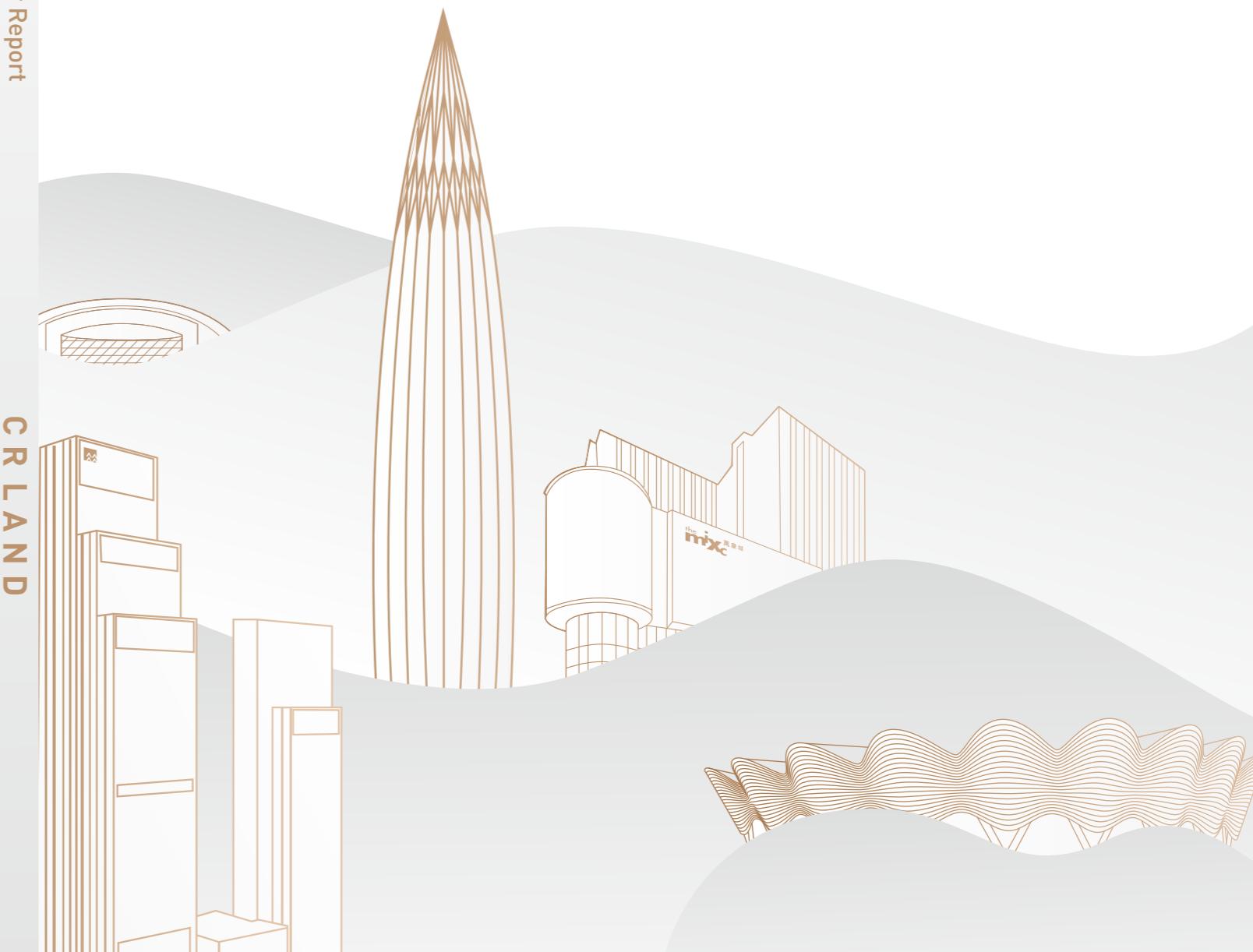




# Brave Strides Resilient Growth

China Resource Land  
Sustainability Report

China Resource Land Sustainability Report



China Resources Land Limited

48F, Tower E, China Resources Land Building,  
No.1 Dachong Road, Nanshan District, Shenzhen

Tel: 0755-25856668  
[www.crland.com.hk](http://www.crland.com.hk)



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# About This Report

C R L A N D

## ▲ About This Report

This annual report was approved for issuance by the Board of Directors on March 30, 2022.

## ▲ Reporting Assurance

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

## ▲ Reporting Scope

Unless otherwise specified, the report's coverage is consistent with the CR Land's Annual Report 2021. The report covers the period from January 1, 2021 to December 31, 2021 with some extensions. Its organization scope includes CR Land's headquarters, its seven major regions, nine business divisions, and specialized companies.

## ▲ Reporting Standards

This report is mainly prepared in accordance with the Environmental, Social and Governance Reporting Guide (ESG Reporting Guide) set out in Appendix 27 of the Listing Rules on the Stock Exchange of Hong Kong Limited, the Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR4.0) issued by the Chinese Academy of Social Sciences, the Guide for the Business Action on SDGs, the GRI Sustainability Reporting Standards (GRI Standards) and the CR Social Responsibility Management Measures.

## ▲ Preparation Process

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

## ▲ Reporting Principles

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

## ▲ Name Explanations

For better expression, "CR Land", "the Company", "we" and "us" mentioned in this report refer to "CR Land headquarters, its seven major regions, nine business divisions and specialized companies" as an entity.

## ▲ Data Sources

This report's data and information are mainly from the statistics and related documents of CR Land. The Company assures no false records or misleading statements and is responsible for the report's authenticity, accuracy, and completeness. Unless otherwise specified, the currency unit of the data listed in this report is RMB.

## ▲ Access to the Report

This report is available in both Simplified Chinese and English versions. The electronic version can be downloaded from our website.



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# Brave Strides Resilient Growth

Living up to the calling of CR

We march forward with great passion and endeavors

The past 25 years witnesses our unremitting efforts

"Sharing the future with the country and cities"

becomes the strongest footnote of our commitment

What's past is prologue

Only persistence will lead us to future success

Looking ahead

the development roadmap for the 14th Five-Year Plan period awaits us

We will never forget why we started and

will keep striving forward in the journey towards a better life

At CR Land, persistence is what fuels us in

Making innovations

Rising against challenges, and pursuing excellence

We will strive for resilient growth with brave strides



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# Message from the President

C R L A N D



CR Land | President  
Chairman of CR Land CSR Committee  
**Li Xin**

## Delivering on the ESG commitments to promote sustainability



**Marching forward against new challenges and  
embracing new opportunities. Unremitting  
endeavor is in our DNA.**

The year 2021 marked the 25th anniversary of CR Land's listing on the Stock Exchange of Hong Kong Ltd.(SEHK) and a milestone in our history. Over the past 25 years, we have worked with our shareholders, customers, employees and partners etc. to act on sustainability. While fulfilling our economic responsibility, we push forward sustainable environmental and social progress.

This is our ninth independent sustainability report, setting out our sustainability intentions, actions, and achievements.

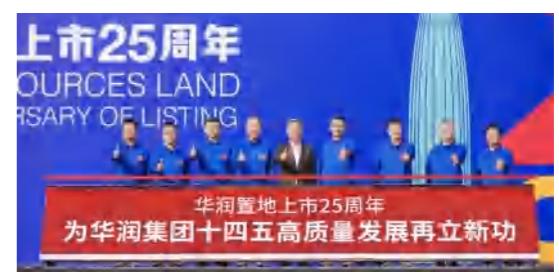
In 2021, we made solid progress in delivering sustainability management goals and achieved remarkable results in ESG management. We led the CSR Development Index for the real estate industry for the eighth consecutive year. We were again selected as a constituent stock of the Hang Seng Corporate Sustainability Index (TOP30), won the Hong Kong Green Awards for the sixth consecutive year, and kept the 4-star rating in the Real Estate Assessment by Global Real Estate Sustainability Benchmark (GRESB). In addition, we were shortlisted in the "Central SOE ESG Pioneer 50 Index" for the first time by the SASAC and awarded the Outstanding ESG Performance Enterprise. On corporate governance, we fully "upheld the CPC's leadership over SOEs and established a modern corporate system", strengthening organizational leadership across the

board. We continuously enhanced the empowerment and duty discharge of the board and management team, drove institutional reform, and improved our governance system. We strengthened overall supervision, risk control, and compliance systems, setting a distinctive corporate governance model for primary-level Hong Kong-based central SOEs. We were awarded the honorary title of Model Central SOEs (Primary-level Enterprises) in Corporate Governance by the SASAC. Under the SASAC requirements and CR's guidance, we will further optimize our shareholding structure, improve corporate governance and its structure with clear rights and responsibilities, upgrade the operating mechanism for indigenous growth drivers, and perfect systems to perfect corporate management. We will further promote governance standards and reform drivers, translate institutional advantages into governance efficiency, and reshape CR Land during the 14th Five-Year Plan period for high-quality development.

For environmental protection, we have implemented CR's objectives of peaking carbon dioxide emissions by 2030 and achieving carbon neutrality by 2060 (30·60 Goal). We carry out decarbonization research to identify pathways, with fresh results yielded in green operation, green buildings, and green construction. In 2021, 68 projects obtained the green building

certification, covering a total construction area of about 9.44 million sq.m. Among them, 62 projects were rated as high-star projects (2-star ratings or above), accounting for 94%. The energy consumption per operating income and index per RMB 10,000 of added value (at comparable price) dropped by 13 % compared with 2020.

Thanks to CR's coordination, we have committed to charity over the past decades. We have responded to rural vitalization by building eleven CR Hope Towns in Baise (Guangxi), Xibeipo (Hebei), Shaoshan (Hunan), Gutian (Fujian), Zunyi (Guizhou), Jinzhai (Anhui), Jinggangshan (Jiangxi), Haiyuan (Ningxia), Hong'an (Hubei), Jianhe (Guizhou), and Yan'an (Shaanxi). Four more Towns in Nanjiang (Sichuan), Kangle (Gansu), Tonghua (Jilin), and Zhangbei (Hebei) are also under planning.



Facing the new challenges and opportunities in 2022, we will follow the requirements of the SASAC and CR to deliver on the major CSR tasks, prioritize work that helps realize 30·60 Goal, ensure safety and environmental protection, and improve the full-process, full-chain risk response system. We will further support rural vitalization, develop our CSR system, and honor the ESG initiatives to promote and lead the whole industry in sustainability.



# Highlights of 2021

C R L A N D

## Celebrating the Centenary of the Communist Party of China

We stayed deeply committed to the CPC and never forgot where and why we started

**01**

## Developing the Strategic Roadmap During the 14th Five-Year Plan period (2021-2025)

We kept pace with national strategies and opened new grounds for development

**02**

## Hitting New Highs in Performance

We completed contracts worth RMB 315.8 billion, ranking eighth in the industry

**03**

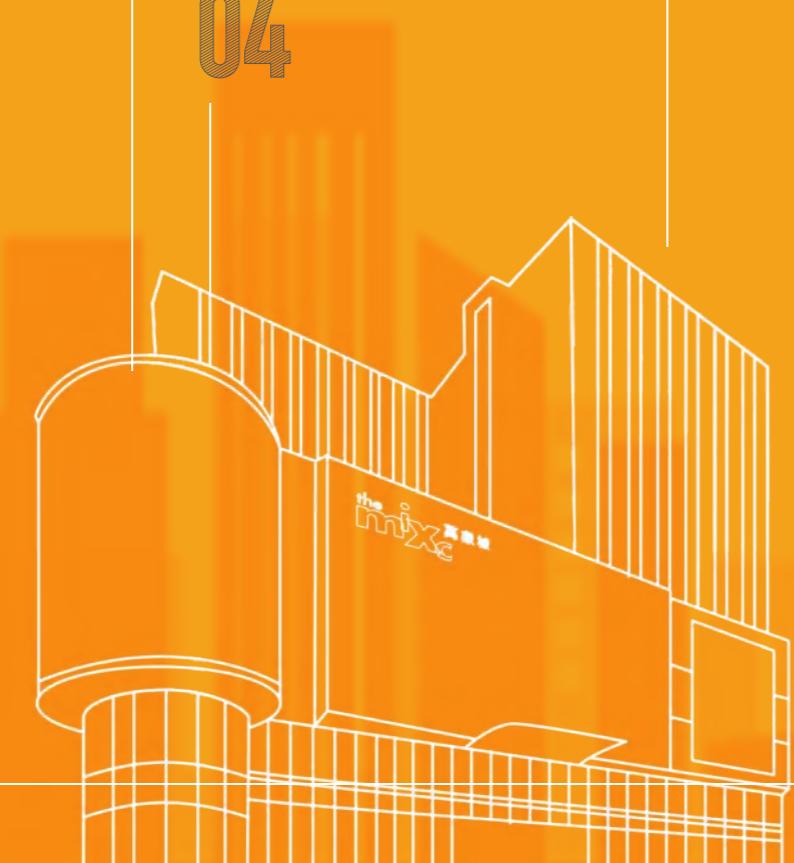
## Contributing to China's National Games and the National Paralympic Games and Special Olympic Games

We leveraged our regional coordination capacity to make profound contribution to city operation

**04**

## Launching the Corporate Culture System

Having been a listed company for 25 years, we always define ourselves with the striving spirit



Brave Strides Resilient Growth

## Marking the First Anniversary of CR Mixc Lifestyle's Listing

With stepped-up efforts in business planning, we opened 12 more shopping malls

**06**

## Rolling out a New Business – Runcheng

We delivered the mission as a central SOE through our services to the transformation and upgrading of China's manufacturing sector

**07**

## Fully Implementing the Three-Year Action Plan of the SOE Reform

We promoted the "three-in-one" organizational reform and launched campaigns on cost reduction, quality enhancement and efficiency improvement

**08**

## Ranked Top 10 among Real Estate Companies in CIOC 2021

We focused on digital transformation of the company in exploring future cities

**09**



05/06

# 2021 Key Performance

C R L A N D

## OPERATING

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

Category	Indicator	2021Data
Financial Performance	Total assets	RMB 949.8 billion
	Owners' equity	RMB 292.08 billion
	Revenue	RMB 212.11 billion
	Total profit	RMB 51.17 billion
	Net Profit/Profit Attributable to Shareholders	RMB 32.4 billion
	Return on equity	15.07%
	Return on total assets	5.76%
	The Ratio of value maintenance and appreciation of state-owned asset	117.1%
Products/ Services	Technology R&D investment	RMB 230 million
	Residential customer satisfaction rate	85.46%
	Commercial properties tenant satisfaction rate	98.90%
	Customer complaint handling rate (Residential projects)	99.39%
	Customer complaint handling rate (Commercial projects)	100%
Information Disclosure	Total number of reports released by headquarters and subordinate units	9
	 中国企业家责任报告 评级专家委员会 <small>Chinese Expert Committee on CSR Report Rating</small>	1 five-star rating, 7 five-star ratings and 1 four-and-a-half rating
	SASAC of the State Council	Selected in ESG · Pioneer 50 Index of Central Enterprises
		In 2021, the Company was selected as a constituent stock of the Hang Seng Sustainability Corporate Index (30 in total), relied on the Hang Seng Corporate Sustainability Benchmark Index as one of the 89 constituent stocks and was selected as a constituent stock of the Hang Seng ESG 50 Index
	 G R E S B <sup>®</sup>	Four-star rating
	 MSCI	Promoted to Class BBB in 2021
Credit Rating		Southern China Region, Chengdu Development Ltd. and the Beijing Xidan Culture Square Updated Project won the silver Environmental, Health and Safety Award and the Hangzhou Corporation's Asian Games Village
	S&P	BBB+ / stable outlook
	Moody's	Baa1 / stable outlook
	Fitch	BBB+ / stable outlook

## SOCIAL

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

Category	Indicator	2021Data
Protection of employees' rights and interests	Labor contract signing rate	100%
	Social insurance coverage rate	100%
Employee safety and health	Employee physical examination rate	100%
	Work-related fatalities	0
Diversity and inclusion	Total number of employees	49,478
	Percentage of female employees	35.76%
	Percentage of women in management	28.1%
Employee growth	Employee training rate	86.5%
	Training investment per employee	RMB 844.9
	Training hour per employee	24.7 hours
Job creation	New employee hired	16,573
	New fresh graduate hired	326
Tax payment	Total taxes	RMB 34.1 billion
Public service and charity	Charitable donations	RMB 45,987,300
	Investment in work safety	RMB 320,004,200
	Number of safety drills	8,897
Work safety	Number of general work-related injuries and above	0

## ENVIRONMENTAL

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

Category	Indicator	2021Data
Environmental investment	Total environmental investment	RMB 12,920,700
	Investment in technological transformation for energy conservation and emission reduction	RMB 9,196,400
Green building	Total green building certified area	9,440,600 sq.m.
	Total energy consumption	119,600 tons of standard coal
Energy conservation and emission reduction	Energy consumption per RMB 10,000 of revenue	0.0065 ton of standard coal
	Carbon dioxide emissions	798,230.38 tons
	Carbon dioxide emissions per RMB 10,000 of revenue	0.0434 tons



# About CR Land

C R L A N D

## CORPORATE PROFILE

CR Land Limited (company name: CR Land, stock code: HK1109) was restructured in 1994, is a strategic business unit under China Resources Group(CR), a Fortune Global 500 company. Responsible for urban construction and operation, it is a leading urban investment and development operator in China.

The Company was listed on the SEHK in 1996, and was selected as a constituent stock of the Hong Kong Hang Seng Index in 2010. In 2020, CR Land spun off its commercial operation and property management business, then established CR Mixc Lifestyle Services Limited (company name: CR Mixc Lifestyle, stock code: HK1209) and successfully listed on the Main Board of the Hong Kong Stock Exchange and was selected as a constituent stock of the Hong Kong Hang Seng Composite Index.

Facing the 14th Five-Year Plan period, with the strategic position as an urban investment and development operator, CR Land has established the "3 + 1" business portfolio model, in which the development of three main businesses, namely, developmental sales business, operational real estate business and asset light business is organically linked and integrated with the eco-system elementary business. The developmental sales business includes residential properties and public properties for sale; operational real estate business includes holding shopping malls, office buildings, hotels, etc.; asset light business includes commercial operation management, property management business, etc.; the eco-system elementary business includes construction and operation, urban renewal, long-term leasing, industry, healthcare, cinemas and education.

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

By the end of 2021,  
CR Land with total  
assets of more than RMB

**949.8**  
billion

Ranking among the top

**10**  
in the industry

CR Land had its business in

**84**  
cities at home  
and abroad

Total profit RMB

**51.17**  
billion

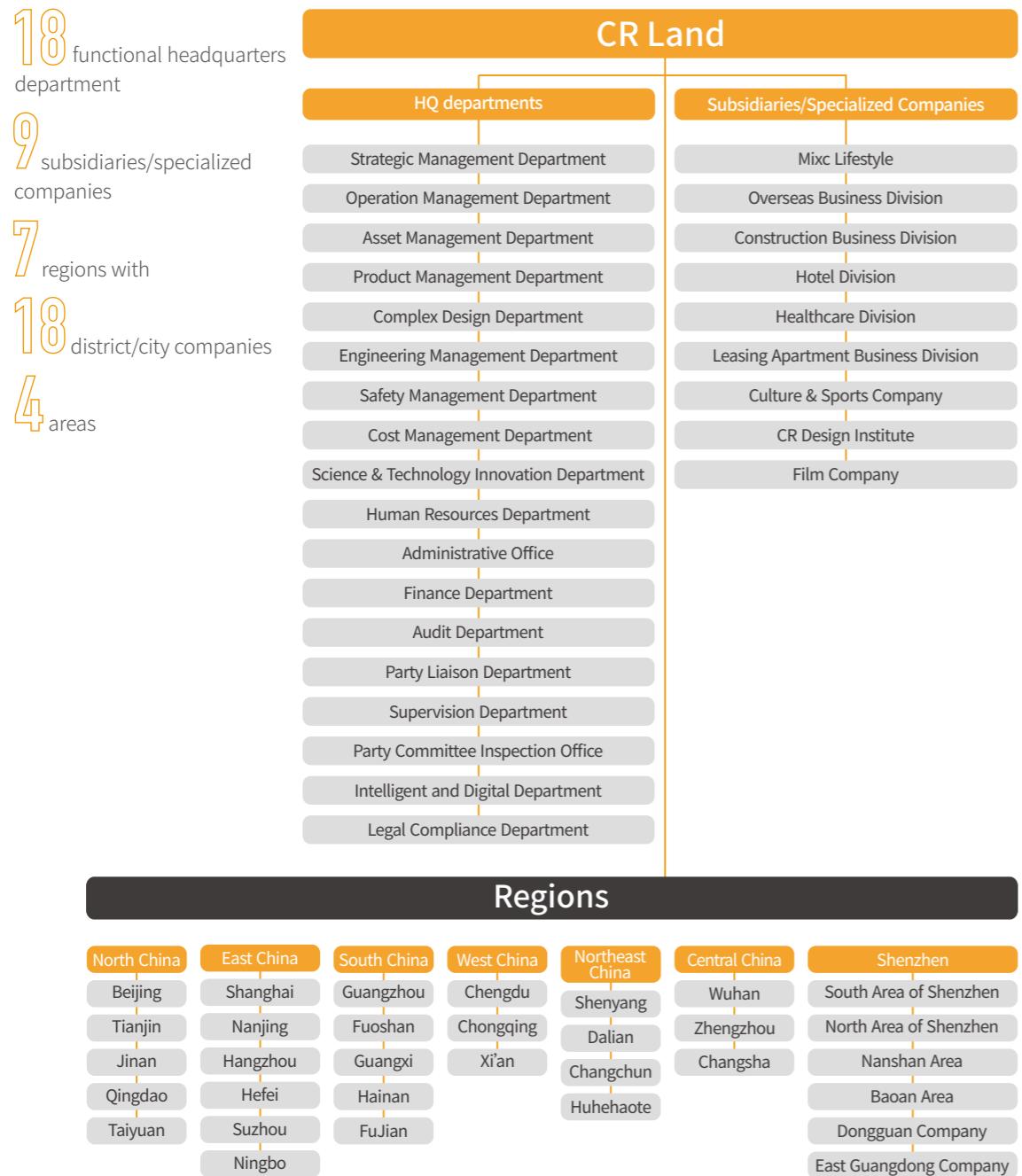
Contract amount of RMB

**315.8**  
billion

Total employees

**49,478**

## Organizational Structure



## Feature: Sharing the future with the country and cities

C R L A N D



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

It has been 25 years since CR Land was listed on the SEHK on November 8, 1996, which was a landmark moment in the history of CR Land.

