



CR Land's  
Official WeChat

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CR Land

Sustainability Report

Real Estate Company



同心行  
共美好

CR Land  
Sustainability  
Report

The Report is the 7th Sustainability Report released by China Resources Land. CR Land has actively encouraged its regional and business departments to release sustainability reports. By the time of the release of this report, CR Land and its regional and business divisions have released 50 sustainability reports. Among these reports, CR Land sustainability report has been rated as a five-star report for five consecutive years by the Chinese Academy of Social Sciences.



★★★★★

2018



★★★★★

2017



★★★★★

2016



★★★★★

2015



★★★★☆

2014



★★★★★

2013



# Advancing with One Heart for a Better Future

In the spring and autumn, dreams are horses  
We beat together with the pulse of the times  
and put on new clothes for the old faces of the city  
Building urban texture with housing development  
Activate urban heart with commercial real estate  
Create life with quality craftsman, moisten good time  
Repay the society with responsibility and take on the mission of the times  
Young people have nests, old people take care of themselves  
Rich style, long light and shadow  
All the happiness scenes come from our original heart  
Keep the right and make the new  
Firm the foundation, steady the progress  
2020, we will continue to partner with the city dream  
Go with one heart and paint together!

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About the Report

Reporting Period	The report is disclosed annually. The China Resources Land Board of Directors approved it on April 23, 2020.
Commitment	The China Resources Land Board of Directors has supervised the report to ensure that it contains no false records, misrepresentations, or material omissions.
Reporting Scope	Unless otherwise specified, the report covers the period from 1 January 2019 to 31 December 2019 with some extension as of 31 March 2020 in relation to China Resources Land, its six regions, and 11 business divisions/professional companies, consistent with the 2019 China Resources Land Financial Report.
Reference	The report was prepared with reference to Environmental, Social and Governance Reporting Guide (ESG Guide) of the Mainboard Listing Rules issued by Stock Exchange of Hong Kong Limited, the Guide to the Preparation of Corporate Social Responsibility Reports of China (CASS-CSR4.0) by the Chinese Academy of Social Sciences, the Guide for Business Action on Sustainable Development Goals (SDGs), GRI Standards, and China Resources Social Responsibility Management Measures.
Preparation Process	The report was prepared according to the above-mentioned standards through procedures including industrial benchmarking, stakeholder research, information collection and review, report writing, management approval, and report rating to ensure its truthfulness, accuracy completeness, and balance.
Reporting Principles	The report complies with the materiality, quantitative, balance, and consistency principles specified in the Environmental, Social and Governance Reporting Guide (ESG Guide). It responds to the materiality principle by conducting materiality analysis on sustainability topics, addresses the quantitative and consistency principles via quantitative data presentation, and supports the balance principle with a review of negative topics and performance.
Addressing and Representation	For ease of expression, China Resources Land, CR Land, the Company and We mentioned in the report all refer to China Resources Land, its six regions, and 10 business divisions/professional companies.
Data Statement	The data and information in the report come mainly from the statistics and related documents of China Resources Land. The Company is committed to the truthfulness, accuracy, and completeness of the report and undertakes that there are no false records or misrepresentations in the report.
Availability of the Report	The report is available in Simplified Chinese and English. The electronic version of the report is available on the Company's website.
Feedback	Scan the QR code for feedback



Speech By A Senior Executive

Go Ahead with One Heart for a Better Future



Director and General Manager of China Resources Group  
Chairman of the Board of Directors of China Resources Land Limited

Wang Xiangming

During 2019, CR Land navigated stormy conditions but stayed prosperous. We faced dual pressures: internal transformation for development and fierce competition in the industry. To meet these challenges, we studied general secretary Xi Jinping's important letter for the 80th anniversary of China Resources Group. We took its messages to heart, including its teachings that houses are for living in and not for speculative investment, and its recommendations to stabilize land and housing prices and market expectations.

We spared no effort to make advances in quality, efficiency, and motivation, following China Resources Group's management theme of transformation, upgrading, steadiness, and innovation. We pursued the harmonious and sustainable development of our economy, environment, and society, celebrating new developments in the pursuit of a quality life and beautiful cities.

This is our seventh consecutive independent sustainable development. It shows our commitment and achievements in sustainable development. In recent years, our outstanding performance in sustainable development has earned us our fifth consecutive five-star report evaluation from the Research Center of

Corporate Social Responsibility in the Chinese Academy of Social Sciences' Economics Division. We have repeatedly ranked among 30 constituent HSSUS stocks and 89 constituent HSSUSB stocks, and led the Global Real Estate Sustainability Benchmark (GRESB).

In 2019, we continuously promoted corporate management by staffing level, and the business divisions of every major region jointly disclosed and reported to Company headquarters. We released nine sustainable development reports, six of which obtained the Chinese Academy of Social Sciences five-star rating and two of which earned the four-and-a-half star rating.

Over the past year, we adhered to the "sales property + investment property + X" business model, expanding our business layout to 80 cities around



## Speech By A Senior Executive

### Assume the Mission and Fulfill it Bravely

**the world.** Our sales property signings and our rental income from investment property reached a record high. Incubation businesses such as health care, long-term rental, and film industry-related business attracted more investment, while mature businesses such as property, agent construction, education, culture, and sports made steady progress.

Well-recognized projects included the Xi'an three center project, and the completion of the landmark One Belt, One Road project. We capped the main structure of Dongan Lake Sports Park Stadium in Chengdu, and we put CR Land Center, the commercial complex within Beijing Daxing International Airport, into operation.

**In 2019 we pursued product and service quality in line with our belief that property quality changes the city more.** We completed our product standardization system, introduced unified management to our customer service call center, expanded communication channels with property owners through the CR Land Service system, and held the first public open day to align our products and services closer with customer needs.

**We further integrated environmental protection into various business sectors and made new progress in green construction and operation.** Our 2019 investment in environmental protection hit another high, reaching RMB 19.05 million. We added 68 green building projects during the year with a total green building area of 10.32 million square meters. We deployed 113 prefabricated construction projects across China with a total area of 17.44 million square meters. We also launched an energy consumption management platform for commercial projects and completed the construction of an energy consumption management platform for hotel projects.

**Over the last year, we continued to work with employees, partners, community residents, and other stakeholders to fulfill our social responsibilities and grow together.** In 2019, CR Land achieved different degrees of improvement in safety production, staff training, industrial chain responsibility, public welfare, and charity. We built CR Hope Town at zero profit. Between 2008 and 2019 we overcame many difficulties and successfully built 11 Hope towns from Baise Hope Town in Guangxi to Yan'an Hope Town.

In 2020, the COVID-19 epidemic has posed challenges to people from all walks of life across the whole country and beyond. CR Land acted quickly and calmly in response to the health crisis, standing in solidarity with affected people in Wuhan and Hubei, and working with employees, owners, tenants, customers, and other stakeholders.

We believe that our society will prevail during the health crisis by working together and taking appropriate measures. In the longer term, we are committed to build a better future for everyone by taking a pragmatic approach to the coordinated and sustainable development of economy, society and environment.



President of China Resources Land Limited and Chairman of the Corporate Social Responsibility Committee

Li Xin

Faced with the COVID-19 epidemic, CR Land's employees supported each other tirelessly. They made great efforts not only in COVID-19 prevention and control but in work and production resumption. They all have all earned our sincere gratitude and highest respect.

CR Land's industry is a core component of the national economy and is critical to people's livelihoods. It involves both internal employees and external stakeholders, creating challenges in disease prevention and control. We began our COVID-19 prevention and control work on January 20 in 2020, establishing a leading group and working group. They worked continuously to organize and allocate disease prevention materials, ensuring the efficient organization and implementation of COVID-19 prevention work. Together, we performed our duties while being responsible for local affairs and people.

During the 2020 Spring Festival, our property, long-term rental, health care, hotels, and

some shopping centers ran normally, while 17,000 employees stuck to their posts. Party organizations worked at the grass-roots level to create a party members' command.

All business sectors maintained solid operations while exercising caution in accordance with the requirements of the Group's Party Committee and the working principle of **rigorousness, science, safety, positivity, and orderliness**. They properly handled both epidemic prevention and control along with work and production resumption.

We strengthened our support and care for front-line employees, the procurement and production of protective equipment and anti-epidemic materials, and our safety supervision. We also identified two important management themes. The first involved cost reduction, quality improvement, and efficiency increase. The second was guaranteeing performance against time.

COVID-19 tested us, but CR Land's employees tackled the problem bravely. Their actions will contribute to our victory over this disease, paving our way to future development and prosperity.

# 2019 HIGHLIGHTS

## Three centers in Xi'an

We completed three centers in Xi'an to forge a single landmark One Belt, One Road project.

## Exceeded RMB 10 billion

Our sales volume was among the 10 highest in the industry. Our investment property income exceeded RMB 10 billion.

## Launched 10 new shopping centers

We completed the comprehensive service building at Beijing Daxing International Airport and launched 10 new shopping centers during the year.

## Standardization system

We finished our product standardization system to support the strategic collection of cooperative resources.

## High-quality financing

We obtained multichannel and high-quality financing.

## 11 cities

The health care business initiated 11 cities through focusing on core cities, with the rapid development of long-term apartment scale.

## Six information platform

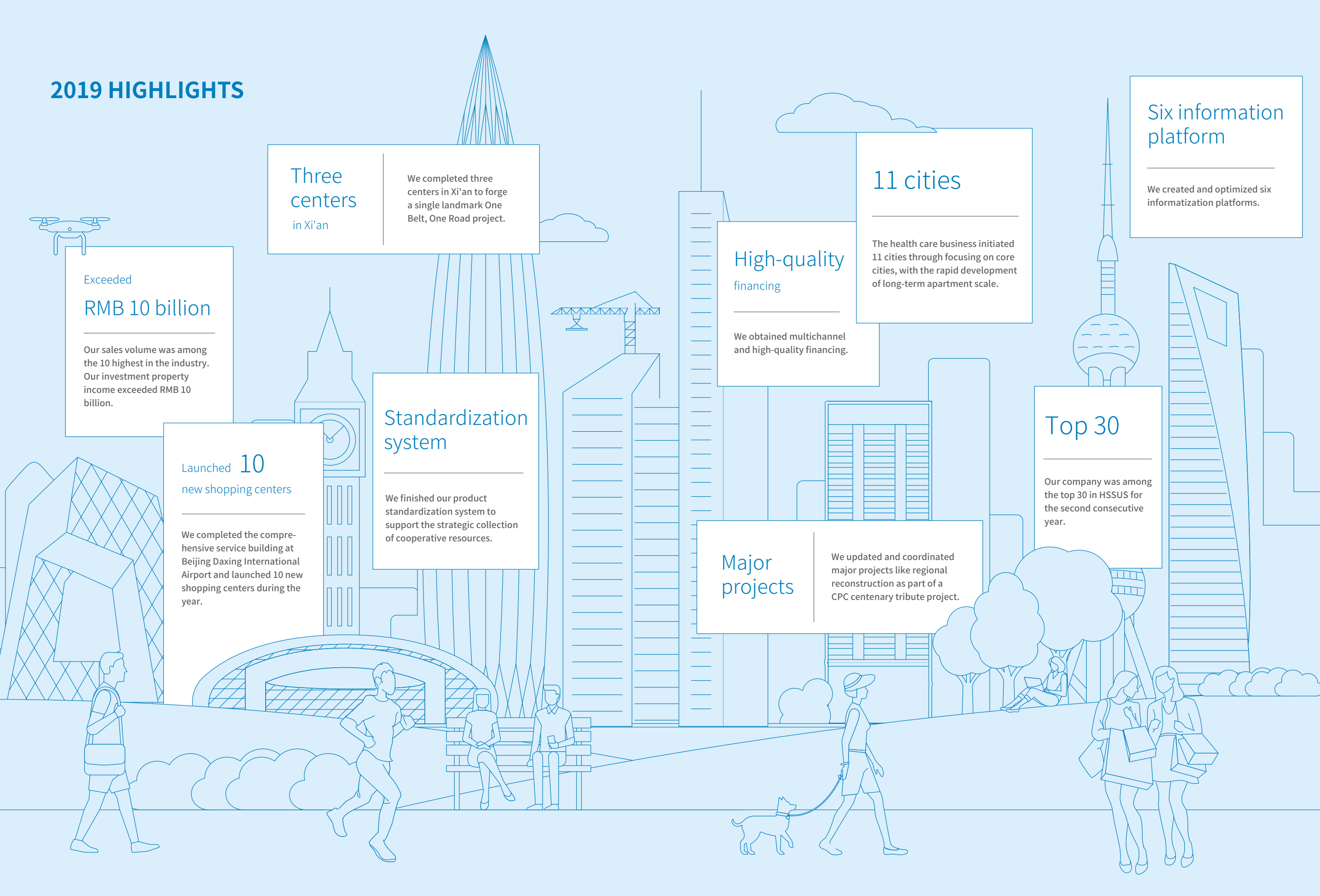
We created and optimized six informatization platforms.

## Top 30

Our company was among the top 30 in HSSUS for the second consecutive year.

## Major projects


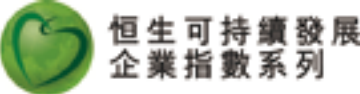



We updated and coordinated major projects like regional reconstruction as part of a CPC centenary tribute project.



# 2019 Key Performance

## Business Performance

We have maintained a high level of corporate governance to ensure steady and sound development of CR Land and create sustainable economic benefits.

Scope	Indicator	Data in 2019
Financial performance	Total assets	762.11 billion RMB
	Owners' equity	233.47 billion RMB
	Revenue	147.74 billion RMB
	Total profit	47.9 billion RMB
	Net profit/profit attributable to shareholders	28.7 billion RMB
	Return on equity	18.4%
	Return on total assets	6.90%
	Preservation and appreciation ratio of state-owned assets	133.18%
Product and service	Technology R&D investment	55.89 million RMB
	Customer satisfaction for residential buildings	86 points
	Customer satisfaction for commercial property tenants	98.1 points
	Customer complaint handling rate (residential projects)	98%
	Customer complaint handling rate (commercial projects)	99.60%
Information disclosure	Reports released by headquarters and subsidiaries	Nine
	Report rating by the Chinese Academy of Social Sciences on reports released by the headquarters and subsidiaries	Six five-star ratings, two four-and-a-half-star ratings, and one four-star rating
		Five-star rating for the fourth consecutive year from the Chinese Academy of Social Sciences Corporate Social Responsibility Committee
		In 2019, relisted on the Heng Sang Corporate Sustainability Index (HSSUS) as one of the 30 constituent stocks
		Keep taking the lead
		B rating by MSCI ESG in 2019
	 The 10th Hong Kong Green Corporate Award from the Green Council Hong Kong.	Excellent EHS Gold Award for South China region, Excellent Environmental Protection Management (Project Management) Silver Award for MIXC Ningbo, and Excellent Environmental Protection Management (Enterprise) Bronze Award for Shenzhen Bay Project
Credit rating	S&P	BBB+ Stable Outlook
	Moody's	Baa1 Stable Outlook
	Fitch	BBB+ Stable Outlook

## Social Performance

We serve as a corporate citizen by creating value for the community and bringing benefits to society.

Scope	Indicator	Data in 2019
Protection of employee rights and interests	Labour contract signing rate	100%
	Social insurance coverage rate	100%
Employee safety and health	Employee physical examination rate	100%
	Work-related fatalities	0
Diversity and integration	Total employees	51,976people
	Percentage of female employees	35%
	Percentage of females in management	23.9%(director above)
Employee growth	Employee training rate	91%
	Training investment per employee	815.8RMB
	Training hour per employee	16.5hours
Job creation	New employees	21,400people
	New fresh graduate employees	614 people have become full members, and 324 are interns
Tax payment	Total taxes	324hundred million RMB
Public service and charity	Charity donations	15.50million RMB
Safe production	Safe production investment	264.02million RMB
	Emergency drills	5,919 times
	General or above work injuries	0

## Environmental Performance

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

Scope	Indicator	Data in 2019
Environmental investment	Total environmental investment	1,904.97million RMB
	Investment in energy conservation and emission reduction technological upgrades	745.44million RMB
Green building	Green Building certified area	10.32million m²
Energy conservation and emission reduction	Total energy consumption	85.30 thousand tons of standard coal
	Energy intensity per RMB10,000 of revenue (10,000 tons of standard coal/RMB)	0.0077 ten thousand of standard coal/RMB
	Carbon dioxide emissions	640,627.09 tons
	Carbon dioxide emission intensity per RMB10,000 of revenue	0.06tons/ RMB10,000 of revenue





# About Us

## Company Profile

China Resources Land Limited (CR Land, HK1109) is a strategic business unit under China Resources Group, a Fortune Global 500 company, responsible for city construction and operation. As the leading comprehensive urban investor, developer, and operator in mainland China, we cover a wide range of businesses: residential property development, commercial property, urban redevelopment, property services, health care property, long-term rental apartments, industrial property, cultural and sports facilities, education property, cinema, construction, electromechanical engineering, decoration, and furniture. By the end of 2019, CR Land has entered 80 domestic and foreign cities.

CR Land adheres to China Resources Group's values: honesty and trustworthiness, performance and people orientation, and innovation. We add value to urban lands through an exemplary attitude and excellent professional abilities. We adopt a customer-centric approach and are dedicated to high-quality products, services, management, and culture. This enhances urban life, promotes economic development, and improves city appearance.

▲ Tenth in sales development business sales.	Second in the top 100 list of China's commercial real estate.	Over 50,000 employees.
10	2	50,000
7,621.1 billion RMB of total assets.	Entered 80 domestic and foreign cities.	
7,621.1	80	



# Development Process

1994

China Resources Enterprise, Limited became a shareholder of Beijing Huayuan Real Estate Limited, entering the real estate industry through financial management.

2001

Reorganized Beijing Huayuan and changed the company name to China Resources Land Beijing Limited, shifting from investing to self-operation in the real estate business.

2004

The State-owned Assets Supervision and Administration Commission specified real estate and related industries as the main businesses of CR Group. The MIXC Shenzhen opened for business.

2005

CR Group reorganized its real estate businesses by acquiring Beijing China Resources Building, China Resources Shanghai and China Resources Shenzhen and their commercial assets, transforming from a residential product developer to a comprehensive real estate developer.

1996

The Company was reorganised as China Resource Land (Beijing) Limited, and was listed on the Stock Exchange of Hong Kong in November.

2002

Changed the company name to China Resources Land Limited (CR Land) and established its nationwide development strategies by entering Shanghai and Chengdu.



2004



1996



1994



2002



2005

2001



2017

2007



2010



2018



2014

2016

2007

CR Land invested in CR Construction and Uconia Decoration, and LOGIC in 2008, establishing a unique business model of residential development + investment property + valueadding service.

2014

CR Land released its commercial real estate strategies and aimed for the leading position of commercial real estate development in China.

2017

CR Land acquired an office building project in London, UK, achieving major breakthrough in its overseas development strategies

2010

CR Land became a constituent stock of the Hong Kong Hang Seng Index (blue-chip stock) in March.

2016

CR Land established the business model of saleable property + investment property + X for the 13th Five-Year Plan.

2018

CR Land began its transformation towards becoming a comprehensive urban developer and operator.

2019

We entered 80 domestic and foreign cities



2019

# Key Businesses

Saleable property + investment property + X business model

## Saleable property

In 2019, CR Land contracted RMB242.50 billion in sales and maintained its top 10 industry position. Total revenue reached RMB 147.74billion with a settlement gross profit rate of 36.5%. Revenue of investment property reached 12.03 billion.



