners and honest to society in our cooperation	Uphold creativity and dedication, perceive responsibility, and expect society to become better with our presence

The Group’s suppliers cover several categories, including environment (cleaning and greening), engineering, security and management, materials, and community value-added services. The total number of suppliers was 11,878 as of the end of 2020.

The Group is committed to establishing a fair and transparent supply chain and has formulated the *Instructions for Integrity Cooperation of Suppliers* to guarantee that the bidding process is fair, open, and just, and has formulated management systems such as the *Rules for Operation and Management of Bicaï Mall (for Suppliers)*, and the *Management systems such as Administrative Measures for Access, Withdrawal and Evaluation of Material Suppliers in Bicaï Mall* to ensure that selected suppliers are compatible with the quality standards of the Group while comprehensively considering supplier indicators including operational indicators, records of unlawful actions, quality systems, commercial reputation, and accounting systems. We have imposed the following requirements for supplier access:

Open and Coexistence for Joint Responsible Development



Country Garden Services implements dynamic management of registered suppliers in the pool, and assesses their service capability, performance capability, etc. at fixed time points such as one month, six months, and one year after they are registered. Based on the assessment results, we retain the best and eliminate the worst suppliers, to ensure stable product quality and supply capability of our suppliers, to satisfy the business development needs of the Group. When reaching cooperation intentions with suppliers, we require suppliers to sign contracts such as Firefighting and Safety Production Commitment and Supplier Safety and Health Agreement so as to clarify health and safety management standards and effectively identify and control possible health and safety issues. We also have the right to request other business qualifications from suppliers after their registration and in the subsequent operation phase, and suppliers must truthfully provide and ensure the authenticity, completeness, and timeliness of related qualifications and information materials.

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

Supplier Alliance Conference

Case

On February 14th, 2020, Country Garden Services organized an online meeting on "Winning the Fighting Against Epidemic Together" for core suppliers, at which the 2020 annual project investment plan and core supplier cooperation plan were released, with the aim to assist suppliers in improving their risk resistance through online cooperation with suppliers. A total of 355 suppliers, 13 partners, and 2,859 online participants attended the event.

On August 3rd, 2020, Country Garden Service organized the "Against the Tide for New Achievements the Third Supplier Alliance Conference of the Full Furnishing Business Division and the First Core Supplier Communication Conference of Shanghai and Jiangsu Region", where a total of 50 alliance vendor members, 150 alliance merchant members from Shanghai and Jiangsu as well as 381 participants were invited to discuss sustainable development, refined operation, system scale, and other reforms of the full furnishing business model, which greatly enhanced the confidence of the partners.



Supplier Alliance Conference

In future, Country Garden Services will upgrade three aspects—system development, cooperation standardization, and improvement and optimization of the online system, to achieve the business objectives of sunshine and transparency, refined control, resource sharing, cost reduction, and efficiency increase, and create a more transparent, efficient, high-quality, and highly satisfied supply chain.

Compliant Promotion, Appropriate Marketing

Country Garden Services strictly abides by laws, regulations, and industry norms such as the Advertising Law of the People's Republic of China, and strictly observes the principles of compliance, comprehensiveness, effectiveness, and reporting for approval at the business promotion level.

We have developed the promotional material database, standard company introduction, and visual design manual to standardize the outputs of the Group's brand promotion. We have adopted a three-

level "headquarters-region-project" brand communication control system, where the headquarters regularly inspects the brand output information of regional projects to ensure that the brand information delivered to the outside world is legal, true, and accurate, so as to effectively protect the legitimate rights and interests of property owners. For communication content involving operation data, the Brand Management Department communicates with the Investor Relations Department and business departments to review and confirm, before releasing them to the public. We also monitor market media voices in a dynamic manner and make timely debunking or announcement against false information or information that may mislead property owners. In case of any act committed that is against the interests of the property owners and the Group, we will resort to legal solutions to effectively protect the legitimate rights and interests of property owners and the Group. In addition, we regularly train the Group's management personnel and management trainees on brand management and public opinion management to ensure the accuracy and authenticity of external output information and to eliminate false publicity.