Over the past 25 years from 1996 to 2021, we have achieved outstanding achievement, explored a path of sustainable development of our own. We fully fulfilled corporate social responsibility, and carried on the excellent CR culture while launching reform and innovation, achieving a resilient growth in serving the national strategy and boosting urban development.

CR Land has made great achievement over the past 25 years together with China's rapid urbanization. In 1996, CR Land Beijing submitted its listing application to the SEHK and was officially listed, becoming the first SOE listed in Hong Kong. In 2020, we split the business operation and property management businesses, established Mixc Lifestyle, and became the third largest IPO of the SEHK. We got the recognition of the capital market as we reached a market value of over RMB 100 billion in a single month. By the end of 2021, our business has covered 84 cities at home and abroad with a total asset of more than RMB 950 billion and a contract amount of RMB 315.8 billion, ranking among the top 10 in the industry. Our total assets increased by 299 times, the operating revenue by 249 times and the market value by 33.5 times.



# Feature: Sharing the future with the country and cities

C R L A N D



The first Mixc City



Shenzhen Mixc City



CR Shenzhen Bay project completed in 2018



On November 18, 2021, release ceremony of CR's corporate culture concept

We have served the overall national strategy, created a leading business model and promoted the improvement of urban quality over the past 25 years. The first Mixc City was born in 2004, and then several brands such as Mixc Mall and Mixc World were derived to lead the trend of China's commercial real estate. Meanwhile, we explored the residential real estate business with our high-quality products and we have expanded from Beijing to the whole country, forming a high-quality residential development model with our own features. The China Resources Shenzhen Bay Complex was completed in 2018 when we celebrated the 40th anniversary of China's reform and opening up as well as the 80th anniversary of CR, starting our new mode of urban investment, development and operation. By the end of 2021, CR Land's high-quality projects have won more than 40 awards, including China Construction Engineering Luban Prize, Tien-yow Jeme Civil Engineering Prize and National High-quality Project Award.

We have always been fulfilling our social responsibilities as a central SOE.

Undertaking major projects to support major national events

We took us 33 months to build Xi'an Olympic Sports Center, the main venue of the 14th National Games, Xi'an International Conference & Exhibition Center and Xi'an International Conference Center, which set a new domestic record. We also organized a team of more than 2,300

people to support the opening and closing ceremonies of the 14th National Games and the Special Olympics China as well many sports events.

We accelerated key projects such as the Dong'an Lake Sports Park Project in Chengdu and Hangzhou Corporation's Asian Games Village Technical Officer Village Project while preparing for the 31st FISU World University Games and 19th Asian Games to be held in 2022.

Contributing to the fight against COVID-19 and poverty

During COVID-19 period, our employees, represented by the professional anti-pandemic medical team, traveled to Wuhan and supported the anti-pandemic front-line work. We also took the lead to waive the rental fee for commercial tenants of nearly RMB 1 billion across the country.

We have undertaken the planning and construction of 15 CR Hope Towns in a non-profit model and completed Yan'an Hope Town in 2021.

We have carried on the excellent CR culture over the past 25 years. We officially released the corporate culture system of CR Land based on CR' corporate culture system on November 18, 2021, at the 25th anniversary of our listing, together with our cultural manual, cultural story collection, historical documentary, concept interpretation film and so on. We launched the first Corporate Culture Month and during this period, our business units in over 80 cities across the country actively carried out a series of cultural activities to stimulate employees and provide management ideas for the sound development of the industry.

We have forged ahead to be a pioneer in the SOE reform over the past 25 years. In the critical period of the three-year action plan for SOE reform, we promoted the Plan under the leadership of CR leading group for deepening reform comprehensively, and implemented the relevant documents and guiding principles of the assessment plan for key tasks identified in the Plan, so as to enhance the competitiveness, innovation, control, influence and anti-risk ability of CR Land, and set a benchmark for SOE reform.

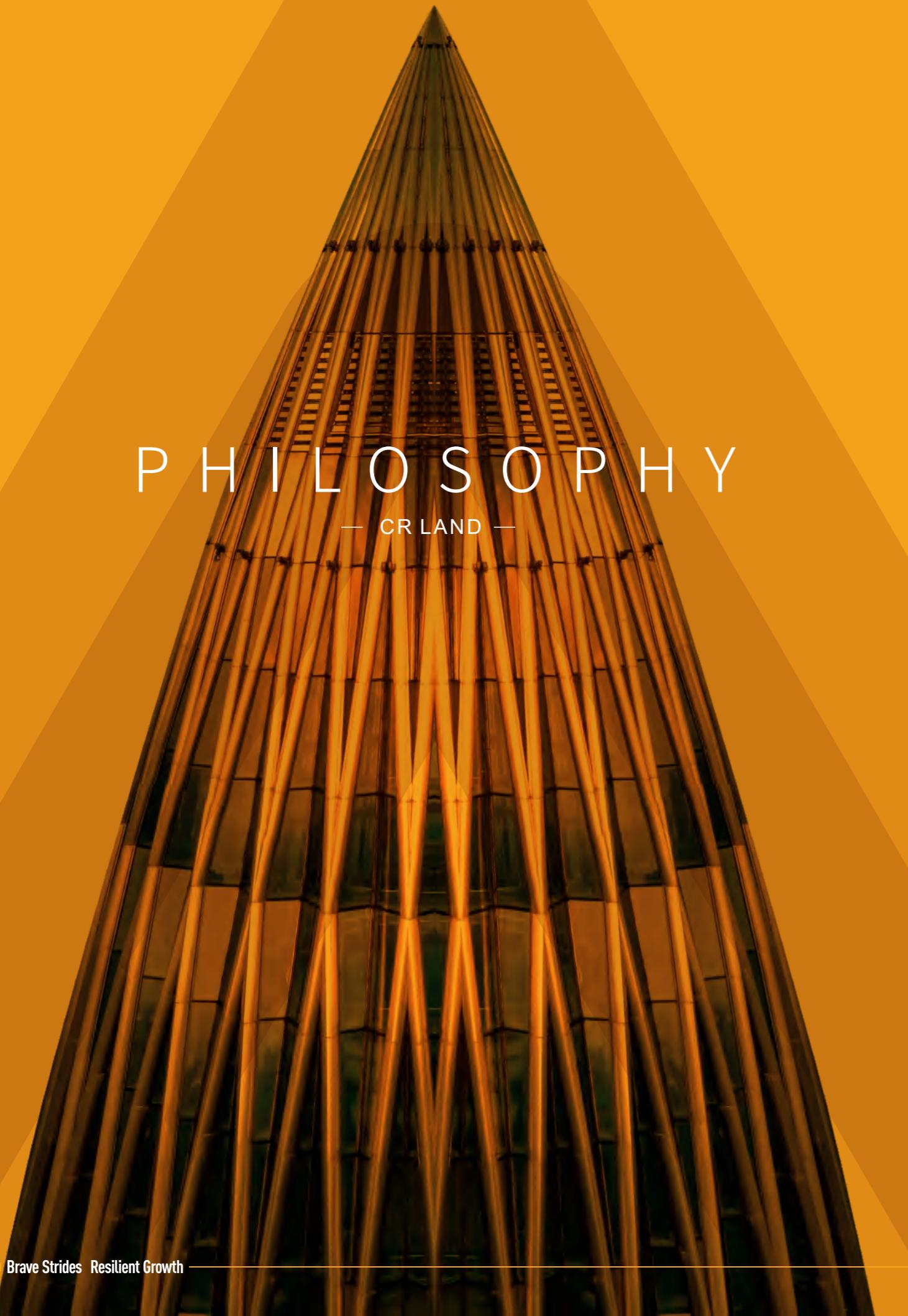


Ensure the smooth operation of the 14th National Games



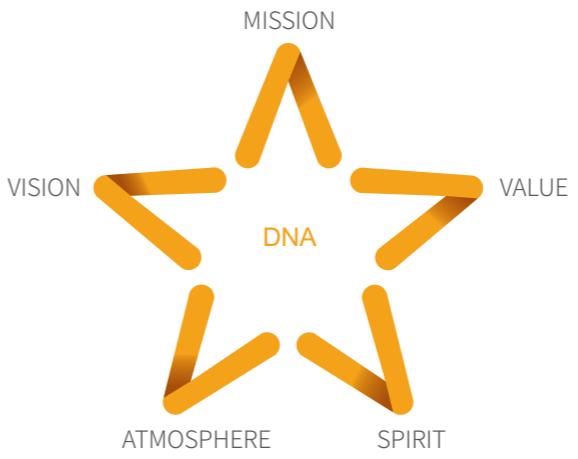
# PHILOSOPHY

— CR LAND —



## Inheriting CR Brand Spirit Mission & Vision, Corporate Culture

At the historical moment of the Centenary of the CPC and the start of the 14th Five-Year Plan period, CR Land seizes the opportunity to review our corporate culture system, continuing to work hard through spiritual reconstruction.



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

**Mission:** Better Quality Better Life

**Vision:** The most influential urban investor, developer and operator

**Value:** Integrity first, performance driven, human oriented, win-win collaboration

**Spirit:** Pragmatism Professionalism Collaboration Dedication

**Atmosphere:** Sincerity Solidarity Open-mindedness Proactivity

### DNA

For the great rejuvenation of the Chinese nation

For people's better life

For national economic prosperity

As an enterprise founded by the CPC, since its birth, CR has taken the Party's purpose as its goal and shouldered political responsibility to serve for Chinese rejuvenation and the happiness of Chinese people. The original aspiration and mission of CPC members formed CR's "root" and "soul". As an economic organization born in Hong Kong and growing in the competitive market, CR strives to explore business success, maintains social stability in Hong Kong and contributes to the revitalization of China's economy. Regardless of changing times, every generation of CR people has dedicated to our national rejuvenation, people's happiness and national prosperity over the past 80 years of development.

# Inheriting CR Brand Spirit<sup>o</sup>

CR Land

## Mission

Better Quality Better Life

As the business unit responsible for urban construction and operation of China Resources Group that listed in Fortune 500 enterprises, CR Land works together with the country and cities to create works based on local conditions that keep pace with the times and keep in line with the temperament of cities.

CR Land presents the ideal works focusing on the quality, health, smartness and service, builds end-to-end operation capability to provide leading new retail, community and asset operation and management services. Via diversified business, we connect the upstream and downstream of the industrial chain, and build a business chain, value chain and ecological chain for the city to constantly satisfy the people's demands for a better life, thus achieving a better future that is more colorful, imaginative and sustainable during China's urbanization.

## Vision

The most influential urban investor, developer and operator

We focus on the overall urban development goals and plans. We give full play to our core capacities and resource advantages in city complex, urban renewal, new districts construction, TOD (transit-oriented development), construction and operation, industrial property, and cultural tourism property, and embrace market competition with a "can-do" spirit to participate in regional coordinated planning, development, construction and operation with a high start, high level and high goals. As a helping hand of the government, CR Land proactively fulfills its due responsibilities as a central SOE. We integrate our business portfolios (property development & sale, property operation, light asset management, and ecosystem elementary business) with urban development and construction demands, enabling us to satisfy the needs of urban dwellers, provide best urban development and operation solutions through the "regional coordinated model for urban organic renewal", and become "the most influential urban investor, developer and operator".



## Value

Integrity First, Performance Driven, Human Oriented and Win-Win Collaboration

Integrity is CR's core value and the foundation. CR is driven towards continuous performance and forward momentum. It is people-orientated and dedicated to creating value for them. Innovation and cooperation drive CR's sustainable development.



## Spirit

Pragmatism, Professionalism, Collaboration, Dedication

Pragmatism is our work style. We values the importance of hard work, rationality and openness.

Professionalism is a work attitude. China Resources aims at lean practices, high efficiency and operational excellence.

Collaboration is an organizational capability. China Resources encourages teamwork, embraces inclusiveness and enables win-win achievements.

Dedication is a spiritual motto. China Resources focuses on dedication, responsibility and passion.

## Atmosphere

Sincerity, Solidarity, Open-mindedness, Proactivity

Sincerity and solidarity reflect the way people get along with each other. It is the "bridge" for internal relations built by China Resources Group and it creates a caring, harmonious and positive environment for CR's development.



Open-mindedness and proactivity reflect the way CR gets along with the outside world. It is the "road" for CR to integrate into the world and creates a positive, enthusiastic and inclusive atmosphere for the development of China Resources.

We are willing to explore, practice, settle difficult problems, working hard with tenacity and perseverance and never giving up.

# M A N A G E M E N T

— CR LAND —

## Perfecting Our Governance System



Corporate Governance, Corporate Management

### Chapter Overview

CR Land pursues high-quality growth through steady operation. On this basis, we share achievements with stakeholders, undertake social responsibilities, and promote the harmonious and sustainable development of the economy, the environment and the society.

### Response to Issues

#### Sustainability issues addressed in this chapter

Fair operation, IP rights protection, Business performance, Stakeholder communication

#### SDGs topics



#### HKEX ESG Index

B6.3/B7.1/B7.2

#### CASS-CSR4.0 Index

P4.1/P4.2/P4.3/P4.4/P4.5/M1.1/M1.2/M1.3/M1.4/M1.5/M1.6/M1.7/M1.8/M3.3/M3.5/S1.1/S1.2/S1.4

# Corporate Governance

C R L A N D

## 1. Standardizing corporate governance

CR Land follows the Corporate Governance Code as set out in the Appendix 14 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited to regulate corporate governance and constantly reviews the status of the Board and various Board committees to maintain good operation.

CR Land has developed the Implementation Plan for Exercising the Power of the Board of Directors to amplify the role of the Board in strategy formulation, decision-making and risk prevention, consolidate the Company's status as an independent market entity, bring out its endogenous dynamics and vigor, and realize high-quality development. The Guide for Managing Full-time External Directors is also developed to further enhance the development of the Board and regulate the management of full-time external directors.

As of 2021, CR Land has conducted more than **70** training sessions on the popularization of legal knowledge

## 2. Strengthening risk management

The Board of Directors highly values and is fully responsible for maintaining sound and effective risk management and internal control systems of the Company. The Board regularly reviews and monitors the effectiveness of the risk management and internal control systems, and prepares a risk management report annually. At the same time, we have formulated risk management policies and established a top-down risk management framework to continuously strengthen our risk management.

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

In 2021, the Company had **291** legal risk inspections on key businesses

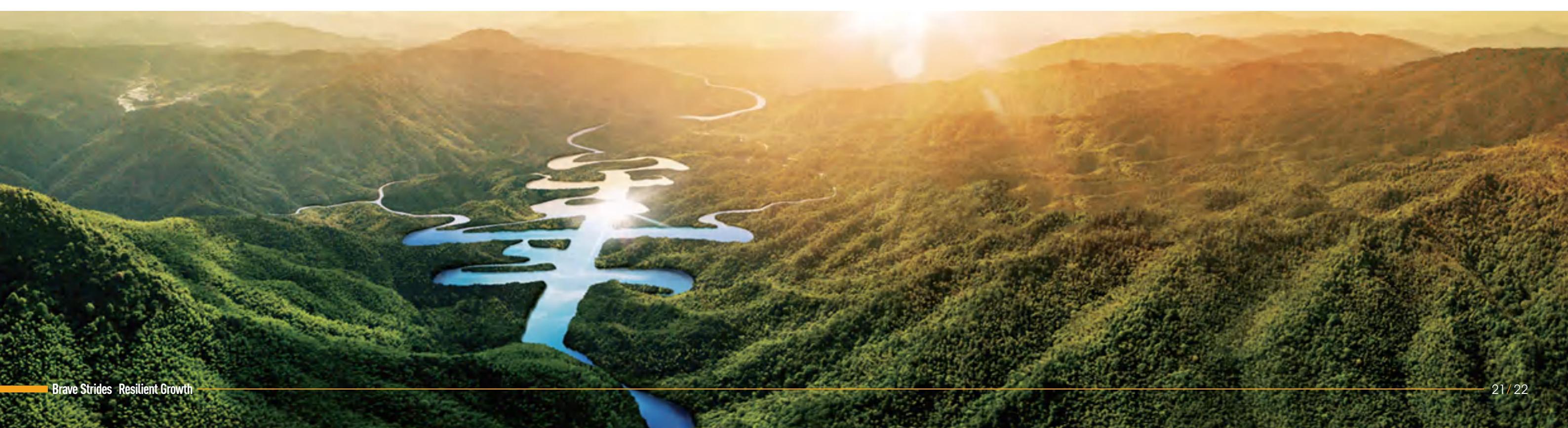
urged the regions of CR Land to complete **41** major legal risk rectification

identified **797** risk points

## 3. Building an “Integrity Land”

CR Land applies stringent disciplines to regulate employees' business conduct and carries out annual anti-corruption reviews to build a “dare-not-to-corrupt” mechanism.

CR Land continuously publicizes and implements relevant laws and regulations, as well as company's rules and regulations, aiming to raise employees' anti-corruption awareness and keep corruption at bay. We strive to create a clean and honest atmosphere within the company by carrying out pre-appointment integrity talks, improving integrity files of leaders, and supervising honest practices. We also incorporate anti-corruption education into the induction program for new employees, professional development training and supplier management, and constantly bring forth new ideas for anti-corruption promotion via posters, websites and WeChat subscriptions.



# Corporate Governance

## C R L A N D

CR Land has promoted the development of the “overall supervision” system, creating synergy in the supervision and enabling us to focus on main responsibilities and businesses. We improve investigation quality and efficiency, take follow-up actions, offer backings to those who are loyal to their duty, deliver substantial benefits to those working on the frontline, and bolster corporate management. Meanwhile, we continue to consolidate political inspections and actively implement multiple major tasks, such as advancing supervision on top executives and the leadership team, and rectifying the phenomenon of power abuse.

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

In 2021, **0** lawsuits against CR Land involving corruption, bribery, extortion, fraud, or money laundering

In 2021, **1,360** training and warning sessions on integrity education with more than **110,000** participants

### 4. Protecting IPRs

CR Land attaches great importance to the protection of intellectual property rights (IPRs) and implements the relevant requirements of intellectual property laws and regulations. On the one hand, we enhance the



protection of IPRs through trademark registration, software copyright registration, patent application, etc., and maintain our legitimate rights and interests through trademark monitoring, litigation and rights protection. On the other hand, we fully respect our partners' IPRs, strictly abide by the scope of licensing, and assist our partners in resisting acts of infringement.

By the end of 2021, **1,383** domestic registered trademarks and **32** software copyrights obtained

**164** patents obtained, including **28** inventions, **96** utility models and **40** designs

### 5. Disclosure of compliance information

CR Land discloses its operating information to shareholders and investors in a timely and accurate manner by the principle of authenticity and reliability. In 2021, the Company established the “overall compliance” system and the strategic roadmap during the 14th Five-Year Plan period, and set up the two-tier compliance management organization of “headquarters-subordinates”, to manage the compliance work.

In 2021, we released the mid-term report and performance report, livestreamed our performance briefing to ensure smooth communication with investors, updated our financial log and analysis on our website, and issued timely notice and announcements to keep investors in the loop of how the Company is doing.

### 6. Anti-unfair competition

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



# CSR Management

C R L A N D

## 1. Sustainability vision

CR Land integrates social responsibility into its corporate development strategy and daily operation. Under the Company's strategic roadmap during the 14th Five-Year Plan period, we have determined the sustainability management goal with values of "Integrity First, Performance-Driven, Human-Oriented and Win-Win Collaboration".



## 2. Sustainability management

CR Land has established a top-down sustainability governance structure. A CSR committee is set up at the Board level, and an ESG working group is established to execute. In 2021, we formulated strategic ESG objectives, and defined the direction, objectives and key work to fully integrate ESG management into operation, and improve the Company's sustainability.

### Leadership and supervision of ESG matters by the Board

The Board is responsible for enhancing the Company's medium and long-term value, guiding the overall operation and business development strategy, monitoring the corporate governance practices, and building a internal control and risk management system.

To fully integrate the Board into sustainability management, Board members regularly receive related trainings to enhance their ESG awareness.

### Board diversity

CR Land has adopted a policy to achieve board diversity by considering several factors, including gender, age, educational background, professional experience, skills and industry experience. For details, please refer to the Corporate Governance Report in our Annual Report 2021.

## ESG management structure and system

CR Land has established a top-down structure based on the CSR Committee. In 2021, we strictly implemented the ESG Work Management Manual to carry out routine ESG management.