CR Shenzhen Bay Complex Project

## Investment property

CR Land investment properties include shopping malls, office buildings, and hotels.

**Shopping malls:** By 2019, CR Land shopping malls entered 60 cities nationwide, with 25 MIXC/MIXC World, 17 MIXc One/Hi5, and 46 reserved projects. There are also 28 shopping mall projects for management export with 19 projects in operation and 9 in the pipeline. Retail revenue totalled RMB64.59 billion, with over 4,000 global brands and around 12.99 million registered members.

**Office buildings:** We hold 35 office building projects, with 14 currently in operation.

**Hotels:** We hold 32 hotel projects, with 9 currently in operation.



Jinan Mixc



Anshan Mixc



Nanshan Science and Technology Financial City



Shi Mei Bay Amy



New businesses

CR Land focuses on city, consumption, industry, and technology upgrading, closely around the "comprehensive urban developer and operator" positioning, relying on the main business model and service business, along with strategic focus, business model focus, emphasizing the quality of development, in order to promote the development urban renewal, property services, health real estate, leasing apartments, sports and cultural venues operation, education, cinema and other business, and constantly explore CR Land sustainable development opportunities.



MIXCINE:Shenzhen Bay Store



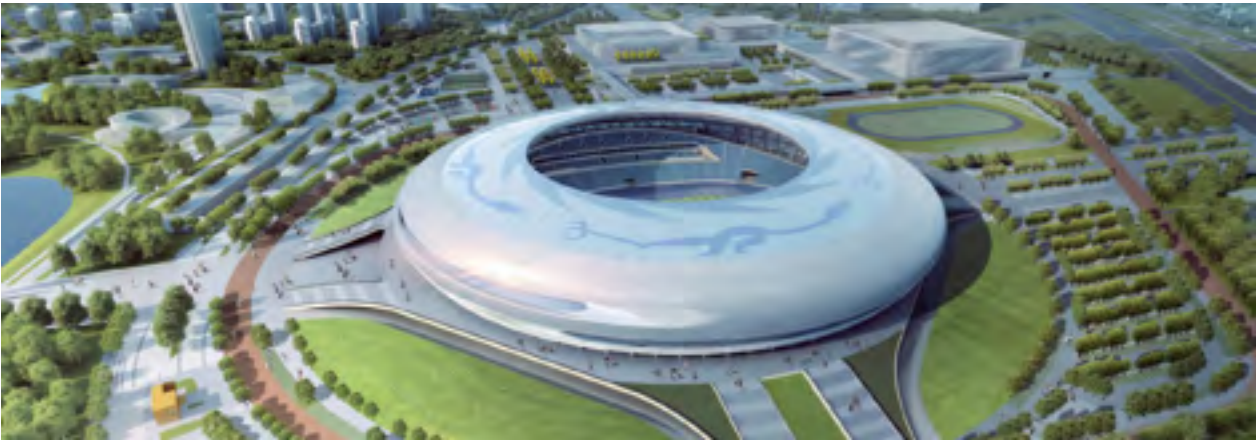
Yuenianhua Yiyang Center (Songgang, Shenzhen)



Youchao mansion (Sanlin store, Shanghai)



Youchao apartment (Chengdu Dayue Road store)



Chengdu Dong'an Lake

Organisational Structure

In 2019, CR Land adjusted its organizational structure in accordance with its strategic layout. After the adjustment, there are now 13 functional departments under our headquarters, coordinating 9 business divisions/professional companies, six regions, and 47 city companies.



# We Fought COVID-19 Together

The COVID-19 epidemic broke out in 2020. CR Land responded by immediately creating the epidemic prevention and control leading group and working group, then internally implementing prevention and control measures to ensure the health and safety of Company employees. We fought the epidemic together with the people of Wuhan and Hubei along with property owners, tenants, customers, partners, and other stakeholders in the defense work.

## Anti-epidemic schedule

20  
2020-1

### Rapid deployment

We issued an advisory about the prevention of imported COVID-19 cases. Each project's property department took prevention and control measures for disinfection, equipment operation, and materials sourcing.

21  
2020-1

### Going deep into the front line

CR Land management team members went to Wuhan to preside over the Central China regional COVID-19 prevention and control deployment meeting.

22  
2020-1

### Taking targeted measures

We created the COVID-19 prevention and control leading group to organize a epidemic prevention and control meeting. We launched the daily epidemic prevention and control report system, created detailed grid management rules, and formed an early action, careful investigation, and strict control system.

24  
2020-1

### Joint prevention and control mechanism

We formed the CR Land joint prevention and control work system and formed a four-level epidemic leading and working group, covering all 47 city companies and 866 projects under CR Land.

26  
2020-1

### Supporting the front line

We issued a proposal of encouraging donations to charity organizations in Wuhan to all our employees to support the fight against COVID-19. Leaders at all levels led by example and most employees joined in this effort.

29  
2020-1

### Assisting and coordinating each other to fight the epidemic together

CR Land issued suspended rents twice to help tenants cope with the crisis. The first exemption took place during the Spring Festival from January 25 to February 9 in 2020, benefiting about 14,000 tenants. These projects included MIXC, MIXC World, MIXc One, Hi5, and Phoenix Galleria. We announced the second rent exemption decision on February 29 in 2020, exempting rent from February 10 to February 24, and reducing rent from February 25 to March 31.

09  
2020-2

### Care and help

We issued Notice on applying for "Employee Care Project for COVID-19, and granted funding for employees infected with COVID-19 to help confirmed cases and their family members.

12  
2020-2

### Resumption of work and production

We ensured our 2020 performance goals by organizing an epidemic prevention and control and performance guarantee meeting, helping all units to organize work resumption and production.

13  
2020-2

### Selecting and employing employees

CR Land issued a notice requiring staff to identify and promote a cadre of employees, who demonstrated great responsibilities and fought front line forepidemic prevention and control.





CR Land encouraged all staff and employees to participate in the epidemic prevention and control work, coordinated all forces and did a good job in COVID-19 epidemic prevention and control.



## Anti-epidemic data sheet

As of January 31, 2020, CR Land had raised 13,396 donations from employees totaling over RMB3 million. We donated these funds to local charities in Wuhan to purchase medical materials.

RMB **3** / million plus

CR Land took the lead in announcing rent reduction for merchants in the industry. By the end of March 2020, the rent reduction for tenants in 40 cities and 61 shopping centers in operation was about RMB1.02 billion.

RMB **1.02** / billion

As of March 12, 2020, CR Land had issued RMB290,000 in care funding to ,who are infected with COVID-19 our employees.

RMB **290,000**

Since February 29, 2020, CR Land coordinated its commercial projects to play display the message "Going ahead with one heart to overcome all difficulties" on over 100 large LED screens in 37 cities across the country. Together, we helped to fight COVID-19 and cheer for China.

**100** / +

CR Land supported front-line colleagues in epidemic prevention and control by providing 18,048 protective masks, 2,222 bottles of disinfectant, 1,365 bottles of medical alcohol, 11,017 pairs of medical disposable gloves, 1,170 bottles of medical hand sanitizer, and 1,170 medical eye masks/goggles to the Central China area.

**18,048**

Since February 1, 2020, CR Land Property head office has launched a series of activities themed around the theme of "joyful guard". We provided convenience measures in 138 projects across China including the distribution of living materials, online medical consultation, corporate office disinfection services, and property payment, benefiting nearly 300 thousand owners.

**30** / thousand plus owners

During the Spring Festival, more than 17,000 property employees held the front line in community epidemic prevention and control, guarding the city.

**17** / thousand plus property employees

Over 50,000 CR Land employees fought side by side with the people of China to help with epidemic prevention and control.

**50,000** / staff and employees +





ADVANCING  
WITH  
CUSTOMERS

共筑美好未来

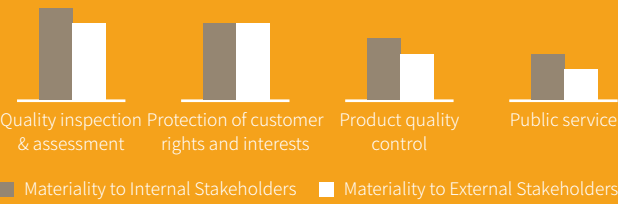


# 01

## CHAPTER

Adhering to the brand concept of "Better quality better city", we take building a better city and creating a better life as our duty, and actively transform to a comprehensive investment and development operator of the city to make the city life better.

Sustainability topic



SDGs topic

HKEX ESG index

CASS-CSR4.0 index



B6.2  
B6.4  
B6.5

S1.4

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

Objective review

Goal setting

Starting from customer experience and customer needs, through the implementation of comprehensive quality management, to promote the systematic improvement of product design quality and engineering quality, achieve high-quality strategic landing, and to provide customers with tasteful and high-quality products.

Progress review

- (1) Established a product standardization system covering technology, component quality, and design.
- (2) Continued the process of standardization of the contract system, management practices, and construction method and technology.
- (3) Revised the housing construction standard to strengthen the management and control of project nodes.
- (4) Enhanced refined management to improve project management.
- (5) Optimized the residential projects inspection system to focus on customers and their attentive points.
- (6) Optimized the public construction projects inspection system center on mechanical and electrical engineering, curtain walls, and fine decoration.
- (7) Strengthened management of the engineering system’s maintenance and research to improve customer satisfaction.

Annual improvement plan

Focusing on "controlling risks and ensuring quality", we comprehensively enhance the customer relationship management capabilities of the entire value chain, and are committed to providing customers with high-quality products and high-level services to protect their interests.



34.6m! CR Land Hangzhou Center  
breaks the foundation pit depth record  
in Zhejiang Province



China Resources Land Hangzhou Center Foundation Pit



On November 15, 2019, we finished building the B2 foundation pit at Hangzhou Center after 574 days of hard work. The 34.6m deep foundation pit is not only the deepest in Zhejiang Province but the deepest foundation pit CR Land has ever built.

Hangzhou Center is a property built on the Wulin Square Metro Station. Protecting metro safety while digging a deep foundation pit was the primary concern for the project.

The project team repeatedly analyzed the site, reviewing the foundation pit's design, safety, and construction scheme. The team replaced the original plan's top-down excavation method (which has a shorter overall construction period) with direct excavation-shoring construction. It also optimized the original scheme, expanding the original two foundation pits to five. The team aligned the excavation carefully with the construction timeline to reduce disruption to the metro as far as possible. Our monitoring data showed that the influence of the project on metro deformation is close to zero. This project illustrates our commitment to building a better city life

▲ Up to now, CR Land has entered a total of 37 urban renewal projects promoted by the team, of which 19 are expected to be available for land or strategically significant in recent years.

37 19

▲ Our healthy endowment business focuses on core cities and high-net-worth individuals to introduce international standards. It operates in 11 cities including Beijing, Shanghai, and Guangzhou.

11

Our leasing apartment business has settled in Beijing, Shanghai, Shenzhen, and other first tier and strong second tier cities, with 18 projects in operation.

18

# Urban Development

## Old city reconstruction

Transforming the old city refreshes the image of the city, and creates a better living environment for residents which uses the city land more effectively. In 2019, based on Guangdong-Hong Kong-Macao Greater Bay Area, CR Land’s urban renewal business focused on the expansion of old city reconstruction projects in Guangzhou, Shenzhen, Dongguan, Foshan and Huizhou, spreading across China to cities with preferential policies, to provide valuable land resources for the long-term development of CR Land.

## Urban supporting facilities

CR Land landed on the future, firmly transform as to the role of an comprehensive urban developer and operator, to provide leasing apartments, cultural venues and other urban support services, to create a better life in the city, to help the city’s promising dream take off.



CR Land’s Old City Reconstruction Project, Shenzhen



Old Reconstruction Project, Hubei District, Shenzhen

## Indemnificatory housing construction

In 2019, there were 37 ongoing/contracted indemnificatory housing projects with 12,750 apartments.

Table: 2019 CR Land Indemnificatory Projects

Project	Number of Indemnificatory
CityNext,Beijing	486
CR City,Qingdao	194
International Health Ecological Valley,Qingdao	36
Marine Intelligent Town Project,Qingdao	43
Zhengding Wanxiang Mansion,Shijiazhuang	106
Jingan Prime Land10#, Shanghai	128
Jingan Prime Land 09#, Shanghai	162
Xingfuli, Shanghai	74
Suhewan North Plot, Shanghai	21
Shibei Project, Shanghai	60
Yunluli, Shanghai	112
Western Suburb Metropolis, Shanghai	104
North Hengdu Plot, Wenzhou	1,580
Pansong Road Project, Pingshan, Shenzhen	520
CR Land Yueshan, Shenzhen	142
Xi Yun Zhu, Shenzhen	126
Maluan Street Project, Pingshan, Shenzhen	150
CR Land Top Mansion, Shenzhen	148
Sungang Project,Shenzhen	276
Wuxiang Yudong Project,Nanning	345
CR Land Plaza Project, Nanning	921
Hong Kong Street Project, Nanning	672
Xiyuan Project, Nanning	384
CR Land Top Mansion Project, Zhuhai	67
CR Land Top Mansion Project, Qishi, Dongguan	174
CR Land Xishan Project, Qingxi, Dongguan	114
Commercial and Residential Project, Dongguan International Business District,Dongguan	1,230
Plot II Project (Tongyue Project) of Fenghuang Road, Huadu District, Guangzhou	114
Plot 11 Project (Ruifu Project), Lingshandaojian, Nansha District, Guangzhou	140
Canglong Land, Country Garden, Guangzhou	832
Douchi Road, Fuzhou	464
Wushan Land, Fuzhou	393
Xiyue Land, Fuzhou	258
Yuejing Project, Youshan, Guiyang	250
Infinite Residence Project, Xi'an	33
Rongjiang New Town Shanty Town Reconstruction Resettlement Project,Ganzhou	1,867
Jiyuqiao Project, Wuchang District, Wuhan	24



Intelligent city management

CR Land launched a comprehensive digital strategy layout in 2019, featuring intelligent products including AI video human flow analysis, an intelligent electronic shopping guide, unmanned service counter, and fire control AI. By the end of 2019, we had developed one basic platform, four platform-level products, 49 standardized products, and over 220 functional modules.and formed the product system with "support platform and standardized products" that can be combined into a full scenario solution suitable for different formats.

In terms of smart project, in 2019 we delivered the projects of China Resources University (Xiong'an Campus) and Beijing Chang'an Center. We also began constructing intelligent projects including an office building in CR Land City, WeWork (CR Land), and WeWork (CR Land) in Nanning, Guangxi.

Product quality

Product quality management system

To provide customers with safe and healthy products, we adhere to laws and regulations such as the Law of the People's Republic of China on Product Quality and the Law of the People's Republic of China on the Administration of Urban Real Estate, and have further introduced about 100 internal product quality management policies including the CR Land Quality Control System Set-up Regulations.

CR Land has established a comprehensive quality management system since 2016 to ensure the provision of healthy and safe products for customers. At the same time, CR Land has set up a mechanism to deal with potential safety hazards and regularly conducts product safety hazard investigation. In view of the potential safety hazards of the products, the company recalls the products to ensure the safety of customers' lives and property. In 2019, all regions successively completed ISO 9001 quality system certification, and in the process of implementation, they applied for annual review to ensure the continuity of certification effectiveness.



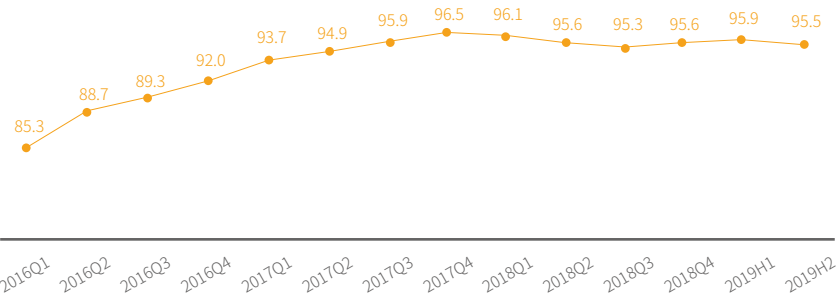
The Bound of Bund, Shanghai

In 2019, CR Land completed the product standardization system, covering three systems of technology, component quality, and design, marking the overall unification of product technology standards in the Company.

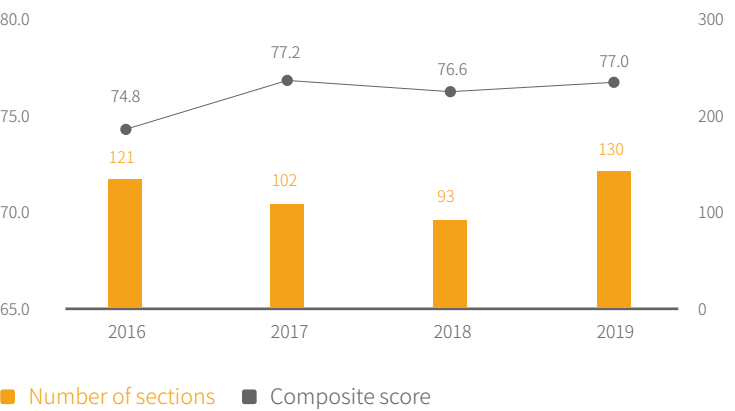
Quality inspection and evaluation

In 2019, CR Land continuously introduced third-party quality assessment and inspections to improve quality supervision.

Inspection Scores 2016-2019



The Evaluation Score Trend of Delivered Projects during the Period from 2016 to 2019



Product innovation

CR Land's customer and product research strategy focuses on the principle of "affordable residence, steady development, orderly products, regular design, and reasonable adjustment". In 2019, we made remarkable achievements in product innovation including low-density overlapping residences, duplex high-rise buildings,.etc.

	Unit	2015	2016	2017	2018	2019
Technology R&D investmen	RMB100 million	0.0310	0.0030	0.0391	0.3669	0.5589
Number of R&D staff	Person	19	22	24	63	146

▲ Process inspection of residential project quality: 414 inspections with an average score of 89.10 and a compliance rate of 83.50%.

414 89.10 83.5%

▲ Delivery inspection of residential project quality: 128 inspections with an average score of 77.10 (0.5 points higher than in 2018).

128 77.10 0.5

▲ Mechanical and electrical quality inspection in commercial projects: 37 inspections with an average commissioning quality score of 84.80 (2.6 points higher than in 2018).

37 84.80

Curtain wall quality inspection in commercial projects (new inspection in 2019): 52 inspections with an average score of 86.30.

52 86.30

Fine decoration quality inspection in commercial projects (new inspection in 2019): 19 inspections with an average score of 87.90.

19 87.9

▲ The Construction Division submitted 28 patent applications (all are utility models), which have been accepted.

28

Logic Furniture obtained four patent authorizations, including three in utility models and one in appearance.

4

In six patents newly submitted, including two in inventions, two in utility models, and two in appearance.

6

We invested RMB55.89 million in technology research and development, with 146 R&D personnel.

55.89 146

## Customer service

### Service quality assurance system

CR Land strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and other laws and regulations, and introduced internal policies such as the CR Land Regulations on Customer Satisfaction Surveys, the CR Land Guidelines for Customer Complaint Handling, and the CR Land Regulations on CRM Customer Information Extraction.

For residential properties, through establishing the whole period risk control management system and customer service quality management system to control risk and standardize service. We also incorporated customer satisfaction into performance assessments to ensure customer service by paying attention to maintenance and rectification, complaint handling, and property service satisfaction.

For commercial projects, we created an internal customer service benchmark, and externally formed consumers' recognition of CR Land services. By creating standards and providing trainings, we refined 9 key comments that touch customers and created service standards with pictures and texts, and supplied training videos to help implement the standard. We also held the first star customer service certification for 37 customer service elites, 35 of which passed the certification. Seven of them obtained the top-level star certification. We created examples of excellent service to share across the country, helping our employees to learn by competition.

