

For Better City

China Resources Land Sustainability Report



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CR Land Wechat Account



Scan the QFR code to view the
corporate ratings profile

In 2024,

China Resources Land celebrates its 30th anniversary.

We are once again setting out on a new journey, marching towards a new chapter.

Growing together with the city, we will continue to innovate.

With resilience, we will navigate through cycles.

We will persistently strive to be the “leading urban investor,

developer and operator” in the industry.

For a better city, we renew all our wonderful expectations.

For a better city, we create a future that we all aspire to.



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CR LAND



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MESSAGE FROM THE PRESIDENT



The one who rushes forward takes the bellwether role; the one who advances bravely wins the completion.

The year 2023 is critical to dealing with changes, breaking through difficulties and creating new situations. Under the policy of "increasing confidence, preventing risks, and promoting transformation" as the main theme, with the promotion of "housing is for living in, not for speculation" and "encouraging both housing purchase and renting", the demand side continuously loosened and many policies were implemented, such as "homebuyers will be regarded as first-time buyers if they do not own property in the city" and cancellation of "land price restriction". The Central Bank, as a supply side, supported reasonable financing needs, actively resolving debt risks in the real estate market and promoting a virtuous cycle. "Establishing the new before abolishing the old" assisted in building a new development model for real estate. Sustainable development became an important proposition in the changes where economic, environmental and social risks were gradually emerging. ESG management will be an important way for long-term development of a company.

As a urban investor, developer and operator in the industry, we always regard fulfilling social responsibility as our endogenous driving force for development. We keep on integrating ESG concept into the full process and all aspects of our reform, development, production and operation, striving to achieve the organic unity of economic, social, and environmental benefits. In 2023, we ranked 7th for "Central Enterprise ESG Pioneer 100 Index" and 11th for "Central Enterprise Listed Company ESG Pioneer 100 Index". Our MSCI-ESG ratings were higher than the global average of the same industry in all aspects and were rated as A-level once again. We were selected as a constituent stock of the Hang Seng Corporate Sustainability Benchmark Index (HSSUSB) and a constituent stock of HS ESG 50 Index. We take action to effectively promote the sustainable development of the industry.

From the perspective of corporate governance, China Resources Land (herein after referred to as "CR Land") implements ESG development strategy. According to new situation in the industry and new requirements for reform, we revised "124563" strategic planning system and determined our strategy objective of building a most influential urban investor, developer and operator and a world-class enterprise. In 2023, we adhered to strategy-oriented investment. Therefore, we led the industry in investment intensity, achieved significant results in strategic projects, and continuously improved investment quality. Furthermore, we started platform construction, technological innovation, resource connection and ecological creation to build an integrated and high-quality urban operation service system. We continued to promote green financing, with new ESG loans

Be a pioneer in ESG practice and assist in construction of Chinese path to modernization

President of CR Land
Chairman of CR Land

Li Xin



up to RMB 9.9 billion, effectively expanding financing channels, and reducing financing costs. The green financing safeguards the overall goal of "Reshaping CR" and comprehensive high-quality development.

From the perspective of ecological environment, CR Land actively responds to the carbon peak and carbon neutrality" (hereinafter referred to as "dual carbon") strategy implements the carbon peak action plan, and continuously explores and practices green building R&D, urban environmental improvement and environmental protection concept implementation by holding on our strategic positioning of being an "urban investor, developer and operator". In 2023, we have started to build a management framework to address climate change in accordance with the latest sustainability disclosure standards issued by the International Sustainability Standards Board (ISSB). We have analyzed the physical and transition risks for different regions and industries, and formulated an action plan for the next steps. Based on "dual carbon" strategy, we constructed over 10 pilot projects, such as Shanghai Sanlin and Hangzhou Future Sci-Tech City, and deeply promoted the construction and operation of green buildings and ultra-low energy buildings. By the end of 2023, we had deployed 49.60 million sq. of prefabricated buildings and 366 green building certification projects nationwide, with a cumulative green building certification area of 55.72 million sq. We are dedicated to writing an article for response to global climate change and the pursuit of harmonious coexistence between humans and nature.

From the perspective of social responsibilities, CR Land bravely undertakes its mission and serves the overall situation. Combining our resource advantages and focusing on the social demand, we

profoundly serve the national strategy. In 2023, we strategically

developed long-term leasing apartment business to meet the multi-level housing needs of new citizens, young people, and other groups. Upholding the important spirit of "hosting a flagship event to invigorate a city", we assisted in the successful hosting of events such as the Chengdu Universiade and the 19th Asian Games Hangzhou. We successfully completed and delivered Sichuan Nanjiang CR Hope Town Project and continued the consumption assistance to stimulate rural development motivation. Besides, we promoted the establishment of ties between the two sides of the Taiwan Strait in new era, and held more than 30 activities themed by "integrate the two sides of the Taiwan Straits, create a better future". We developed our business in Hong Kong in a down-to-earth way and started the New World development cooperation in Northern Metropolitan Area of Hong Kong, empowering economic development and improving people's livelihoods in Hong Kong. We effectively fulfilled our corporate social responsibilities.