## 3. Stakeholder communication

Type of Stakeholder	Demands and Expectations	Communication and Response
Government and regulatory authorities	<ul style="list-style-type: none"><li>Operation in compliance with laws and regulations</li><li>Supporting regional development</li><li>Implementation of national policies</li></ul>	<ul style="list-style-type: none"><li>Strengthening corporate compliance management constantly</li><li>Participating in government-related conferences and cooperation</li><li>Responding to relevant national policies</li></ul>
Shareholders	<ul style="list-style-type: none"><li>Creating market value</li><li>Strengthening information disclosure</li></ul>	<ul style="list-style-type: none"><li>Continuously creating good operating results</li><li>Enhancing corporate governance and risk management</li><li>Regular publishing reports to timely disclose information</li><li>Convening shareholders' meetings to strengthen investor relations management</li></ul>
Property owners and customers	<ul style="list-style-type: none"><li>Product and service quality</li><li>Protection of legal interests</li></ul>	<ul style="list-style-type: none"><li>Implementing customer satisfaction survey</li><li>Establishing and improving the customer service system</li><li>Improving customer feedback and complaint handling mechanism</li></ul>
Staff	<ul style="list-style-type: none"><li>Protecting employee rights and interests</li><li>Promoting staff development</li><li>Caring for employee health</li><li>Participating in company management</li></ul>	<ul style="list-style-type: none"><li>Formulating a competitive remuneration and welfare guarantee mechanism</li><li>Organizing staff training, improving promotion mechanism and building development platform</li><li>Improving working conditions and caring for employees with difficulties</li><li>Launching employee activities to strengthen employee communication</li></ul>
Suppliers and partners	<ul style="list-style-type: none"><li>Promoting industry development</li><li>Pursuing win-win cooperation</li></ul>	<ul style="list-style-type: none"><li>Implementing transparent procurement to build a responsible supply chain</li><li>Holding regular tender and bidding meetings and supplier meetings</li><li>Participating in industry organizations to promote industry development</li></ul>
Scientific research institutes, industry organizations, media and social organizations	<ul style="list-style-type: none"><li>Complying with industry norms</li><li>Promoting industrial innovation</li><li>Information transparency and openness</li></ul>	<ul style="list-style-type: none"><li>Strengthening external communication and cooperation and participating in industrial innovation research</li><li>Participating in industry evaluation and making recommendations on industry norms</li><li>Improving the news disclosure system and optimizing the public opinion feedback mechanism</li></ul>
Community	<ul style="list-style-type: none"><li>Supporting community charity</li><li>Providing employment opportunities</li></ul>	<ul style="list-style-type: none"><li>Actively participating in charitable donations and participating in social welfare activities</li><li>Campus recruitment and social recruitment</li></ul>
Environment	<ul style="list-style-type: none"><li>Reasonable use of resources</li><li>Protecting ecological environment</li></ul>	<ul style="list-style-type: none"><li>Implementing green construction, green buildings and green communities</li><li>Improving the efficiency of energy and resource use and implementing energy conservation and emission reduction</li><li>Strengthening environmental information disclosure and managing environmental-related risks</li></ul>

# CSR Management

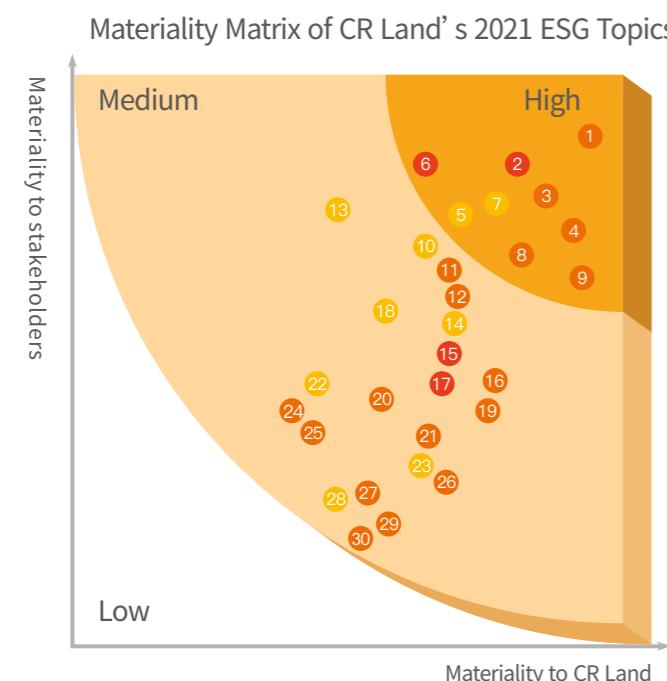
C R L A N D

## 4.Determination of material topics

The steps taken by CR Land to determine the materiality of sustainability topics are as follows:

- 01 | Topic identification**  
Identify industry-wide material topics through industrial benchmarking.  
Form a topic bank
- 02 | Topic prioritization**  
Assess the significance of topics to the Company and the stakeholders again based on the survey results in 2020.  
Analyze survey results and prioritize the topics
- 03 | Topic review**  
Company management reviews the material topics and their prioritization  
External experts review the material topics and their prioritization and propose suggestions
- 04 | Topic report**  
Provide targeted disclosure of material topics in the report according to the materiality analysis results

Materiality analysis matrix and list of CR Land's sustainability issues as follows:



Materiality	Order	Topic	Scope	Disclosure Section
High materiality	1	Safety and health	Social	Resilient Employees
	2	Compliance operation	Governance	Resilient Partnership
	3	Privacy and data security	Social	Resilient Service
	4	Product quality management	Social	Resilient Service
	5	Use of materials	Environmental	Resilient Ecosystem
	6	Operating performance	Governance	2021 Key Performance
	7	Pollutant emission	Environmental	Resilient Ecosystem
	8	Creating jobs	Social	Resilient Employees
	9	Remuneration and benefits	Social	Resilient Employees
Medium materiality	10	Waste management	Environmental	Resilient Ecosystem
	11	Protection of intellectual property rights	Environmental	Corporate Governance
	12	Protecting customers' rights and interests	Social	Resilient Service
	13	Energy conservation	Environmental	Resilient Ecosystem
	14	Biodiversity	Environmental	Resilient Ecosystem
	15	Risk management and internal control	Governance	Corporate Governance
	16	Charity	Social	Resilient Communities
	17	Stakeholder communication	Governance	CSR Management
	18	Water conservation	Environmental	Resilient Ecosystem
	19	Career development	Social	Resilient Employees
	20	Employment compliance	Social	Resilient Employees
	21	Responsible procurement	Social	Resilient Partnership
Environmental	22	Response to climate change	Environmental	Resilient Ecosystem
	23	Tenant sustainability impact management	Environmental	Resilient Ecosystem
	24	Innovative business	Social	Resilient Service
	25	Community care	Social	Resilient Communities
	26	Quality monitoring and assessment	Social	Resilient Service
	27	Industry development	Social	Resilient Partnership
	28	Green building	Environmental	Resilient Ecosystem
	29	Customer satisfaction	Social	Resilient Service
	30	Policy response	Social	Corporate Governance

## 5.Improvement of CSR performance

CR Land has comprehensively sorted out the existing system and established a social responsibility indicator system covering operation performance, social performance and environmental performance in accordance with the requirements of the Administrative Measures for Social Responsibility of CR Holdings and ESG Work Management Manual. At the same time, we strive to improve employees' ability to perform their duties and promote the sustainable development of the Company by participating in social responsibility-related meetings, and organizing training and performance assessments.



# ENDEAVOR

— CR LAND —

## Shouldering Our Social Responsibility<sup>o</sup>

*CR Land*

### Resilient Services

#### Chapter Overview

CR Land is dedicated to becoming a benchmark for central SOEs with “quality products and service”. To this end, we remain true to our original aspiration of “better quality better life”, advocate the four-word philosophy of ‘quality, health, smartness and service’, and pursue excellent quality through ingenuity, to build an ideal future for cities and a quality life for customers. In 2021, based on our existing project risk control system, service quality system and satisfaction management, we improved our service of ‘full-cycle, whole-value chain and whole-journey’.

#### Response to Issues

##### **Sustainability issues addressed in this chapter**

Quality inspection and evaluation   Protection of customers' rights and interests  
Product quality management   Policy response

##### **SDGs topics**



##### **HKEX ESG Index**

B6.2/B6.4/B6.5

##### **CASS-CSR4.0 Index**

S1.4/M2.1/M2.2/M2.4/M2.5/M2.6/M2.7/M2.8/M2.9/M2.10/M2.11/M2.12/M2.13/M2.14/M2.15/M2.16/M2.17/M2.18



沈阳时代之城焕新俯瞰

## Objective Review

Objective setting	Progress review	Annual improvement plan
<ul style="list-style-type: none"> <li>Hold customer satisfaction at the core and regard high-quality service as the basis. Remain customer-oriented, realize high-quality development on all fronts, move fast in developing properties for sale, and open holding properties as planned, to become the leader for comprehensive urban development and quality management.</li> <li>Complete new projects and enhancement projects in operations, marketing, production and functions, shore up the weak link in digital operations, and ensure meticulous production and operations.</li> </ul>	<ul style="list-style-type: none"> <li>We launched the operation system, realizing online management of derivation of returns, horizontal comparison, and vertical tracking of projects.</li> <li>We completed the development of the five modules of the marketing system, optimized the marketing management platform, and improved the online coverage of marketing business.</li> <li>We included more scenarios on the production end, brought design, procurement, costing, engineering, etc. fully online, and achieved overall quality improvement, cost reduction and higher efficiency in the production line.</li> <li>Our cloud procurement system became a CQC (China Quality Certification Center)-certified e-bidding &amp; trading platform, and the iCost system obtained a patent titled 'a system and approach for target cost management and control'.</li> <li>Our industrialized construction system was promoted across the country.</li> </ul>	<p>Down the road, we will keep implementing the strategy of being empowered by science and technology and led by innovation, take concrete steps to fully meet customers' demands, provide customers with whole-value chain service as well as full-cycle assurance.</p> <ul style="list-style-type: none"> <li>Raise the customer awareness, bottom line awareness and planning awareness across the board.</li> <li>Build an innovation platform, improve the innovation mechanism and technology-enabled construction, and realize product improvement and development efficiency.</li> <li>Realize IT application in management, digitalization of information platform, and intelligent production and operation.</li> </ul>

## CSR Case

### Over 2,300 CR Land staff supported the 14th National Games



CR Land Staff for escorting the 14th National Games



CR Land Staff for escorting the 14th National Games

In September 2021, the 14th National Games was opened in Xi'an. CR Land built the Xi'an Olympic Sports Center, the main venue of the Games, and also undertook the mission of supporting the Games, making our contributions to the wonderful and successful competition.

Being the largest personnel provider for the 14th National Games, we allocated more than 2,300 employees to escort the competition with closed management, ensuring venue operation, performance services, show-competition transits, VIP reception and audience services. For the opening and closing ceremony, show-competition transits, and supports for events including track and field as well as swimming, we subdivided our team into 45 groups to provide detailed and professional services for venues. We also set up a mechanical and electrical service team with about 420 people to ensure the smooth operation of the competition. In the summer of 2022, we will fuel the FISU World University Games with high-quality services like we did for the National Games in the summer of 2021.

# Empowering Cities for a Promising Future

C R L A N D

## Facilitating urban renewal

CR Land responds to "urban renewal action" call of China's 14th Five-Year Plan. Cultivated in the Guangdong-Hong Kong-Macao Greater Bay Area, we rely on organic operations and full-chain management to improve urban productivity and revitalize old urban villages, residential areas, commercial areas, etc., refreshing city life. In 2021, the Shenzhen Snow Brewery project



was successfully launched. CR Land became the early-stage service provider for other projects in Longyuan, Longgang District, Shenzhen, and Humen North Station, Dongguan, winning the title of "2021 China Urban Renewal Benchmarking Enterprise".

## 20,000m<sup>2</sup> cultural preservation buildings unveiled in Shenyang



The Times City project in Shenyang covers about 550,000 sq.m. with about 1.08 million sq.m. of gross floor area. It is CR Land's masterpiece in revitalizing protected historic buildings, the largest demonstration area in Shenyang. As the former site of Shenhai Thermal Power Plant and Dongmao Depot, it represents the oldest and largest building complex for civil storage and carries special memory of the old industrial base. To preserve the industrial culture and pass on previous memory, 20,000 sq.m. of cultural preservation buildings is delivered, with a planned community featuring influencing business and community facilities, connecting the past and the future.

In the project, we have preserved 7 industrial heritage buildings with good authenticity, transformed the condensation tower into the base for a skywalk, and created a red facade for the residential buildings and commercial school to echo the red bricks of former warehouse. It exemplifies our exploration of urban upgrading in Northeast China, marking our pursuit of excellence.

## Upgrading supporting facilities

CR Land is active in building high-quality rental apartments, senior housing, education facilities, cultural and sports venues, and other urban supporting facilities. In parallel with our three major businesses, we have achieved breakthroughs in ecosystem business and leveraged the synergy of supporting facilities. In 2021, we successfully launched a batch of senior housing and long-term rental projects, improving quality of multiple facilities. Our Enjoy Ages·Care Center became China's first CARF-certified senior care center, and three centers in Xi'an supported the National Games and became a new business card of the city.

In 2021, CR Land won the bid for over **40** public facility construction projects of the government

and received more than RMB **15** billion government investment.

## Building a better life

As the 'builder for a better life', CR Land takes practical and pioneering moves in the development of government-subsidized rental housing and gives fully play to its stabilizing role as a central SOE. In 2021, we successfully launched eleven long-term rental apartment projects and opened multiple product lines including large residential compounds, luxury serviced apartments and youth apartments to satisfy the housing service demands of urban newcomers and customers with different consumption power.

## Youtha International Apartment: affordable and comfortable living

In 2021, Shanghai Youtha International Apartment officially opened in Sijing county, marking the first Beijing-Shanghai dual-city pilot project in the rental market, and setting an industrial benchmark. Advocating the concept of "simple smile, comfortable living", Youtha has rolled out a rental assistance program targeting 9 million graduates to help them settle down in their working cities. The program offers benefits including a one-month fixed security deposit, free room change, financial assistance and service packages.



A snapshot of Youtha tenants

In 2021, **340,000** sq.m. of government-subsidized housing was newly built.

with **188,000** sq.m. completed

# Ingenuity for Better Quality

## Innovation for Smart Manufacturing

### C R L A N D

#### Tightening quality control

CR Land keeps providing innovative customer experience through the improvement of product quality. We have established a comprehensive quality control system since 2016 to ensure product quality. We also actively participate in ISO 9001 Quality Management System certification and invite third-party organizations to conduct quality evaluation, striving to provide customers with safe and high-quality products.

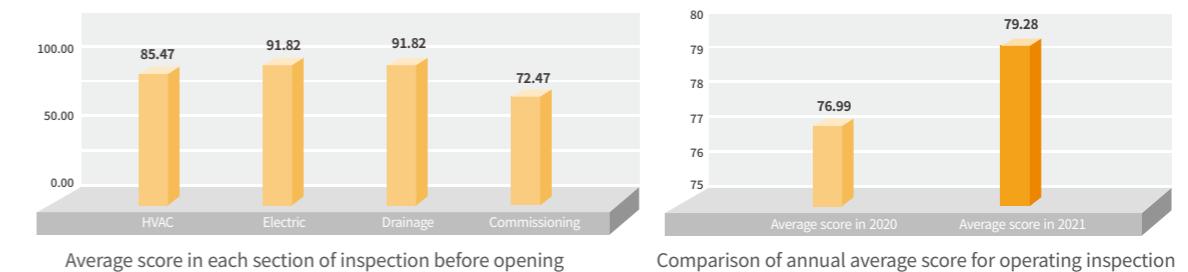


**Residential housing projects** More efforts are made in the quality evaluation of structural safety, leakage risk, hollowing & cracking risk and other investigations to ensure that everything is fine for the handover. Inspections are carried out for each household before handover to reduce the repair rate. Pathways to home are inspected to enhance customer experience. The pre-handover risk exposure rate and bottom-line problem occurrence rate drop down, and the closed-loop risk rectification is further improved.

**Public facility projects** Civil construction quality evaluation is added to the special quality evaluations of Mechanical & Electrical (M&E) devices, fitting out, curtain walls and landscaping works, to focus on project operation safety, operation energy consumption and functions.

In 2021, **161** pre-handover quality evaluations of residential housing projects conducted with an average score of **78.22** a year-on-year increase of **0.72** points

In 2021, we conducted **40** pre-handover M&E quality inspections for **22** different commercial purposes including shopping malls (32 times), office buildings (4 times), and hotels (4 times), with a significant quality improvement.



#### Developing innovative products

In 2021, guided by the strategic goal of “reshaping CR Land to achieve high-quality development”, CR Land ensured high product quality through innovation and standardization. We set up a special technology promotion team as the quality gatekeeper and implement 25 regional benchmark projects. Meanwhile, CR Land has stepped up its digital transformation pace and launched a comprehensive exploration of smart cities, taking full advantage of scientific innovation and digital capabilities to enable advanced corporate operations. In 2021, we compiled the CR Land Smart Community Design Standard to realize data connectivity through a cohesive standard, shortening the duration of projects.



#### Beijing Park Lane Manor: an innovative masterpiece of green living

As one of CR Land’s innovative products, Beijing Park Lane Manor won the ‘Best of Best’ of the Architecture MasterPrize 2021 in the residential landscape category. To meet the green living demand, Beijing Park Lane Manor adopts health elements and embeds scientific functions to realize remote temperature control, PM2.5 monitoring, among other smart lifestyles. It becomes one of the residential buildings in Beijing to be rated as a five-star project.



In 2021, we invested RMB **230** million in technological R&D safety management platform operated in **40** projects across five regions  
the centralized fire control platform has been applied to **21** projects across five regions.  
As of the end of 2021, CR Land had applied the energy management platform in **10** new projects  
adding up to a total of **82** projects



# Serving with heart, pursuing the best

C R L A N D



## Protecting rights and interests of customers

CR Land attaches great importance to full-project cycle customer experience and feedback, and respects customers' needs. We take practical steps to protect the basic rights and interests of customers through privacy protection, enhanced responsible marketing, etc.

### Protecting customer privacy

We have formulated several internal policies, including the CRM Customer Information Access Management Regulation, and set out the Confidentiality Rule in the CR Land Employee Handbook, paying high attention to the full-lifecycle protection of customers' rights, interests and privacy, by designating a full-time role for information security management, laying down confidentiality requirements, and fostering a privacy awareness among employees.

### Enhancing responsible marketing

CR Land advocates the new sustainable consumption model and the idea of responsible marketing. In 2021, we formulated the Standardized Marketing Guide to ensure the information received by customers is true and effective. We actively communicated with customers through information disclosure, special reminders, on-site inspection, etc., and organized trainings and reviews in various forms, to ensure our marketing information is compliant with laws and regulations, and enhance the responsible marketing on multiple fronts.

#### Standardized Marketing Guide

We follow the Guidelines for Establishing the Material System: Risk Control of Materials Intended for Customers (one of CR Land's four Standardized Marketing Handbooks) to regulate the risk prevention and management measures during the whole marketing cycle, and ensure that the marketing tools, contents and information are true and compliant.

#### Content Review and Audit

Our OA system gives priority to the review and approval of online marketing, display contents and sales pitches. The legal team and PR team review daily images for posting, and hold accountable to the reviewed contents regularly.

#### Product Information Training

We organize trainings and evaluations for marketing personnel through 'marketing night school', etc., with the Marketing-Related Legal Knowledge Training and Case Study and other materials to cultivate the sense of responsible marketing among employees.

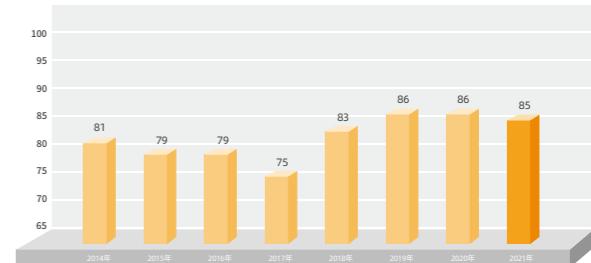
In 2021, there were 0 complaints (including complaints from third parties or regulatory authorities) arising from the violation of customer data and privacy protection regulations.

## Standardizing service requirements

In 2021, we updated the Guidelines for Management of Full-cycle Customer Risk Breakpoint Inspection for Residential Housing Projects, the Residential Customer Complaint Handling Management Regulation and other service management regulations. Internally, we strictly implemented full-cycle project risk control systems. Whereas externally, we implemented service quality management and control systems including smooth handover and outstanding maintenance. We responded to customer requests in a timely manner to satisfy their diversified needs and increase customer satisfaction.

### Conducting customer satisfaction survey

For product and service provision, CR Land always treats customers' needs by putting ourselves in the customer's shoes, in order to achieve 100% customer satisfaction. We focus on basic services including maintenance and repair, complaints handling and property management, and introduce the third-parties to have secret customer service survey. Customer satisfaction shall be a part of our performance evaluation, so that we can continuously build our high-quality customer service capacity.



CR Land's residential customers satisfaction rate by year:  
In 2021, the satisfaction rate of residential customers reached 85.46%, and the customer satisfaction of new project handovers increased by 7%.

## Enjoy Ages · Care Center (Songgang, Shenzhen) happy and high-quality life for seniors

In 2021, Enjoy Ages · Care Center (Songgang, Shenzhen) was accredited by the Commission of Accreditation of Rehabilitation Facilities (CARF). It improved its overall service system, and upgraded the service mechanism and complaints handling procedures. The center organized various wonderful cultural activities for seniors to enjoy a happy and high-quality life. To help seniors pursue personal fulfillment, the center signed them up for a performance on the qualifier of a talent show called Talented Seniors in Shenzhen (Season 6). In 2021, Enjoy Ages · Care Center (Songgang, Shenzhen) saw a 20% increase in customer satisfaction and received positive feedback from both the seniors and their families.



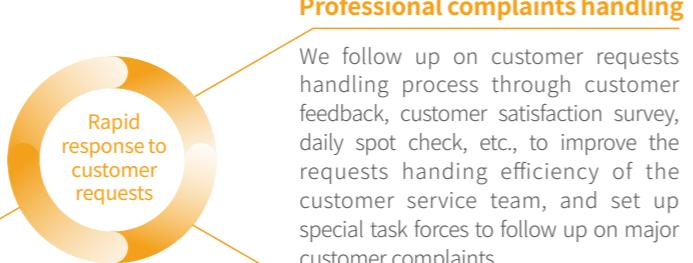
Enjoy Ages · Care Center (Songgang, Shenzhen)

## Responding to customer requests

CR Land puts people first in our responses to customer requests and proactively answers individual interest concerns from different customer groups. To provide full-process consulting services to customers, we have developed structured and categorized complaints handling mechanisms for different business sectors including residential projects, commercial projects, hotels and cinemas, improving our complaints handling efficiency.

### Online complaint channels

We comprehensively promote the 4001099888 customer service hotline and the customer service WeChat mini program to enable customers to make requests at any time, expand complaint channels, and realize online process tracking of complaints and repairs.



In 2021, CR Land handled **29,773** customer complaints about residential projects nationwide

with a complaint resolution rate of **99.39%**

### Rapid and flexible response

We arrange different customer service staff to handle different customer requests. They will answer the request within 30 minutes and give the initial response and communicate the solution with customers within 48 hours.

## Qingdao Mixc City Assists in refunding stored value card

On February 7, 2021, Ms. Zhang called Qingdao Mixc City shopping center, complaining that her stored valued card (SAV), with about RMB2,000 balance, couldn't be refunded due to the store withdrawal. The Center then confirmed her member information and communicated with the people in charge. The store indicated that they would refund the customer immediately. The settling feedback was synchronized to Ms. Zhang. She was satisfied with the Center's assistance and timely solution.

Qingdao Mixc City launches a tenant SAV risk classification management mechanism accordingly, requiring stores to prompt stored value risks in line with unified standards. For stores are about to withdraw, pre-notice period and the refund supervision process are clarified. The Center will also check and track the tenant stored value system to protect the rights and interests of consumers.