Appendix I: Index of Key Performance Indicators (KPIs)

Environment

ESG Indicators	Unit	2020 Data ⁽¹⁾	2019 Data	2018 Data
Emissions⁽³⁾				
NOx emissions ⁽⁴⁾⁽⁵⁾	kg	1,902.07	604.05	373.45
SOx emissions ⁽⁵⁾	kg	0.11	0.15	0.16
Greenhouse gases				
Total greenhouse gas emissions (range 1 + range 2, carbon dioxide equivalent emissions)	ton	440,249.41	383,203.75	184,434.53
Range 1 (CO2 equivalent emissions) ⁽⁶⁾	ton	5,442.95	2,035.37	1,382.81
Range 2 (CO2 equivalent emissions)	ton	434,806.46	381,168.37	183,051.72
Hazardous waste				
Total hazardous waste ⁽⁷⁾	ton	4.79	3.79	21.58
Weight of wasted batteries	ton	4.79	3.79	6.43
Non-hazardous waste				
Total non-hazardous waste ⁽⁸⁾	ton	2,028.53	2,219.37	1,951.57
Weight of office waste	ton	577.58	1,323.55	1,117.75
Weight of kitchen waste	ton	1,450.95	895.82	833.82
Energy				
Total Energy Consumption ⁽⁹⁾	GJ			852,096.13
	'000 kWh	534,664.20	438,170.30	
	GJ/ m ²			0.0050
Total energy density ⁽¹⁰⁾	GJ/ m ²			
	'000 kWh / m ²	0.0012	0.0016	
Non-renewable fuel (direct) consumption ^{(11) (12)}	GJ			23,960.54
	'000 kWh	26,987.52	9,866.29	

Appendix I: Index of Key Performance Indicators (KPIs)

ESG Indicators	Unit	2020 Data ⁽¹⁾	2019 Data	2018 Data
Natural gas consumption	m ³			425,486.95
	'000 kWh	25,402.47	7,753.99	
Liquefied petroleum gas consumption	ton			173.81
	'000 kWh	1,585.05	2,112.30	
Energy purchased (indirect) consumption ⁽¹³⁾	GJ			828,135.60
	'000 kWh	507,676.68	428,304.02	
Outsourced power consumption	kWh			190,680,678.83
	'000 kWh	507,676.68	428,304.02	
Water				
Water consumption	m ³	28,490,751.03	28,144,265.96	42,919,226.99
Water consumption density ⁽¹⁰⁾	m ³ /m ²	0.066	0.102	0.250

Notes to Environmental KPIs:

- 1 The scope of data collection of environmental KPIs in 2020 is consistent with that of 2019 (due to the merging and separation of individual regions and projects in management, there are changes in the number of regions and projects in this year), including: office areas of the Group's headquarters, 34 regional company/city company offices areas, and a total of 999 project company offices areas and property management common areas under their management, as well as all non-outsourced staff canteens.
- 2 Data conversion methods and coefficients are mainly with reference to the *Appendix II: Guidelines for Reporting Environmental Key Performance Indicators in Approaches on Preparation of Environmental, Social and Governance Reports of the SEHK*.
- 3 The Group does not operate 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 calculated 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 calculated 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 piped natural gas and LPG for non-outsourced employee cafeteria gas stoves, heating boilers, etc. The natural gas calorific value factor and emission factor are calculated with reference to the *Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings* issued by the National Development and Reform Commission of China in 2015.
- 7 Total hazardous waste = Total weight of wasted batteries
- 8 Total non-hazardous waste = Weight of office waste + Weight of food waste.

Appendix I: Index of Key Performance Indicators (KPIs)

- 9 Total energy consumption = (Direct) energy consumption of non-renewable fuel + (Indirect) consumption of purchased energy.
- 10 Density 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.
- 11 The (direct) calorific value coefficient of the non-renewable fuel is calculated with reference to the *Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Enterprises Operating Public Buildings (Trial)* issued by the National Development and Reform Commission of China in 2015.
- 12 (Direct) energy consumption of non-renewable fuel = Natural gas consumption + LPG consumption.
- 13 (Indirect) consumption of purchased energy = Outsourced power consumption