### Customer privacy protection

CR Land strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests, Cybersecurity Law of the People's Republic of China and other laws and regulations. We introduced internal policies such as the CR Land CRM Customer Information Extraction Regulation and developed the Confidential Work Regulation in the CR Land Employee Handbook. We protect customer rights and interests by using specially designated personnel to manage customer information and by cultivating privacy awareness among our employees.

### Responsible marketing

CR Land advocates sustainable consumption, and in order to help customers to make reasonable and responsible purchase decisions, CR Land take actions including providing and price information, site open days, delivery pre-acceptance, visits mature communities and fine decoration processes to actively communicate with customers with essential information, and provide customers with references for reasonable consumption.

**Project information release:** Publicize the Pre-Sale Permit, State-owned Land Use Right Certificate, Land Usage Planning Permit, Engineering Planning Permit, Construction Permit, Real Estate Development Qualification Certificate, Contract for State-Owned Construction Land Use Right Assignment, Project Planning and Design, the Measures for the Administration of the Sales of Commercial Housing, and other information in project sales to provide customers with complete project information.

**Price information release:** Review, approve, and record charging standards and release the information. The information on sales control housing resources should be consistent with that in the governmental information system.

**Customer risk warning:** Standardize advertisements, promotional materials, sample houses, sand table information, brochures, and information on supporting facilities, ect. We to eliminate false publicity and highlight potential risks to customers.

**Training in product information:** Improve projects' product information of projects and regularly train and assess marketing personnel.

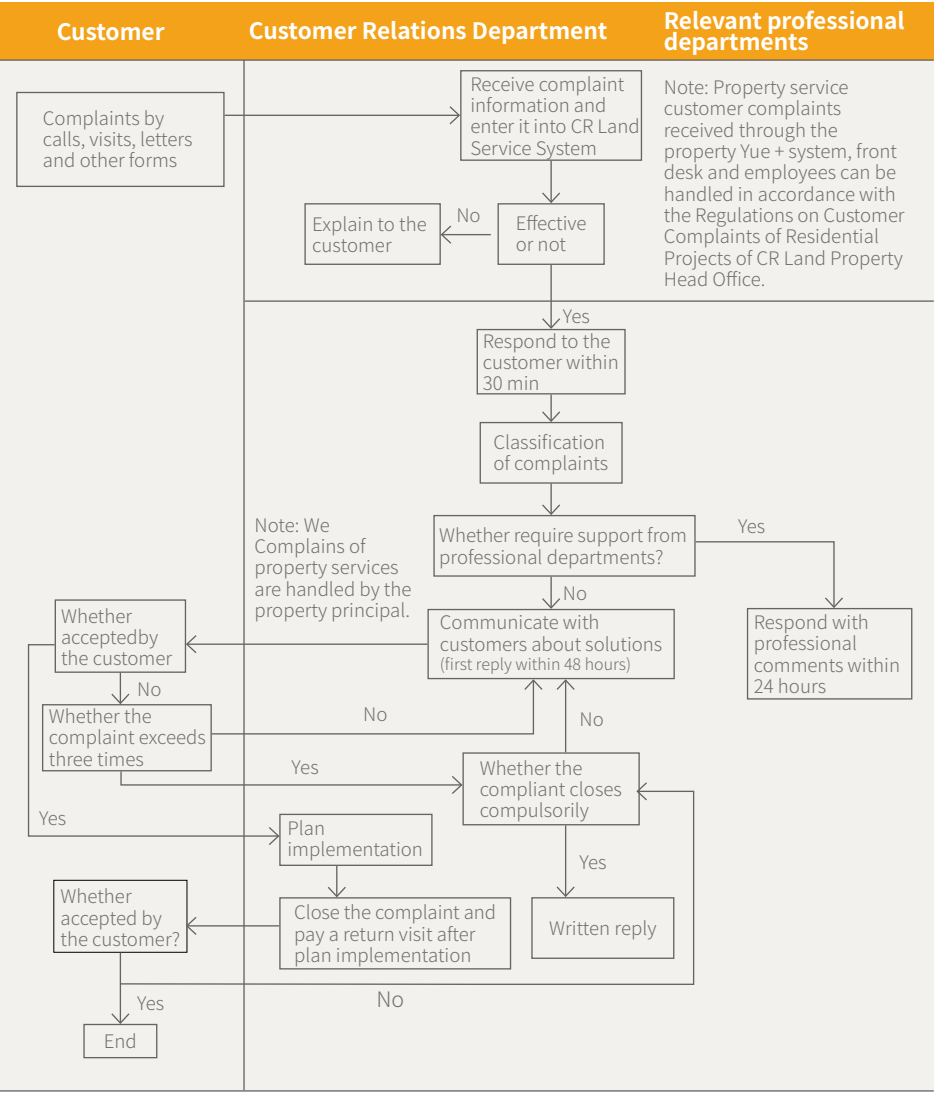
**Channel for customers' safeguarding rights:** Publicize the hotline for safeguarding customers' rights so that customers can give feedback and suggestions at any time.

**Site open day:** Organize the owners' site open day and open the construction site in stages to hear owners' opinions.

### Responding to customer demand

Based on our customer-centric values, we formulated different complaint and feedback systems for different business types such as residential projects, hotels in operation, film companies, etc. We created internal policies such as Management Regulations on the Handling of CR Land Residential Customers' Complaints (V1.0) to unify service standards and respond to customer demands better.

Flow Chart for Handling Customer Complaints



▲ In 2019, CR Land handled 12,947 customer complaints about residential projects nationwide with a closure rate of 98%.

12,947

98%

CR Land handled 11,078 customer complaints about commercial projects (excluding projects under the Business Management Service Division) nationwide with a closure rate of 99.60%.

11,078

99.6%



▲ In 2019, the customer satisfaction rate of CR Land residential projects reached 86% and the loyalty rate reached 71%.

86% 71%

Customer satisfaction for commercial property tenants was 98.10%, down by 0.30%.

98.1% 0.3

The customer satisfaction rate reached 96.9%, increased by 0.60%.

96.9% 0.6

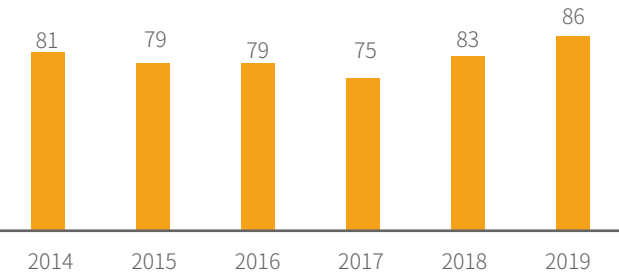
**Complaint channel:** Receive customers' complaints in real time through our member center, service counter, service hotline, WeChat, and other channels. In 2019, we unified the management of the Group's call center and expanded the reporting channel for owners through the CR Land Service system to realize the traceability of complaint handling process.

**Complaint handling:** Specify the requirements for 30-minute responses to customer complaints and hold a special meeting to address common customer problems.

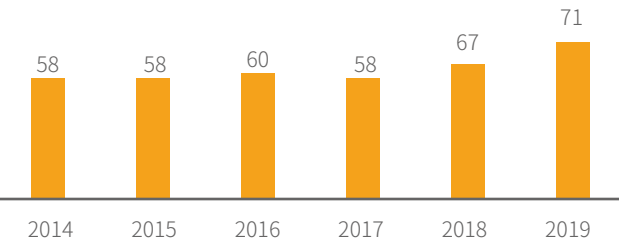
Improvements in customer satisfaction

CR Land conducts customer demand and satisfaction surveys to understand customer satisfaction conditions as the direction for improving client service quality. In 2019, CR Land continuously carried out "Spring Action" to further improve the living experience of the owners.

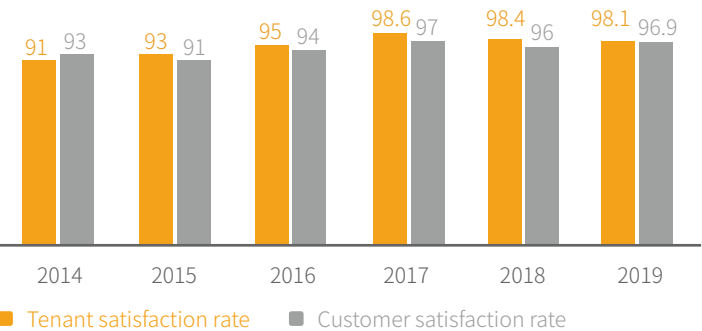
CR Land residential project customer satisfaction rate (%)



CR Land residential project customer loyalty rate (%)



CR Land commercial project customer satisfaction rate (%)



PERFORMANCE REVIEW

CHAPTER ONE

In the face of increasing customer volume during 2019, we coordinated our call center management to provide professional reporting and strengthen the management of key indicators such as complaint response, closure, and satisfaction rates. In 2019, our residential customers' satisfaction increased to 86% from 83%.

86

The closure rate for complaints reached 98%.

98%

We will focus on risk control and quality assurance in 2020 to improve the capability of our customer relationship management across the whole value chain. We will devote ourselves to providing customers with high-quality products and high-level services to protect their interests.





ADVANCING  
WITH  
EMPLOYEES

給  
共美好生涯



# 02

## CHAPTER

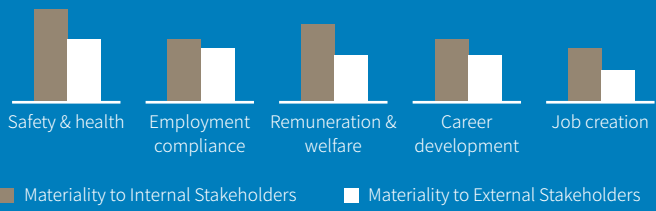
### CHAPTER TWO

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CR Land is dedicated to creating a fair and just employment environment and a safe and healthy working environment for our employees. We fully respect and protect the basic rights and interests of every employee, and care for their personal growth with diverse talent development strategies, creating a career platform for them to showcase their talents and ideas.



Sustainability topic



SDGs topic

HKEX ESG index

CASS-CSR4.0 index

		B1.1	S2.1	S2.10	S2.19
		B1.2	S2.2	S2.11	S2.20
		B2.1	S2.3	S2.12	S3.2
		B2.2	S2.4	S2.13	S3.3
		B2.3	S2.5	S2.14	S3.4
		B3.1	S2.6	S2.15	S3.5
		B3.2	S2.7	S2.16	S3.6
		B4.1	S2.8	S2.17	S3.7
		B4.2	S2.9	S2.18	

Objective review

Goal setting

- (1) Standardize market-oriented employment.
- (2) Continuously enrich channels for employees to participate in democratic management.
- (3) Establish a normal remuneration growth mechanism.
- (4) Build smooth career development channels and promote employee growth.
- (5) Achieve entry-level employees' remunerations and welfare benefits at an industry-leading level.
- (6) Increase the employee satisfaction and happiness index significantly.

Progress review

- (1) CR Land's labor contract signing rate: 100%
- (2) Employee social insurance coverage rate: 100%
- (3) Developed a complete remuneration and welfare system.

Annual improvement plan

In 2020, we will strengthen the safety education of employees to work and continue to improve the relevant management mechanism, pay more attention to the safety and health of employees, and reduce the turnover rate of employees into the long-term human resources management direction, and continuously optimize the human resources management system.

Epidemics have no mercy,  
but humans do.

CR Land provides care funds to employees  
confirmed with COVID-19



On February 9, 2020 we issued a notice offering special care for employees testing positive for COVID-19 and their families. We provided relevant information every day, approving and distributing the care fund quickly every week.

At the end of March, CR Land has distributed RMB290,000 of care funds and sent consolation letters to COVID-19-positive employees and their families.



Luo Lele, an employee of CR Land, thanked the medical staff for being cured and discharged from hospital

▲ By the end of 2019, CR Land's total employees reached 51,976. 21,400 new employees.

51,976

21,400

Female employees accounted for 35% of the workforce.

35%

There were 51,240 full-time and 736 part-time employees.

51,240

736

Employees aged 35 or below accounted for 70% of staff.

70%

▲ In 2019, there were no cases of discrimination, child labor, or forced labor in any CR Land employment sector. CR Land's labor contract signing rate: 100%

100%

Employee social insurance coverage rate: 100%

100%

Collective contract signing rate: 100%

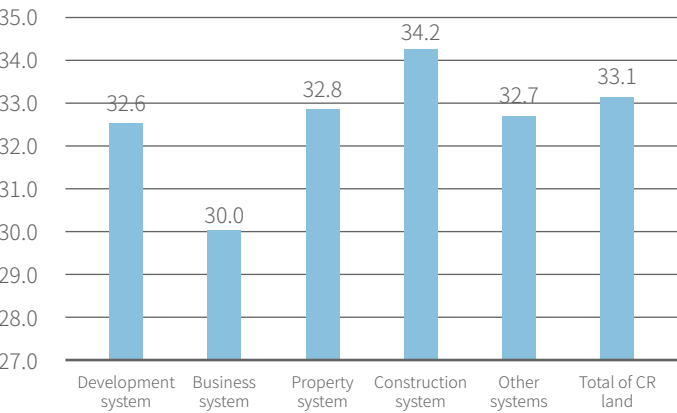
100%

## Employment and management

### Compliance employment

CR Land introduced internal policies such as the CR Land Recruitment Management Policies and the CR Land Employee Handbook, continued to improve its human resources system and management mechanisms in accordance with the Labour Law of the People's Republic of China and other laws and regulations to protect the legal rights of employees in recruitment, promotion, dismissal, working hours, remuneration, and welfare.

Average age of employees of various commercial types



Proportion of age distribution by business type

commercial types	<25 years old	25-30 years old	30-35 years old	35-40 years old	40-50 years old	≥ 50 years old
Development system	4.7%	31.9%	35.2%	17.6%	8.8%	1.7%
Business system	13.8%	41.3%	29.9%	10.5%	3.9%	0.5%
Property system	17.2%	23.0%	22.3%	13.6%	17.9%	6.1%
Construction system	11.9%	26.0%	25.3%	12.4%	18.5%	6.0%
Other systems	13.1%	32.3%	24.9%	11.5%	13.8%	4.4%
Total of CR Land	13.3%	27.5%	26.5%	14.1%	14.2%	4.4%

### Diversity and integration

CR Land insists on the implementation of diverse and inclusive talent development, focuses on the global recruitment of innovative talents, and builds talent teams from different regions and nationalities. We treat every employee equally, accommodate all aspects of differences among employees, and oppose any form of discrimination. Our employment, treatment, and promotion of employees is not affected by considerations such as nationality, race, nationality, gender, religion, age, sexual orientation, political affiliation, or marital status.

### Remuneration and welfare

CR Land has developed a complete remuneration and welfare system in line with management principles that emphasize high performance and growth.

**Remuneration system :**We created clear regulations on remuneration, welfares, bonuses, and medium-to-long-term employee incentives in accordance with the three principles of humanization, indemnification, and incentives under the CR Land Remuneration and Welfare Management Regulations. We gave appropriate incentives to high-value and high potential employees while ensuring that the overall remuneration level of employees is not lower than the market average.

**Welfare system:**We followed up with employees undergoing difficulties, developing a comprehensive remuneration and welfare system in accordance with laws and regulations. The welfare package includes endowment insurance, medical insurance, work injury insurance, maternity insurance, unemployment insurance, housing funds, legal holidays, and housing welfare. It also includes internal Company benefits including annual paid leave, festival compensation, Labor Union visits, physical examinations, and commercial insurance.

### Democratic communication

CR Land attaches great importance to democratic communication. We established the CR Group Opinions on Reinforcing Work Implementation of Letters and Visits and other internal regulations to guide the processing of visits, letters, and phone calls and protect the legal rights and interests of the petitioner. We also established a top-down and bottom-up two-way communication mechanism, offering multiple communication channels between company management and employees, including Labor Union and employee communication meetings. We established internal reporting and complaint mechanisms to strengthen employee supervision, motivate employees to participate in democratic communication, and find timely solutions for problems.

## Safety and health

### Safety production management system

CR Land attaches great importance to workplace safety and health, and improves its EHS works to ensure sustainable development. Based on related laws and regulations, CR Land introduced the Regulations on Safety Management of CR Land, the CR Land EHS Management System Construction Guidelines, and other internal policies. We continuously improve our EHS management system with detailed control requirements to control risk. Our health and safety measures include:

- (1) Communicate safety rules to the workers and require them to comply.
- (2) Provide safety equipment including personal protective equipment to prevent work injuries, occupational diseases, and occupational accidents, and to handle emergencies.
- (3) Reduce health and safety accidents through comprehensive recording and investigation.

▲ CR Land's labor dispatch met the national requirements on the temporary, auxiliary, and substitutive natures of such labor. The labor dispatch rate did not exceed 10% of the total employment scale.

10%

Women accounted for 31.30% of senior manager roles and above. Female senior executives (general director and above) accounted for 23.90%, which is consistent with the overall proportion of female employees.

31.3%

23.9%

▲ Investment in production safety: RMB 264,148,900.

264,148,900

Number of safety drills: 5,919. Safe production training coverage rate: 100%

5,919

100%

Hours of safe production training for employees: 322,620.05. Number of significant injury or fatality incidents: 0.

322,620.05

0



▲ Health examination and health record coverage for all employees: 100%  
Increase in proportion of people participating in health campaigns over 2018: 43.76%

100%  
43.76%

Increase in BMI index over 2018: 5.08%  
Per-capita occurrence rate of occupational diseases: 0.

5.08% 0

(4) Take special measures to prevent the impacts of occupational safety and health risks on pre- and post-natal women, employees with disabilities, and inexperienced or young workers.

(5) Provide the same health and safety protection for part-time, temporary, and outsourced workers.

(6) Provide psychological counseling channels and training courses and strive to eliminate possible mental injuries in the workplace that may lead to depression and disease.

Promoting physical and mental health of employees

Joyful work and a healthy life are core values for CR Land. We support this principle with health management activities such as the CR Land Marathon, along with work-break exercises to promote employees' physical and mental health.



"More Sports More Health" by Run Ma Club



Football Club

Promoting EHS management improvement of partners

CR Land promotes continuous improvement in EHS management among its suppliers/contractors. In 2019, we provided 450,868.18 hours of work safety training to our partners.

Construction companies are fully responsible for work safety during construction. They must create appropriate work safety procedures and establish systems for employee

work safety responsibility and training. In EPC-based construction projects, the EPC contractor shall take overall responsibility for work safety at the construction site and must build the main structure of the construction project on its own. If the EPC contractor subcontracts the project to other units according to law, the subcontractors shall specify their respective rights and obligations in terms of work safety.

Training and development

Training system

We cultivate talent using internal policies such as the CR Land Training Management Regulations and the CR Land Internal Trainer Management Regulations. We have built three supporting systems: the IT-based training management system, the e-learning system, and the internal trainer and course development system. We offer training programs in three categories: leadership, professional skills, and general skills.

In 2019, we continued to promote the Excellent Talent series of talent training programs, focusing on building six teams: the manager team with excellent business thinking, the business team with greatest ability of industry research, the rapid-growing school admission team, the most energetic investment and development team, the most dynamic innovation team, and the most skilled key mid-level and basic-level team.



First Marketing Elite training session



CR Land First Commercial Star Customer Service Certification



Future Star Training Camp

▲ In 2019, CR Land trained 47,290 employees, covering 91% of the workforce, with an average training time of 16.50 hours.