# Performance Review

## C R L A N D

In 2021, CR Land commenced the development of

**340,000** sq.m. of government-subsidized housing

with

**188,000** sq.m. completed

In 2021, the energy management & monitoring platform was successfully launched in

**61** commercial projects

of which

**43** passed the acceptance inspection

In 2021, CR Land handled

**29,773** customer complaints about residential projects nationwide

with a complaint resolution rate of

**99.39%**

# Shouldering Our Social Responsibility

## Resilient Ecosystem

### Chapter Overview

CR Land actively answers the call of “ecological conservation” and “building a beautiful China” and contributes to China’s goal to peak carbon dioxide emissions by 2030 and achieve carbon neutrality by 2060 (China’s 30·60 Decarbonization Goal) by integrating the green development philosophy into corporate operation. We continuously improve the environmental protection system, develop green buildings, promote the application of prefabricated buildings in construction projects, and actively participate in discussions about global climate change, biodiversity conservation, and other cutting-edge topics.

### Response to Issues

#### Sustainability issues addressed in this chapter

Biodiversity, Pollutant emission, Energy conservation, Waste disposal, Green building, Water conservation, Response to climate change, Tenant sustainability impact management

#### SDGs topics



#### HKEX ESG Index

A1.1/A1.2/A1.3/A1.4/A1.5/  
A1.6/A2.1/A2.2/A2.3  
A2.4/A2.5/A3.1

#### CASS-CSR4.0 Index

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3/E3.4/E3.5/E3.6

### Objective Review

Objective setting	Progress review	Annual improvement plan
<ul style="list-style-type: none"><li>No environmental pollution incidents at or above the general level;</li><li>No environmental protection-related public opinion events at or above the Yellow level;</li><li>Achieve the energy conservation goal, i.e., reducing the energy consumption per RMB 10,000 of added value (at comparable price) by 1% compared with 2020;</li></ul>	<ul style="list-style-type: none"><li>No environmental pollution incidents at or above the general level occurred in 2021;</li><li>No environmental protection-related public opinion events at or above the Yellow level in 2021;</li><li>The energy consumption per RMB 10,000 of added value (at comparable price) dropped by 12.96 % compared with 2020, hitting the 1% reduction goal set by CR Group;</li></ul>	<ul style="list-style-type: none"><li>Strengthen energy consumption statistics in different sectors;</li><li>Improve dust and noise control at projects under construction;</li><li>Further mobilize all departments and subsidiaries to launch publicity events and participate in charity activities on environmental protection.</li></ul>

Objective setting	Progress review	Annual improvement plan
<ul style="list-style-type: none"><li>Continuously organize charity activities on environmental protection.</li></ul>	<ul style="list-style-type: none"><li>We organized the Earth Hour, Energy-saving Publicity Week, World Environment Day, and other charity activities on environmental protection.</li></ul>	<ul style="list-style-type: none"><li>Promote green leasing and encourage all new tenants to sign environmental commitments</li></ul>



Shenzhen seawall reconstruction project

### CSR Case

#### Shenzhen seawall reconstruction project underscores the protection of ecosystem diversity

Shenzhen eastern seawall reconstruction project (phase III) represents a major livelihood and safety project undertaken by CR Land.

The seawall reconstruction project has a protection surface built with artificial stones resembling coral reefs embedded in rocks and coarse sand. We also installed artificial coral reefs and stakes that provide breeding, growth, forage, and shelter places for fish to ensure their reproduction. Underwater structures were ecologically processed to increase the surface textures to provide growing room for animals and plants and restore the current marine habitat. To protect the ecosystem along the coastline, some sections of the reef-like protection surface can retain seawater during tidal rising and falling and are embedded with planting soil to grow windproof, wave-resistant, and saline-alkali-tolerant indigenous plants to plant and maintain the vegetation. It will improve the species diversity on the sea defense and serve as an important buffer, facilitating biodiversity restoration during the periodic movement of seawater. An ecological leisure zone was built on the embankment and vertical greening was added to the real vegetation to enrich the greenery landscape.

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

CR Land won four silver awards at the Hong Kong Green Awards 2021, including the silver Environmental, Health and Safety Awards by South China region, Chengdu Development Ltd. and the Beijing Xidan Culture Square Update Project and the silver Green Management Award (Project Management) by the Hangzhou Corporation's Asian Games Village Technical Officer Village Project.

In 2021, CR Land invested over RMB **12.92** million in environmental protection during the operation

In 2021, CR Land invested RMB **9.20** million in energy-saving, emission reduction and rectification during the operation

## Green Building

In 2021, 68 CR Land projects covering a total construction area of 9.44 million sq.m. obtained the green building certification, of which 62 projects were rated as high-star projects (2-star ratings or above), accounting for 94% of certified projects. Two projects were rated as 2 Star during operational stage. One is the China Resources Tower, a representative super high-rise office building with a construction area of 267,700 sq.m., and the other is Jinan Mixc City, a representative business of CR Land with a construction area of 367,700 sq.m.

## Prefabricated building

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

By December 2021, CR Land has deployed **196** prefabricated building projects across the country

a total prefabricated building area of about **40** million sq.m.



## Chongqing China Resources Center phase II commercial complex hits 66.1% assembly rate

Chongqing China Resources Center phase II commercial complex (Twenty-Four City, phase II) project covers an area of more than 60,000 sq.m., with a total construction area of more than 490,000 sq.m., including super high-rise residential buildings, offices, hotels, shopping malls and supporting facilities, underground business, underground car parks, etc. The design area of prefabricated buildings is 41,910.3 sq.m., with 66.1% already assembled, and the implementation ratio of prefabricated buildings of the entire project is 8.65%.

By the end of December 2021, the project has adopted high-precision formwork process of aluminum mold for its vertical structure and reinforced truss floor slab and prefabricated stairs for its horizontal structure. The outer wall is self-insulating with autoclaved aerated concrete. The inner partition wall is covered with lightweight partition board built with reinforced ceramsite concrete and embedded pipes and wires. The pipe-wire separation technique is also used in the inner wall. As the construction further develops, the project will also adopt full decoration for the interior, non-wet construction (ceramic tiles or hardwood floor) for flooring, integrated kitchen and bathroom, and other prefabricated construction techniques.

## Resource and energy conservation

In pursuit of sustainable development, we make good use of land and natural resources, and encourage the recycling of wasted materials at construction sites and in communities.

At the construction site, drainage ditches are dug along the foundation pit to ensure that rainwater flows into the municipal pipes.

We substitute traditional lighting with LED and energy-saving lamps, use solar panels to power road lamps and install voice-operated switches for staircase lighting on construction sites. We also introduce new energy-powered sprinkler trucks to reduce gasoline and diesel consumption.

## Exploring energy-saving chiller plants for energy conversation and emission reduction

Commercial property is a major energy consumer in the construction sector, with its air-conditioning chiller plants consuming the most electricity. So far, CR Land's total commercial building area has surpassed 7.5 million sq.m.. CR Mixc Lifestyle is committed to improve the efficiency of air-conditioning chiller plants during the management process and has prioritized the development of energy-saving chiller plants in energy conservation and emission reduction of commercial buildings.

- We improved the mechanical and electrical design standards, selected energy-efficient chiller plants solutions, and set energy efficiency targets at every design process.
  - Nanjing Mixc World and Haikou Mixc City were selected as pilot projects for high-efficiency plant, from which we concluded a set of design requirements suitable for chiller plants in commercial projects. Compared with the industry level, we may increase the energy efficiency target of the chiller plants in the pilot projects by 15%-30%.
  - We participated in the R&D project on "platform technology of a new type of intelligent building system" under the 13th Five-year Plan R&D initiative, took the lead in applying a new building control technology, swarm intelligence, to large-scale commercial projects, and hit the goal of efficient operation of chiller plants in the pilot projects in Jinan Mixc City and Wujiang Mixc One upon opening.
  - We participated in the R&D project on "platform technology of a new type of intelligent building system" under the 13th Five-year Plan R&D initiative, took the lead in applying a new building control technology, swarm intelligence, to large-scale commercial projects, and hit the goal of efficient operation of chiller plants in the pilot projects in Jinan Mixc City and Wujiang Mixc One upon opening.
- In recent years, the operation efficiency of the cooling system of the commercial projects opened and owned by CR Mixc Lifestyle has reached the industry-standard level, saving an average of 30% energy compared with previous projects. It is estimated that in the next five years, more than 50 self-owned commercial projects of CR Land will be opened, and over 30 GWh of electricity will be saved annually by energy efficiency improvement of chiller plants.

## Waste management

CR Land sorts and transports construction waste and domestic waste separately, and gives centralized treatment. Professional third-party services are engaged to dispose of hazardous waste such as lamps and batteries.

A closed garbage pool is set up at construction sites for centralized collection, sorting and transporting construction waste. The construction wastes such as muck and waste mortar that can be used as backfill are recycled and reused.

## Dust control

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

## Noise control

We have revised our Management Guidelines on Dust and Noise Pollutions of Development Projects and the Guidelines for the Selection of Dust and Noise Pollution Control Measures for Engineering Business Projects of Construction Business Unit and set strict construction time requirements. We employ engineering and supervision measures to reduce noise, monitor the noise level, and introduce the smart construction site system to monitor on-site noise in real time.

## Sewage treatment

We apply and obtain the sewage discharge license according to the requirements of local governments and dispose of construction sewage in a compliant manner.

We set up truck washing stations, sewage drains and three-stage wastewater treatment tanks at construction sites to ensure construction sewage meets relevant standards before being discharged into municipal sewage pipes. Sedimentation tanks, oil separation tanks, and septic tanks are set up in the temporary living area. Domestic sewage is only allowed to be discharged after the pre-treatment meets relevant standards.

We use a mud-water separator to increase water recycling and use the treated water for irrigation, dust control and equipment washing.

CR Land identifies and manages the potential negative impacts of its business activities on biodiversity and ecosystems based on the Chinese Programme for Natural Protection and other documents.

We use low-impact development technologies such as green roofs and vertical greening to increase urban green space, and provide habitats for birds, insects, and other urban creatures, utilizing and protecting local plants within the construction area. In accordance with our Landscaping Engineering Materials Specifications, we fully consider the safety of animals and plants when using herbicides.

## Energy saving and consumption reduction

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

By end of 2021, the energy management & monitoring platform was successfully launched in **61** commercial projects

of which **43** passed the acceptance inspection

Natural gas consumption in 2021 reached **13.81** million m<sup>3</sup>

with an increase of **49.9%** over 2020



## Unattended and data-driven central air-conditioning control system promotes energy saving

In 2021, Le Méridien Xiao Jing Bay, a hotel in Huizhou, actively promoted the upgrading project of unattended, data-driven and energy-efficient central air-conditioning based on the successful experience of CR Land's hotels. After one-year launch of the project, the comprehensive electricity saving rate of the hotel's cooling system reached 13.9%. The energy-saving effect is remarkable.

### Major deliverables:

As for the mechanical and electrical equipment, the project helped improve its management, reduce its operation and maintenance cost and prolong its service life. The indoor air quality would be accurately controlled according to the outdoor environment, ensuring the smooth operation of the hotel during Covid-19.

The application of big data and internet technologies enabled the unattended, data-driven and energy-efficient operation of the hotel's cooling plant. It is conducive to its intelligent and low-cost operation.

### Economic benefits:

According to the air-conditioning electricity consumption data of the year, the central air-conditioning upgrading project of Le Méridien Xiao Jing Bay saved 409 MWh of electricity and about RMB 299,800. The payback period is less than 2.9 years.

## Waste management

We have set strict waste disposal standards. Construction waste and domestic waste are stored separately, and construction debris is transported according to laws and regulations. We have provided waste sorting guidance to office buildings and residential projects, fulfilling our responsibility on environmental protection. In addition, we also work with local government departments to guide customers to sort waste correctly and raise people's awareness on environmental protection.



## CR Mixc Lifestyle launches waste-sorting campaigns

In strict accordance with the Law of the People's Republic of China on the Prevention and Control of Environmental Pollutions by Solid Waste, CR Mixc Lifestyle has earnestly implemented waste sorting in various business sectors.

- We have provided waste-sorting guidance to office buildings and residential projects and steered residents and tenants towards sorting waste correctly to raise the environmental awareness of the whole community.
- To effectively maintain environmental sanitation and eliminate pollution caused by the waste in the park, have negotiated the appropriate frequency and time of cleaning with suppliers, which helped avoid environmental pollution and potential safety risks caused by centralized waste pile-up.
- Different types of bins have been set up in all projects to encourage owners to sort the waste. Joint waste sorting publicity events with local communities were held. The property management centers of Chengdu Twenty-Four City Phase IV and Phase VI were both awarded the title of "demonstration site of domestic waste sorting".
- Publicity event on the World Environment Day was carried out, playing an effective role in communicating the corporate environmental culture and CSR practices of CR Mixc Lifestyle.

## Water resource management

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

## Occupational health management

We have established a Health Promotion Center in collaboration with CR Life Sciences. In 2021, we organized four training sessions on hypertension, mental health, first aid, and sports health, and one physical examination, covering 12,500 employees. Our furniture business has achieved practical results in the comprehensive treatment of noise and dust, with 28 dangerous occupations removed and an increase of 6% and 16% in the pass rate of dust and noise testing respectively.

## Environmental protection efforts

We have organized publicity events on Earth Hour and Earth Day, calling employees, tenants and other relevant parties to pay attention to global climate change. On China's Tree Planting Day, representatives of employees and tenants participated in tree-planting activities to inspire a low-carbon lifestyle.

In collaboration with local governmental departments, we have launched community services on environmental protection for green development. We have also worked with environmental bureaus in organizing activities on "harmonious co-existence with nature" to promote environment-friendly development.



## Green office

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

# Climate Change Response

C R L A N D

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

In 2021, we established the leading group and office of carbon peak and carbon neutrality. We also prepared our path towards the “30·60 Decarbonization Goal”. As the only real estate enterprise designated by SASAC, CR Land participated in the major subject of Research on the Path of Carbon Peak and Carbon Neutrality in Central SOEs. We selected 9 piloted projects, including those under construction and in-service projects. We launched and completed the comprehensive carbon verification over our self-owned projects to accurately estimate our current carbon emission and future carbon reduction potential. We completed the Shenzhen International Low Carbon City Convention and Exhibition Center (a zero-energy or nearly zero-energy consumption building) and the apartment of Tangshan Nine Miles Phase III (ultra-low energy consumption building).

## Shenzhen International Low Carbon Convention and Exhibition Center

After receiving the construction task of the Carbon Peak and neutrality Forum and the 9th Shenzhen International Low Carbon City Forum in April 2021, coordinated with the government, CR Land mobilized resources and completed the construction on schedule, building the first zero-energy consumption model venue in China, the first zero energy consumption & nearly zero-energy consumption building complex in Shenzhen, and the demonstration center for future advanced application and emission reduction. In December, the forum was held as scheduled and achieved great success, receiving global attention and praises from both Chinese and overseas experts, including Ban Ki Moon, former UN Secretary-General, Xie Zhenhua, China's special envoy for climate change, Liu Shijin, Deputy Director of the Economic Committee of the CPPCC, and Long Yongtu, Chief Negotiator for China's WTO accession and former Vice Minister of the then Ministry of Foreign Trade.



# Performance Review

C R L A N D

In 2021

**68**

projects covering a total construction area of about

**9.44**

million sq.m. obtained the green building certification

of which

**62**

projects were rated as high-star projects (2-star ratings or above), accounting for

**94%**

of certified projects

In addition, we have begun exploring solutions to climate change to lessen its impact on our business. CR Land will continue improving the environmental management and monitoring mechanism, making research and promotion on green construction, promoting the green leasing model, adopting green operation practices, and strengthening the publicity of environment protection, and further update our policies and measures for combating climate change.

# Shouldering Our Social Responsibility

*CR Land*

## Resilient Partnership

### Chapter Overview

CR Land devotes to building a virtuous circle of partnership for co-existence, win-win outcomes and shared growth with ecological partners in various fields. We also strive to develop a green, healthy, and transparent cooperation platform, and create a compliant, streamlined, and sustainable environment for cooperation. To this end, we strictly abide by all laws and regulations on procurement, and work with suppliers, contractors, industry associations, scientific research institutions and other partners to promote a green supply chain and realize mutual benefit and quality innovation.

### Response to Issues

#### Sustainability issues addressed in this chapter

Responsible procurement  
Industry development

#### SDGs topics



#### HKEX ESG Index

B5.1/B5.2

#### CASS-CSR4.0 Index

M3.1/M3.2/M3.3/M3.4/M3.5/M3.6/M3.7/M3.8/M3.9/M3.10/M3.11/M3.12/M3.14/M3.15/E1.6/E1.7/E2.2

### Objective Review

Objective setting	Progress review	Annual improvement plan
Comprehensively enhance the capacity of operation management as well as the organizational capacity, improve CR Land's supply chain management system.	<ul style="list-style-type: none"> <li>A differentiated supplier strategy and a management guide were formulated.</li> <li>Upgraded the cloud procurement platform obtained the national e-tendering platform accreditation.</li> <li>Established BI indicator platform to realize dynamic procurement management and monitoring.</li> </ul>	<p>In 2022, CR Land will continue improve supplier management by:</p> <ul style="list-style-type: none"> <li>Strengthening supplier performance tracking and management to develop a supplier resource map;</li> <li>Implementing "industry partner program" and the "Head to Head" communication mechanism to boost cooperation, improve partnerships, and consolidate the full-process management achievements;</li> </ul>

Objective setting	Progress review	Annual improvement plan
Build a green, healthy supply chain ecological system to reach industry benchmarking level over the next three years.	<ul style="list-style-type: none"> <li>Launched e-commerce procurement, bid deposit, tender planning, and integrated tender/bid/agreement functions.</li> <li>Carried out "Head to Head" communication and developed an "industry partner" course system.</li> <li>Had "mid-term summary on ecological optimization" and made optimization solutions for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Holding and inviting excellent partners to attend the supplier meeting and build high-level mutual trust.</li> <li>Continuously conducting the survey on supplier partnership to examine the annual improvement effect, determine the annual cooperation level, and supervise and guide continuous improvement.</li> </ul>

### CSR Case

#### Runcheng New Industry unveils a "government-industry-university-research" ecological alliance in Shenzhen

Runcheng New Industry (Shenzhen) Co., Ltd, a new member company of CR Land, was officially unveiled in May 2021 in Shenzhen, in parallel with the establishment of a "government-industry-university-research" ecological alliance. To answer the call of the government for industry orientation, connect with the technological innovation of companies, and promote the application of scientific research achievements of colleges and universities, the company, together with relevant government organizations in Guangzhou, Foshan and Shenzhen, the General Department of Magnetic Suspension and Electromagnetic Propulsion Technology of China Aerospace Science and Industry Corporation Limited (CASIC), Shenzhen University, and the Tsinghua & Sp@ce Joint Research Center for Intelligent Manufacturing, formed a "government-industry-university-research" ecological alliance to serve as a bridge between governments, companies, universities and scientific research institutions. In the future, the Company will continue providing "best solutions" for achieving technological self-reliance and high-quality regional development.



# Jointly Building a Responsible Supply Chain

**C R L A N D**

CR Land values the important role of a high-quality and efficient supply chain. We thus make continuous efforts to refine the supply chain management system and employ various management models, such as the supplier conversation mechanism, evaluation system and performance training, to jointly develop a green, responsible, and clean supply chain with suppliers and improve the sustainable value of the supply chain.

## Supplier management

We continuously improve the supplier management measures by using performance evaluation and incentive measures to help boost suppliers' performance and their own operation. Meanwhile, we devote to building a reliable supplier team and work with partners to achieve win-win development.

Standardizing procurement management	Setting compliance requirements	Setting up a reward and punishment system
In 2021, CR Land implemented the purchase-demand separation system, under which departments must put forwards their purchase demands first before the procurement department organizes the tendering and place the order. This arrangement has greatly improved the procurement quality and efficiency.	CR Land conducts hierarchical management for suppliers in line with the principles of category-based management as well as rewards and punishments based on merits and demerits and uses the three-dimensional (compliance, quality and EHS) dynamic monitoring mechanism to manage and assess suppliers' compliance level. Based on the dynamic evaluating score, we rate suppliers into "A, B, C and D" or "excellent, good, qualified and unqualified" categories every year.	Suppliers that fall into the A/B or excellent/good levels will be rewarded with a performance bonus or other incentive measures. Whereas D-level/unqualified suppliers will be subject to a second review and the exit mechanism. This system has contributed to the continuous improvement of our supplier resources.
We further upgraded the cloud procurement system, which was accredited as a national e-tendering platform and met the national compliance standards for system security. We established the BI indicator platform of CR Land based on the procurement management & monitoring system to realize dynamic management and monitoring of procurement.		

No. of suppliers in 2021	Northern China	Eastern China	Southern China	Western China	Northeast China	Central China	Shenzhen	HQ	Total
	3,423	4,635	3,924	1,970	1,361	2,123	2,860	611	29,125

**100%** All of CR Land's suppliers have been certified by the Quality, Environment and Occupational Health and Safety Management Systems.

In 2021, CR Land had **29,125** suppliers in various categories

of which **74** fell under the D-level/unqualified category

## Cooperation with suppliers

CR Land maintains good communication and cooperation with suppliers on a long-term basis and actively guides suppliers to improve product quality, social responsibility awareness, and management standards. Together, we strive to build a sustainable supply chain.

We continue the "Head to Head" communication mechanism between the management teams of CR Land and suppliers to unify our goals. An "industry partner" course system has been developed to train a pipeline of project managers with "CR characteristics". We also hold supplier meetings to articulate CR Land's supplier management requirements and synchronize ecological conservation goals of the supply chain.

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

### Western China Region Supplier Meeting: Joining hands for win-win outcomes

On April 15, 2021, CR Land's Western China Region held the annual supplier meeting themed "Joining hands for win-win outcomes", attracting a total of 201 suppliers.

At the meeting, our supplier management philosophy was well defined. Western China Region implements "strict shortlisting" in supplier selection, strengthens pre-bid information disclosure, and aligns project requirements with suppliers, striving to achieve the goals of low development costs, good product quality, and excellent supplier quality.



In 2021, CR Land's "industry partner" course system covered **551** project managers from **218** suppliers

# Promoting Industry Development

## C R L A N D

As a front runner of central SOE reform, CR Land always attaches great importance to diversified cross-industry cooperation, continuously improves the indigenous drivers for its own technological innovation and service upgrading, and promotes the deep integration of industries, universities, and research institutes. Continuous efforts are made to explore new types of cooperation models, develop industry standards, and drive industry innovation, with the purpose of realizing mutual benefit and common development.