Employment ⁽¹⁴⁾

	2020 Data	2019 Data	2018 Data
Total number of employees	60,803	54,085	33,609
Total number of employees by gender			
Male	38,805	33,638	20,410
Female	21,998	20,447	13,199
Total number of employees by job type			
Service	49,284	44,227	27,592
Business	2,447	1,638	1,146
Professional	3,818	3,677	1,844
Management	5,254	4,543	3,027
Total number of employees by age			
Aged under 30	19,959	19,167	12,087
Aged 31-40	19,347	15,677	9,460
Aged 41-50	13,773	12,585	8,331
Aged 50 above	7,724	6,656	3,731
Total number of employees by type of employment			
Full-time	60,704	-	-
Part-time	99	-	-
Total number of employees by region			
Mainland China	59,870	53,874	33,509
Hong Kong SAR and Macao SAR	444	11	4
Overseas Areas	489	200	96

Notes to Employment KPIs:

- 14 Excluding number of employees in Manguo Kangjie and Fujian Dongfei

Appendix I: Index of Key Performance Indicators (KPIs)

Health and Safety

	2020 Data	2019 Data	2018 Data
Working days lost due to work injuries (day) ⁽¹⁵⁾	3,664	4,565	6,297

Notes to Health and Safety KPIs:

- 15 Number of lost working days due to work-related injuries = Number of leave days due to work-related injuries (excluding number of employees in Manguo Kangjie and Fujian Dongfei).

Development and Training⁽¹⁶⁾

	2020 Data	2019 Data	2018 Data
Person-times of employees trained	323,820	288,473	280,611
Person-times of employees trained by gender			
Male	180,602	150,325	145,237
Female	143,218	138,148	135,374
Person-times of employees trained by employee level			
Senior management	519	403	259
Middle management	53,386	51,308	49,071
Ordinary employees	269,915	236,762	231,281
Average hours of training per person-times of an employee	4.31	4.35	1.85
Average hours of training per person-times of an employee by gender			
Male	4.36	4.41	1.88
Female	4.25	4.28	1.81
Average hours of training per person-times of an employee by level			
Senior management	17.71	17.24	15.46
Middle management	5.51	5.16	2.52
Ordinary employees	4.04	4.15	1.69

Notes to Development and Training KPIs:

- 16 Only data of the Group employees' off-the-job training is included. Data such as pre-job training and on-the-job training are not included. Data from Manguo Kangjie and Fujian Dongfei are not included.

Appendix I: Index of Key Performance Indicators (KPIs)

Operation Practices

	2020 Data	2019 Data	2018 Data
Number of suppliers ⁽¹⁷⁾	11,878	1,377	1,685
Number of complaints about products and services received	69,938	48,214	39,411
Complaint resolution rate	100%	100%	100%

Notes to Operation Practices KPIs:

- 17 Including the number of suppliers providing products and services to the Group under the environment, engineering, security and management, materials, and community value-added services categories. Data from Manguo Kangjie and Fujian Dongfei are not included.

Community⁽¹⁸⁾

	2020 Data	2019 Data	2018 Data
Poverty alleviation			
Number of input people (Person)	100	60	50
Input time(h)	168	135	56
Input expense(RMB)	275,200	95,000	8,000
Environmental Protection			
Number of input people (Person)	1,630	490	300
Input time(h)	2,240	652	400
Input expense(RMB)	77,271	465,156	15,000
Culture			
Number of input people (Person)	1,829	1,156	1,417
Input time(h)	14,644	1,004	7,050
Input expense(RMB)	730,971	1,331,660	3,343,023
Sports			
Number of input people (Person)	615	40	505
Input time(h)	3,691	32	375
Input expense(RMB)	107,723	5,140	1,500
Education			
Number of input people (Person)	345	30	80
Input time(h)	976	200	1,560
Input expense(RMB)	164,822	514,000	195,790
Total			

Appendix I: Index of Key Performance Indicators (KPIs)

	2020 Data	2019 Data	2018 Data
Number of input people (Person)	4,519	1,776	2,352
Input time(h)	21,719	2,023	9,441
Input expense(RMB)	1,355,987	2,410,956	3,563,313

Notes to Community KPIs:

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

Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicators	Internal policy	Compliance with laws and regulations
Level A1: Emissions	Procedures for Environmental Factor Identification and Assessment and Prevention and Control	Law of the People's Republic of China on Environmental Protection
Level A2: Use of Resources	Procedures for the Management of Resources	Law of the People's Republic of China on Environmental Impact Assessment
Level A3: Environment and Natural Resources	Procedures for the Treatment of Solid Waste	Law of the People's Republic of China on the Prevention and Control of Water Pollution
	Procedures for the Treatment of Wastewater Exhaust and Noise	Water Law of the People's Republic of China
		Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste
		Law of the People's Republic of China on the Prevention and Control of Environmental Noise Pollution
		Law of the People's Republic of China on the Prevention and Control of Air Pollution
		Law of the People's Republic of China on Coastal Environmental Protection
		Law of the People's Republic of China on Energy Conservation
		Regulations of the People's Republic of China on the Administration of Prevention and Control of Pollution from Land-based Sources and Damage to the Marine Environment
		National List of Hazardous Wastes
		Consolidated Management of Hazardous Waste Transfer Forms
		Work Program for the Control of Greenhouse Gas Emissions in the 13 th Five-Year Plan
		Measures for the Management of Municipal Domestic Waste

Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicators	Internal policy	Compliance with laws and regulations
		Regulations on the Management of Municipal Construction Waste
Level B1: Employment and Labour Practices	Regulations on the Management of Official Conduct of Employees of Country Garden Services Group Attendance and Leave Management System of Country Garden Services Group Regulations on the Administration of Employee Welfare Leave and Regional Allowance for Ethnic Minorities and Remote/High Plateau Areas of Country Garden Services Group Regulations on the Management of Pay Adjustment for MPC Categories of Staff Measures for the Management of Employee Incentives of Country Garden Services Group	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Law of the People's Republic of China on the Promotion of Employment Law of the People's Republic of China on Social Insurance Regulations on Minimum Wage for Enterprises Regulations on the Prohibition of Child Labor Special Regulations of the People's Republic of China on the Protection of Underage Workers
Level B2: Health and Safety	Procedures for the Management of Operation Safety Procedures for the Management of Labor Protection Items Regulations on Occupational Safety and Precautions Procedures for the Prevention and Control of Hazardous Source Identification Procedures for Environmental Factor Identification and Assessment and Prevention and Control	Labor Law of the People's Republic of China Law of the People's Republic of China on the Prevention and Control of Occupational Diseases Law of the People's Republic of China on Production Safety Law of the People's Republic of China on Fire Protection Law of the People's Republic of China on Response to Emergencies Regulations for the Safe Management of Hazardous Chemicals Regulations on the Reporting and Investigation of Workplace Safety Accidents Provisional Regulations on the Identification and Management of Hidden Production Accident Risks

Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicators	Internal policy	Compliance with laws and regulations
		Regulations of the People's Republic of China on Work Injury Insurance Regulations of the People's Republic of China on Unemployment Insurance Regulations on Occupational Health Supervision and Administration in the Workplace Classification and Catalog of Occupational Diseases Provisional Measures on Maternity Insurance for Employees of Enterprises
Level B3: Development and Training	Administrative Measures for Training of Laboratory Operations Notice on the Special Training Camp for Future Regional General Managers & Future Project Managers Notice on the Initiation of the Second Training Camp of the Qingyun Program Notice on Induction Training for the 2020 Rocket Force Program & Star Youth Program Administrative Measures for Internal Teaching Staff Notice on the Initiation of the Youth 100 Program	
Level B4: Labor Standards	Attendance and Leave Management System of Country Garden Services Group Regulations on the Administration of Employee Welfare Leaves and Regional Allowance for Ethnic Minorities and Remote/High Plateau Areas of Country Garden Services Group	Labor Law of the People's Republic of China Labor Contract Law of the People's Republic of China Regulations on the Prohibition of Child Labor Law of the People's Republic of China on the Protection of Minors Law of the People's Republic of China on the Protection of the Rights and Interests of Women
Level B5: Supplier Chain Management	Measures for the Management of Self-Purchase of Food Ingredients in the Staff Canteens of Property Service Companies	Law of the Republic of China on Tendering and Bidding Provisional Measures on the Management of Bidding and Tendering

Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicators	Internal policy	Compliance with laws and regulations
Level B6: Product Responsibility	Measures for the Development and Management of Suppliers for the Procurement of Materials by Property Service Companies	for Early Stage of Property Management Measures for the Management of Tenders for Government Procurement of Goods and Services
	Partner Assessment Approaches	Law of the People's Republic of China on Government Procurement
	Guidelines on Investment Promotion for Regional Strategic Cooperation	Regulations of the People's Republic of China on the Implementation of the Government Procurement Law
	Standard Operation Procedures (SOP)	Law of the People's Republic of China Against Unfair Competition
	Administrative Measures for Service Quality of Country Garden Property Services	Provisional Provisions on Commercial Bribery
	Standardized Work Manual	Law of the People's Republic of China on Anti-monopoly
	Internal Audit Standard for Quality Management	Law of the People's Republic of China on the Protection of Consumer Rights and Interests
	Quality Inspection Standards	Law of the People's Republic of China on Tort Liabilities
	30 Essential Items for Sales Field Flight Inspection	Advertising Law of the People's Republic of China
	Ten Priorities for Butlers	Trademark Law of the People's Republic of China
	Standards for Third Party Satisfaction Survey Inspections by Surveyed City for Country Garden Group	Patent Law of the People's Republic of China
	Scheme of Butler and Business Reception Services for Industry-City Properties	Quality Law of the People's Republic of China
	Service Manual for Grade 1 Environmental Services for Industry-City Properties	Regulations on Property Management
	Guidance for Preliminary Intervention of Industry-City Property Projects	Law of the People's Republic of China on Urban Real Estate Management
	Administrative Measures for Safety Risks in Basic Property Services	Code of Fire Protection for Building Design GB50016-2014
	Guidelines for Complaint Work Order Processing	Measures for the Management of Property Services Charges
	Administrative Measures for Claims Assessment	Property Rights Law of the People's Republic of China
		Law of the People's Republic of China on the Safety of Special Equipment

Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicators	Internal policy	Compliance with laws and regulations
	Operating Procedures for Night Inspection by Property Project (Regular Property) Management Personnel	Regulations on the Safety Inspection of Special Equipment
	Administrative Measures for Fire Safety in Communities with Country Garden Property Services	Regulations on the Reporting and Investigation of Special Equipment Accidents
	Administrative Measures for the Use of Mobile Phones in the Workplace of Property Service Personnel	Guidelines for Emergency Response for Elevators
	Administrative Measures for Innovation Incentives	Regulations on the Internal Security of Enterprises and Institutions
	Administrative Measures for Official WeChat Account	Regulations on Security Services
	Administrative Measures for Country Garden Property Owner Clubs and Societies	Law of the People's Republic of China on Fire Protection
	Administrative Measures for Property Information of Country Garden	Regulations on the Investigation of Fire Accidents
		Measures for the Supervision and Administration of Firefighting in Construction Projects
		Law of the People's Republic of China on Tort Liabilities
		Measures for the Management of Information Security Level Protection
		Regulations on the Security Protection of Computer Information Systems
		GBT 25058-2010 Guidelines for the Implementation of Security Level Protection for Information Security Technologies and Information Systems
		GBT 22080-2008 ISO 27001-2005 Requirements for Information Technology Security Management System
Level B7: Anti-corruption	Administrative Measures for Duty Behaviors of Country Garden Services Group	Company Law of the People's Republic of China
	Methods for Accountability for Violation of Discipline by Employees of Country Garden Services Group	Anti-Money Laundering Law of the People's Republic of China
	Guidelines for Self-Inspection of Supervision Cases	Law of the People's Republic of China Against Unfair Competition
		Provisional Provisions on Commercial Bribery

Appendix II: List of Policies and Applicable Laws and Regulations

ESG indicators	Internal policy	Compliance with laws and regulations
Level B8: Community Investment	Guidelines on Internal Control Self-Assessment Operations	
	Code of Conduct for Employee Integrity	
	Regulations on the Management of Conflict of Interest of Employees	
	Commitment to Integrity and Self-discipline	
	Administrative Measures for Handling Complaints and Reporting of Employee Disciplinary Violations	
	Management Measures for Reporting and Registration of Gifts and Gratuities	
		Guiding Rules for General Assemblies and Committees of Homeowners
		Regulations on Safety Management of Large Mass Events
		Charity Law of the People's Republic of China