47,290  
91%  
16.5

We invested approximately RMB38 million in training, representing a per-capita investment of RMB815.80.

38  
815.80

▲ The survey results showed an overall employee professional rate of 90% and a satisfaction rate of 91%, both hitting new highs.

90% 91%

Our professional level rating was 11% higher than that of the best employer in China, and 16% higher than the industrial average, serving as an industrial benchmark for several consecutive years.

11% 16%

Promotion channels

According to the CR Land Detailed Rules on Employee Promotion at Headquarters, CR Land evaluated employee performance using a supervisory sequence and a professional sequence. We helped employees fully realize their potential and values through policies and initiatives such as the mentoring system, rotation system, internal talent movement, and leadership building.

Satisfaction and engagement

For a long time, CR Land has commissioned third-party employee engagement research and discussed the results among employees, departments, and management. We use this research to create improvement plans and optimize our human resources management.

Care and support

Help for employees in need

CR Land helps employees undergoing difficulties using the Caring Fund for Basic Level Employees. In 2019, the Caring Fund for Basic Level Employees helped 164 employees with RMB1.49 million. Since its establishment in 2012, CR Land Care Fund has helped 581 employees and invested RMB5.85 million in the Fund.

Work-life balance

We annually organize sports meetings, film viewings, family carnivals, hiking trips and other forms of activities to encourage employees to improve their work-life balance.



"More Sports More Health" Running Competition by CR Land Property Head Office

PERFORMANCE  
REVIEW

CHAPTER TWO

In 2019, CR Land continued to form a dynamic and diversified team and attach great importance to investment in employees. The average training time per employee has increased from 15.60 hours to 16.50 hours, employee engagement has increased from 89% to 90%, and employee satisfaction has increased from 90% to 91%, all of which are the highest in recent years.

16.5 90%  
91%

In terms of work safety management, we have strengthened safety training for our employees and partners (such as construction workers), and the training duration has increased compared with previous years.





ADVANCING  
WITH  
THE CITY

共筑美好生态环境



# 03

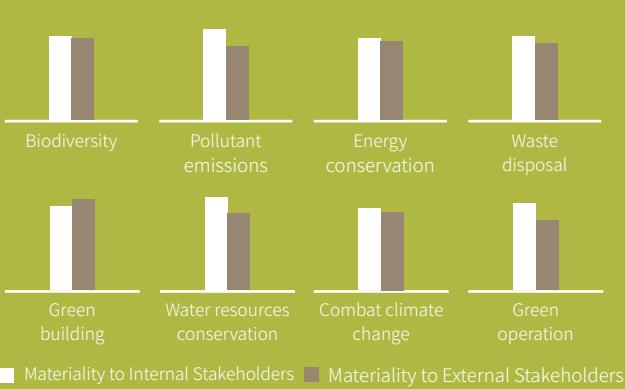
## CHAPTER

### CHAPTER THREE

We integrate green development into every aspect of our enterprise operation, improving our environmental management system and promoting the development of environmentally friendly buildings. We also help to address global climate change and other related issues.




Sustainability topic



SDGs topic

HKEX ESG index

CASS-CSR4.0 index

		A1.1	E1.1	E2.4	E2.19
		A1.2	E1.2	E2.5	E2.20
		A1.3	E1.3	E2.6	E2.21
		A1.4	E1.4	E2.7	E2.22
		A1.5	E1.5	E2.8	E2.23
		A1.6	E1.6	E2.9	E2.24
		A2.1	E1.7	E2.10	E2.25
		A2.2	E1.8	E2.11	E3.1
		A2.3	E1.9	E2.12	E3.2
		A2.4	E1.10	E2.13	E3.3
		A2.5	E1.11	E2.14	E3.4
		A3.1	E1.12	E2.15	E3.5
		E2.1	E2.16	E3.6	
		E2.2	E2.17		
		E2.3	E2.18		

Objective review

Goal setting

- (1) No environmental pollution incidents at and above the general level.
- (2) Steady decline in comprehensive energy consumption per RMB10,000 of operating income and per RMB10,000 of added value(at comparable price).
- (3) Promote the construction of environment-friendly buildings.
- (4) Continue environmental protection events for public welfare.

Progress review

- (1) No environmental pollution incidents at or above the general level occurred in 2019.
- (2) Comprehensive energy consumption per RMB10,000 of operating income in 2019 was almost the same as that in 2018 but the index per RMB10,000 of added value (based on comparable price) in 2019 declined by 1.38% over 2018 meeting the goals set by the China Resources Group for energy saving and emission reduction.
- (3) Green construction: We obtained 69 Green Building certificates with a total certified area of 10.5737 million m<sup>2</sup>, up by nearly 120% from 4.8163 million m<sup>2</sup> in 2018.
- (4) We launched some environmental protection events for public welfare, including Earth Hour, Energy Saving Publicity Week, World Environment Day, and garbage classification.

Annual improvement plan

- (1) Strengthen energy consumption statistics in different sectors.
- (2) Improve the effect of dust and noise control measures for all projects under construction.
- (3) Further mobilize all departments and subsidiaries to launch various publicity events and attend different environmental protections for public welfare.
- (4) Continue the research and promotion of environmentally friendly building construction.

Dasha River Ecological Corridor  
in Nanshan District,  
**Shenzhen beautifies the city in  
a greener way**



Dasha River

As the mother river of Shenzhen, Dasha River carries the city's memory. It is also an ecological corridor. CR Land was the exclusive construction agency for the Dasha River Ecological Corridor, which made the city greener after opening to tourists on November 6, 2019.

CR Land prioritizes the relationship between humans and water. We create diversified urban riverside landscapes and waterside environment. We upgraded the planning for this river using multi-disciplinary teams. Inspired by the history, culture, and feature of this city, we improved the quality of the plans, architectures, and facilities on both sides of the river, connecting and opening a bicycle lane and pedestrian walk and creating a flexible public space. Anyone here can enjoy multiple landscapes.





▲ CR Land invested a total amount of RMB19.05 million in environmental protection during its operation in 2019, a slight increase over that in 2018.

19.05

▲ In 2019, 69 CR Land projects were certified as green buildings, equivalent to a building area of 10,573,700m<sup>2</sup>

69

10,573,700

Including one-star green building area of 4,970,000m<sup>2</sup>, two-star green building area of 5,540,000m<sup>2</sup>, and three-star green building area of 60,000m<sup>2</sup>. Note: All above statistics are subject to the total area of buildings distributed in the six regions that earned the green building certificate in 2019.

4,970,000

5,540,000

60,000

## Environmental management

CR Land strives to reduce the environmental impact of its business operation. We strictly abide by the Law of the People's Republic of China on Environmental Protection. In addition, we created the Management Regulations of China Resources Land Limited on Energy Saving and Emission Reduction, Management Guidelines of China Resources Land Limited on Dust and Noise Pollutions of Development Projects (Implementation Version), and other related internal policies. We have also established a corporate natural disaster early warning and emergency preparedness mechanism.

### CR Land won three Hong Kong Green Awards

Three enterprises of CR Land attended the 10th Hong Kong Green Corporate Award competition organized by the Green Council Hong Kong and earned the gold, silver, and bronze award, including Excellent EHS Gold Award for South China region, Excellent Environmental Protection Management (Project Management) Silver Award for MIXC Ningbo, and Excellent Environmental Protection Management (Enterprise) Bronze Award for the Shenzhen Bay Project.



"Excellent environmental management award (enterprise) - Bronze Award"

## Green construction

### Green building

With the official implementation of the new national GB50378-2019 Assessment standard for green building, CR Land has adapted to meet these new national green building requirements and modified all current internal management regulations on green buildings. We prepared the Management Regulations of China Resources Land Limited on Green Buildings of Salable Properties, Reference Guidelines of China Resources Land Limited on the Operation (Design) of Green and Sustainable Residential Buildings, and Technical Standard of China Resources Land Limited on Construction Drawing Design of Residential Buildings - Special Chapter for Green Building.

### Prefabricated building

CR Land believes that prefabricated buildings are the only way to realize the green transformation of the construction industry. We have continued our technical research in industrializing construction. Relevant joint research programs with Tsinghua University

and China Academy of Building Research have achieved preliminary outcomes. We have completed six technical standards including the High Quality Standard of China Resources Land Limited for Prefabricated Building Engineering and research outcomes such as our Guidelines for Jointing and Gluing Construction of Fabricated Exterior Walls.

### CASE — CR City Palace-III: The highest prefabricated concrete residential building in the country.

CR City Palace-III in Shenzhen was the highest prefabricated concrete residential building across China that year with a total height of 182.35m. We used innovative structures including prefabricated non-load bearing exterior walls, balconies, and staircases, along with light interior partition board, ensuring an average structure prefabrication rate of over 15% and a prefabrication rate exceeding 56%.

Combined with Japanese-style management, we applied an informatized collaboration platform to achieve six safety and quality goals: standard design, batch production, refined construction, systematic prefabricated structure management, visual quality management, and digitized quality effect.



CR City Palace-III

## Green construction

In 2019, 100% of CR Land construction projects met environmental impact assessment standards. There were no accidents with adverse impacts on the environment or natural resources.

### Conserve land resources

CR Land strictly abides by the Land Administration Law of the People's Republic of China and other land development laws and regulations. In particular, it strictly abides by the baseline in respect of green land development, brownfield development, biodiversity, cultural preservation areas and others to conserve land resources.

### Material conservation

We encouraging waste material recycling in construction projects and communities. One example is our application of reusable aluminum formwork, steel plate pavement, and municipal brick pavement.

### Energy conservation

We substitute traditional lighting with LED lamps and energy-saving lamps, install voice-operated switches for staircase lighting on construction sites, and use solar panels to power road lamps on construction sites. We set timing switches on equipment with large lamps including tower cranes to turn off lighting lamps and save electricity. We also run energy-saving awareness campaigns in our construction project office and living areas, including visual posters.

▲ CR Land deployed 113 prefabricated building projects nationwide by the end of 2019, equivalent to a total prefabricated building area of 17,444,200m<sup>2</sup>.

113

17,444,200

Waste management

We separate all construction waste and domestic garbage, coordinating its removal and disposal. Classifying construction waste reduces the outward transportation of waste cement and sand concrete while enabling us to recycle waste metal and wood square formwork. We have disposed of 150 trucks of waste cement and sand concrete and recycled 5.90 tons of waste metal, earning RMB89,000. We use professional third party services to dispose of hazardous waste such as lamps and batteries.

We provide all construction sites with a closed garbage collection pool for centralized collection and removal of construction garbage. We also recycle construction wastes that can be used as backfill, such as mucks and waste mortars.



Garbage classification

Dust control

We have formulated the Management Guidelines of China Resources Land Limited on Dust and Noise Pollutions of Development Projects (Implementation Version) and Guidelines for the Selection of Dust and Noise Pollution Control Measures for Engineering Business Projects of Construction Business Unit to specify the responsibilities of all EHS supervision departments and EHS protection departments. We adhere to the principle of prevention first and integrated treatment foremost minimizing the impact of dust on the local environment on the construction site by

adopting measures including dust equipment, truck washing facilities, water spraying by full-time personnel, and road hardening.

We improved construction management and implement six requirements: 100% enclosure on the construction site, 100% coverage of bulk materials, 100% washing of trucks before entering and leaving construction sites, 100% hardening of road surfaces on construction sites, 100% closed transportation of muck cars, and 100% wet operation on demolition sites.

We urge construction departments to develop dust pollution prevention and control plans with measures including covering, enclosure, sealing, greening, spraying, and flushing.

We urge muck transport departments in particular to control dust pollution. They shall formulate management regulations and relevant measures for the prevention and control of dust pollution caused by muck transport, use compliant vehicles, and strengthen the management of muck cars and personnel. They must enhance their dust management using real-time on-site dust monitoring data.



Spraying for dust prevention at Runxi Phase I



Ningbo Mixc small sprinkler

Noise control

We developed the Management Guidelines of China Resources Land Limited on Dust and Noise Pollutions of Development Projects and Guidelines for the Selection of Dust and Noise Pollution Control Measures for Engineering Business Projects of Construction Business Unit. These stipulate construction times and take various measures for noise reduction.

The noise emission at construction site boundaries shall meet the noise emission limit requirements of 70dB in daytime and 50dB at night.

Projects must use shielding including sound insulation boards in sensitive areas close to noise. They must apply low-noise construction technologies or use sound insulation sheds. They must also use noise monitoring equipment for real-time monitoring of on-site noise data.

Project departments must follow local government noise control regulations for important festivals and holidays, conferences, and special periods such as senior high school entrance examination and national college entrance examination.

We selected the Hainan CR Center as a pilot project for noise control improvement and used it to explore our new noise control measures.





Noise and dust monitoring at Runxi Phase I



Sound-proof enclosure boards at Haikou CR Center Crossing

### Sewage treatment

We developed the Management Regulations of China Resources Land Limited on Sewage Discharge for integrated control of construction site sewage discharge.

Install a car washing station, a sewage drain, and a tertiary sedimentation tank on construction sites to prevent the discharge of construction sewage into the municipal sewage pipe until it meets the relevant requirements and can be treated uniformly by the municipal sewage treatment plant.

Use a sedimentation tank, oil separation tank, and septic tank in temporary living areas. Domestic sewage can be discharged only after treatment to meet the relevant requirements.

Acquire sewage discharge permits and dispose of construction sewage according to relevant laws and regulations.

Use a mud-water separator, increase circulating water, and use the treated water for landscaping, dust control, and flushing equipment.

Build a sewage treatment plant for the furniture business to reuse the production sewage after treatment. This provided cumulative water circulation of about 12,862m<sup>3</sup> in 2019.



Reclaimed water treatment equipment

### Biodiversity protection

In the project design stage, according to "CR Land Green Building Management Plan" and "CR Land Residential Green Construction Action Strategy and Technology Implementation Guide", adopt low-impact development technologies such as green roofs and vertical greening to increase urban green space for birds and insects. Urban creatures provide habitat.

During the construction phase of the project, we fully considered the maintenance of the ecosystem, and used and protected the original green vegetation within the construction land.

In the landscape layout stage, we fully considered the safety of animals and plants when using herbicides in accordance with the "CR Landscape Engineering Materials Specifications".

### Green operation

CR Land uses purchased electricity, natural gas, gasoline, and diesel oil as its energy sources. We reduced energy consumption and carbon emissions by setting energy conservation targets, strengthening energy statistics, and establishing an energy management monitoring platform. Measures included the following:

Set energy-saving targets for each subordinate enterprise at the beginning of each year and supervise the implementation of these targets.

Measure energy statistics for commercial projects, hotels and other projects in operation each month.

In 2019, we launched an energy consumption management platform for all commercial projects in operation, deployed it to 44 commercial projects, and completed the acceptance in 19 commercial projects. We also created a hotel energy consumption management platform to monitor energy consumption in all open hotels in real time.

We encourage the use of natural gas as a clean energy source in our projects. In 2019, our use of natural gas rose 11.1% over 2018 to reach 7.06 million m<sup>3</sup>.

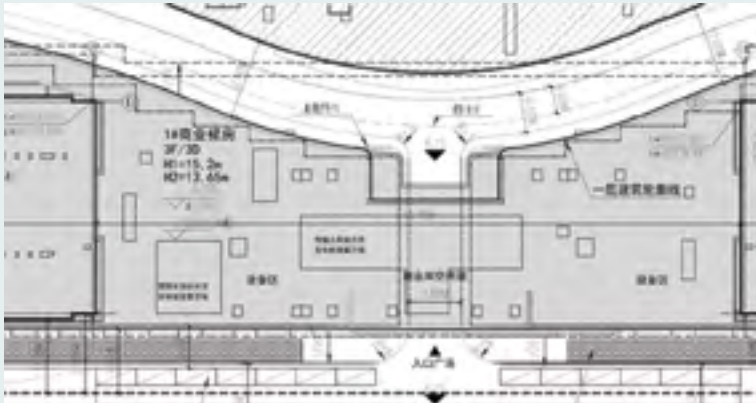
▲ In 2019, CR Land's total dioxide carbon emissions were 640,627.09 tons, representing an emission of approximately 0.06 tons of carbon dioxide per RMB10,000 of comparable operating income.

640,627.09  
0.06

**CASE** ——— **Taizhou CR Center B2 Tower Project Using Renewable Energy**

When designing the Taizhou CR Center B2 Tower Project, we accommodated the national renewable energy usage requirements via technical measures such as solar photovoltaic power generation and a rainwater collection system to save energy and reduce carbon emissions.

The project's 32KW solar photovoltaic panel will be installed on the roof of Building 1, occupying an area of 350m<sup>2</sup>. It will generate approximately 60,000kWh each year.



Energy Consumption Design Planning for Taizhou CR Center B2 Tower Project

**Waste management**

CR Land strictly abides by the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, and implements the Notice of the Ministry of Housing and Urban-Rural Development on Fully Carrying out Domestic Waste Classification in Cities of Prefecture Level and Above Nationwide. We classify our garbage across all sectors.

**CASE** ——— **Innovations in Domestic Garbage Disposal at MIXC Shanghai**

Shanghai is a pioneer in garbage classification, beginning its initiative in 2019. The new garbage disposal method adopted by MIXC Shanghai also follows municipal legal requirements. Other sectors in the city have widely recognized these disposal techniques.

MIXC Shanghai has set up dry and wet garbage treatment areas in the garbage collection room. Five sorters regularly open the collection room and execute secondary classification inspection of dry and wet garbage sent by different stores. The sorted dry garbage is crushed and compressed, reducing 40 bins of dry garbage every day. Wet garbage and kitchen garbage go into the new cold storage for refrigeration. This process helps minimize deterioration, bacteria breeding, odor emission, and other problems that otherwise threaten wet garbage.

**Water resources management**

We install rainwater collection and storage systems in our property operations when feasible, use reclaimed water to irrigate green plants in public areas, and use local species to reduce irrigation water in horticultural design. For the wastewater generated in commercial properties and other places, it is mainly treated by rain and sewage diversion and reclaimed water reuse. We use third-party services for cleaning and treating septic and oil separation tanks.

**Healthy living**

In 2019, we completed a series of healthy living initiatives in our properties, including:

**Noise control**

We applied noise reduction measures to equipment such as the cooling tower fan, which we renovated with directional diversion, shielding engineering, and a noise barrier.

**Indoor air quality**

We introduced air conditioning controls, added a PM2.5 filtering device for air supply and exhausts, took air quality control measures for parking lots, and purified cooking fumes and neutralized odors from restaurants.

**Prevention and control of light pollution**

We also strengthened the management of LED screens, reduced direct glares, scheduled switch-offs, and conducted strict qualification examination for operators who are prone to light pollution. We also urged operators to use safety equipment and use screen blocking facilities.

**Green office**

We pay close attention to saving electricity, water, and paper. We call for green travel during our daily business activities to create a low-carbon and environmentally friendly business atmosphere.

**Case** ——— **Case Water consumption of offices in North China decreased by 33.25% year-on-year**

In 2019, the North China Region actively practices energy saving and environmental protection. The office meeting advocates bringing its own water cup to reduce the use of bottled drinking water; advocating paperless office and reducing the use of paper documents; No, the computer automatically starts the standby mode, so that people can go out of work after work. In 2019, the water consumption of offices in North China Region was 29,483.46 tons, a year-on-year decrease of 33.25%; office oil was 75.69 tons, a year-on-year decrease of 9.85%.



# Combat Climate Change

CR Land is committed to effectively managing and responding to climate change risks throughout its operations. On the one hand, it actively takes a number of measures to mitigate climate change, and on the other hand, it develops strategies to adapt to climate change.