### Industry-university-research cooperation

CR Land values innovation and sustainability. As we pursue our own development, we also actively promote the industry-university-research cooperation to absorb new technologies and management experience. We support the research on cutting-edge technologies related to construction as well as their application. Guided by CR's strategic mission of "serving the transformation and upgrading of China's manufacturing sector", we established Runcheng New Industry "government-industry-university-research" ecological alliance in 2021. Focusing on the intelligence and health industries, the alliance will cooperate with well-known research institutions and higher education institutions to promote the integration of industries, universities, research institutes, and technological application and explore new types of business models.

### Cross-industry cooperation

We take the initiative to carry out cross-industry cooperation to break the traditional model of "lone" innovation. While pursuing diversified development at a high speed, we are also building a new ecosystem of cross-industry cooperation. In the digital sector, we have established a strategic partnership with iFLYTEK to jointly promote the application of the technological research results on smart city.

### Participation in industry organizations

As a benchmark for central SOEs in the real estate sector, CR Land is fully aware of its responsibility in driving industry development. We attach great importance to the cooperation between organizations in the same industry and promote the exchange of information, sharing of resources and complementary advantages between different industries to enhance exchanges and explore new pathways for industry development. In 2021, CR Land joined the International Association of Exhibitions and Events (IAEE) and the Union of International Associations (UIA), among other industry organizations.

### Establishment of industry standards

CR Land takes an active part in the preparation of industry standards to promote the standardized development of the industry. In 2021, we were involved in the compilation of the Technical Guide for Commissioning of Mechanical and Electrical Systems in Public Institution Buildings (T/CECS764), which has been officially released with the approval of the China Association for Engineering Construction Standardization (CECS).



### Xi'an Silk Road International Convention and Exhibition Center joins in IAEE and UIA

To improve the quality of the venue's international operation and promote international exchanges and cooperation, Xi'an Silk Road International Convention and Exhibition Center joined the International Association of Exhibitions and Events (IAEE) and the Union of International Associations (UIA) in October 2021. As a member of IAEE, a leading organization in the global exhibition industry, CR Land will further expand its international exchanges and showcase China's excellent exhibition achievements on the global stage based on Xi'an Silk Road International Convention and Exhibition Center.





## Performance Review

C R L A N D

In 2021, CR Land further improved its supplier management measures. All our suppliers passed the quality, environment and occupational health and safety management system certifications.

**100%**

We set up the BI indicator platform, realizing dynamic procurement management and monitoring, and took an active part in the preparation of industry standards to promote the standardized development of the industry.

# Shouldering Our Social Responsibility<sup>o</sup>

## Resilient Employees

### Chapter Overview

At CR Land, we are committed to creating a fair, diverse, safe and healthy work environment for all employees. We fully respect and protect each employee's basic rights and interests, train and support talents, pay attention to employees' development and growth, and create a platform for employees to showcase their talents.

### Response to Issues

#### Sustainability issues addressed in this chapter

Safety and health, Employment compliance, Remuneration and benefits, Career development, Job creation

#### SDGs topics



#### HKEX ESG Index

B1.1/B1.2/B2.1/B2.2/B2.3/B3.1/B3.2/B4.1/B4.2

#### CASS-CSR4.0 Index

S2.1/S2.2/S2.3/S2.4/S2.5/S2.6/S2.7/S2.8/S2.9/S2.10

S2.11/S2.12/S2.13/S2.14/S2.15/S2.16/S2.17/S2.18

S2.19/S2.20/S3.2/S3.3/S3.4/S3.5/S3.6/S3.7

Objective setting	Progress review	Annual improvement plan
<ul style="list-style-type: none"><li>Ensuring primary-level employees are best paid in the industry and achieving a significant increase in employee satisfaction and happiness by the end of the strategic period.</li></ul>	<ul style="list-style-type: none"><li>We have developed a complete remuneration and welfare system.</li></ul>	reducing employee turnover a long-term human resource management (HRM) goal, and continuously optimize the HRM system.



### CSR Case

#### Positive energy passed to all employees at the CR Land 25th anniversary since listing

CR Land launched the first "Corporate Culture Month" to celebrate its 25th anniversary of listing and organized a series of culturally themed activities in more than 80 cities in seven regions, consolidating corporate image and identity in the mind of each employee.

On October 18, the "Sharing Future with the Country, Sharing Development with the City" exhibition in celebration of the centenary of the CPC and CR Land 25th anniversary of listing was open to the public as a kick-off event of the first "corporate culture month". The exhibition showcased precious video footages and photographic work by employees and attracted 50,000 online and offline viewers as the end of 2021.

CR Land also offered a wealth of activities for employees through Run Ma, CR Land Volunteers Association, and Run Book etc., which received active responses from various regions and business divisions. A photo contest themed "Forever Endeavor" was held to capture the wonderful moments at work. The "RUN! Towards the future" badminton competition was organized, during which employees gave their best play and built strength for better work performance.

### Objective Review

Objective setting	Progress review	Annual improvement plan
<ul style="list-style-type: none"><li>Healthy work: no occupational diseases; the employees' BMI is kept within a normal range and improves by 2% compared with 2020.</li><li>Work safety: no safety accidents for which we bear general or higher responsibility; safety accidents for which the related party bears general or higher responsibility decrease by 5% compared with 2020.</li></ul>	<ul style="list-style-type: none"><li>Percentage of employees who signed the labor contract: 100%.</li><li>Employee social insurance coverage: 100%.</li></ul>	<ul style="list-style-type: none"><li>Going forward, we will strengthen safety education for employees at or off work and continuously improve the relevant management mechanism, pay more attention to employees' safety and health, make</li></ul>

# Protecting Employees' Rights and Interests

C R L A N D

## 1. Employment Compliance

In accordance with relevant Chinese laws and regulations including Labor Law, CR Land has formulated internal policies such as Recruitment Management Policy and Employee Handbook to protect the legitimate rights and interests of employees in recruitment, promotion, resignation, working hours, remuneration and benefits.

CR Land ensures equal opportunity, diversity, and non-discrimination for employees. In 2021, no discrimination, child labor or forced labor in all aspects of our employment occurred.

**100%** of the employees have signed the labor contract

Employee social insurance coverage **100%**

As of the end of 2021, CR Land had a total of **49,478** employees across the country

of which **49,217** employees work full-time

Employees aged 30 or under accounted for **33.3%**

## 2. Diversity and inclusion



CR Land advocates the diverse and inclusive development of talents. We treat each employee equally, accommodate their differences, oppose any forms of discrimination, and never allow factors such as ethnicity, race, nationality, gender, religious belief, age, sexuality, political affiliation and marriage status to influence the employment, payment and promotion of employees.

Female employees accounted for **35.76%**

Women in senior management (Director level or higher) positions accounted for **28.1%**

## Job fair for the disabled and seminar on protecting female employees' rights and interests

CR Land is committed to respecting and effectively protecting the rights and interests of different employees. In January 2021, CR Land's Chengdu Mixc City organized a special job fair for the disabled and interviewed 32 people, creating more job opportunities for the disabled and other disadvantaged groups. In 2021, the Women's Federation of Hefei Mixc City and the All-China Women's Federation jointly held a seminar to interpret the legal provisions on protecting female employees' rights and interests. 35 people participated in the seminar, raising the awareness of protecting female employees' rights and interests.

## 3. Remuneration and benefits

CR Land has developed a complete remuneration and benefits system following the organizational management principle and performance culture of "agility, efficiency, competence and vitality".

### Compensation Mechanism

We have formulated the policy of equal pay for equal work based on the CR Land Compensation and Benefits Management Regulations.

We benchmark employees' salary against the most competitive salary in the market, care for primary-level employees, ensure the basic income and bonuses.

We adopt various incentive models such as bonuses and medium and long-term incentives, adjust the salary structure, give immediate and appropriate incentives to outstanding employees.

### Benefits System

We have formulated a benefits system, including endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, housing provident fund, statutory holidays and statutory annual leave.

We also provide annual bonus leave, festival compensation, trade union visits, physical examination, commercial insurance, enterprise annuity and other internal benefits.

We have strengthened the publicity and implementation of the benefits system to improve employees' understanding.



#### 4.Democratic communication

CR Land attaches great importance to democratic communication. We have improved our Opinions on Reinforcing the Implementation of Correspondence and Complaints and other internal management regulations and established a "top-down and bottom-up" communication mechanism. offering multiple communication channels between company management and employees, including trade unions, employee meetings and questionnaires.

In addition, we have also set up an internal reporting and grievance mechanism, offering various channels, such as letter, email and hotline, to ensure whistle-blowers can have their voice heard and put forward solutions regardless of geographic, economic, physical or other constraints.



#### 5.Democratic protection

In strict compliance with international norms and standards such as the International Bill of Human Rights and the Universal Declaration of Human Rights, CR Land incorporates the UN SDGs into its responsibility objectives and daily operation management, protecting the equal and legitimate rights of female employees and the rights and interests of the disabled and other vulnerable groups. We have also revised the company's employment standard to guide our operation practices.

Since 2002, CR Land has established company unions open to all employees unconditionally and achieved full coverage of all employees. The unions have allowed us to protect the civil rights of employees, advocate their freedom of speech, strengthen employee supervision, and prevent damage to their rights and interests.

#### 6.Job creation

Facing the impact of industry volatility and the Covid-19 pandemic, CR Land has given full play to its role as a central SOE over 2021. We have given recruitment preference to severely impoverished areas and paired-up assistance to targeted counties. The Company hired more rural migrant workers, veterans, the disabled, and workers from impoverished areas, and implemented the national policy of ensuring stability on six key fronts and maintaining security in six key areas. We took business development as the engine to ensure the stability of the size and number of employees. In 2021, CR Land opened 12,832 positions for talents from engineering, design, human resource, finance, investment, operation, and property etc.

# Promoting Employees' Safety and Health

CR LAND

## 1. Work safety management

CR Land attaches great significance to employees' safety and health at the workplace. In 2021, the safety and health work was coordinated and deployed by CR Land EHS Committee and implemented by the EHS committees at all levels, creating a good EHS atmosphere.



### (1) Work safety management system

#### • Upgrading the organizational structure

The Company optimized the 2.5-level management and control mode of the development line, revised the "HQ-Region-City" EHS management interface and authorization manual, and focused on the implementation of 18 key tasks in 9 dimensions, including responsibility management, organizational building, system development, and risk management and control.

#### • Promoting city companies

The Company compiled a set of 33 city management documents including the EHS Management System of City Companies and the Work Manual of the Safety Management Department of City Companies, developed 3 city company management templates of Chengdu, Hunan and Shenyang.

#### • Implementing total safety responsibility

The Company revised and distributed the Letter of Commitment on Environmental Health and Safety Responsibility (Template), increased the annual quantitative target, and implemented the signing of the Letter.

### (2) Continuously promoting refined safety management

#### • Strengthening safety management measures

CR Land makes continuous efforts to tighten up various safety management measures to put risks under control, including:

- Improving EHS management process: We formed 2 sets of element management systems for development and operation, developed the audit standards for business management elements, revised 7 systems such as the business transformation system and the dual risk prevention system.
- Focusing on EHS training and information management system building.

- Strictly controlling key business process: We provided necessary safety equipment to prevent work-related injuries, occupational diseases, and occupational accidents, recorded and investigated health and safety accidents, and took targeted measures for special workers (e.g., pregnant women and the disabled)

#### • Strengthening responsibility performance management

At CR Land, management personnel at all levels are required to shoulder the responsibility for safety management. All employees have signed the Letter of Commitment on Environmental Health and Safety Responsibility, in which the EHS-related job responsibilities and obligations are clearly defined.

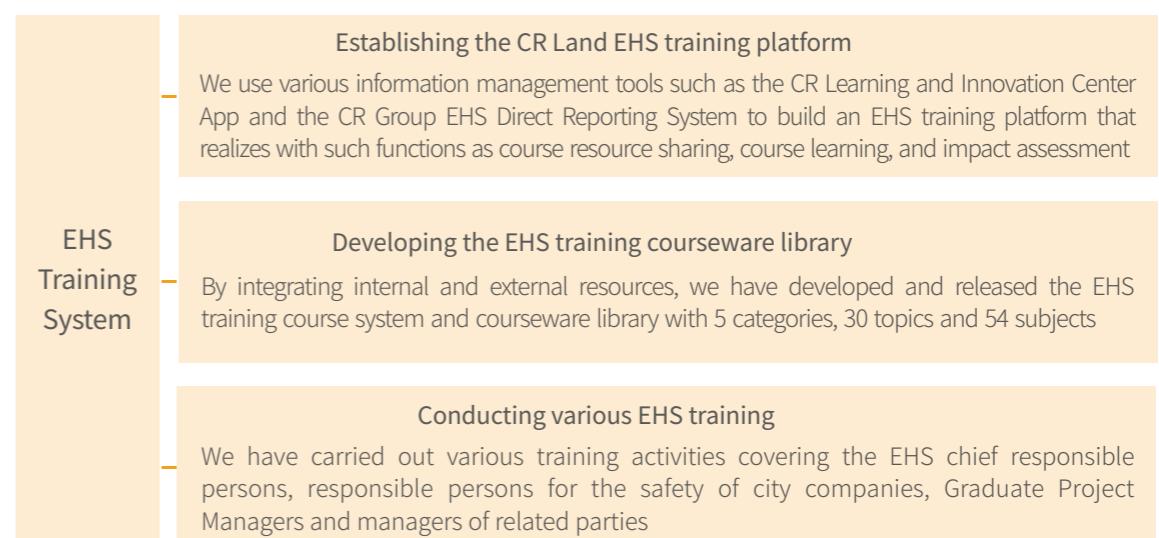
The compensation of our senior executives is tied to their safety performance. According to the Implementation Rules for the EHS Management Annual Evaluation, if any EHS safety accident occurs in the three-year evaluation cycle under the medium and long-term incentive strategy of senior executives, their performance scores will be deducted.

#### • Optimizing inspection and assessment

We continue practicing our Implementation Rules for the EHS Management Annual Evaluation and evaluate accidents and management issues of each region and business department annually. EHS accidents, trainings, and supervision results are reported to CR Group on a regular basis, and third-party professional organizations are entrusted to carry out safety inspections.

### (3) Improving EHS training system to empower the organization

CR Land attaches great importance to EHS-related training. We have adopted multiple measures to build and improve EHS training system and motivated about 50,000 employees to participate in the training. The improved EHS training system will enhance the EHS awareness and professional knowledge of all employees and realize a quality boost and organizational empowerment.



## An information system is built for smart monitoring and higher human resource efficiency

In order to promote the exchange of safety information, CR Land has continuously promoted the piloting of the smart construction sites platform and the centralized fire control platform to realize information-based supervision of construction sites and ensure the normal operation of various facilities of the centralized fire control system.

Development business:  
advancing the development of smart construction sites

We have built a CR Land smart construction site safety management platform with 18 functional modules in 6 categories and deployed it in 117 projects, realizing the "HQ-region-city-project" four-tier smart management and control model.

We have promoted the utilization of smart construction sites to help improve project EHS management.

Operation business:  
piloting the centralized fire control platform

We have promoted the development of the centralized fire control platform in three phases, namely, platform building at the headquarters, access to pilot project, and comprehensive promotion and application.

We have completed the development of the centralized fire control platform at the headquarters with four major functions: fire alarm system, video alarm confirmation, fire water system, and data analysis, deployed it in 12 pilot projects in 2021, and will further deploy the platform in 39 more projects in 2022.

## 2. Supporting employees' physical and mental health

Upholding the idea of "happy work, healthy life", we organize a series of health management activities including break workout, running games, vaccination, "Teamwork Cup" basketball games, employee birthday parties, and Party organization and Communist Youth League activities such as the "Joint Efforts" campaign, to promote the overall physical and mental health of employees.



"Joint Efforts" campaign

In 2021, we held the Work Safety Month, Energy Conservation Publicity Week, World Environment Day, Occupational Disease Prevention Law Publicity Week, and emergency legal knowledge popularization contest with about 260,000 participants (including related parties).



"Teamwork Cup" basketball games

## 3. Enhancing EHS management of related parties

We actively promote the EHS management of suppliers/contractors. The Company have set clear requirements on contractor selection, management on pre-project safety, contractor operation, and contractor evaluation. Meanwhile, we supervise our contractors through training, risk management, oversight visits, and management on accidents and incidents. In 2021, CR Land established a "1+4" adaptive management standard, focusing on compliance, supervision, status, behavior, and emergency response, implemented five delicacy management tools, and carried out special rectification campaigns in dangerous projects and high-altitude operations etc, with a total of 16,967 hidden dangers identified, rectified and closed.

We have developed EHS training programs for related parties to publicize the EHS management system, standards, cost management for safe and civilized construction measures, and assessment and evaluation. In 2021, we provided 584,085 hours of training for related parties.

In 2021, **584,085** hours of training for related parties

## 4. Occupational health and safety protection during special times

### • Flood control and disaster relief

- We improved the emergency management system and revised and released our Overall Contingency Plan for Workplace Accidents (2021 version).
- We issued 10 natural disaster warnings and successfully responded to several natural disasters.
- 794 emergency drills of various kinds were organized and participated by 36,580 people.

### • Covid-19 pandemic prevention and control

- A leadership team as well as a task force for Covid-19 pandemic response were established and a well-thought-out organizational system for battling against Covid-19 and resuming operations was developed. Through regular prevention and control measures, region-specific and risk-based management, intensive control over mass gatherings, and encouraging employees to get vaccinated, we have successfully coped with the Covid-19 in many places. We encouraged more than 50,000 employees to get vaccinated, with a vaccination rate of 92.7%.

# Supporting Employee Training and Development

C R L A N D

## 1. Training system

CR Land has reshaped the talent training system to improve the organizational capabilities along the entire value chain of city companies. We put special emphasis on talents in management, science and technology, engineering, talents from Hong Kong etc, and combine trainings with practical business cases.

In 2021, CR Land vigorously promoted internal learning resources, with 583 internal courses developed and launched. We carried out online training and further promoted job rotation to support the growth of talent pipeline. Targeting key groups, the Company continued to carry out our brand programs such as the "Phoenix" leadership program for the four-level leaders, the "Sword" Graduate Project for certification and training, the "Excellent Craftsman" series program for technicians, and the three-year training program for talents from campus recruitment to fuel the capability enhancement of employees at all levels.

In 2021, over **300** special training programs for **42,550** or **86.5%** of employees conducted  
**24.7** hours of training per employee RMB **41.58** million invested in training, about RMB **845** per employee

### Special training programs for talents from campus recruitment

The three-year training program for talents from campus recruitment is designed to provide targeted training for this group during their first three-year work to help them better position themselves and improve their career planning. The "Dunmiao Program" is aimed at employees born in the 1990s and hired through campus recruitment. Outstanding new hires will be selected to work on the front line and undertake challenging tasks in critical positions, so as to temper young talents at primary-level jobs. The two special training programs for graduates are an important part of CR Land's characteristic young leader training system and are of great significance to develop our talent pipeline.



The "Dunmiao Program"

## 2. Promotion channels

According to our Detailed Rules on Employee Promotion at Headquarters, we have mapped out two clear career paths for management roles and technical roles. We adopt various policies and initiatives such as the mentoring, job rotation, internal competitive selection, internal talent flow, career planning for key positions, and leadership building to support employees to become excellent management and technical professionals.

## 3. Satisfaction and engagement

It has been a tradition for CR Land to commission third-party employee engagement survey, organize discussions about the survey results among employees, departments, and the management, and then roll out and implement improvement plans, optimizing human resources management.

In 2021, CR Land's overall employee engagement rate and satisfaction rate both reached **90%**

Engagement rate was higher than the best employers in China **88%** and the real estate industry **79%**

# Caring and Supporting Employees

C R L A N D

## 1. Assisting employees in need

CR Land has set up a Caring Fund for frontline employees to provide timely assistance, helping those impacted by financial difficulties, Covid-19, and natural disasters. Our subordinate units have also established their own assistance system based on their actual conditions.

## 2. Advocating work-life balance

The Company thinks highly of employees' physical and mental health and advocates work-life balance. We have established a number of interest clubs including football clubs, choirs, and photography associations for employees and offer financial support. As of 2021, CR Land has established a total of 171 cultural and sports clubs and organized more than 3,800 activities with 46,000 participants.

As of the end of 2021, CR Land has established a total of **171** cultural and sports clubs. We organized more than **3,800** activities in 2021 with **46,000** participants.



# Performance Review

C R L A N D



The proportion of women in management (Director level or higher) positions increased from 26.6% to

**28.1%**

CR Land prioritizes employees' safety and health at the workplace. In 2021, we optimized the 2.5-level management and control mode of the development line and developed 1 city company management system and 3 city company management templates.

The EHS training platform was built with about

**50,000** trainees

realizing a quality boost and organizational empowerment. CR Land will continue promoting all aspects of employee safety and health, fully implement the work safety responsibility mechanism, and build a solid foundation for work safety in the future.

# Shouldering Our Social Responsibility<sup>o</sup> CR Land

## Resilient Communities

### Chapter Overview

Committed to "serving society and sowing the seeds of civility", CR Land advocates the spirit of "engagement, mutual assistance, dedication, and progress". We engage in charity cause, such as rural vitalization, charitable donation, community services, to promote positive interaction between the Company and society.

### Response to Issues

Community services Charitable donations

#### SDGs topics



#### HKEX ESG Index

B8.1/B8.2

#### CASS-CSR4.0 Index

S4.1/S4.2/S4.3/S4.4/S4.5/S4.6/S4.7/S4.8/S4.9/S4.10  
S4.11/S4.12/S4.13/S4.14

### Objective Review

Objective setting	Progress review	Annual improvement plan
Positioning ourselves as a good corporate citizen in our relationship with local communities, CR Land strictly abides by the regulations of local governments and communities and actively helps address the needs of local communities with all we can do to benefit local residents and achieve harmonious coexistence and common development.	<ul style="list-style-type: none"><li>We opened Shenzhen Bay Sports Center as the vaccination site for residents and provided volunteer services.</li><li>Over 3,800 employees participated in volunteer services in 2021.</li><li>We donated RMB 45.9873 million to charitable causes.</li></ul>	We will further expand the cooperation with non-profit organizations to help address the concerns of communities as much as we can. We will make continuous efforts to advance common prosperity, community development, and charitable causes based on more diverse forms and richer content to achieve common development.