Appendix III: Index of the ESG Reporting Guide

	ESG indicators	Disclosure Information	Chapter
A1: Emissions			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Disclosed	Fulfilling Environmental Protection, Safeguarding Ecological Environment
A1.1	The types of emissions and respective emissions data.	Disclosed	Fulfilling Environmental Protection, Safeguarding Ecological Environment Appendix I: Index of Key Performance Indicators
A1.2	Greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed	Fulfilling Environmental Protection, Safeguarding Ecological Environment Appendix I: Index of Key Performance Indicators
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed	Fulfilling Environmental Protection, Safeguarding Ecological Environment Appendix I: Index of Key Performance Indicators
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Disclosed	Fulfilling Environmental Protection, Safeguarding Ecological Environment Appendix I: Index of Key Performance Indicators
A1.5	Description of measures to mitigate emissions and results achieved.	Disclosed	Fulfilling Environmental Protection, Safeguarding Ecological Environment

	ESG indicators	Disclosure Information	Chapter	
A1.6	Description of how hazardous and non-hazardous wastes are handled, reduction initiatives and results achieved.	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
A2: Use of Resources				
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
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	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
A2.3	Description of energy use efficiency initiatives and results achieved.	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	The operation of the Group does not cover the use of packaging materials, therefore, this KIP is not applicable.		
A3: The Environment and Natural Resources				
General Disclosure	Policies on minimising the issuer's significant impact on the environment and natural resources.	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Disclosed	Fulfilling Protection, Ecological	Environmental Safeguarding Environment

ESG indicators		Disclosure Information	Chapter
B1: Employment			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Disclosed	People Oriented—Build an Elite Team
B1.1	Total workforce by gender, employment type, age group and geographical region.	Disclosed	People Oriented—Build an Elite Team Appendix I: Index of Key Performance Indicators
B1.2	Employee turnover rate by gender, age group and geographical region.	Not disclosed	
B2: Health and Safety			
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 providing a safe working environment and protecting employees from occupational hazards.	Disclosed	People Oriented—Build an Elite Team
B2.1	Number and rate of work-related fatalities.	Not disclosed	
B2.2	Lost days due to work injury.	Disclosed	People Oriented—Build an Elite Team Appendix I: Index of Key Performance Indicators
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Disclosed	People Oriented—Build an Elite Team
B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging	Disclosed	People Oriented—Build an Elite Team

	ESG indicators	Disclosure Information	Chapter
	duties at work. Description of training activities.		
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Partly disclosed	People Oriented—Build an Elite Team
B3.2	The average training hours completed per employee by gender and employee category.	Partly disclosed	People Oriented—Build an Elite Team Appendix I: Index of Key Performance Indicators
B4: Labour Standards			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Disclosed	People Oriented—Build an Elite Team
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Disclosed	People Oriented—Build an Elite Team
B4.2	Description of steps taken to eliminate such practices when discovered.	Disclosed	People Oriented—Build an Elite Team
B5: Supply Chain Management			
General Disclosure	Policies on managing environmental and social risk of the supply chain.	Disclosed	Humanistic Community, Happy Home
B5.1	Number of suppliers by geographical region.	Partly disclosed	Open and Coexistence for Joint Responsible Development Appendix I: Index of Key Performance Indicators
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	Open and Coexistence for Joint Responsible Development Appendix I: Index of Key Performance Indicators
B6: Product Responsibility			

	ESG indicators	Disclosure Information	Chapter
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	Humanistic Community, Happy Home
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	N/A	
B6.2	Number of products and service related complaints received and how they are dealt with.	Disclosed	Humanistic Community, Happy Home Appendix I: Index of Key Performance Indicators
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Disclosed	Humanistic Community, Happy Home
B6.4	Description of quality assurance process and recall procedures.	N/A	
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Disclosed	Humanistic Community, Happy Home
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	Sustainable Development Governance
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	Sustainable Development Governance

	ESG indicators	Disclosure Information	Chapter
B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Disclosed	Sustainable Development Governance
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	Humanistic Community, Happy Home Reward the Society, Relay the Power of Love
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Disclosed	Humanistic Community, Happy Home Reward the Society, Relay the Power of Love Appendix I: Index of Key Performance Indicators
B8.2	Resources contributed (e.g. money or time) to the focus area.	Disclosed	Humanistic Community, Happy Home Reward the Society, Relay the Power of Love Appendix I: Index of Key Performance Indicators