## Disclosure of climate related financial information

We have promoted the disclosure of climate-related financial information according to the proposals of the Task Force on Climate-Related Financial Disclosures (TCFD). The progress of relevant tasks in 2019 is shown in the table below:

Governance	Strategy	Risk management	Indicators and goals
Control measures for climate-related risks and opportunities.	Actual and potential impacts of climate-related risks and opportunities on CR Land's business, strategy, and financial development.	How to identify and manage climate-related risks	Indicators and targets for the assessment and management of climate-related risks and opportunities for CR Land.
<ul style="list-style-type: none"><li>• The CSR Committee reports climate change issues to the Board of Directors</li><li>• Integrate related risks into ESG risks for management.</li><li>• Integrate stakeholder concerns into climate change issues.</li></ul>	<ul style="list-style-type: none"><li>• Design construction projects that can resist extreme weather conditions and better cope with climate change, including the construction of more low-carbon buildings that meet the green building certification criteria.</li><li>• Cooperate with universities and scientific research institutes on climate change research.</li></ul>	<ul style="list-style-type: none"><li>• Divide climate change risks into entity risks and transformation risks as proposed by the TCFD.</li><li>• Implement more in-depth climate risk assessments, including at the asset and property operation levels.</li></ul>	<ul style="list-style-type: none"><li>• Consider setting carbon emission reduction targets and disclosing the progress of emission reductions in future sustainable development reports.</li></ul>

## Climate change mitigation

- Improve the research and practice of green building energy efficiency.
- Strengthen energy management and reduce carbon emissions during construction.
- Consider climate change factors in the procurement process and encourage the use of low-carbon and environmentally friendly materials.
- Encourage all employees, suppliers, owners, tenants, and other customers to reduce carbon emissions in their daily business activities.
- Increase the use of renewable energy including solar photovoltaic systems on roofs and facades to increase the use of solar energy.
- In the future, we will consider setting carbon emission reduction targets to reduce carbon footprints.

## Adaptation to climate change

- Deepen our understanding of climate change's impact on business operations and its related financial risks and opportunities.
- Improve project designs to prevent or reduce the potential damage from climate change to new projects.
- Plan to deal with more frequent extreme weather incidents caused by climate change.
- Plan to prevent or reduce the potential damage from climate change to our existing properties.

### CASE — CR Land Started Level I Response to Natural Disasters and Coped with Super Typhoon Lekima

In August 2019, the super typhoon Lekima landed in China's eastern coastal region. Before the typhoon arrived at the coastal region, we launched our level-I emergency plan against natural disasters, coordinating wind prevention and disaster reduction.

All regions and divisions responded promptly. They investigated potential safety hazards, cleaned up siltation, reinforced doors and windows, prepared emergency flood prevention materials, and evacuated construction personnel in order. This series of measures reduced the typhoon's impact on our businesses.



Sandbags for flow backward prevention placed by Bund Side employees



Branch clearing by Zhijiang Jiuli employees



Branch clearing by Wenzhou Royal Palace employees

Environmental protection initiatives

PERFORMANCE  
REVIEW

CHAPTER THREE

CASE ——— CR Land MIXC Joins "Sustainable Fashion" Initiative

On March 25, 2020, CR Land Property's commercial project brand MIXC responded to the environmental protection and sustainable action initiative of joining the fashion industry, and implemented responsibility and responsibility for the vision of building an ecological fashion.



"Sustainable fashion" campaign poster

CASE ——— Participating in the Earth Hour campaign

We participated in the Earth Hour campaign on March 30, 2019 to improve energy conservation and emission reduction awareness among employees and owners. Activities including signing their names and turning off lights.



Earth Hour poster

CASE ——— World Environment Day campaign

CR Land Property Head Office organized the CR Land Building Property Service Center environmentally themed publicity and education during the World Environment Day on June 5, 2019.



Signing names for commitment

CASE ——— Energy Saving Publicity Week and Low Carbon Day

CR Land launched diversified energy-saving and low-carbon activities around the themes of "green development and energy conservation and carbon emission reduction for a blue sky".



Garbage classification publicity voluntary service activities

2019 saw us make significant achievements in green buildings development, with 69 projects winning green building certification and an increase of nearly 120% in floor area over 2018.

69 120%

In 2019, we invested RMB19.0497 million in environmental protection, slightly up from 2017. We also began studying ways to reduce the impact of climate change to our business.

1,904.97

We will continue leading commercial progress and creating a better life together as we support China's call to protect blue skies, clear water, and pure land. We will adopt environmental responsibility as a corporate citizen, continuously improving environmental management and supervision. We are committed to researching green buildings, fulfilling green operation practices, increasing environmental protection awareness, and improve our climate change measures.



ADVANCING  
WITH  
OUR PARTNERS

美好 前景  
共绘产业 画卷





# 04

## CHAPTER

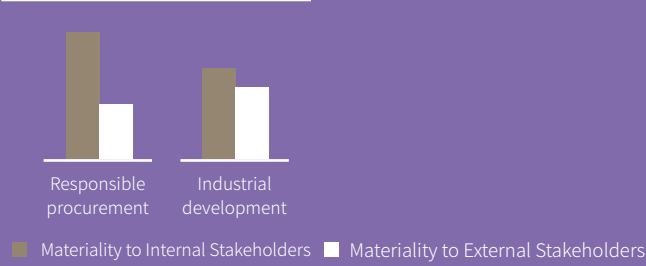
### CHAPTER **FOUR**

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Our long-standing committment to mutually beneficial partnerships makes fairness and transparency indispensable. We abide by all procurement-related laws and regulations and cooperate with suppliers to create a simple win-win supply and demand environment.



Sustainability topic



SDGs topic



HKEX ESG index

B5.1  
B5.2

CASS-CSR4.0 index

M3.1 M3.10  
M3.2 M3.11  
M3.3 M3.12  
M3.4 M3.14  
M3.5 M3.15  
M3.6 M3.16  
M3.7 E1.6  
M3.8 E1.7  
M3.9 E2.2

Objective review

Goal setting

Strengthen supplier training, enhance supplier review, and improve the quality of all supplied products. Promote core issues to the supply chain, integrate them into procurement requirements, supervise the fulfillment of duties, and enhance accountability. Issue proposals or behavioral manuals to promote the value identification and the fulfillment of suppliers' duties.

Progress review

- (1) CR Land's commercial contract performance rate was 99.95%.
- (2) Our passing rate of certifications concerning quality, environment, and occupational health and safety management systems was 100%.
- (3) 87 of our 14,545 suppliers received a D grade.

Annual improvement plan

In 2020, CR Land will keep optimizing the construction of green suppliers and strictly abide by the assessment standards for suppliers. We will focus on the construction of a green supply chain, continue to expand the scope of cross-industry cooperation, and explore new business cooperation models while collaborating on the establishment of industry standards.

# CR Land Builds a Smart City Demonstration Zone in Nanshan Technology Finance City in Collaboration with Partners



China Resources Land Hangzhou Center Foundation Pit



2019 is the first year of 5G commercialization. As a leading mainland comprehensive urban investment and development operator, CR Land has formed a comprehensive digital strategy, cooperating with Huawei and China Telecom respectively to build a national leading 5G+ ecosystem. Meanwhile, with Nanshan Technology Finance City as the first joint carrier, we built the Smart City Demonstration Zone in collaboration with the Nanshan District Government to promote smart city construction.

By the end of 2019, CR Land developed a smart city product system with one basic platform, four platform-level products, 49 standard products, and over 220 function modules. We put single smart applications such as the smart energy system and smart parking system into operation in over 100 projects spanning upwards of 30 cities across the country.



▲ In 2019, CR Land actively carried out supplier social responsibility training with a training coverage rate of 100%.

100%

▲ In 2019, CR Land's commercial contract performance rate was 99.95%.

99.95%

▲ CR Land's passing rate of certifications concerning quality, environment, and occupational health and safety management systems was 100%.

100%

▲ In 2019, China Resources Land actively carried out supplier social responsibility training, covering 100% of contracted suppliers.

11,077 87

## Promoting supply chain responsibility

CR Land pursues win-win cooperation through continuous improvement of the supply chain management system. In 2019, we launched the "Purchase System Remodeling" project, dedicated to building a healthy and efficient supply chain management system. We hope to restrict the behavior of both supply and demand by building a sound system, including the code of conduct for both parties and the supplier evaluation system. We actively promote social responsibility in the supply chain, hold supplier social responsibility training, and strictly abide by standardized procurement processes and green procurement policies to remember responsible procurement standards.

### Compliant procurement

We continued to improve the procurement system in 2019 in accordance with the Group's procurement system. We revised and issued the Management Regulations on the Bidding and Procurement of China Resources Land Limited and transformed the original hierarchical management style to "professional + hierarchical management", taking into account both procurement efficiency and professionalism.

We launched the CR Land Cloud Procurement System in July 2019. In November, we achieved 100% online bidding for all engineering and non-engineering projects, standardizing the procurement process and enabling real-time compliance monitoring.

Zone	North China	East China	South China	West China	Northeast China	Central China	Head-quarter	Total
Number of suppliers	3,422	2,939	1,837	760	750	1,236	133	11,077

### Supplier management

CR Land has established a standard supplier onboarding mechanism. We select suppliers by investigating their performance in areas including ESG before shortlisting. We further verify their relevant qualifications and information during bidding.

We grade suppliers as either A, B, C, or D each year based on their contract performance, project quality, and EHS management. We remove D-graded companies from the supplier bank.

Our construction suppliers must have ISO 9000 certification in management and ISO 14000 certification in environmental protection. We appraise our suppliers' EHS management behavior along with the status of supervisors and general contractors, integrating the results into our supplier grading. In order to raise the awareness of social responsibility of suppliers, CR Land requested contractors to sign a Letter of Guarantee against Wage Arrears for Migrant Workers to protect the rights and interests of migrant workers.

CR Land actively implements the local procurement policy and gives priority to the local suppliers. For material suppliers, we set strict energy-saving and environmental protection technical requirements to support the development of green and low-carbon industries. We supervised procurement contracts using the Runcai E-commerce Platform, promoting green production through site stationing and enhancing its efficiency in goods supply and technical services by establishing regional service centers.

## Industrial development

In 2019, we continued cooperating across the industry and with universities on research. We explored new business cooperation models, developed industrial standards, and promoted industry innovation.

### Industry university research cooperation

We deepened our research on buildings and their supporting facilities and equipment, along with their industrial application. In 2019, we researched nondestructive cable testing technology and equipment, testing power cables and line cables across many projects. This equipment has passed pre-acceptance and field training for the construction of Three Centers in Xi'an, where we put it into use.

### Establish industrial standards

CR Land actively participated in the formulation of industry standards and contributed to standardizing the development direction of the industry. In 2019 our role as deputy managing editor member we also helped draft the new Technical Standard for Application of Precast Concrete Exterior Wall Panels (JGJ/T 458), which supports engineering construction.

### Cross-industry cooperation

We cooperated across the industry to advance innovation in development. By the end of 2019, we had established a partnership with organizations including the Bank of China, Nanjing Wei Yuan Zhou Industrial, Huawei, Alibaba Pictures, and the China Association of Metros. We participated activities including the Golden Rooster and Hundred Flowers Film Festival and Shenzhen Design Week. In 2019, CR Land and Shanghai Shentong Metro jointly developed the MIXC Shanghai Complex Project (the development project on the upper cover of the parking lot of Shanghai Metro Line 10 on Wuzhong Road), which the China Association of Metros named the Urban Rail Transit Property Development Demonstration Project.



MIXC Cinema (MIXC Xiamen) x Golden Rooster and Hundred Flowers Film Festival Domestic Film Opening Ceremony.

## CASE ——— The CR Accelerator will accelerate innovation in business

We continuously serve our industrial innovation needs through our CR Accelerator industrial accelerator venture capital platform. It provides innovative enterprises with a full range of enterprise services including industrial connection, financing, innovation space, and brand promotion.

Based in Guangdong-Hong Kong-Macao Greater Bay Area, CR Accelerator has built seven innovative spaces in Shenzhen, Guangzhou, Shantou and Xiamen so far, with a total space area of over 20,000m<sup>2</sup>, nearly 1,500 members, and over 200 enterprises. After more than three years of development, it has helped more than 200 innovative enterprises connect with CR Land, CR Power, CR Gas, and CR Enterprise. Over 50 enterprises have reached pilot projects or cooperation.



The CR Accelerator held the RUNCAMP Running Innovation Plan and other venture capital activities in 2019.

## PERFORMANCE REVIEW

### CHAPTER FOUR

In 2019, we adhered to high supplier standards and required manufacturers to obtain ISO 9000 and ISO 14000 certifications. We introduced 100% online bidding for engineering and non-engineering projects, optimizing procurement standardization.

# 100%

We had 11,077 suppliers in 2019, up 40% from 2018.

# 11,077 47%



ADVANCING  
WITH  
PUBLIC

共美和谐  
美好社会





# 05

## CHAPTER

### CHAPTER FIVE

CR Land adhering to the purpose of "serving society and spreading civilization", advocates "participation, mutual assistance,






The service spirit of "dedication and progress" and the concept of "doing public good with heart" actively carry out precise support

Poverty, charitable donations, volunteer services, community care and other activities promote the benign interaction between enterprises and society.



Sustainability topic



SDGs topic	HKEX ESG index	CASS-CSR4.0 index	
	B8.1	S4.1	S4.13
	B8.2	S4.2	S4.14
		S4.3	
		S4.4	
		S4.5	
		S4.6	
		S4.7	
		S4.8	
		S4.9	
		S4.10	
		S4.11	
		S4.12	

Objective review

Goal setting

Strengthen our partnership with the government, our customers and NGOs to organize more public services in various forms, promoting the common development of communities, the economy, and society.

Progress review

- (1) Haiyuan CR Hope Town completed.
- (2) The total charitable donation for public welfare reached RMB16.06 million

Annual improvement plan

- (1) Pushing poverty alleviation through education, and blocking the intergenerational transmission of poverty
- (2) Establish scientific research and innovation funds to support the integration of industrial poverty alleviation
- (3) Explore and organize more publicity activities to encourage more employees to participate in volunteer service activities

A property service employee bravely  
put out a fire  
in an effort praised  
by all house owners



On October 16, 2019, a fire broke out in a top-floor house in Phase-III of CR Land Dalian Arc de Triomphe Residential Area. Yang Long, the order keeper on duty, rushed to the scene of fire without hesitation. He found that the elevator had stopped running because the power supply had been cut off. He carried 10kg of heavy fire extinguishing equipment to the house and rushed into the smoke-filled residence, evacuating the panicked owner to a safe environment. Then, other property service employees and fire fighters arrived in time and put out the fire quickly.

Other property owners who were present at the time filmed the incident and send it to other owners on WeChat Moments. Many owners called the property service center to ask about Yang Long's health and praise him for his spirit.



# Targeted poverty alleviation

CR Land responded to the strategic call for poverty alleviation and rural revitalization, fulfilled our social responsibility as an enterprise under the management of Chinese Central Government, and undertook the construction of CR Hope Town, a public welfare brand of China Resources Group, at zero profit. We built 11 towns between 2008 and 2019, beginning in Baise, Guangxi and completing the latest one in Yan'an.

## CASE ——— Haiyuan CR Hope Town

In June 2019, we completed the three-year Haiyuan CR Hope Town construction project in Haiyuan County, a mountainous area called Xihaigu in the southern part of Ningxia Hui Autonomous Region. CR Land focused on areas including environmental renovation, industrial assistance, employment support, organizational restructuring, and spiritual reconstruction to assist China Resources Group alleviate poverty in Haiyuan County. Haiyuan County in Ningxia officially announced success in poverty alleviation on March 4, 2020 after a six-year effort.



Industrial Support Center



Hope town kindergarten

# Public Service and Charity Work

We developed an open and transparent public welfare and charity management mechanism in accordance with the Management Regulations of China Resources Group on Social Responsibility, Guidelines of China Resources Group for Corporate Citizenship, Detailed Rules of China Resources Land Limited on Volunteers, and relevant regulations of CR Charitable Fund.

▲ CR Land donated RMB15.50 million to charity in 2019.

15.50

## CASE ——— Supporting Earthquake-Stricken Areas in Changning County, Yibin, Sichuan

CR Land mobilized immediately after a June 17, 2019 earthquake in Changning County, Yibin City, Sichuan Province. We organized an emergency meeting, established an emergency leading group, prepared emergency materials, and contacted relevant government departments for disaster relief, material donation, and supports.



CR Land quickly organized an emergency meeting to coordinate a rescue effort after the earthquake in Yibin.



Supporting earthquake-stricken areas in Changning County, Yibin, Sichuan.

# Community support

CR Land is committed to building a harmonious community atmosphere, listening to the needs of community residents and solving their problems. We engage the community through our CR Land Volunteers Association. Its volunteer employees conduct public welfare activities and voluntary services including respecting the elderly, caring for the young and other vulnerable groups, and promoting public health.

In 2019, we launched activities such as caring for migrant workers' children, cleaning up garbage on foot, and marathons with nearly 10,000 participants in over 20 cities including Beijing, Shenzhen, Tianjin, Qingdao, and Shenyang.



On June 22, 2019, Runzhi society of East China region came to Shanghai sunflower community children's service center, bringing a happy Carnival to the children in the service center.



CR Land North China Region Warm Heart donation.



CR Land North China region visited Enjoy Ages (Beijing) in December 2019.



On July 23, 2019, Wenzhou company of East China region distributed love breakfast to more than 400 social vulnerable groups such as the elderly, the disabled and the low-income people in HongRi Pavilion.

## PERFORMANCE REVIEW

### CHAPTER FIVE

In 2019, CR Land initiated community public services and donated RMB15.40 million to charity, up 242% from 2018. In the future, we will further respond to government requirements and customer needs by broadening our cooperation network with non-profit organizations.

15.40  
242%

We will further our efforts in community construction and public welfare and charity and promote the common development of community economy and society.



ADVANCING  
WITH  
ALL STAKEHOLDERS

可持续美好未来  
共同携手

# 06

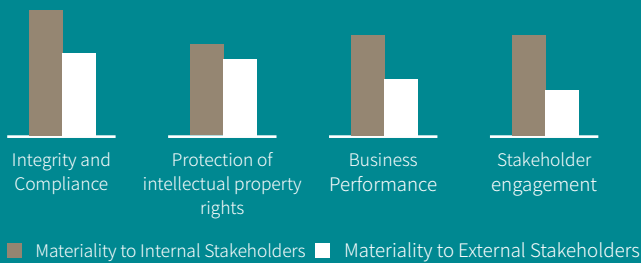
## CHAPTER

### CHAPTER SIX

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



### Sustainability topic



SDGs topic	HKEX ESG index	CASS-CSR4.0 index	
<div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div> </div>	B6.3	P4.1	M1.6
	B7.1	P4.2	M1.7
	B7.2	P4.3	M1.8
		P4.4	M3.3
		P4.5	M3.5
		M1.1	S1.1
		M1.2	S1.2
		M1.3	S1.4
		M1.4	
		M1.5	

First Public Open Day  
Ensuring Zero Distance between  
CR Land and the Public



Public Open Day

CR Land launched the first public open day on the theme of Let's Meet the Next Best Moment at the China Resources University's Xiaojing Bay Campus on September 7, 2019. During the event, the guests visited 11 business booths along with the China Resources University Innovation Laboratory and China Resources Archives.

Meeting our customers' needs and the public's suggestions are among our traditions. We will develop the public open day into a long-term initiative to communicate with all stakeholders. We will gradually improve the breadth and depth of these events to encourage more public engagement.