### CSR Case

#### "Haiyuan encourages you" agricultural charity program brings hope to farmers in poverty-stricken areas

Haiyuan CR Hope Town started construction in 2016 and was officially completed in 2019. The project has benefited 1,178 villagers from 343 households. By virtue of environmental transformation, industrial assistance, organizational restructuring, and educational support, it has completely improved the living environment of local villagers and turned the original Guanqiao Village into a new agricultural community with the characteristics of northwest China.

To continue the poverty alleviation campaign in Haiyuan, CR Land and Haiyuan CR Hope Town jointly launched the "Together with Hope" and "Haiyuan encourages you" agricultural charity programs to help local farmers. The programs selected five types of grains, namely, goji berries, oat, millet, soybeans, and red beans and packed them into "Love & Grain" gift boxes for charity sales and online exhibition sales, which opened new sales channels for local agricultural and sideline products and helped villagers generate income. CR Land also called for donation of supplies together with all walks of life. We initiated the "marathon" poetry program, encouraging participants to upload poetry reading videos and encouraging messages to pass on the hope for a better life.

In Haiyuan, Ningxia, the hinterland of western China, CR Land has assisted Haiyuan CR Hope Town in selling gift boxes through charity sales and online exhibition sales, which has created more sources of income for local villagers, improved their quality of life, and truly realized win-win development with local villagers.

# Facilitating Rural Vitalization

## C R L A N D

In response to the strategic call of poverty alleviation and rural vitalization, CR Land honors its social responsibilities by undertaking the planning and construction of 15 CR Hope Towns in a non-profit model. Gradually, we have developed a clear and standardized construction strategy and management system, helping more than 300,000 people get rid of poverty and become better off. During the construction process, each region provided high-quality partners for the local project to provide all-round resource and professional support.

In June 2021, Yan'an CR Hope Town was completed to provide job opportunities for local villagers and offer vocational skills training to help more villagers get employed. All subordinate units launched public welfare activities in hope towns. East China Region went to Luofu School in Jinggangshan Hope Town to give themed art classes to stimulate children's enthusiasm of learning CPC history. West China Eegion launched a themed Party Day activity to realize the wishes of children in Jianhe Hope Town with the points of xuexi.cn, redeeming both the Party fund and employees' individual expense for their wishes. Central China Region organized a themed Party Day activity to jointly build the Jinggangshan Demonstration Zone for Rural Party Building with the Party branch of Tushan Village in Jinggangshan Hope Town.

CR Land has undertaken the planning and construction of **15** CR Hope Towns in a non-profit model by the end of 2021.

### Driving the development of Hope Towns through Party building

On June 19, 2021, the Nanhу Place · Runjia Party-masses Service Center jointly built by CR Land and Jiacheng Group was put into operation. The center is a demonstration of Party building with the cooperation of the central SOEs and local enterprises and also a base for public welfare activities. In cooperation with Jiaxing Library, the Runxin Reading Room of the center provides material conditions for residents to read, regularly displays the works of children in Hope Towns, and carries out cultural activities such as wish claiming. The Runxin Reading Room can provide carriers and windows for all kinds of public welfare information in CR Hope Towns, thus realizing the in-depth interactive experience of public welfare products and providing new ideas for rural culture.



The Runxin Reading Room of the Runjia Party-masses Service Center



### "Walking with Mixc" Public Welfare Activity

From November to December, 2021, CR Land's Mixc Lifestyle collaborated with Hong'an CR Hope Town to jointly form a "red concentric circle", aiming to promote rural development with joint Party building and establish a "Party building + public welfare" platform. Focusing on consumption-driven support, the activity opened up new sales channels for Hong'an's agricultural and sideline products through both offline promotion and online sales on the Mixc App. Mixc Lifestyle also carried out an integrated public welfare activity to send living materials to residents in Hong'an. The activity paid close attention to the needs of the town to assist its development, having provided a platform and material basis for further rural vitalization.



# Promoting Charity

C R L A N D



Based on our public welfare brand, CR Land Volunteers Association, we organize employees to provide voluntary services in five modules, including assisting farmers, supporting students, respecting the elderly, advocating virtues and helping each other, so as to fulfill the social responsibility of a central SOE.

In 2021, the Youth League Committee of CR Land, together with the CR Land Volunteers Association in Shenzhen and the healthcare business department, carried out an activity to care for the elderly. Mixc Lifestyle organized public welfare activities to help renovate classrooms in mountainous areas and support children in their studies.



In 2021, subsidiaries of CR Land provided more than **310** sessions of voluntary services, with **3,884** participants. In 2021, CR Land donated RMB **45.9873** million to charity cause, an increase of **153.96%** compared with that of 2020.

## Donations launched by CR Land to mountainous areas

In 2021, CR Land launched a variety of public welfare activities to provide continuous care. From November 25 to 26, the Party committees and Party branches of CR Land's different regions jointly held the RUN market activity, setting special stalls such as "love donation". The donated books and materials would be sent to remote areas to support poor families and children. The activity attracted more than 3,000 people and further motivated employees, tenants and owners to participate in public welfare activities, thus forming a characteristic atmosphere for public welfare. In December, CR Land's Mixc Lifestyle, together with Chengdu Shanji Social Work Service Center and other organizations, launched a winter clothes donation activity. Chengdu Mixc City raised a total of 406 pieces of clothes and 78 hand creams from 30 brands and 956 people. A series of "Love for all" public welfare activities have consolidated the corporate culture as a central SOE and also sent care to children in mountainous areas.

# Supporting Community Development

C R L A N D

Committed to building a harmonious community atmosphere, CR Land listens to community residents' needs and solve their problems. We leverage our CR Land Volunteers Association to provide community-based public welfare activities and voluntary services, including respecting the elderly, caring for the young and other vulnerable groups, and promoting public health.



In 2021, we continued activities across the country, such as, carrying out Marathon Health Run, building red-themed cinemas, organizing Love Art Class and promoting vaccination in communities.





## Performance Review

C R L A N D

In 2021, CR Land initiated community public services and donated RMB

**45.9873** million

to charity cause, up

**153.96%**

from 2020. We enhanced and revised internal regulations to standardize volunteering service.

More than

**3,800**

participants involved in the volunteering activities at our encouragement.

In the future, we will further respond to government requirements and customer needs, broaden our cooperation network with non-profit organizations, and further our efforts in community development and charity, promoting the common development of community economy and society.

# Outlook for 2022 ° CR-land

In 2022, we will continue to uphold our corporate mission of "better quality better life" and vision of "being the most influential urban investor, developer and operator" based on the six CSR segments, striving to become "the most influential urban investor, developer and operator".



## Economic Responsibility

Guided by our corporate values of "Integrity First, Performance Driven, Human Oriented and Win-Win Collaboration" and based on diversified business advantages of CR, we will seize the major opportunities of new urbanization, the implementation of China's coordinated regional development strategy, the comprehensive deepening of SOE reform, consumption upgrade, technological innovation, etc., to achieve high-quality development through the combination of industrial layout and competitive strategy.



## Environmental Responsibility

Valuing the impact of corporate development on the environment, we will enhance the energy-saving management of our projects and respond to national decarbonization policies by developing green buildings and promoting the application of prefabricated buildings in construction projects, enabling our building products and our communities to breathe together with green water and lush mountains.



## Partner Responsibility

To build a virtuous cycle partnership, we will work together with ecological partners in various fields to achieve symbiosis, win-win and common growth. We will strictly comply with industry standards, implement responsible procurement, and work with suppliers, contractors, industry associations, scientific research institutions, etc., to jointly promote the development of green supply chain and achieve win-win results and quality innovation.



## Customer Responsibility

Customer-oriented, we will improve the requirements for product quality and explore advanced process technologies such as aluminum mold, providing customers with safe, comfortable, environmental-friendly and safe products as well as "full-cycle, whole-value chain and whole-journey" services based on our existing project risk control system, service quality system and satisfaction management.



## Employee Responsibility

In line with the people-oriented principle, we will create a fair, diverse, safe and healthy work environment for all employees, constantly enrich the forms and channels of employees' participation in democratic management, and further improve the remuneration and benefits system. Besides, we will enhance employee satisfaction, create a platform for employees to demonstrate their talents and creativity and build a team of talents with a sense of mission, vitality and creativity for the long-term development of the Company.



## Public Responsibility

Committed to " serving society and sowing the seeds of civility", we will take actions in public welfare and community development by involving ourselves in rural vitalization, charitable donation, community services and other charitable causes to promote positive interaction between the Company and society, facilitate city development and contribute to people's aspiration for a better life.

# Appendix

## ESG Policies

C R L A N D

ESG Indicator	2021 Internal Policies	2021 Laws and Regulations	ESG Indicator	2021 Internal Policies	2021 Laws and Regulations
A1 Emissions	CR Land Regulations on the Sewage Discharge Management CR Land Regulations on the Replacement of Office Equipment CR Land EHS Management Practice Case Guidelines for the Selection of Dust and Noise Pollution Treatment Methods for Engineering Projects of the Construction Business Division	Environmental Protection Law of the PRC Law of the PRC on Prevention and Control of Environmental Noise Pollution Atmospheric Pollution Prevention and Control Law of the PRC Water Pollution Prevention and Control Law of the PRC Marine Environmental Protection Law of the PRC Regulations of the PRC on the Prevention and Control of Pollution Damage to the Marine Environment by Land Pollutants Law of the PRC on the Prevention and Control of Environment Pollution Caused by Solid Wastes National Hazardous Waste List The "13th Five-Year Work Plan for Greenhouse Gas Emission Control Regulations on Energy Conservation in Civil Buildings Energy Conservation Law of the PRC	B1 Employment	CR Land Implementation Rules of Care Fund for Primary Employees CR Land Regulations on Remuneration and Benefits Management	Administrative Regulations on Online Recruitment Services Minimum Wage Regulations
A2 Use of resources	CR Land Energy Conservation and Emission Reduction Management Code CR Land Guidelines for Design and Implementation of Energy Consumption and Energy Efficiency Management Platform of CR Land Commercial Complex CR Land Guidelines for the Construction of Energy Consumption and Energy Efficiency Platforms for Existing Commercial Complex CR Land Energy Saving Manual for Property Management Guidelines for Energy Consumption Measurement Devices in CR Land Hotel EHS Management Conduct and Status Requirements for CR Land Development Projects	—	B2 Health and Safety	CR Land Guidelines on Occupational Health Management (V1.0) CR Land Rules on the Allocation of Safety Production Supervision and Management Personnel CR Land Guidelines on EHS Incident Management CR Land Rules on EHS Management Annual Assessment CR Land Requirements on EHS Management for Development Projects (V1.0) CR Land Guidelines for Dust and Noise Pollution Management in Development Projects CR Land EHS Culture Construction CR Land EHS Responsibility System CR Land Regulations on EHS Accident Incident Accountability CR Land Implementation Rules for Investigation and Treatment of Potential Accidents CR Land Guidelines on EHS Hazard Management CR Land Regulations on Safety Management Regulations CR Land Guidelines for EHS Management System Establishment CR Land Implementation Rules for Annual EHS Management Assessment CR Land Guidelines on Work Safety Education and Training CR Land Work Safety Objectives and Responsibilities CR Land Guidelines on the Use of Labor Protection Articles CR Land Guidelines for EHS Management of Hotels CR Land Regulations on Safety Production Objectives and Responsibility Management CR Land Rules for EHS Information Reporting and Communication Management CR Land Guidelines for Gas Safety Management of Commercial Projects CR Land Guidelines on Compliance Management of EHS Laws and Regulations CR Land Rules on EHS File Management CR Land Rules on Safety Management for Development Projects CR Land Guidelines for Emergency Management of Natural Disasters CR Land Guidelines for Safety Inspection and Evaluation in the Regions CR Land EHS Special Governance Plan for Relevant Parties CR Land EHS Integrity Commitment CR Land Regulations on EHS Incident Management CR Land Research and Analysis Report on Health Management CR Land Guidelines on Occupational Health Management CR Land Health Management Risk Database	Labor Law of the PRC Law of the PRC on the Prevention and Control of Occupational Diseases Production Safety Law of the PRC Fire Prevention Law of the PRC Emergency Response Law of the PRC Regulations on the Safety Management of Hazardous Chemicals Regulations on the Reporting, Investigation and Handling of production Safety Accidents Interim Provisions on the Investigation and Treatment of Hidden Dangers of Production Safety Accidents Regulation of the PRC on Work-Related Injury Insurance Provisions on the Supervision and Administration of Occupational Health at Work Sites Classification and Catalogue of Occupational Diseases
A3 The environment and natural resources	CR Land Regulations on Green Building Management for Sales of Properties CR Land Technical Standards for Construction Drawing Design of Residential Buildings – Green Building CR Land Guidelines for Green and Healthy Building Operation (Design)	—			
A4 Climate change	—	Administrative Measures for Ecological Environment Standards The Administrative Measures for Carbon Emission Trading (Trial) Guiding Opinions on Coordinating and Strengthening the Work in Response to Climate Change and Ecological and Environmental Protection			
B1 Employment	CR Land Employee Handbook CR Land Regulations on Recruitment Management CR Land Regulations on Position Level Management CR Land Regulations on Holiday and Leave Management CR Land Implementation Rules of Headquarters Performance Management System	Labor Law of the PRC Labor Contract Law of the PRC Employment Promotion Law of the PRC Social Insurance Law of the PRC Labor Dispute Mediation and Arbitration Law of the PRC Trade Union Law of the PRC			

# ESG Policies

C R L A N D

ESG Indicator	2021 Internal Policies	2021 Laws and Regulations
B3 Development and Training	CR Land Employee Handbook CR Land Regulations on Training Management CR Land Regulations on Internal Lecturers Management	—
B4 Labor Standards	CR Land Employee Handbook CR Land Regulations on Recruitment Management	Labor Law of the PRC Provisions on the Prohibition of Using Child Labor Law of the PRC on the Protection of Minors Special Rules on Labor Protection of Female Employees Regulation on the Payment of Wages for Workers in Farmers
B5 Supply Chain Management	CR Land Regulations on Procurement Management CR Land Regulations on Supplier Management CR Land Rules on Engineering Category Management CR Rules on Engineering Supplier Certification CR Rules on Engineering Supplier Performance Evaluation CR Rules on Engineering Supplier Classification Management CR Rules on Engineering Supplier List Management	Construction Law of the People's Republic of China (Revised in 2019) Tendering and Bidding Law of the PRC Regulation on the Implementation of the Bidding Law of the People's Republic of China (2019 Revision) Government Procurement Law of the PRC Central Budget Unit Government Centralized Procurement Catalogue and Standards (2020 Edition)
B6 Product Responsibility	CR Land Construction Quality Standards CR Land Guidelines for Construction Information Disclosure Management CR Land Rules on Owner Material Supply Management CR Land Standard on Construction Drawing Review CR Land Rules on Annual Assessment of Quality Accidents Management CR Land Implementation Rules On Key Process Inspection of Residential Construction CR Land Rules on Project Management CR Land Guidelines for Visual Management of Development Projects CR Land Guidelines for Key Process Management of Construction Quality in Commercial Property CR Land Guidelines for Key Process Management of Construction Procedure in Commercial Property CR Land Operating Guide for Industrial Construction System CR Land Design Quality Control Plan 27 process standards such as CR Land Guidelines for Support and Reinforcement of Keyway Formwork CR Land Case Management System CR Land Standards on Residential Customer Complaint Handling Management CR Land CRM Customer Information Retrieval Management CR Land Standards for Customer Satisfaction Survey Management CR Land Guidelines for Reporting Property Complaints CR Land Regulations on IP Management CR Land Implementation Rules for Confidentiality CR Land Regulations on Sales Price (discount), Signing and Payment of Commercial Housing Management CR Land Guidelines on Commercial Housing Sales Compliance	Product Quality Law of the PRC Law of the PRC on the Protection of Consumer Rights and Interests Advertising Law of the PRC Trademark Law of the PRC Urban Real Estate Administration Law of the PRC Regulation on the Quality Management of Construction Projects Regulations on Administration of Development and Operation of Urban Real Estate Code for Fire Prevention of Architectural Design GB50016-2014 Code for Residential Buildings GB5368-2005 Guiding Opinions of the General Office of the State Council on Vigorously Developing Prefabricated Buildings Assessment Standard for Prefabricated Building GB/T1129-2017 Regulation on Realty Management Code for Acceptance of Quality of Steel Structure Construction Works GB50205-2001 Store Architectural Design Specification JGJ4 8-2014 Code for Planning and Design of Urban Residential Area GB50180-93 (2016 Edition) Circular of the State Council on Further Deepening the Urban Housing System Reform and Accelerating Housing Construction Circular of the State Council on Promoting the Continuous and Healthy Development of the Real Estate Markets Several Opinions of the Central Committee of the Communist Party of China and the State Council on Further Strengthening the Administration of Urban Planning and Construction Opinions of the General Office of the State Council on Promoting the Sustainable and Healthy Development of the Construction Industry

ESG Indicator	2021 Internal Policies	2021 Laws and Regulations
B7 Anti-corruption	CR Land Transparency Declaration CR Land Integrity Cooperation Agreement CR Ten Commandments CR Land Code of Honest Practices CR Land Guidelines for Clean Party Talks CR Land Implementation Rules on Decision Making System for Major Issues Implementation Opinions on Implementing the Main Responsibility of the Party committee and the Supervision Responsibility of the Discipline Inspection Commission CR Land Implementation Rules for Declaration and Management of Potential Conflicts of Employee Interests CR Land Rules on Discipline Inspection and Supervision Expert Database Management CR Land Operation Guidelines for Joint Case Filing and Review of Discipline Inspection and Supervision Department and Audit Department CR Land Measures for Handling Violations of Discipline and Rules CR Land Rules on Cadre Honest Archives Management CR Land Guidelines for Handling Letters and Visits and Supervising Discipline Enforcement by Discipline Inspection Authorities	Company Law of the PRC Anti-money Laundering Law of the PRC Anti-Unfair Competition Law of the PRC Interim Provisions on Banning Commercial Bribery Anti-Monopoly Law of the PRC
B8 Community Investment	CR Administrative Measures on Social Responsibility CR Guidelines on Corporate Citizenship Construction CR Land Rules on Volunteer Management	Charity Law of the PRC

# Awards

C R L A N D

Awards in 2021	Winner/Project
<b>Project quality</b>	
China Construction Engineering Luban Prize	China Resources Headquarters
China Construction Engineering Luban Prize	Xi'an Olympic Sports Center
Gold Award of China's Construction Engineering Steel Structure	Lot 003, Lot CP07-0204-0001, B4 Land for comprehensive commercial and financial services, A61 Land for elderly care facilities (nursing home and other 10 projects) of Beiqijia Town, Changping District
Gold Award of China's Construction Engineering Steel Structure	Lot CP1600-0016, Lot CP00-1804-0007 of primary land development projects, F2 public and mixed residential land (Building 1# and other 13 projects) in Qiliqu South & North Village, Northern Shahe Town, Changping District
Gold Award of China's Construction Engineering Steel Structure	Xi'an Silk Road International Conference Center
Gold Award of China's Construction Engineering Steel Structure	Phase I of Xi'an Silk Road International Conference Center
Gold Award of China's Construction Engineering Steel Structure	Stadium III of Chengdu Dong'an Lake Sports Park
Gold Award of China's Construction Engineering Steel Structure	Venue of Chengdu Dong'an Lake Sports Park
Tien-yow Jeme Civil Engineering Prize	Phase II of Taiyuan Park Lane Manor
Tien-yow Jeme Civil Engineering Prize	China Resources Centre Weihai Bay Nine Miles
Tien-yow Jeme Civil Engineering Prize	Phase X of Maritime
<b>Environmental friendly and safety</b>	
Standard Safe Construction Site of National Engineering Projects	Hongnihe project of Tianjin branch in Northern China region
First Prize of the Second National Excellent Thesis on Corporate Safety Culture	Shanghai branch in Eastern China region
First Prize of the Second National Excellent Thesis on Corporate Safety Culture	Wenzhou branch in Eastern China region
First Prize of the Second National Excellent Thesis on Corporate Safety Culture	Hangzhou branch in Eastern China region
Project for Exchanges on the Standard Safe Construction Site of National Engineering Projects	Phase IV of Shimei Bay NineMiles of Hainan branch in Southern China region
Standard Safe Construction Site of National Engineering Projects (National AAA grade)	Phase II of Crown Land of Harbin branch in Northeast China region
2020 National Model Community for Comprehensive Disaster Reduction	Xi'an No.4 AASPT Project of Mixc Lifestyle Property's Chengdu Center
Standard Safe Construction Site of National Engineering Projects (National AAA grade)	Shenyang Huanggu Mixc Mall project of Construction Business Division
National Nearly Zero Energy Building	Phase III of Tangshan Xihu Nine Miles project (apartment for foreign experts) of Beijing branch in Northern China region
National Green Mall	Wuxi Mixc City of Mixc Lifestyle in Eastern China region
National Green Mall	Nantong Mixc City of Mixc Lifestyle in Eastern China region

# 2021 Certified Green Building Project List

C R L A N D

Note: The 1-Star, 2-Star, and 3-Star are certified by China's green building standards; LEED Gold is from U.S. green building standards.