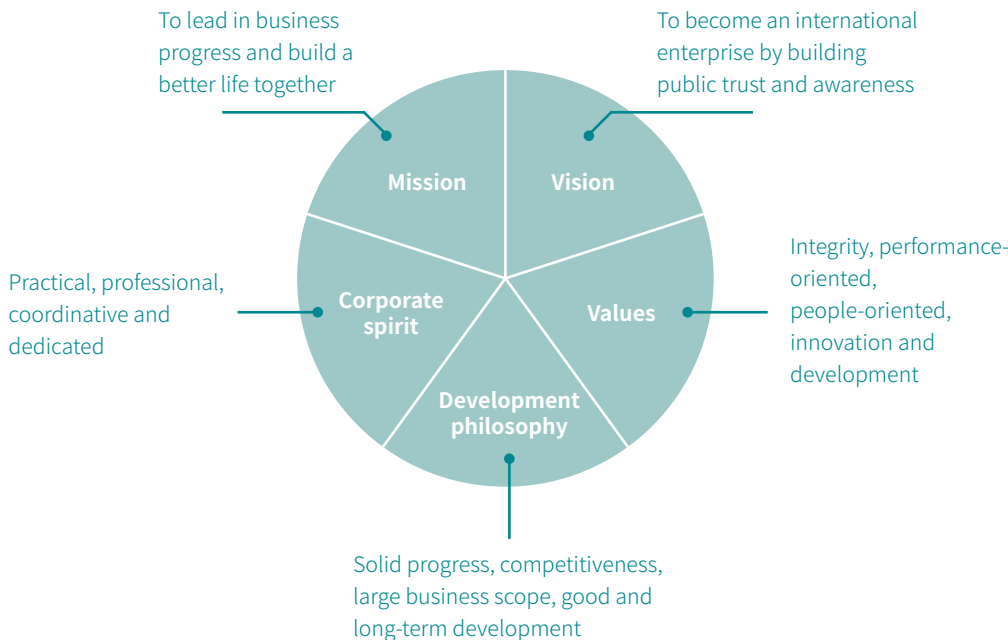




# Sustainable development

## Responsibility culture system

CR Land carries out its social responsibility works under the principles of strategy-oriented, culture-based and brand promotion, and the five elements of mission, vision, value, development philosophy and corporate spirit.



## Sustainability vision

We incorporate social responsibility into our corporate development strategies and daily operations. We created several sustainability goals under the framework of the 13th Five-Year Plan.

**Mission:** To lead in business progress and build a beautiful life together.

**Vision:** To become an international enterprise by building public trust and awareness.

**Purpose:** Better quality, better city.

Quality Builds a Beautiful Life					
Value	Quality	People	Win-win cooperation	Green	Harmony
Take responsibility for shareholders	Take responsibility for customers	Take responsibility for employees	Take responsibility for partners	Take responsibility for the environment	Take responsibility for the community
Ensure compliance with laws and regulations, operate smoothly, honestly, and fairly. Further boost business transformation through innovative models including integrating lease and purchase, continuously developing new value growth points, and sharing corporate growth with shareholders.	Uphold high-quality strategies and customer-oriented values. Extend innovative businesses including leasing apartments and elderly-care property based on the reinforcement of our main businesses. Provide customers with richer products and services, and further improve customer satisfaction	Pursue mutual prosperity for the Company and employees. Recognize employees' basic rights and interests, support their growth and development" guarantee employees" safety and health, and implement ISO 14000 and OHSAS18000 certification systems to ensure zero injuries and fatalities.	Take mutual benefits and common development as the basis for cooperation. Continually optimize the supply chain management system and comply with industrial standards. Advocate fair competition, implement open, fair and responsible procurement, and promote sustainable development of the industry and the sector	Implement green and healthy strategies, strive for green building and communities, and meet the 13th Five-Year Plan goals of 100% Green Building Design labels and 60% Green Building Operation labels.	Follow the principle of serving the community and communicating civilisation. Work with the public and the community to enlarge the investment in charity work and volunteer service, continue the construction and operation of Hope Towns, and boost public welfare and social harmony

## Sustainability management

We have established a sustainable development governance structure from top to bottom and continuously strengthened the role of the Board of Directors. We also founded a Corporate Social Responsibility (CSR) Steering Committee at the board level, and an ESG Task Force at the executive level.

### Leadership and supervision of ESG issues by the Board of Directors

Our Board of Directors is responsible for guiding the overall corporate operation and business development strategy, monitoring corporate governance practices across all businesses, and establishing a sound internal control and risk management system.

In order to strengthen the role of the Board of Directors in sustainable development, all directors have received regular ESG training to support a sustainable development management framework.

### Diversity of the Board of Directors

We support a board diversity policy, taking into account various factors such as gender, age, educational background, professional experience, skills, and industry experience for a more diverse Board of Directors. As of December 31, 2019, our Board of Directors was structured as follows:

Board of directors					
Directors	5 persons	External directors	5 persons	Independent non-executive director	5 persons
Under the age of 50	5 persons	Between 50 and 60	8 persons	Above the age of 60	2 persons

For details of the professional background of each director, please refer to the corporate Governance Report of the 2019 Annual Report.

#### Founding the Corporate Social Responsibility Committee

In March 2019, our Board of Directors officially founded the Corporate Social Responsibility Committee (hereinafter referred to as the Committee). The main function of the Committee is to assist the Board of Directors in guiding and monitoring the corporate development and the implementation of corporate social responsibility, including sustainable development, environmental protection, and charity. The Committee must meet at least once each year.

#### Improve the ESG management framework and management system

We are building a sound sustainable development governance structure based on the Committee (see the figure below). We are also preparing the Environmental, Social and Governance Management Manual to further improve the ESG management framework and define the scope and process of ESG affairs.

Role	Functional department	Personnel	Specific functions
Top decision-making level	The Board of Directors	Board of Directors	1) Adopt responsibility for the overall sustainable development governance of CR Land. 2) Supervise and review corporate sustainable development performance.
Decision-making Level	Corporate Social Responsibility Steering Committee	Board directors appoint the Committee members. It must consist of not less than five members, most of whom are independent non-executive directors.	1)Supervise the development of corporate social responsibility visions, strategies, and policies. 2) Supervise the implementation of corporate social responsibility visions and strategies. 3) Review sustainable development achievements.
Management level	ESG Management Group	ESG Management Group comprises leaders from key ESG functional departments including the Personnel and Administration Department, Product Management Department, Engineering Management Department, and Safety Management Department.	1)Implement the resolutions made by the Board of Directors and the Committee. 2)Communicate and coordinate sustainable development issues. 3)Disclose ESG information. 4)Organize to prepare the sustainable development report.
Executive level	ESG Task Force	The ESG Task Force comprises full-time employees from different functional departments spanning headquarters, regional offices, and subsidiaries.	1)Manage ESG information and implement ESG goals. 2)Collect, collate, and submit all related information. 3)Report ESG progress.

### Stakeholder engagement

Stakeholders	Expectations and Demands	Communication and Feedback
Government/regulators	<ul style="list-style-type: none"> <li>Compliant operation.</li> <li>Support regional development.</li> <li>Implement national policies.</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce compliance management.</li> <li>Participate in governmental meetings and cooperation.</li> <li>Respond to national policies.</li> </ul>
Investors/shareholders	<ul style="list-style-type: none"> <li>Create market values.</li> <li>Reinforce information disclosure.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain positive business performance.</li> <li>Improve corporate governance and risk management.</li> <li>Release regular reports and disclose information.</li> <li>Hold shareholder meetings and strengthen investor relations management.</li> </ul>
Owners and customers	<ul style="list-style-type: none"> <li>Product and service quality.</li> <li>Protection of legal rights and interests.</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction survey.</li> <li>Establish and improve the customer service system.</li> <li>Improve the customer complaint mechanism.</li> </ul>
Employee	<ul style="list-style-type: none"> <li>Protection of employee rights and interests.</li> <li>Promote employee growth.</li> <li>Care for employees.</li> <li>Participate in company management.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a competitive remuneration and welfare system.</li> <li>Organize employee training, improve promotion channels, and build a development platform.</li> <li>Improve working conditions and care for employees in difficulty.</li> <li>Organize employee activities and strengthen employee communication.</li> </ul>
Suppliers and partners	<ul style="list-style-type: none"> <li>Promote industrial development.</li> <li>Work for mutual prosperity.</li> </ul>	<ul style="list-style-type: none"> <li>Further procurement integrity and build a responsible supply chain.</li> <li>Organize regular bidding conference and supplier meetings.</li> <li>Participate in industrial organization and promote industrial development.</li> </ul>
Scientific research institutes, industrial organizations, media, and social groups	<ul style="list-style-type: none"> <li>Comply with industrial standards.</li> <li>Promote industrial innovation.</li> <li>Pursue information transparency.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen external communication and cooperation. Participate in innovative research.</li> <li>Participate in industrial appraisal and provide suggestions on industrial codes.</li> <li>Improve the disclosure mechanism and optimize the public opinion feedback mechanism.</li> </ul>
Community	<ul style="list-style-type: none"> <li>Support community public services.</li> <li>Create jobs.</li> </ul>	<ul style="list-style-type: none"> <li>Make charitable donations and carry out public services.</li> <li>Engage in campus and social recruitment.</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Reasonable use of resources.</li> <li>Environmental protection.</li> </ul>	<ul style="list-style-type: none"> <li>Carry out green construction, create green buildings and develop the green community.</li> <li>Improve energy and resource efficiency. Pursue energy conservation and emission reduction.</li> <li>Reinforce environmental information disclosure and manage environmental risks.</li> </ul>



Materiality analysis

The steps to determine topic materiality are as below:

1

Step One

Topic identification

- Identify industry-wide material topics through industrial benchmarking.
- Form a topic bank.

2

Step Two

Topic ranking

- Assess the materiality of topics to the Company and the stakeholders with 4,493 questionnaires.
- Analyze and rank survey results.

3

Step Three

Topic review

- Company management reviews the topics and rankings.
- External experts review the topics and rankings and make suggestions.

4

Step Four

Topic report

- Disclose material topics in the report on a weighted basis according to the materiality analysis results.

Our analysis of 4,493 survey results produced the following sustainability materiality matrix and topic list:



CR Land Sustainability Materiality Matrix

Materiality	Ranking	Topic	Scope	Position in the Report
High	1	Safety and health	Social	Chapter Two: Advancing With Employees
	2	Quality inspection and assessment	Governance	Chapter One: Advancing With Customers
	3	Protection of customer rights and interests	Governance	Chapter One: Advancing With Customers
	4	Customer satisfaction	Governance	Chapter One: Advancing With Customers
	5	Employment compliance	Social	Chapter Two: Advancing With Employees
	6	Remuneration and welfare	Social	Chapter Two: Advancing With Employees
	7	Integrity and compliance	Governance	Chapter Six: Advancing With All Stakeholders
	8	Career development	Social	Chapter Two: Advancing With Employees
	9	Biodiversity	Environment	Chapter Three: Advancing With Nature
Medium	10	Protection of intellectual property rights	Governance	Chapter Six: Advancing With All Stakeholders
	11	Pollutant emissions	Environment	Chapter Three: Advancing With Nature
	12	Energy conservation	Environment	Chapter Three: Advancing With Nature
	13	Waste disposal	Environment	Chapter Three: Advancing With Nature
	14	Product quality control	Governance	Chapter One: Advancing With Customers
	15	Job creation	Social	Chapter Two: Advancing With Employees
	16	Business performance	Governance	2019 Key Performance
	17	Green building	Environment	Chapter Three: Advancing With Nature
	18	Stakeholder engagement	Governance	Chapter Six: Advancing With All Stakeholders
	19	Public service	Governance	Chapter One: Advancing With Customers
	20	Water conservation	Environment	Chapter Three: Advancing With Nature
	21	Responsible procurement	Governance	Chapter Four: Advancing With Our Partners
	22	Industrial development	Governance	Chapter Four: Advancing With Our Partners
	23	Combat climate change	Environment	Chapter Three: Advancing With Nature
	24	Community care	Social	Chapter Five: Advancing With Public
	25	Public service and charity	Social	Chapter Five: Advancing With Public
	26	Green operation	Environment	Chapter Three: Advancing With Nature

Improvement of responsibility performance

We have established a CSR indicator system covering operational performance, social performance, and environmental performance based on the existing systems and requirements in the Measures for Social Responsibility Work of China Resources Group. We also attend CSR-related meetings and organize training and appraisals to improve our employees' CSR capabilities.

# Robust operation

▲ By December 31, 2019, CR Land had organized 224 legal training sessions with over 5,000 participants.

224 5,000

▲ In 2019, CR Land had no lawsuits regarding corruption, bribery, fraud, extortion, or money laundering.

0

▲ Completed 100% of specialized inspections on the Clean Party Buildings of subordinate units.

100%

▲ Organised 839 anti-corruption educational and awareness training sessions with 67,432 participants.

839 67,432

## Corporate governance

We have adopted the Corporate Governance Code specified in Annex 14 of the Listing Rules of the Hong Kong Stock Exchange. We continue to review the status of the Board of Directors and the committees to ensure good and stable corporate operation.

Our Legal and Compliance Department strengthened our compliance management by issuing the Compendium of Regulatory Documents for Compliance Work of China Resources Land Limited (2019), the Implementation Rules for Associated Transactions Management of Managers under Direct Management of China Resources Land Limited (Trial), the Rules for Securities Management of Trading by China Resources Land Limited in Listed Companies, and the Rules for Compliance Management of Insider Information of China Resources Land Limited (V2.0) in 2019.

## Stronger risk management

CR Land has developed a top-down risk management framework to continuously strengthen risk management. Our Board of Directors regularly reviews and monitors its effectiveness and prepares risk management reports every year.

CR Land integrates ESG risks including corruption and instability, occupational health and safety, and climate change into the risk management system. Our preliminary climate change assessment identified risks including extreme weather endangering the health and safety of CR Land and its customers, and increasing daily property operation and maintenance costs.

In 2019, we completed legal risk inspections across 333 projects in the sales, commerce, property, and engineering sectors. We identified 1,125 risk points to produce a list of legal risk points and the Legal Risk Inspection and Management Report. We also updated the engineering and property legal risk database to version 2.0.

## Building a company with integrity

We have created internal policies including the Honest and Clean Practice Guidelines of China Resources Land Limited, the Integrity Agreement of China Resources Land Limited with Partners, and the Sunshine Declaration to prevent corruption.

All bids and procurements must comply with the Management Regulations of China Resources Land Limited on Bidding and Procurement and the principles of legality, compliance, transparency, and openness. The Sunshine Declaration and the Integrity Agreement of Partners are attached to the bidding documents, and the bid winner must sign the Integrity Agreement.

CR Land uses educational platforms for honesty training and has incorporated honest practices into its performance assessment. We have set up various complaint and reporting channels including the reporting hotline, email system, and website. In 2019, we used the joint investigation working mechanism and established an integrity supervision expert think tank.

## Protection of intellectual property rights

CR Land attaches great importance to the protection of intellectual property rights and complies with the relevant laws and regulations. We protect our legitimate rights and interests using mechanisms including trademark registration, software copyright registration, patent applications, trademark monitoring, and litigation. We respect our partners' intellectual property rights, follow the scope of licensing, and assist our partners in counteracting any infringement.

## Compliance information disclosure

In accordance with the principles of truth and reliability, CR Land discloses accurate and timely business information to shareholders and investors. In 2019, we continued to publish monthly operating data announcements and land acquisition announcements, and adopted innovative measures such as direct broadcasts of performance briefings to continuously smooth investor communication channels.

▲ By the end of 2019, CR Land had acquired 705 domestic registered trademarks including the famous MIXC trademark.

705

We earned a total of 63 patents including four inventions, 36 utility models, and 23 industrial designs. We obtained eight software copyrights.

63 4 36  
23 8

▲ In 2019, CR Land received a total of 112 investor project inspections.

112

Arranged investors to visit the company's 25 residential projects and 28 commercial projects on site to receive important shareholders and group investors to visit and accompany a total of 4 times.

25 28 4

Held meetings with C-Level executives 8 times.

8

▲ CR Land participated in 19 large investor forums, with more than 692 participating institutions, mostly long-term shareholders and potential investors.

19 692



# Looking into 2020

In 2020, we will further advance our enterprise-wide spirit of pragmatism, professionalism, collaboration, and dedication in six major CSR sectors. We will strive to become a global enterprise trusted and loved by the public.



**Economic responsibility:** We take honesty as our foundation, performance as our orientation, and adhere to the business model of "selling property + investing property + X". We will become a mainstay of social and economic development, market prosperity, and stability.



**Customer responsibility:** We take a customer-centric approach, continuously improving our requirements for product quality and technology to create safe, comfortable, environmentally friendly products. We will strengthen service quality and explore new industry models to stay competitive.



**Environmental responsibility:** We acknowledge corporate development's environment impact and try to mitigate it through green design and construction, ensuring harmony between our products, communities, and the environment.



**Employee responsibility:** We prioritize people, providing employees with a safe, equal, and inclusive working environment. We continuously improve our market-oriented salary and welfare system and we nurture talent by building a dedicated talent team.



**Partner responsibility:** We pursue mutually beneficial partnerships, continuously improve our supply chain management system, and promote transparent, green industry development with our supply chain partners.



**Public responsibility:** We engage the public to promote social development, build better cities, and enhance urban life.