Region	No.	City	Project Basic Information				China Green Building Label		Other Building Label	
			Name of project phase	GFA (0'000)	Product type	Label type	Grade	Label type	Grade	Label type
Northern China region	1	Beijing	Lot SY00-0013-6008, Block 13, Shunyi New Town	6.14	Residential	Old design label	2-Star			
	2	Tianjin	Hexin Garden	16.17	Mixed	Old design label	2-Star			
	3	Beijing	R2 class II residential land of lot 1612-764 (Building 1-6 and underground parking) on the east side of Gucheng South Street, Shijingshan District, Beijing	8.14	Residential	Old design label	2-Star			
	4	Beijing	R2 class II residential land of lot 1612-761 (building 1-6 and underground garage) on the east side of Gucheng South Street, Shijingshan District, Beijing	8.60	Residential	Old design label	2-Star			
	5	Tianjin	Runhui Building	1.65	Public	Old design label	2-Star			
	6	Tianjin	Residential and supporting facilities project of lot 48, Jiefang South Road, Hexi District, Tianjin	34.63	Mixed	Old design label	2-Star			
	7	Tianjin	Runxi Garden, Runyue Garden	12.66	Mixed	Old design label	2-Star			
	8	Tianjin	Kindergarten for lot 48, Jiefang South Road, Hexi District	0.28	Mixed	Old design label	2-Star			
	9	Tangshan	Tangshan Nanhu CBD Core Area Project Phase II (Lot A-06) No. 1 Commercial Building Project	3.47	Public	Old design label	2-Star			
	10	Tangshan	Tangshan China Resources Land • Park Nine Miles Phase II (Building 215-217, 219-226)	26.45	Residential	Old design label	2-Star			
	11	Tangshan	Tangshan China Resources Land • Park Nine Miles Phase III (Building 1-3)	10.79	Public	Old design label	2-Star			
	12	Tangshan	Tangshan China Resources Land • Park Nine Miles Phase IV( Residential Building 101-112)	32.83	Residential	Old design label	2-Star			
	13	Tianjin	CR Land ·Yue Fu, Tianjin - Residential	26.34	Residential	Old design label	2-Star			
	14	Tianjin	CR Land ·Yue Fu, Tianjin - Primary school	1.22	Residential	Old design label	2-Star			
	15	Tianjin	CR Land ·Yue Fu, Tianjin - Kindergarten	0.42	Residential	Old design label	2-Star			
	16	Beijing	comprehensive commercial and financial service land project of Lot 1811-l04, Xisanqi, Haidian District	12.97	Public	Old design label	2-Star			
	17	Beijing	B4 comprehensive commercial and financial service land project of Lot 1612-768 on the east of Gucheng Nancheng, Shijingshan District, Beijing	17.08	Public	Old design label	3-Star			

# 2021 Certified Green Building Project List

C R L A N D

Region	No.	City	Project Basic Information			China Green Building Label		Other Building Label	
			Name of project phase	GFA (0'000)	Product type	Label type	Grade	Label type	Grade
Northern China region	18	Beijing	R2 class II residential land of lot 1612-764 (Building 1-6 and underground parking) on the east side of Gucheng South Street, Shijingshan District, Beijing	0.50	Public	Old design label	3-Star		
	19	Beijing	Class II residential land project of Lot HD00-0403-0043, Xibeiwang Town, Haidian District, Beijing	16.77	Residential	Old design label	2-Star		
	20	Beijing	Class II residential land project of Lot HD00-0403-0049, Xibeiwang Town, Haidian District, Beijing (Kindergarten)	0.79	Public	Old design label	3-Star		
	21	Beijing	Comprehensive public building project of Lot HD00-0403-0031 in Xibeiwang town under the "overall development of northern Haidian" in Haidian District, Beijing	3.37	Public	Old design label	3-Star		
	22	Beijing	Hospital project of Lot HD00-0403-0040 in Xibeiwang town under the "overall development of northern Haidian" in Haidian District, Beijing	0.80	Public	Old design label	3-Star		
	23	Beijing	Nursing facility project of Lot HD00-0403-0046 in Xibeiwang town under the "overall development of northern Haidian" in Haidian District, Beijing	0.43	Public	Old design label	3-Star		
	24	Beijing	Class II residential land project of Lot HD00-0403-0061 in Xibeiwang town under the "overall development of northern Haidian" in Haidian District, Beijing	22.28	Residential	Old design label	2-Star		
	25	Beijing	Lot YZ00-0500-6007, Lot 6011, Block 0500, Yizhuang New Town, Majuqiao Town, Tongzhou District, Beijing	34.19	Residential	Old design label	2-Star		
	26	Beijing	R2 class II residential land project of Lot CP00-1804-0010, Qiliqu South & North Village, Shahe Town, Changping District, Beijing	15.04	Residential	Old design label	2-Star		
	27	Beijing	Green belt industry, residential and mixed public building and basic education project (Residential building 1 to 7) of Lot XWY-12 in Xiaowayaoyao Village, Lugouqiao Township, Fengtai District	21.67	Residential	Old design label	2-Star		
	28	Jinan	Lot B-1 B-2 B-3, Residential building 1#-11# of Huazhi Mixc World, Lixia District, Jinan	12.85	Residential	Old design label	2-Star		
	29	Jinan	Lot B-5, residential building 1#-6# of Huazhi Mixc World, Lixia District, Jinan	11.83	Residential	Old design label	2-Star		
	30	Jinan	South lot of Jinan China Resources Mixc City Project - Mixc City	36.77	Public	Old design label	2-Star		
	31	Jinan	No.1-14 of Lot A2 and Building 1-7 of lot A3, Huazhi Mixc World, Lixia District, Jinan	26.43	Public	Old design label	2-Star		
Eastern China region	32	Hangzhou	Lot Project of Hangzhou Corporation's Asian Games Village Technical Officer Village Project (residential)	24.46	Residential	Old design label	3-Star		

Region	No.	City	Project Basic Information			China Green Building Label		Other Building Label	
			Name of project phase	GFA (0'000)	Product type	Label type	Grade	Label type	Grade
Eastern China region	33	Ningbo	Phase I of Lot JB05-04-01, JB 05-04-04, JB 05-04-09, JB05-02-12 and JB05-02-15 (around Wantouxing lake) in Jiangbei District (4#, 7#, 10#, 13#, 16#, 20#-22# of Lot JB05-04-01, 2#, 3# of lot JB05-04-04 and 1#, 2#, 2#, 5# of Lot JB05-04-09)	9.18	Office, commercial	Old design label	2-Star		
	34	Ningbo	Children's Park Station lot of Rail Transit Line 3 of Yinzhou District (Building 6-7)	2.54	Self-owned/commercial	Old design label	2-Star		
	35	Shanghai	Public green space underground space development project of Block 46-02, Block 44-01 and Block 46-01 of Unit C070102 in Tianmu community, Jing'an District	21.71	Commercial, office	Old design label	2-Star		
	36	Shanghai	CR Land Suhe Center	4.57	Office			LEED	Gold
	37	Shanghai	Commercial, residential and office project of Building 1#, 2-1# and 2-2# of Block 33-02, Unit C070102, Tianmu community	3.41	Residential	Old design label	2-Star		
	38	Shanghai	Commercial, residential and office project of Building 3 #6# of Block 33-02, Unit C070102, Tianmu community	7.79	Commercial, office	Old design label	2-Star		
	39	Shanghai	Block 06-D-01, Unit 18, Nanqiao New Town, Fengxian District	15.46	Residential	Old design label	2-Star		
	40	Shanghai	Residential project of Lot H-02, Unit BSP0-2202, Luodian New Town, Baoshan District	14.22	Residential	Old design label	1-Star		
	41	Shanghai	V5 office building of Mixc City	0.71	Office			WELL	Platinum
	42	Wenzhou	Lot 03-B-22, North unit of Qidu area (Building 1#-3#, 5#-10#)	11.90	Residential	Old design label	2-Star		
	43	Wenzhou	Lot 03-01-19, phase II of Laogang area, Binjiang Business District, Wenzhou	9.18	Apartment	Old design label	3-Star		
	44	Wenzhou	Lot A-25 of Hengdu North, Wenzhou (residential part of Building 1#-10#)	27.28	Residential	Old design label	2-Star		
	45	Wenzhou	Construction project of ground and underground space of Lot 03-01-17 and underground space of Lot 03-01-16 (Building 1#-3#, 5# and 6#), Phase II of Laogang area, Binjiang Business District, Wenzhou,	11.26	Residential	Old design label	2-Star		
	46	Wuxi	Wuxi Yongle Yunzhu Building 1# (Lot B)	2.87	Residential	Old design label	2-Star		
	47	Wuxi	Wuxi Yongle Yunzhu Building 3# (Lot A)	2.63	Commercial, office	Old design label	2-Star		
	48	Xuzhou	Building 1-3, 5-13 and 15-22 of Xuzhou Donghu Mingdi (Lot 2019-15 on the east side of Gaoxin Road)	25.10	Residential	Old design label	2-Star		
	49	Xuzhou	Building 23#, 25# of Xuzhou Donghu Mingdi (Lot 2019-15 on the east side of Gaoxin Road)	0.74	Commercial	Old design label	3-Star		

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C R L A N D

Region	No.	City	Project Basic Information			China Green Building Label		Other Building Label	
			Name of project phase	GFA (0'000)	Product type	Label type	Grade	Label type	Grade
Eastern China region	50	Xuzhou	Xuzhou Donghu Mingdi Kindergarten (Building 27#, Lot 2019-15, Gaoxin Road East)	0.36	Kindergarten	Old design label	2-Star		
	51	Xuzhou	Xuzhou Oak Bay commercial office building (Lot G 2013-34)	4.83	Commercial, office	Old design label	2-Star		
	52	Xuzhou	Building C5#, C6# and podium of Xuzhou Triumphal Arch (commercial and office construction project of Lot C, 2013-81)	9.22	Commercial, office	Old design label	2-Star		
Southern China region	53	Guangzhou	Lot 029, Sanjing Village, Zengcheng, Guangzhou	11.54	Residential	Old design label	2-Star		
	54	Haikou	Phase III of Haikou China Resources Center	10.92	Commercial, office	Old design label	1-Star		
	55	Guangxi	Mixc Mansion Luoyuan	5.95	Residential	Old design label	1-Star		
	56	Guangxi	Mixc Mansion Qingyuan	13.74	Residential	Old design label	1-Star		
	57	Guangxi	Zone 2 project of Nanning China Resources Jiacheng Wuxiang Center	16.37	Residential	Old design label	1-Star		
	58	Guangxi	East office building of Nanning China Resources Center	27.39	Office	Old design label	2-Star		
	59	Guangzhou	Lot 2A, Fenghuang Road, Huadu District, Guangzhou	11.66	Residential	Old design label	2-Star		
	60	Zhanjiang	Taoyuanli Garden in Zhanjiang	42.85	Residential	Old design label	2-Star		
	61	Guangxi	East office building of Nanning China Resources Center	27.39	Office			WELL	Platinum
Western China region	62	Kunming	Kunming China Resources Tuodong Business Center (Lot A1)	44.13	Commercial, office, apartment	Old design label	2-Star		
	63	Chongqing	Building 6 of phase I of section one (Building 6, 7, 8, 9 and 10) of Lot M40-1-1 / 04 and M40-1-3 / 04 (China Resources Runxishan) in Xiyong	0.54	Commercial, residential	New completion label	2-Star		
Shenzhen	64	Shenzhen	Garden of Park NineMiles	12.57	Residential	Old design label	2-Star		
	65	Shenzhen	China Resources Sungang Mixc Plaza (office and commercial)	27.91	Commercial, office	Old design label	2-Star		
	66	Shenzhen	China Resources Sungang Mixc Plaza (basic-need housing)	1.70	Residential	Old design label	2-Star		
	67	Shenzhen	China Resources Sungang Mixc Plaza (residential and apartment)	11.28	Residential, apartment	Old design label	3-Star		
	68	Shenzhen	Phase II garden of China Resources City Runxi	19.08	Residential	Old design label	3-Star		
	69	Shenzhen	China Resources Building	26.77	Office	Old design label	2-Star		
	Total			944.06					

## Data Table

C R L A N D

### Appendix Data Table of ESG Index

ESG Indicators	Unit	2017 Data	2018 Data	2019 Data	2020 Data	2021 Data
<b>A.Environmental</b>						
<b>A1.Emissions</b>						
A1.2 GHG emissions and intensity [Note2]						
Carbon dioxide emissions	ton	497,472.14	589,732.11	640,627.09	749,372.00	798,230.38
Carbon dioxide emission intensity per RMB 10,000 of revenue	ton/RMB 10,000	0.0434 (HKD)	0.0550	0.0579	0.0608	0.0434
A1.3 Total hazardous waste produced and intensity						
Waste fluorescent Tubes [Note3]	tube	116,862	90,541	66,818	61,907	50,019
A1.4 Total non-hazardous waste produced and intensity						
Earthwork waste [Note4]	m³	10,198,587	12,849,217	23,959,428	6,819,200	15,594,073
Rebar waste [Note5]	ton	34,279	44,690	38,792	70,421	48,646
A1.6 Measures and achievements on reducing hazardous and non-hazardous waste produced						
Amount of recycled waste paper/waste package [Note6]	Kg	65,000	125.63	196,000	208,048	232,560
<b>A2.Use of Resources</b>						
A2.1 Energy consumption and intensity						
Comprehensive energy consumption [Note9]	10,000 tons of standard coal	7,2524	8,2331	8,5265	10,3894	11,9558
Electricity consumption	10,000kWh	52,327,0958	59,397,5329	60,572,1921	73,387,8353	81,703,1718
Gasoline consumption	ton	302,9394	336,9357	250,7291	227,7209	265,4145
Diesel consumption	ton	211,8901	89,4257	58,2662	431,0676	123,0799
Natural gas consumption	10,000Sm³	543,1331	635,4772	705,8081	922,0412	1381,8980
Other energy consumption	ton of standard coal	236,9878	178,4204	191,2480	321,6798	195,0142
Total energy consumption/RMB10,000 of revenue	ton of standard coal/RMB10,000	0.0078	0.0077	0.0077	0.0084	0.0065
A2.2 Water consumption and intensity [Note9]						
Total water consumption	ton	10,583,135.49	10,583,008.57	20,633,898.00	18,518,703.00	15,802,729.00
Total water consumption/HKD 10,000 of revenue	ton/HKD10,000	0.08	0.89	1.87	1.84	0.86
A2.5 Total packaging material used for finished products with reference to per unit produced [Note10]						
Total packaging box consumption	Kg	822,800.00	864,822.00	396,000.00	1,194,000.00	1,239,000.00
Packaging box consumption/RMB 10,000	kg/RMB 10,000	17.45	18.32	6.22	16.47	14.57
<b>B.Social</b>						
<b>B1.Employment</b>						
B1.1 Total workforce by gender, employment type, age group and geographical region						
Total number of employees	person	38,087	47,414	51,976	48,414	49,478
Gender	Male	person	24,910	30,819	33,802	31,469
	Female	person	13,177	16,595	18,174	16,945
						17,707

# Data Table

C R L A N D

ESG Indicators	Unit	2017 Data	2018 Data	2019 Data	2020 Data	2021 Data
Employment type	Full-time person	37,681	46,814	51,240	47,993	49,217
	Part-time person	406	600	736	421	261
Rank	Senior person	302	345	372	395	410
	Middle person	689	11,208	14,139	5,388	6,054
	Primary person	37,096	35,861	37,465	42,631	43,014
Education	Postgraduate and above person	3,106	4,003	4,951	5,202	5,247
	Undergraduate person	11,077	14,503	16,715	16,230	16,975
	Associate degree person	8,662	14,300	11,269	10,555	10,936
	High school and below person	15,242	14,608	19,041	16,427	16,320
Age	Below 30 person	17,119	23,571	21,225	17,360	16,520
	Aged 30-50 person	19,359	23,629	28,485	28,493	30,245
	Over 50 years old person	1,609	2,214	2,266	2,561	2,713
Region	Headquarters person	443	610	746	807	807
	North China person	3,891	2,777	2,920	2,644	1,788
	East China person	3,510	2,247	2,365	2,040	2,021
	South China person	2,792	2,695	3,225	2,994	1,502
	West China person	2,370	1,557	1,712	1,695	1,818
	Northeast China person	1,652	1,027	1,243	1,202	1,148
	Central China person	1,666	1,167	1,004	990	1,004
	Shenzhen person	-	-	-	-	1,666
	Business Division person	21,763	35,334	38,761	36,042	37,724
	<b>B1.2 Employee turnover and turnover rate by gender, age group and geographical region</b>					
	Consolidated turnover rate %	26.53	Major segments18 Property system33	Major segments18 Property system46	Major segments18.3 Business system28.4 Property system45.2	Develop system18.3 Business system28.4 Property system45.2
	Fatalities person	0	0	0	0	0
	Fatality rate per 1,000 employees %	0	0	0	0	0
	<b>B2.2 Lost days due to work injury [Note11]</b>					
	Lost days due to general work injury hour	26,720.8	0	0	0	0
	LTIR(Lost injury Rate of 1 million work hours)	360	0	0	0	0
	<b>B3.1 Percentage of employees trained by gender</b>					
	Total number of employees trained person	38,000	43,147	47,230	42,550	43,837
	Male %	60	65	65	65	64
	Female %	40	35	35	35	36
	<b>B3.2 Average training hours of employees by gender</b>					
	Male hour	10.51	15.6	16.5	16.8	24.7
	Female hour	8.09	15.6	16.5	16.8	24.7
	<b>B5.1 Number of suppliers by geographical region [Note13]</b>					
	Total number of suppliers unit	2,980	7,521	11,077	44,832	29,125

ESG Indicators	Unit	2017 Data	2018 Data	2019 Data	2020 Data	2021 Data
Northern China	unit	861	1,783	3,422	9,452	3,423
Eastern China	unit	694	1,706	2,939	11,527	4,635
South China	unit	528	1,061	1,837	10,776	3,924
Western China	unit	348	1,277	760	4,525	1,970
Northeast China	unit	286	837	750	3,977	1,361
Central China	unit	263	857	1,236	4,059	2,123
Shenzhen	unit	-	-	-	-	2,860
Business Division	unit	-	-	133	516	611
<b>B6.2 Number of products and service related complaints received</b>						
Number of complaints piece	piece	5,194	9,655	24,025	35,270	29,773
<b>B7.1 Number of concluded legal cases regarding corrupt practices</b>						
Number of legal cases regarding corruption, bribery, extortion, fraud and money laundering	piece	0	0	0	0	0
<b>B8.2 Resources contributed to the focus area</b>						
Charity donation RMB10,000	RMB10,000	358.8	453.1	1,549.58	1,810.79	4,598.73
Number of employee volunteer person	person	>1,000	>1,000	>1,000	>4,000	>3,800

## Appendix CASS-CSR4.0 Indicator Table

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020	2021
<b>Shareholders' responsibility</b>									
Total assets	RMB100 million	2,916.7	3,332.7	3,821.6	4,804.5	6,557.4	7,621.1	8,960.4	9,498.0
Net assets	RMB100 million	929.3	1,110.0	1,245.4	1,442.0	1,807.0	2,334.7	2,562.4	2,920.8
Owners' equity	RMB100 million	929.3	1,109.9	1,245.2	1,442.4	1,807.0	2,334.7	2,562.4	2,920.8
Revenue	RMB100 million	715.2	836.4	937.2	1,019.4	1,211.9	1,477.4	1,796	2,121.1
Total profit	RMB100 million	189.0	217.0	272.0	307.0	390.0	479.0	472.0	511.7
Net profit/profit attributable to shareholders	RMB100 million	124.0	143.0	167.0	197.0	242.0	287.0	298.0	324.0
Net profit attributable to owners of the parent	RMB100 million	124.0	143.0	167.0	197.0	242.0	287.0	298.0	324.0
Gearing ratio	%	-	-	-	-	70.0	69.4	59.7	69.2
Return on equity	%	-	16.0	16.8	17.7	18.8	18.4	15.7	15.07
Return on total assets	%	-	-	8.11	7.63	7.15	6.90	5.90	5.76
Value preservation and appreciation rate of central government-owned assets	%	-	-	113.50	117.64	132.52	133.18	115.14	117.10
Industry ranking	rank	-	8	11	10	9	10	9	8
Market share	%	-	-	-	2.88	3.40	-	-	-
Property sales area	10,000 m <sup>2</sup>	660.09	675.9	733.0	954.3	1,198.9	1,324.8	1,418.0	1,664.9
Contracted sales	RMB100 million	692.1	851.5	1,080	1,521	2,106.8	2,425.0	2,850.0	3,157.6
Investment property sales	HKD100 million	54.36	66.5	73.0	76.5	95.2	120.3	128.0	174.3
Reserves at the end of the reporting period	10,000 m <sup>2</sup>	4,004.41	4,126.0	4,485.0	4,897.8	5,957.3	6,867.7	6,809.0	6,873.0

# Data Table

C R L A N D

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020	2021
Incidence rate of corruption	%	-	-	0	0	0	0	0	0
<b>Customer responsibility</b>									
Overall customer satisfaction [Note12]	point	-	92	94.3	N/A	N/A	N/A	N/A	N/A
Customer satisfaction for residential buildings	point	81	79	79	75	83	86	86.23	85.46
Residential customer loyalty	point	58	58	60	58	67	71	77	70
Customer satisfaction for office buildings	point	100	100	99	98	99	-	100	-
Customer highly satisfactory rate for office building	point	80	86	80	76	82	-	-	-
Tenant satisfaction for commercial property	point	91	93	95	98.6	98.4	98.1	98.7	98.9
Customer complaint handling rate [Note13] (commercial)	%	-	-	-	99.86	99.14	99.60	99.94	100
Customer complaint handling rate (residential)	%		98.4	98.2	98.5	93.5	98.0	99.32	99.39
Total R&D investment	RMB100 million	-	0.0310	0.0030	0.0391	0.3669	0.5589	0.3780	2.3
Number of R&D staff	person	-	19	22	24	63	146	176	178
<b>Employee responsibility</b>									
Total number of full-time employees	person	28,452	31,481	33,524	38,087	47,414	51,976	47,993	49,217
Employment contract signing rate	%	100	100	100	100	100	100	100	100
Employee social insurance coverage rate	%	100	100	100	100	100	100	100	100
Collective contract signing rate	%	-	100	100	100	100	100	100	100
Employee physical examination coverage rate	%	-	100	100	100	100	100	100	100
Employee occupational safety and health record coverage rate	%	-	-	-	-	-	-	-	-
Employee engagement rate	%	82	85	86	85	89	90	89	90
Employee satisfaction rate	%	84	87	88	88	90	90	90	90
Employee turnover rate	%	-	39.68	27.13	26.53	18 Property system	18 Property system	18.3 Property system	18.3 Business system
Average age of employees	age	31.6	31.8	32.2	32.7	32.9	33.1	33.8	34.4
Proportion of female employees	%	34.5	34.05	34.34	34.60	35	35	35	35.76
Proportion of female managers	%	-	0	28	22	24	27	26.6	28.1
Annual paid leave day per capita	day	>6	>6	>6	>6	>6	>6	>6	>6
Employee training coverage	%	-	-	-	86	91	92	87.9	86.5
Total investment in staff training	RMB 10,000	-	-	-	3,100	5,574	3,800	3,969	4,158
Training investment per capita	yuan per capita	-	-	-	815.8	1,175.7	815.8	819.8	844.9
Training time per capita	hour	-	3.76	6.42	9.55	15.6	16.5	16.8	24.7
<b>Partner responsibility</b>									
Percentage of suppliers passing quality, environment and EHS system certification	%	-	-	100	100	100	100	100	100