Appendix 1: ESG Policies

ESG Indicator	2019 Internal Policies	2019 Laws & Regulations
A1 Emissions	Sewage Discharge Management Regulations of CR Land CR Land Replacement of Office Equipment Regulations CR Land EHS Management Practical Case Examples	Environmental Protection Law of the Peoples Republic of China Law of the Peoples Republic of China on Prevention and Control of Pollution from Environmental Noise Law of the Peoples Republic of China on Prevention and Control of Air Pollution Law of the Peoples Republic of China on Prevention and Control of Water Pollution Law of the Peoples Republic of China on Maritime Environmental Protection Regulations of the People’s Republic of China on the Prevention and Control of Marine Environmental Damage Caused by Land-based Pollutants Law of the People's Republic of China on Prevention and Control of Solid Waste Pollution National Hazardous Waste Inventory Management Measures on Hazardous Waste Transfer Checklists
A2 Use of Resources	Energy Conservation and Emission Reduction Management Norms of CR Land CR Land Existing Commercial Complex Consolidated Energy Consumption, Energy Efficiency Management Platform Set-up Guidelines CR Land Commercial Complex Consolidated Energy Consumption, Energy Efficiency Management Platform Design and Implementation Guidelines CR Land Property Management on Energy Conservation Handbook CR Land Device Set-up Guidelines for Hotels Energy Consumption Calculation CR Land Development Project EHS Management Conduct and Status Regulations	Greenhouse Gas Emission Control Plan of the 13th Five-Year Plan
A3 Environment and Natural Resources	CR Land Green Building Management Plan and Layout (2019 version) CR Land Green Building Technical Standards (2019 version) CR Land Guidelines for Implementation of Green Residential Building Strategies & Technologies (2019 revision)	
B1 Employment	CR Land Employee Handbook CR Land Recruitment Management Policies CR Land Promotion and Position Management Policies CR Land Leave and Holiday Management Policies CR Land Implementation Guidelines of HQs Employee Performance Appraisal Management System CR Land Implementation Guidelines of Care Fund for General Employees CR Land Remuneration and Welfare Management Regulations	Labour Law of the Peoples Republic of China Labour Contract Law of the Peoples Republic of China Law of the People's Republic of China on Promoting Employment Law of the People's Republic of China on Social Insurance Minimum Wage Provisions
B2 Health and Safety	CR Land Occupational Health Management Guidelines (V1.0) CR Land Safe Production Supervision Staffing Detailed Guidelines (2018 version) Guidelines on Management of CR Land EHS Injuries and Accidents (2018 version) CR Land Implementation Guidelines of Annual Performance Evaluation in EHS Management (2018 version) CR Land Development Project EHS Management Regulations (V1.0) CR Land Development Project Dust and Noise Pollution Control Guidelines (trial version) CR Land EHS Culture Construction Guidelines (2018 version)	Labour Law of the Peoples Republic of China Law of the People's Republic of China on Prevention and Control of Occupational Diseases Safe Production Law of the People's Republic of China Fire Protection Law of the People’s Republic of China Emergency Response Law of the People’s Republic of China Regulations on Safety Management of Hazardous Chemicals Regulations on the Reporting and Investigation of Production Safety Accidents Interim Provisions on the Investigation and Treatment of Production Safety Risks

ESG Indicator	2019 Internal Policies	2019 Laws & Regulations
	CR Land Post EHS Responsibilities System (2018 version) CR Land EHS Accident Accountability Investigation Provisions (2018 version) CR Land Implementation Guidelines of Checks and Control of Accident Risks (2018 version) CR Land EHS Danger Source Management Guidelines (2018 version) Regulations on Safety Management of CR Land CR Land EHS Management System Construction Guidelines CR Land Implementation Guidelines of Annual Performance Evaluation in EHS Management CR Land Education and Training Guidelines of Safe Production CR Land Safe Production Objectives and Responsibilities Conduct CR Land Labour Protective Equipment Use Guidelines CR Land Working Guidelines of EHS Management in Opened Hotels CR Land Objectives and Responsibility Management Conduct of Safe Production CR Land EHS Information Reporting and Transfer Management Guidelines CR Land Working Guidelines on Gas Safety Management in Commercial Projects CR Land EHS Legal Compliance Management Guidelines CR Land EHS Document Management Guidelines CR Land Practice Guidelines of Safety Management in Project Development CR Land Working Guidelines of Natural Disaster Emergency Management CR Land Management Guidelines on Regional Safety Checks and Evaluations CR Land Implementation Guidelines of Checks and Control of Accident Risks CR Land EHS Specialised Governance Plan for Related Parties CR Land EHS Integrity Commitment Letter CR Land EHS Injuries and Accidents Management Regulations CR Land Survey on Health Management and Report on Benchmarking Analysis CR Land EHS Occupational Health Management Guidelines CR Land EHS Health Management Risk Database	Regulations of the People's Republic of China on Work Injury Insurance Regulations on Supervision and Management of Occupational Health in Workplace Classification and Catalogue of Occupational Diseases
B3 Development and Training	CR Land Employee Handbook CR Land Training Management Regulations CR Land Internal Trainer Management Regulations	
B4 Labour Standards	CR Land Employee Handbook CR Land Recruitment Management Policies	Labour Law of the Peoples Republic of China Provisions on Prohibiting the Use of Child Labour Law of the People's Republic of China on the Protection of the Minors



ESG Indicator	2019 Internal Policies	2019 Laws & Regulations
B5 Supply Chain Management	CR Land Sourcing and Tendering Management Policies	Construction Law of the People's Republic of China (2019 revision)
	CR Land Implementation Guidelines of Regional Procurement Management	Law of the People's Republic of China on Tendering and Bidding
	CR Land Implementation Guidelines of Procurement Management in HQs Departments	Regulations on the Implementation of the Law of the People's Republic of China on Tendering and Bidding (2019 revision)
	Implementation Guidelines of Strategic Procurement Management	Law of the People's Republic of China on Government Procurement
	CR Land Supplier Management Regulations	
	CR Land Detailed Rules on Construction Supplier Introduction	
	CR Land Detailed Rules on Construction Supplier Name List Management	
	CR Land Detailed Rules on Construction Supplier Evaluation	
	CR Land Detailed Rules on Construction Supplier Grading	
	CR Land Classification Standards on Engineering Procurement and Tendering	
	CR Land Detailed Rules on Residential Project Contractor Evaluation and Graded Management	
B6 Product Responsibility	CR Land Quality Control System Set-up Regulations	Law of the People's Republic of China on Product Quality
	CR Land Engineering Quality Standards	Law of the People's Republic of China on the Protection of Consumer Rights and Interests
	Engineering Works Completion Management Policies	Advertisement Law of the People's Republic of China
	Engineering Works Quality Management Practice Guidelines	Trademark Law of the People's Republic of China
	Implementation Guidelines of Key Process Checkpoints in Residential Constructions	Law of the People's Republic of China on the Administration of Urban Real Estate
	Quality Checks and Evaluation Standards of Residential Constructions	Regulations on Quality Management of Construction Projects
	Process and Handover Evaluation Standards of Residential Constructions	Regulations on the Development, Operation and Management of Urban Real Estate
	Inspection Standards of Electricity and Mechanical Quality in Owned Commercial Buildings	Property Management Regulations
	Annual Performance Appraisals Management Guidelines of Quality Accidents	
	CR Land Design Quality Control Plan	
	CR Land Key Groove Mould Support and Reinforcement Process Guidelines and another 27 process standards	
	CR Land Case Management Policies	
	CR Land Guidelines for Customer Complaint Handling	
	CR Land Regulations on CRM Customer Information Extraction	
	CR Land Regulations on Customer Satisfaction Surveys	
	CR Land Property Complaints and Escalation Process Guidelines	
	CR Land Intellectual Property Rights Management Policies	
	CR Land Implementation Guidelines of Confidential Work	
B7 Anti-corruption	Sunshine Declaration of China Resources Land	Company Law of the People's Republic of China
	Honest Cooperation Agreement of China Resources Land	Anti-money Laundering Law of the People's Republic of China
	Ten Rules of China Resources	Anti-unfair Competition Law of the People's Republic of China (2019 revision)
	Honest Participation Standards of China Resources Land	Interim Provisions on the Prohibition of Commercial Bribery
	CR Land Petition Handling Work Instructions	Anti-monopoly Law of the People's Republic of China
	CR Land Integrity Governance Work Instructions	Law of the People's Republic of China on Tendering and Bidding
	CR Land Implementation Guidelines of Three Focus One Major Decision-making Policies	
	CR Land Discipline Investigation and Monitoring, and Case Handling Work Instructions	
	CR Land Implementation Guidelines of Responsibility Evaluation in Party Integrity Governance	
	CR Land Regulations on Report on Performance and Integrity	

ESG Indicator	2019 Internal Policies	2019 Laws & Regulations
	Opinions on Implementation of Setting-up Party Committees Responsibility and the Supervision Responsibility on Discipline Monitoring	
	CR Land Employee Potential Interest Conflict Reporting and Management Guidelines	
	CR Land Discipline Monitoring Expert Think Tank Management Guidelines	
B8 Community Investment	CR Group Social Responsibility Work Management Measures	Charity Law of the People's Republic of China
	CR Group Corporate Citizenship Construction Guidelines	
	Notice on the Establishment of CR Land Corporate Culture and Social Responsibility Committee	
	CR Land Volunteer Management Guidelines	

Appendix 2: ESG Indicator Data List<sup>[Note 1]</sup>

ESG Indicator		Unit	Data of 2017	Data of 2018	Data in 2019
A. Environment					
A1. Emissions					
A1.2	Total greenhouse gas emissions and intensity <sup>[Note 2]</sup>				
	Carbon dioxide emissions	Ton	497,472.14	589,732.11	640,627.09
	Carbon dioxide emission intensity per RMB10,000 of revenue	Ton/10,000RMB	0.042 (HKD)	0.058	0.058
A1.3	Total hazardous wastes produced and density <sup>[Note 3]</sup> Piece				
	Waste fluorescent tubes		116,862	90,541	66,818
A1.4	Total non-hazardous wastes produced and density				
	Earthwork wastes <sup>[Note 4]</sup>	Cubic meter	10,198,587	12,849,217	23,959,428
	Rebar wastes <sup>[Note 5]</sup>	Ton	34,279	44,690	38,792
A1.6	How hazardous and hazardless wastes are reduced and results achieved				
	Recycled and re-used waste paper/cover <sup>[Note 6]</sup>	Kg	65,000	125.63	196,000
A2. Use of Resources					
	Concrete consumption <sup>[Note 7]</sup>	Cubic meter	6,108,779	13,188,491	18,175,599
	Rebar consumption <sup>[Note 8]</sup>	Ton	815,511	1,939,423	2,319,389
A2.1	Total energy consumption and intensity				
	Total energy consumption	10,000 tons of standard coal	7.2524	8.2331	8.5265
	Electricity	10,000 kWh	52,327.0958	59,397.5329	60,572.1921
	Gasoline	Ton	302.9394	336.9357	250.7291
	Diesel oil	Ton	211.8901	89.4257	58.2662
	Natural gas	10,000 standard cubic meters	543.1331	635.4772	705.8081
	Other energy	Ton of standard coal	236.9878	178.4204	191.2840
	Total energy consumption/10,000 (RMB) revenue	Ton of standard coal/10,000 (RMB)	0.0078	0.0077	0.0077
A2.2	Total water consumption and intensity <sup>[Note 9]</sup>				
	Total water consumption		10,583,135.49	10,583,008.57	20,633,898.00

ESG Indicator		Unit	Data of 2017	Data of 2018	Data of 2019
A2.5	Total water consumption/10,000 (RMB) revenue	Ton/10,000 (RMB)	0.08	Per10,000HKD 0.89	1.87
	Total packaging material used for finished products and per unit produced <sup>[Note 10]</sup>				
	Total packaging box consumption	Kg	822,800	864,822	396,000
	Packaging box consumption/10,000 (RMB) revenue	Kg/10,000 (RMB)	17.45	18.32	6.22
B. Social					
B1. Employment					
B1.1	Total workforce by gender, employment type, age group and geographical region				
	Total employees	Person	38,087	47,414	51,976
Gender	Male	Person	24,910	30,819	33,802
	Female	Person	13,177	16,595	18,174
Employment type	Full-time	Person	37,681	46,814	51,240
	Part-time	Person	406	600	736
Post level	Senior management	Person	302	345	372
	Middle management	Person	689	11,208	14,139
	General staff	Person	37,096	35,861	37,465
Education background	Postgraduate and above	Person	3,106	4,003	4,951
	Undergraduate	Person	11,077	14,503	16,715
	Junior college graduate	Person	8,662	14,300	11,269
	High school graduate or below	Person	15,242	14,608	19,041
Age	Under 30	Person	17,119	23,571	21,225
	30-50	Person	19,359	23,629	28,485
	Above 50	Person	1,609	2,214	2,266
Region	Headquarters	Person	443	610	746
	North China	Person	3,891	2,777	2,920
	East China	Person	3,510	2,247	2,365
	South China	Person	2,792	2,695	3,225
	West China	Person	2,370	1,557	1,712
	Northeast China	Person	1,652	1,027	1,243
	Central China	Person	1,666	1,167	1,004
	Business division	Person	21,763	3,5334	38,761
B1.2	Employee turnover rate by gender, age group and geographical region				
	Consolidated turnover rate	%	26.53	Main business 18%, property system 33%	Main business 18%, property system 46%
B2.1	Number and rate of work-related fatalities				
	Fatalities	Person	0	0	0
	Fatality rate per 1,000 employees	%	0	0	0
B2.2	Lost days due to work injury <sup>[注 11]</sup>				
	Lost days due to general work injury		26,720.8	0	0

ESG Indicator	Unit	Data of 2017	Data of 2018	Data of 2019	
	LTIR (Lost Time Injury Rate of 1 million work hours)	360	0	0	
B3.1	The percentage of employees trained by gender				
	Total employees trained	Person	38,000	43,147	47,230
	Male	%	60	65	65
	Female	%	40	35	35
B3.2	The average training hours completed per employee by gender				
	Male	Hour	10.5	15.6	16.5
	Female	Hour	8.1	15.6	16.5
B5.1	Total suppliers by regions				
	Total suppliers	Supplier	2,980	7,521	11,077
	North China	Supplier	861	1,783	3,422
	East China	Supplier	694	1,706	2,939
	South China	Supplier	528	1,061	1,837
	West China	Supplier	348	1,277	760
	Northeast China	Supplier	286	837	750
	Central China	Supplier	263	857	1,236
	Headquarters	Supplier	-	-	133
B6.2	Number of products and service related complaints received				
	Total complaints <sup>[Note 12]</sup>	Case	5,194	9,655	24,025
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees				
	Number of legal cases regarding corruption, bribery, extortion, fraud and money laundering	Case	0	0	0
B8.2	Resources contributed to the focus area				
	Charity donation	10,000 (RMB)	358.8	453.1	1,549.58
	Number of volunteers	Person	>1,000	>1,000	>1,000

Appendix 3: CASS-CSR4.0 Indicator Data List

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019
Responsibilities for shareholders							
Total assets	RMB100 million	2,916.7	3,332.7	3,821.6	4,804.5	6,557.4	7,621.1
Total assets	RMB100 million	929.3	1,109.9	1,245.2	1,442.4	1,807.0	2,334.7
Owners' equity	RMB100 million	929.3	1,109.9	1,245.2	1,442.4	1,807.0	2,334.7
Revenue	RMB100 million	715.2	836.4	937.2	1,019.4	1,211.9	1,477.4
Total profit	RMB100 million	189	217	272	307	390	479
Net profit/profit attributable to shareholders	RMB100 million	124	143	167	197	242	287
Net profit attributable to the owners of the parent company	RMB100 million	124	143	167	197	242	287



CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019
Assets liabilities ratio	%	-	-	-	70%	72.4%	69.4%
Return on equity	%	-	16.0%	16.8%	17.7%	18.8%	18.4%
Return on total assets	%	-	-	8.11%	7.63%	7.15%	6.90%
Preservation and appreciation ratio of state-bwned assets	%	-	-	113.5%	117.64%	132.52%	133.18%
Idustry ranking	Place	-	8	11	10	9	10
Market share	%	-	-	-	2.88	3.40	-
Property sales area	10,000 m <sup>2</sup>	660.1	675.9	775.9	954.3	1,198.9	1,324.8
Contracted sales	RMB100 million	692.1	851.5	1,080.4	1,521.2	2,106.8	2,425.0
Investment property sales	HKD100 million	44.2	54.5	62.0	76.5	95.2	120.3
Total land reserve at the end of period	10,000 m <sup>2</sup>	4,004.41	4,125.8	4,484.5	4,897.8	5,957.3	6,867.7
Incidence of corruption	%	-	-	0	0	0	0
Responsibilities for customers							
Overall customer satisfaction <sup>(注 13)</sup>	Point	-	92	94.3	N/A	N/A	N/A
Customer satisfaction for residential buildings	Point	81	79	79	75	83	86
Residential customer loyalty	Point	58	58	60	58	67	71
Office customer satisfaction	Point	100	100	99	98	99	—
Office customer excellent satisfaction	Point	80	86	80	76	82	—
Customer satisfaction for commercial property tenants	Point	91	93	95	98.6	98.4	98.1
Customer complaint handling rate commercial projects	%	-	-	-	99.86	99.14	99.6
Customer complaint handling rate residential projects	%	-	98.4	98.2	98.5	93.5	98
Total R&D investment	RMB100 million	-	0.0310	0.0030	0.0391	0.3669	0.5589
Number of R&D staff	Person		19	22	24	63	146
Responsibilities for employees							
Total full-time employees	Person	28,452	31,481	33,524	38,087	47,414	51,976
Labor contract signing rate	%	100	100	100	100	100	100
Employee physical examination rate	%	100	100	100	100	100	100
Employee social insurance coverage rate	%	-	100	100	100	100	100
Collective contract signing rate	%	-	100	100	100	100	100
Employee engagement	%	82	85	86	85	89	90
Employee satisfaction	%	84	87	88	88	90	91
Employee turnover rate	%	-	39.68	27.13	26.53	18 (Development and commerce)/33 (property system)	17.50 (Development and commerce)/46 (property system)

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019
Average age of employees	Year	31.60	31.8	32.2	32.7	32.9	33.1
Percentage of female employees	%	34.50	34.05	34.34	34.60	35	35
Percentage of females in management	%	-	0	28	22	24	27
Average days of paid leave per year per employee	Day	>6	>6	>6	>6	>6	>6
Employee training rate	%	-	-	-	86	91	92
Total employee training investment	RMB10,000	-	-	-	3,100	5,574	3,800
Training investment per employee	RMB/person	-	-	-	815.8	1,175.7	815.8
Training hours per employee	Hour	-	3.76	6.42	9.55	15.6	16.5
Responsibilities for partners							
Percentage of quality, environment, and EHS system-certified suppliers	%	-	-	100	100	100	100
Economic contract performance rate	%	-	-	-	-	99.97	99.95
Suppliers reviewed in the reporting period	Supplier	-	-	-	-	7,521	11,077
Responsibilities for the government							
New employees	Person	10,458	10,716	14,822	19,669	27,413	21,400
New fresh graduate employees	Person	840	287	338	383	1,158	614 people have become full members, and 324 are interns.
Total taxes	RMB100 million	122	167	158	184	320	324
Responsibilities for the community							
Charity donations	RMB10,000	724.70	194.89	77	358.8	453.1	1,605549.588
Annual specific fund for poverty alleviation	RMB10,000		-	-	-	-	114.65
Number of volunteers	Hour/person time			>1,000	>1,000	>1,000	>1,000
Safety production							
General or above work injuries	Case	3	0	0	0	0	0
Work-related fatalities	Person	0	0	0	0	0	0
Fatality rate per 1,000 employees	‰	0	0	0	0	0	0
Severe injury rate per 1,000 employees	‰	0	0	0	0	0	0

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019
Injury rate per 1,000 employees (accident frequency)	‰	0.12	0	0.18	0	0	0
Fatality rate per 1,000 employees due to fire hazard	‰	0	0	0	0	0	0
Economic loss rate per 1,000 employees	‰	0	0.71	0.01	0.17	0. 01	0.01
Economic loss rate per RMB1 million revenue	%	0	0	0	0	0	0
Fatality rate per RMB1 million revenue	%	0	0	0	0	0	0
Fatality rate per 1 million floor area		0	0	0	0	0	0
Severe injuries due to stampede in commercial buildings	Case	0	0	0	0	0	0
Large scale power outage due to system failure in office buildings, hotels, and shopping malls	Case	0	0	0	0	0	0
Production safety accidents that severely damaged the market and social image of the Company	Case	0	0	0	0	0	0
Safe production investment	RMB10,000	8,561.22	7,061.044	11,063.86	17,802.12	30,081.53	26,414.89
Safety drills	Case	636	1,392	2,977	3,600	6,899	5,919
Number of safety training sessions for employees	Personhour	-	-	-	173,045	267,130	322,620
Number of safety training sessions for partners	Personhour	-	-	-	178,083	316,791	450,868
Percentage of employees receiving safety training	%	-	-	-	100	100	100
Number of full-time safety officers	Person	-	-	-	288	802	849
Number of registered safety engineers	Person	-	-	-	127	259	325
Green management							
Average green area ratio of sales projects in that year	%	-	-	-	-	-	≥ 30
Total environmental investment <sup>[注 14]</sup>	RMB10,000	-	-	-	1,208.0858	1,888.97	1,904.9660
Investment in energy conservation and emission reduction technological upgrades <sup>[注 15]</sup>	RMB10,000	-	-	-	527.74	705.71	745.44
Green production							
Increase in 2019: Carbon intensity	Turnover of Tons/ million Hong Kong Dollars	-	-	-	-	-	0.0579 ton/RMB
Total energy consumption	10,000 tons of standard coal	4.73	6.10	7.43	7.25	8.23	8.53
Electricity	10,000 kWh	33,633.96	42,091.84	51,909.61	52327.10	59,397.53	60,572.19
Gasoline	Ton	1,192.92	863.72	488.80	302.94	336.94	250.73
Diesel oil	Ton	555.53	418.51	319.16	211.89	89.43	58.27
Natural gas	10,000 standard cubic meters	219.63	509.93	661.02	543.13	635.48	705.81
Other energy	Ton of standard coal	482.71	589.48	482.18	236.99	178.42	191.28