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020	2021
Economic contract performance rate	%	-	-	-	-	-	99.97	99.95	99.96
Number of potential suppliers rejected due to social responsibility non-compliance	unit	-	-	-	-	0	0	0	0
Number of suppliers terminated cooperation due to social responsibility non-compliance	unit	-	-	-	-	7,521	11,077	44,832	29,125
Number of suppliers reviewed during the reporting period	unit	-	-	-	-	0	0	0	0
<b>Government responsibility</b>									
Number of new employees recruited	person	10,458	10,716	14,822	19,669	27,413	21,400	12,323	16,537
Number of graduates recruited	person	840	287	338	383	1,158	614	649	326
Total tax payment	RMB 100million	122	167	158	184	320	324	307	341
<b>Community responsibility</b>									
Charity donation	RMB 10,000	724.7	194.89	77	358.8	453.1	1,549.58	1,810.79	4,598.73
Number of employee volunteer	person	-	-	>1000	>1000	>1000	>1000	>4,000	>3,800
Special funds for poverty alleviation	RMB 10,000	-	-	-	-	-	114.65	(official statistics in 2019)	-
Number of people out of poverty	person	-	-	-	-	-	-	-	-
Number of work-related injuries in general and above	times	3	0	0	0	0	0	0	0
Number of work-related death	person	0	0	0	0	0	0	0	0
Fatality rate per thousand persons	%	0	0	0	0	0	0	0	0
Severe injury rate per thousand persons	%	0	0	0	0	0	0	0	0
Injury rate per thousand persons (accident frequency)	%	0.12	0	0.18	0	0	0	0	0
Fatality rate per thousand persons due to fire hazard	%	0	0	0	0	0	0	0	0
Economic loss rate per thousand persons	%	0	0.71	0.01	0.17	0.01	0.01	0.03	0.02
Economic loss rate per RMB 1 million of revenue	%	0	0	0	0	0	0	0	0
Fatality rate per RMB 1 million revenue	%	0	0	0	0	0	0	0	0
Fatality rate per 1 million sq.m. of floor area	%	0	0	0	0	0	0	0	0
Severe injuries due to stampede in commercial buildings	CASE	0	0	0	0	0	0	0	0
Significant power outages due to power supply system failures in office buildings, hotels and shopping malls	CASE	0	0	0	0	0	0	0	0
Production safety incidents spoiling the Company's market image and social image	CASE	0	0	0	0	0	0	0	0
Investment in work safety	RMB 10,000	8,561.22	7,061.044	11,063.86	17,802.12	30,081.53	26,414.89	14,673.71	32,000.42
Number of safety emergency drills	times	636	1,392	2,977	3,600	6,899	5,919	6,786	8,897

# Data Table

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CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020	2021
Number of employee safety training	persons per hour	-	-	-	173,045	267,130	322,620	425,015	670,366
Number of safety training for related parties	persons per hour	-	-	-	178,083.5	316,790.7	450,868.2	560,694.0	584,085.0
Employee safety training coverage	%	-	-	-	100	100	100	100	100
Number of full-time safety management personnel	person	-	-	-	288	802	849	837	665
Number of registered safety engineers	person	-	-	-	127	259	325	434	303
<b>Green management</b>									
Average greenery ratio of projects sold in the year	%				≥ 30	≥ 30	≥ 30		
Total investment in environmental protection <small>[Note14]</small>	RMB 10,000	-	-	-	1,208.09	1,888.97	1,904.97	1,935.18	1,292.07
Investment in energy saving and emission reduction technology transformation <small>[Note15]</small>	RMB 10,000	-	-	-	527.74	705.71	745.44	903.63	919.64
<b>Green production</b>									
Carbon intensity	ton (per HKD 1 million turnover)	-	-	-	-	0.0579	0.0608	0.0434	
Proportion of non-fossil energy	%	-	-	-	-	-	96.9	84.0	
Comprehensive energy	10,000 tons of standard coal	4.7300	6.0983	7.4254	7.2524	8.2329	8.5265	10.3894	11.9558
Electricity consumption	10,000 kWh	33,634	42,092	51,910	52,327	59,398	60,572	73,388	81,703
Gasoline consumption	ton	1,192.92	863.7235	488.7984	302.9394	336.9357	250.7291	227.7209	265.4145
Diesel consumption	ton	555.53	418.5135	319.1610	211.8901	89.4257	58.2662	431.0676	123.0799
Natural gas consumption	10,000Sm <sup>3</sup>	219.63	509.9322	661.0159	543.1331	635.4772	705.8081	922.0412	1,381.8980
Other energy consumption	ton of standard coal	482.71	589.4841	482.1779	236.9878	178.4204	191.2840	321.6798	195.0142
Annual freshwater consumption	10,000 m <sup>3</sup>	-	-	-	-	2,063.3898	1,851.8703	1,580.2729	
Freshwater consumption per industrial added value	10,000 m <sup>3</sup>	-	-	-	-	N/A	N/A	N/A	N/A
Carbon dioxide emissions	ton	346,666.24	436,197.80	546,467.18	497,472.14	598,732.11	640,327.09	749,372.00	798,230.38
Sulphur dioxide emissions	ton	-	-	-	0	0	0	0	0
Ammonia nitrogen emission	ton	-	-	-	0	0	0	0	0
COD emission	ton	-	-	-	0	0	0	0	0
Nitrogen oxide emission	ton	-	-	-	0	0	0	0	0
Coal consumption rate of power supply in power business	gram of standard coal per kWh	-	-	-	0	N/A	N/A	N/A	N/A
Comprehensive energy consumption per RMB 10,000 of revenue (at comparable price)	ton of standard coal per RMB 10,000	0.0096	0.0078	0.0078	0.0078	0.0077	0.0077	0.0084	0.0065
Comprehensive energy consumption per RMB10,000 of added value (at comparable price)	ton of standard coal per RMB 10,000	0.0346	0.0259	0.0229	0.0222	0.0217	0.0214	0.0205	0.0141
Amount of energy saving in products	10,000 tons of standard coal	-	-	-	0	0	0	0	0
Green building certified area	10,000 m <sup>2</sup>	477.74	438.00	629.67	194.51	481.63	1,057.37	1,300.67	944.06

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019	2020	2021
<b>Board diversity</b>									
Gender	Male	person	-	-	-	15	15	15	14
	Female	person	-	-	-	0	0	0	1
Age	Below 40 years old	person	-	-	-	0	0	0	0
	40-50 years old	person	-	-	-	10	8	6	3
	Over 50 years old	person	-	-	-	5	7	9	12
<b>Investor relations management</b>									
Senior executive meeting	times	-	-	-	-	-	-	-	1
Invest forum	times	-	-	-	-	-	-	-	22
Institutions participated	unit	-	-	-	-	-	-	-	about 500
Project investigated by investors	times	-	-	-	-	-	-	-	30
	Earnings announcement	times	-	-	-	-	-	-	2
Major events related to investors	Roadshow days	day	-	-	-	-	-	-	11
	Number of senior executives in roadshows	person	-	-	-	-	-	-	13
	Investment institutions in roadshows	unit	-	-	-	-	-	-	407
	1v1 investor meeting	times	-	-	-	-	-	-	92

Note:

- 1.Unless otherwise specified, the data covered in this report is in line with the 2021 annual financial report of CR Land.
- 2.The statistical scope of GHG emissions and intensity includes:
  - (1) Office and public areas of shopping malls in operation in China;
  - (2) Office and public areas of residential properties in China;
  - (3) Public areas of some hotels and office buildings;
  - (4) Carbon emissions rising from the use of electricity, diesel, gasoline, natural gas, and other energy for the construction site projects under construction undertaken by the CR Land's Construction Business Department.
- 3.The statistical scope of waste fluorescent tubes is limited to office, commercial, hotel and residential projects.
- 4.The statistical scope of earth waste is limited to projects under construction.
- 5.The statistical scope of rebar waste is limited to projects under construction.
- 6.The statistical scope of recycled wasted paper and waste packaging is limited to Lai Chi Furniture.
- 7.The statistical scope of concrete consumption is limited to projects under construction.
- 8.The statistical scope of steel consumption is limited to projects under construction.
- 9.The expanding statistical scope of water consumption led to a significant increase in data: the statistical scope in 2016 was limited to offices, while hotels and commercial projects were included in 2017, indicating a significant increase in numerical results.
- 10.The statistical scope of the indicator "A2.5 Total packaging material used for finished products and per unit of production" is limited to the Lai Chi Furniture managed by the Construction Business Department of CR Land.
- 11.Data in indicator "B2.2 Number of working days lost due to work injury" changed due to different statistical scopes of relevant data: The statistics in 2016 and before were the accumulated data of work-related injuries identified by local Human Resources and Social Security Bureau. Data in and after 2017 are work-related injury holidays within the Company.
- 12.Since the satisfaction survey conducted and calculated changed, there is no overall satisfaction data since 2017.
- 13.The statistical scope of customer complaint rate is limited to residential projects.
- 14.Total investment in environmental protection specifically refers to those invested in operation.
- 15.Investment in the technological transformations of energy conservation and emission reduction specifically refers to those invested in the operation stage.

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## Appendix ESG Index

Environmental, Social and Governance Scope, General Disclosure, and Key Performance Indicators		Response
<b>Environmental</b>		
	General Disclosure	Resilient Ecosystem & Appendix
A1: Emissions	A1.1	The types of emissions and respective emissions data N/A [Note1]
	A1.2	Greenhouse gas emissions in total and intensity Resilient Ecosystem & Appendix
	A1.3	Total hazardous waste produced and intensity Resilient Ecosystem & Appendix
	A1.4	Total non-hazardous waste produced and intensity Resilient Ecosystem & Appendix
	A1.5	Description of emissions target(s) set and steps taken to achieve them Resilient Ecosystem
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps are taken to achieve them Resilient Ecosystem
A2: Use of Resources		General Disclosure Resilient Ecosystem & Appendix
	A2.1	Total Energy Consumption and intensity Resilient Ecosystem & Appendix
	A2.2	Total water consumption and intensity Resilient Ecosystem & Appendix
	A2.3	Description of energy use efficiency initiatives and results achieved Resilient Ecosystem
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved Resilient Ecosystem
	A2.5	Total packaging material used for finished products and with reference to per unit produced Resilient Ecosystem & Appendix
A3: The Environmental and Natural		General Disclosure
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them Resilient Ecosystem
A4: Climate Change		General Disclosure
	A4.1	Description of significant climate-related issues and actions that have affected and may affect the issuer Resilient Ecosystem
<b>Social</b>		
B1: Employment		General Disclosure Resilient Ecosystem & Appendix
	B1.1	Total workforce by gender, employment type, age group and geographical region Resilient Ecosystem & Appendix
	B1.2	Employee turnover rate by gender, age group and geographical region Resilient Ecosystem & Appendix
B2: Health and Safety		General Disclosure Resilient Ecosystem & Appendix
	B2.1	Number and rate of work-related fatalities Resilient Ecosystem & Appendix
	B2.2	Lost days due to work injury Resilient Ecosystem & Appendix
B3: Development and Training		Description of occupational health and safety measures adopted, how they are implemented and monitored Resilient Ecosystem
	B3.1	General Disclosure The percentage of employees trained by gender and employee category Resilient Ecosystem & Appendix
	B3.2	The average training hours completed per employee by gender and employee category Resilient Ecosystem & Appendix
B4: Labor Standards		General Disclosure Resilient Ecosystem & Appendix
	B4.1	Description of measures to review employment practices to avoid the child and forced labor Resilient Ecosystem & Appendix
	B4.2	Description of steps taken to eliminate such practices when discovered Resilient Ecosystem & Appendix
B5: Supply Chain Management		General Disclosure Resilient Ecosystem
	B5.1	Number of suppliers by geographical region Resilient Ecosystem
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored Resilient Ecosystem

Social		
	General Disclosure	Resilient Services
B6: Product Responsibility	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 Resilient Services
	B6.3	Description of practices relating to observing and protecting intellectual property rights Corporate Governance
	B6.4	Description of quality assurance process and recall procedures Resilient Services
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored Resilient Services
B7: Anti-corruption		General Disclosure Corporate 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 Corporate Governance
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored Corporate Governance
B8: Community Investment	B7.3	Description of anti-corruption training provided to the Board and staff. Corporate Governance
		General Disclosure Resilient Communities & Appendix
	B8.1	Focus areas of contribution Resilient Communities
	B8.2	Resources contributed to the focus area Resilient Communities & Appendix

Note:

1. According to Appendix II: Reporting Guidance on Environmental KPIs of How to Prepare an ESG Report, "A1.1 Emissions and Related Emission Data" is the key performance indicator related to air pollution in the place where the issuer operates, mainly including nitrogen oxides, sulphur oxides and other pollutants regulated by national laws and regulations. As the impact of the business operation process of CR Land on air is minimal, the material topics are identified as "N/A" indicators.

## Appendix Hang Seng Corporate Sustainability Index

Scope	KPI	Response
A: Corporate governance	Incorporating sustainable development into corporate strategy	For details, please refer to Sustainability Vision
	Increasing awareness of sustainable development	For details, please refer to Improvement of Performance Capability
	Comply with relevant laws and regulations on social responsibility	For details, please refer to Standardization of Corporate Governance
	Sustainable development governance structure	For details, please refer to Sustainable Development Management
	Risk and crisis management mechanism	For details, please refer to Sustainable Development Management, Strengthening Risk Management
	Stakeholders communication mechanism	For details, please refer to Communication with Stakeholders, Determination of Material Issues
B: Human rights	Complaint mechanism	For details, please refer to Responding to Customer Requests, Building an "Integrity Land", Democratic Communication
	Anti-discrimination	For details, please refer to Diversity and Inclusion
	Safe guarding human rights and fundamental rights	For details, please refer to Protecting Employees' Rights and Interests
	Respond to challenges, difficulties and risks related to human rights	For details, please refer to Protecting Employees' Rights and Interests
	Respect for civil rights and political right	For details, please refer to Protecting Employees' Rights and Interests
C: Labor practice	Employment Promotion	For details, please refer to Resilient Employees
	Supply chain labour relations management	For details, please refer to Jointly Building a Responsible Supply Chain
	Decent work and social security	For details, please refer to Protecting Employees' Rights and Interests
	Occupational health and safety management	For details, please refer to Promoting Employees' Safety and Health
	Talent development and training	For details, please refer to Supporting Employee Training and Development
	Encouraging communication and dialogue	For details, please refer to Protecting Employees' Rights and Interests

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Scope	KPI	Response
D.Environmental	Pollution prevention and waste reduction	For details, please refer to Environmental Management, Green Building, Green Construction, Green Operation
	Promoting sustainable use of resources	For details, please refer to Environmental Management, Green Building, Green Construction, Green Operation
	Adapting to and reducing the impact of climate change	For details, please refer to Biodiversity Conservation, Climate Change Response
E.Fair operating practices	Anti-corruption	Anti-corruption For details, please refer to Building an "Integrity Land"
	Promoting value chain responsibility	For details, please refer to Jointly Building a Responsible Supply Chain
	Protection of property rights	For details, please refer to Protection of Intellectual Property Rights
	Anti-competitive practices	For details, please refer to Anti-unfair Competition
F.Consumer Issues	Fair marketing	For details, please refer to Enhancing Responsible Marketing
	Promoting sustainable production or consumption	For details, please refer to Green Building, Green Construction, Green Operation
	Consumer consultation and complaint handling	For details, please refer to Responding to Customer Requests
	Consumer privacy protection	For details, please refer to Protecting Customer Privacy
G.Community Engagement and Development	Responsible marketing and promotion	For details, please refer to Enhancing Responsible Marketing
	Community communication	For details, please refer to Resilient Communities
	Promoting culture, education and human rights	For details, please refer to Resilient Communities
	Creating employment opportunities and enhancing employment skills	For details, please refer to Resilient Communities
	Promoting wealth creation and distribution in the community	For details, please refer to Resilient Communities
	Promoting public health	For details, please refer to Resilient Communities
	Promoting technology development and acquisition	For details, please refer to Promotion of Industry Development

# Report Rating

C R L A N D

## Rating Report of Sustainability Report 2021 of China Resources Land Limited

Upon the request of China Resources Land Limited, the Chinese Expert Committee on CSR Report Rating invited experts to form rating team to rate the Sustainability Report 2021 of China Resources Land Limited ("the Report" for short).

### Rating Criteria

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

### Rating Process

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

### Rating Conclusion

#### Process ★★★★☆

The Company has set up a CSR committee, with the president as the chairman to control the overall direction and manage key contents. The Administrative Office takes the lead in setting up a report preparation group to coordinate the specific work, and the Board of Directors is responsible for the final review of the Report; with a clear function and value orientation for the report, CR Land positions the Report as an important tool to disclose CSR information, improve CSR management, strengthen stakeholder communication and enhance CSR influence; the company identify material topics according to industry benchmarking analysis, company development planning, expert suggestions, stakeholder surveys, etc., actively promote all regions and listed companies to independently prepare and publish CSR reports and build a "1 + N" reporting system; it plans to publish the Report on the official website and present the Report in electronic and printed formats in both Chinese and English, with the excellent process for the reporting preparation.

#### Materiality ★★★★☆

The Report systematically discloses key industrial topics in the implementation of macro policies, ensuring the quality of housing, the compliance with demolition and old city protection, the protection of the rights and interests of migrant workers, avoiding idle land, noise pollution control, waste recycling, green building, with excellent materiality performance.

#### Completeness ★★★★☆

The main contents of the Report systematically disclose 92.65% of the core indicators of the industry it operates within from the perspectives of "Philosophy·Inheriting CR Brand Spirit", "Management·Perfecting Our Governance System", and "Endeavor·Shouldering Our Social Responsibility". The Report is excellent in its completeness.

#### Balance ★★★★☆

The Report discloses "number of products and service related complaints received", "consolidated turnover rate", "work-related fatalities", "fatality rate per 1 million sq.m. of floor area", "incidence rate of corruption", "number of legal cases regarding corruption, bribery, extortion, fraud and money laundering" and other negative data information, and briefly describes the handling and improvement measures of customer complaints in Qingdao Mixc City shopping center, with excellent balance performance.

#### Comparability ★★★★☆

The Report discloses data of 148 key indicators for more than 3 consecutive years, including "net assets", "value preservation and appreciation rate of central government-owned assets", "customer satisfaction for residential buildings", "charity donation", "carbon intensity" "green building certified area" and compares horizontally with the same industry with respect to such data as the "completed contracts ranked eighth in the industry" and other data, with excellent comparability performance.

#### Readability ★★★★☆

With the theme of "Brave Strides, Resilient Growth", the Report comprehensively shows the CSR concept, management and practice of CR Land on key topics from the aspects of Philosophy, Management and Endeavor. The framework is clear and the key topics are highlighted; the cover design and the opening double-page part of each chapter adopt vector style to outline the main business elements, enhancing the recognition of the Report; each key topics starts with "chapter overview", "response to issues", "objective review" and "CSR case", which is convenient for readers to quickly grasp the key information; the picture and text match each other, and the cases show rich and detailed performance. All in all, the Report has excellent readability.

#### Innovation ★★★★☆

The Report sets up the CSR Feature "sharing the future with the country and cities" to highlight CR Land's practice in serving the national strategies and helping urban development, manifesting the responsibility of CR Land; the company actively responds to the Sustainable Development Goals (SDGs), showing the Report's CSR pursuit to keep abreast of the times; it continuously revises its ESG Work Management Manual to improve the standard information disclosure; the company also built the ESG strategic system to further clarify the strategic direction, objectives and key tasks of ESG work, and has improved the top-level structure of ESG work, indicating excellent innovation.

#### Overall Rating ★★★★☆+

According to the rating team's assessment, the Sustainability Report 2021 of China Resources Land Limited has reached the five-star+ level in terms of process, materiality, completeness, balance, comparability, readability and innovation, thus rated as five-star and is a model corporate social responsibility report.



中国企业社会责任报告  
评级专家委员会  
Chinese Expert Committee on CSR Report Rating

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

#### Improvement Suggestions

Increase the disclosure of core industry indicators to improve the completeness of the Report.

Vice President of Chinese Expert Committee on CSR Report Rating

Head of the Rating Team

Expert of the Rating Team

Issuance date: April 21, 2022



Scan code to see CR Land's rating files

## List of preparers

C R L A N D

### CR Land Sustainability Report Preparation Team

Director: Li Xin

Vice director: Wu Bingqi, Liu Hongqing

Editor-in-Chief: Cheng Xianglei, Zhang Weijia

Group members: Cui Pingping, Yao zhuangpan, Li Ban, Song Xin, Liu Xinwei, Cheng Changqi, Zheng Fangyu, Zhang Weiqiang, Zhang Lei, Sun Lei, Wang Congning, Guo Bingqin, Wu Jiang, Qiu Sisi, Wang Chunfang, Zhang Guofeng, Zhou Meihang, Li Xiaotong, Liu Liuya, Sun Shiqi, Qiao Mingqi, Zhao Yuanyuan, Zhou Yunping, Wu Xihan, He Jiayi, Fei Yuhai, Wei Xuedan, Jiang Xinlei, Li Huiying, Liu Peng

### The Preparation Group of CR Land Subordinate Units

North China

Head: Wu Bingqi

Deputy head: Ling Xiaojie

Editor-in-chief: Peng Shanshan,  
Zhang Yan, Hao Jiaying

Northeast China

Head: Wang Yong

Deputy Head: Chen Xiuning

Editor-in-chief: Liu Xunfeng, Yu Xinxin

East China

Head: Wang Xinyi

Deputy Head: Wang Shuang

Editor-in-chief: Yi Jin, Gao Luyang

Head: Zhu Wengang

Deputy Head: Huang Chongqi

Editor-in-chief: Liu Xiaodong, Luan Zhen

South China

Head: Wang Yuan

Deputy Head: Mou Jianlin

Editor-in-chief: Yuan Luming, Wang Hao

Shen Zhen

Head: Jiang Muchuan

Deputy Head: Liu Hongqing

Editor-in-chief: Wang Yu

West China

Head: Chen Gang

Editor-in-chief: Zhu Zhengxin,

Deng Bing, Zhang Hongteng

Head: Yu Linkang

Deputy Head: Guo Ruifeng, Cao min

Editor-in-chief: Huang Ningping