CASS-CSR4.0	Unit	2014	2015	2016	2017	2018	2019
Increase in 2019: Annual fresh water consumption	10,000 cubic meters	-	-	-	-	-	2,063.39 (2019 official statistics)
Consumption of fresh water per industrial unit added	10,000 cubic meters	-	-	-	-	Not applicable	N/A
Carbon dioxide emissions	Ton	346,666.24	436,197.80	546,467.18	497,472.14	598,732.11	640,627.09
Carbon dioxide emission	Ton	-	-	-	0	0	0
Sulphur dioxide emission	Ton	-	-	-	0	0	0
COD emission	Ton	-	-	-	0	0	0
Nitrogen oxide emission	Ton	-	-	-	0	0	0
Coal consumption of power supply	Gram of standard coal/kWh	-	-	-	0	Not applicable	Not applicable
Comprehensive energy consumption/RMB10,000 operating income	Ton of standard coal/10,000 (RMB)	0.0096	0.0078	0.0078	0.0078	0.0077	0.0077
Comprehensive energy consumption/RMB10,000 added value	Ton of standard coal/10,000 (RMB)	0.0346	0.0259	0.0229	0.0222	0.0217	0.0214
Amount of energy conserved of products	10,000 tons of standard coal	-	-	-	0	0	0
Green Building certified area	10,000 m².	477.74	438	629.67	194.51	481.63	1,057.37

**Note:**

1. Unless otherwise specified, the data coverage of the report is consistent with the CR Land Financial Report 2019.
2. Greenhouse gas emissions and intensity refer to the carbon emissions produced from power, diesel, gasoline, natural gas, and other energy in
  - (1) office and public areas of shopping malls in operation nationwide
  - (2) office and public areas of residential buildings in operation nationwide
  - (3) some hotels and some public areas of office buildings
  - (4) construction projects undertaken by CR Land's Construction Business Division.
3. The waste fluorescent tubes refer to the ones used in office, commercial projects, hotels and residential projects only.
4. Earthwork wastes refer to waste produced from projects under construction only.
5. Rebar wastes refer to waste produced from projects under construction only.
6. Amount of waste paper/cover for recycling refers to that recycled by LOGIC only.
7. Concrete consumption refers to that produced from projects under construction only.
8. Rebar consumption refers to that produced from projects under construction only.
9. The data of water consumption increased dramatically due to the enlarged statistical range: the water consumption referred to that used by office only in 2016, but the statistical range has extended to office, hotel, and commercial projects from 2017 on.
10. A2.5 Total packaging materials used for finished products and with reference per unit produced refer to that of LOGIC, a company affiliated to the Construction Business Division of CR Land.
11. The change of the statistical range of B2.2 Lost days due to work injury: the figure of 2016 is the accumulative number of work injury cases verified by the social insurance authority, and the figure of 2017 is the accumulative number of leaves due to work injury.
12. Data of overall satisfaction is unavailable in 2017 due to changes in standards for the satisfaction survey.
13. Ratio of customer complaints refers to complaints about residential projects only.
14. Total environmental investment refers to money spent on environmental protection during operation.
15. Investment in energy conservation and emission reduction technological upgrade refers to money spent in upgrading of energy conservation and emission reduction technologies during operation.



Appendix 4: HKEX ESG Reporting Guide Content Index

Environmental, Social and Governance (ESG) Scope, General Disclosure and KPIs			Corresponding Chapter
Environment			
A1: Emissions	General Disclosure		Chapter Three & Appendix 1
	A1.1	The types of emissions and respective emissions data.	N/A <sup>[Note 1]</sup>
	A1.2	Greenhouse gas emissions in total and intensity.	Chapter Three & Appendix 2
	A1.3	Total hazardous wastes produced and density.	Chapter Three & Appendix 2
	A1.4	Total non-hazardous wastes produced and density.	Chapter Three & Appendix 2
	A1.5	Description of measures to mitigate emissions and results achieved.	Chapter Three & Appendix 2
	A1.6	Description of how hazardous and hazardless wastes are handled, reduction initiatives and results achieved.	Chapter Three & Appendix 2
A2: Use of Resources	General Disclosure		Chapter Three & Appendix 1
	A2.1	Total energy consumption and intensity.	Chapter Three & Appendix 2
	A2.2	Total water consumption and intensity.	Chapter Three & Appendix 2
	A2.3	Description of energy use efficiency initiatives and results achieved.	Chapter Three & Appendix 2
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency initiatives and results achieved.	Chapter Three & Appendix 2
	A2.5	Total packaging material used for finished products and per unit produced.	Chapter Three & Appendix 2
A3: Environment and Natural Resources	General Disclosure		Chapter Three & Appendix 1
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Chapter Three
A4: Climate Change	General Disclosure		Chapter Three
	A4.1	Describe major climate-related issues that have affected and may affect the issuer and countermeasures.	Chapter Three
Social			
B1: Employment	General Disclosure		Chapter Two & Appendix 1
	B1.1	Total workforce by gender, employment type, age group, and geographical region.	Chapter Two & Appendix 2
	B1.2	Employee turnover rate by gender, age group, and geographical region.	Chapter Two & Appendix 2
B2: Health and Safety	General Disclosure		Chapter Two & Appendix 1
	B2.1	Number and rate of work-related fatalities.	Chapter Two & Appendix 2
	B2.2	Lost days due to work injury.	Chapter Two & Appendix 2
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Chapter Two

Environmental, Social and Governance (ESG) Scope, General Disclosure and KPIs			Corresponding Chapter
B3: Development and Training	General Disclosure		Chapter Two & Appendix 1
	B3.1	The percentage of employees trained by gender and employee category.	Chapter Two & Appendix 2
	B3.2	The average training hours completed per employee by gender and employee category.	Chapter Two & Appendix 2
B4: Labor Standards	General Disclosure		Chapter Two & Appendix 1
	B4.1	Description of measures to review employment practices to avoid child and forced labor.	Chapter Two
	B4.2	Description of steps taken to eliminate such practices when discovered.	Chapter Two
B5: Supply Chain Management	General Disclosure		Chapter Four & Appendix 1
	B5.1	Total suppliers by region.	Chapter Four & Appendix 2
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are implemented, how they are implemented and monitored.	Chapter Four
	B5.3	Describe the practices for identifying environmental and social risks in each link of the supply chain, and relevant implementation and monitoring methods.	Chapter Four
	B5.4	Describe the practices of promoting the use of environment-friendly products and services during the selection of suppliers, and relevant implementation and monitoring methods.	Chapter Four
B6: Product Responsibility	General Disclosure		Chapter One & Appendix 1
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Chapter One
	B6.2	Number of products and service -related complaints received and how they are dealt with.	Chapter One & Appendix 2
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	Chapter Six & Appendix 1
	B6.4	Description of quality assurance process and recall procedures.	Chapter One & Appendix 2
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Chapter One & Appendix 2
B7: Anticorruption	General Disclosure		Chapter Six & Appendix 1
	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.	Chapter Six & Appendix 2
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Chapter Six
	B7.3	Describe the anti-corruption training provided to the board of directors and employees.	Chapter Six

Environmental, Social and Governance (ESG) Scope, General Disclosure and KPIs		Corresponding Chapter
B8: Community Investment	General Disclosure	Chapter Five & Appendix 1
	B8.1            Focus areas of contribution.	Chapter Five
	B8.2            Resources contributed to the focus area.	Chapter Five & Appendix 2

**Note:**

In accordance with Appendix, Environmental Key Performance Indicator Reporting Guide of How to Prepare the Environmental, Social and Governance Report? A1.1 The types of emissions and respective emissions data is a key performance indicator relating to air pollution of the place where the issuer operates, including nitrogen oxide, sulphur oxide and other pollutants regulated under national laws and regulations. Since the business operation of CR Land has little impact on the air, this indicator is defined as an inapplicable indicator during the materiality analysis.

Appendix 5: HKQAA Sustainability Rating and Research Index

Scope	KPI	Corresponding Chapter
A: Corporate governance	Sustainable development integrated into enterprise strategy.	See details in Sustainable development.
	Raised awareness of sustainable development.	See details in Improvement of responsibility performance.
	Comply with relevant laws and regulations on social responsibility.	See details in Regulate corporate governance.
	Sustainability governance framework.	See details in Sustainability management.
	Risk and crisis management mechanism.	See details in Sustainability management and Enhance risk management.
	Stakeholder communication.	See details in Stakeholder communication and Determination of major issues.
B: Human rights	Complaint mechanism.	For details of handling employee complaints, see Democratic communication.  For details of responding to customer complaints, see Response to customer complaints.  For details of responding to partners, see Building a Company with integrity.
	Anti-discrimination	See details in Diversity and integration.
	Safeguarding human rights and fundamental rights.	The Company complies with relevant laws and regulations and incorporates human rights issues into its internal policies such as HR management and democratic management. See details in Chapter Two of the report.
	Respond to challenges, difficulties and risks related to human rights.	The Company complies with international standards such as the Universal Declaration of Human Rights and strives to create a corporate culture that mutual respect for human rights, safeguard women's rights, and protect the rights and interests of vulnerable groups such as the disabled. For human rights-related incidents, the Company will promptly formulate targeted solutions to prevent human rights violations. See details in Chapter Two of the teport.
	Respect for civil rights and political right	The labor union is established in the Company and a corresponding management system has been set up. See details in Democratic communication.

Scope	KPI	Corresponding Chapter
C: Labor practices	Promoting employment.	See details in Employment and management.
	Labor-capital relation management in the supply chain.	See details in Promoting supply chain responsibility.
	Decent work and social security.	See details in Remuneration and welfare.
	Occupational health and safety.	See details in Safety and health.
	Talent development and training..	See details in Training and development.
	Encourage communication and dialog	See details in Democratic communication.
D: Environment	Prevent pollution and reduce waste.	See details in Environmental management, Green construction and Green operation.
	Promote sustainable use of resources	See details in Environmental management, Green construction and Green operation.
	Adapt to climate change and reduce its impact.	See details in Combat climate change.
E : Fair operating practices	Anti-corruption	See details in Building a Company with integrity.
	Promoting responsibility in the value chain.	See details in Promoting supply chain responsibility.
	Protect property rights.	See details in Protection of intellectual property rights.
	Avoid anti-competition behavior.	The Company strictly abides by the Anti-unfair Competition Law of the People's Republic of China, advocates a mutually beneficial sustainable development model, constructs a standardized, fair and transparent bidding and procurement system, formulates Provisions on CR Land Sourcing and Tendering Management, Implementation Guidelines of CR Land Strategic Procurement Management, CR Land Supplier Management Regulations and other internal systems, strictly complies with codes of practice, advocates fair competition, and fully implements integrity procurement and responsible procurement. See details in Steady operation and Chapter Four.
F : Consumer issues	Fair marketing	The Company requires the sales team to strictly follow the relevant marketing management regulations and promise not to discriminate on the basis of gender, religious belief, race, disability, or personal relationships. Meanwhile, priority shall be given to the best interests of vulnerable groups (including children) during advertising and marketing, and activities not in the interests of these groups shall be avoided. See details in Responsible marketing.
G :Community engagement and development	Community communication.	The Company strengthens community communication through "Public Open Day" and other activities. See details in Chapter Five and 6.1.4 Stakeholder communication.
	Promotion of culture, education, and human rights.	The Company promotes the culture, education and human rights of the community through activities such as caring for the children of migrant workers. See details in Community support.
	Create employment opportunities and improve employment skills.	See details in Targeted poverty alleviation.
	Promote the creation and distribution of wealth in the community.	See details in Targeted poverty alleviation.
	Promote public health.	The Company promotes public health through the healthy running marathon and other activities. See details in Community support.
	Promote technological development and acquisition..	The Company promotes the development and acquisition of community technologies through the smart city management system and cross-industry cooperation. See Chapter Four for details.



## Appendix 6: Report Rating (Omitted)

### Rating Report of "Sustainability Report 2019 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 2019 of China Resources Land Limited" (hereinafter referred to as "the Report").

#### I. Rating Criteria

"Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 4.0)" of the Chinese Academy of Social Sciences & the "Rating Standards for Corporate Social Responsibility Report of Chinese Enterprises (2020)" of "Chinese Expert Committee on Corporate Social Responsibility Report Rating".

#### II. Rating Process

1. The rating team reviews and confirms the "Process Data Confirmation of Corporate Social Responsibility Report" submitted by the "Report" writing 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.

#### III. Rating Results

Process (★★★★★)

The Human Resources and Administration Department of the company takes the lead in setting up the sustainable development report writing group to coordinate and promote the report preparation. The chairman of the company serves as the group leader to control the overall direction and key achievements. The board of directors is responsible for the final approval and issuance of report; the company positions the report as an important tool for responding to the information disclosure requirement of the supervision organization, improving the social responsibility management level and strengthening the communication between the stakeholders, with a clear function and value positioning; the company identifies the substantive issues based on the industry benchmarking analysis, external expert recommendation, company's development strategy and stakeholder investigation; plans to publish reports on the official website and the website of the Stock Exchange of Hong Kong and presents reports in electronic, print, long-picture and other formats in both Chinese and English, with excellent procedural performance.

Materiality (★★★★★)

The Report systematically discloses key industrial issues in the implementation of macro policies, ensuring the quality of housing, reconstruction of old city, noise pollution control, environmental assessment of new project, waste recycling, green building, fighting climate change and harmonious community development, with excellent substantive performance.

Integrity (★★★★★)

The main contents of the "Report" systematically disclose 90.78% of the core indicators of the industry it operates within from the perspectives of "building a better city together with customers", "developing a wonderful career together with employees", "creating a beautiful ecological environment together with nature", "imaging a better industrial prospect together with partners", "developing a beautiful and harmonious society together with the masses" and "creating a sustainable and bright future together with the stakeholders", with excellent performance of its integrity.

Balance (★★★★★)

The "Report" discloses "loss ratio of employees", "number of deaths due to work accidents", "number of corruption cases", "number of environmental negative events" and other negative data information, and through the "performance review" module, elaborates on the causes of the negative performance index data, with excellent balance performance.

Comparability (★★★★★)

The "Report" discloses data of 144 key indicators for more than 3 consecutive years, including "operation revenue", "total profit", "comprehensive energy consumption", "carbon dioxide emission", total number of full-time employees" and "expenditures for charitable donations", and compares horizontally with the same industry with respect to such data as the "Top 30 enterprises under Hong Kong Hang Seng Sustainable Development Index" and "2nd place of Top 100 Chinese Commercial Real Estate Enterprises" and other data, with excellent comparability performance.

Readability (★★★★★)

The "Report" takes "building a beautiful dream" as the theme and uses "building ... together with ..." as the main line to run through the text, with a clear framework structure; systematically displays the actions performed by the enterprise for the stakeholders such as the clients, employees, environment, partners and communities and their effectiveness; carefully responds to the expectations and pursuits of the stakeholders; the cover design integrates the real scene architecture and the hand-painted figures, echoes the theme of the Report, highlights the industry characteristics and enhances the identification of the Report; each chapter is set with the column of "responsibility story" to vividly narrate the key projects or actions, which makes the Report more interesting; the design style is fresh and lively, with matched pictures and texts and rich case performance detail, with excellent readability performance.

Innovation (★★★★★)

The "Report" actively responds to new standard and requirement for social responsibility, systematically responds to the hot issues such as climate change for the first time based on the framework of TCFD, enhancing the guiding role of the Report; the introductory chapter is set with "Responsibility Assumption Record for 2019" to present the annual key performance, improve the report communication value; the Report sets the themed column of "let's fight against the epidemic together" to carefully describe the responsibility actions taken by the enterprise during the fight against epidemic, which highlights the responsibility sense of the enterprise; guides the districts and business divisions to issue social responsibility report, builds a linkage mechanism for information disclosure, strengthens the vertical integration of social responsibility management, with excellent innovative performance.

Overall Rating (★★★★★+)

According to the rating team's assessment, the "Sustainable Development Report 2019 of China Resources Land Limited" has reached the five-star level in terms of process, materiality, integrity, balance, comparability, readability and innovation, thus rated as five-star and is a model corporate social responsibility report.



"Sustainable Development Report of China Resources Land Limited" has received the five-star rating for the fifth consecutive year.

#### IV. Improvement Suggestions

Add the disclosure of core indicators of the industry and further improve the integrity of report.

Vice President of Chinese Expert Committee on CSR Report Rating

Leader of the Rating Team

Expert of the Rating Team

Process Evaluator: Ren Jiaojiao, Zu Zhihan

Issuance date: April 22, 2020

Appendix 7: Report Compilation Team Name List

The writing group of CR Land Sustainability Report

Director of the writing group: Li Xin

Vice director of the writing group: Zhang Liqiang

Editor-in-Chief:Cheng Xianglei, Zhang Weijia

Group members: Huang Xiaosu, Shao Pengliang, Liu Xinwei, Zheng Fangyu, Zha Shi, Zhang Weiqiang, Yu Guoqing, Wan Fen, Zhou Junxiang, Wu Xihan, Niu Yong, Sun Yunrui, Shen Xuanru, Hui Xiaoli, Zhou Sijia, Liu Liuya,Luo Wen, Zhang Chang, Wang Guanchu,,Zhang Ying, Chang Hongpeng, Wei Xuedan, Jiang Cheng, Jiang Xinlei

The writing group of the subordinate units of CR Land

<p>Regions of North China</p> <p>Group leader: Zhang Dawei</p> <p>Deputy group leader: Wang Liansheng</p> <p>Chief editor: Zhang Yan, Hao Jiaying</p>	<p>Regions of Central China</p> <p>Group leader: Zhu Wengang</p> <p>Deputy group leader: Tian Yuan</p> <p>Chief editor: Shi Chao, Zeng Liang</p>
<p>Regions of East China</p> <p>Group leader: Chen Gang</p> <p>Deputy group leader: Yi Jin</p> <p>Chief editor: Hu Andong, Gao Luyang</p>	<p>Construction Business Division</p> <p>Group leader: Sun Yongqiang</p> <p>Deputy group leader: Qiao Mingqi</p> <p>Chief editor: Yang Zhibin, zhao Yuanyuan</p>
<p>Regions of South China</p> <p>Group leader: Kong Xiaokai</p> <p>Deputy leader: An Qi</p> <p>Chief editor: Zhao Bijun, Liu Pingbo</p>	<p>Commercial Management Service Business Division</p> <p>Group leader: Yu Linkang</p> <p>Deputy group leader: Cao Min</p> <p>Chief editor: Tian Fei, Gu Xin</p>
<p>Regions of West China</p> <p>Group leader: Wu Bingqi</p> <p>Deputy group leader: Feng Ping</p> <p>Chief editor: Zhu Zhengxin</p>	<p>Property Sevice Head Office</p> <p>Group leader: Li Feng</p> <p>Deputy group leader: Yao Miao</p> <p>Chief editor: Wang Xirui, Huang Ningping</p>
<p>Regions of Northeast China</p> <p>Group leader: Wang Yong</p> <p>Deputy group leader: Li Henan</p> <p>Chief editor: Yan Ying, Yu Xinxin</p>	