The year 2024 is the 75th anniversary of the founding of New China, a crucial year of the "14th Five-year" Plan and the 30th anniversary of founding CR Land. Against the backdrop of profound changes in the market, we will adhere to the main keynote of "stability with progress, progress to promote stability, and establishing before breaking down" in our work. We will further promote the efficient implementation of the "124563" strategic planning system, grasp the new stage of development, implement the new development concept, and embark on the journey of comprehensive and high-quality development of CR Land during the "14th Five-Year Plan" period, striding towards a more promising future.

ABOUT THIS REPORT



CR LAND



Reporting period

This report is an annual report. This annual report was approved for issuance by the Board of Directors on March 25, 2024.

Reporting commitments

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

Reporting scope

Unless otherwise specified, the report's coverage is consistent with the CR Land's Annual Report 2023. The report covers the period from January 1, 2023 to December 31, 2023 with some extensions. Its organization scope includes CR Land's headquarters and its subsidiary units.

Reporting standards

This report is mainly prepared in accordance with the Environmental, Social and Governance Reporting Guide (ESG Reporting Guide) set out in Appendix C2 of the Listing Rules on the Stock Exchange of Hong Kong Limited (SEHK), the Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-ESG5.0) issued by the Chinese Academy of Social Sciences, United Nations Sustainable Development Goals (SDGs), Global Reporting Initiative Sustainability Reporting Standards (GRI Standards), Reference Index System for ESG Special Reports of Listed Companies Controlled by Central Enterprises, Management Measures of China Resources Group for Social Responsibilities and Management Manual of China Resources Group for "1+N" Social Responsibility Indicators.

Preparation process

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

Reporting principles

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

Name explanations

For better expression, "CR Land", "the Company" and "we" and "us" mentioned in this report refer to "CR Land headquarters and its subsidiary units" as an entity.

Data sources

The data and information mentioned in this report are mainly from the statistics and related documents of CR Land. Unless otherwise specified, the currency in this report is RMB.

Access to the Report

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

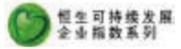
Website: www.crland.com.hk

2023 KEY PERFORMANCE



Operating performance

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

Category	Indicator	Performance in 2023
Financial performance	Total assets	RMB 1,191.177 billion
	Owner's equity	RMB 384.149 billion
	Operating income	RMB 251.137 billion
	Total profits	RMB 54.522 billion
	Net profits/profits attributable to shareholders	RMB 31.365 billion
	Return on net assets	12.33%
	Return on total assets	4.94%
	Hedge and appreciation rate of state-owned assets	115.81%
Products and services	Technology R&D Investment	RMB 504 million
	Residential customer satisfaction	87.76%
	Commercial real estate tenant satisfaction	98.5%
	Customer complaint handling rate (residential projects)	98.71%
	Customer complaint handling rate (commercial projects)	100%
Information disclosure	Total number of reports released by headquarters and subordinate units	9
	 中国上市公司社会责任评价委员会	1 five-star excellent rating by CASS, and 8 five-star ratings
	SASAC	Ranked 7th in Central Enterprise ESG · Pioneer 100 Index
	China Media Group	Ranked 11th in Central Enterprise Listed Company ESG Pioneer 100 Index
	 恒生可持续发展企业指数系列	Selected in HSSUS ESG50 and component stocks of the benchmark index for sustainable development enterprises
Credit rating		Grade A in ESG rating
	S&P	BBB+
	Moody's	Baa1
	Fitch	BBB+

Social performance

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

Category	Indicator	Performance in 2023
Safeguarding employees' rights and interests	Labor contract signing rate	100%
	Social insurance coverage rate	100%
Employee safety and health	Employee physical examination rate	100%
	Number of fatalities in work-related accidents	0 person
Diversity and inclusion	Total number of employees	61,658 persons
	Proportion of female employees	35.91%
	Proportion of female senior talents	29.33%
Employee growth	Employee training coverage rate	100%
	Per capita training input	RMB 428
	Per capita training time	22.6h
Employment	Number of new employees recruited	21,053 persons
	Number of recent graduates recruited	730 persons
Pay taxes according to law	Total tax payment	RMB 39.961 billion
Public welfare and charity	Charity donation expenditure	RMB 4.01 million
Safe production	Safe production input	RMB 209.13 million
	Number of emergency drills	13,826 times
	Number of general and above industrial accidents	0 time

Environmental performance

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

Category	Indicator	Performance in 2023
Environmental investment	Total input in environmental protection	RMB 10.79 million
	Input in technical transformation of energy conservation and emission reduction	RMB 7.75 million
Green building	Total green building certified area	1.04 million sq.
Energy conservation and emission reduction	Comprehensive energy consumption	127,204 tons of standard coal
	Comprehensive energy consumption per RMB 10,000 of operating income (comparable price)	0.0052 tons of standard coal/RMB10,000
	Carbon dioxide emissions	484,426.48 tons
	Carbon dioxide emissions per RMB 10,000 of operating income (comparable price)	0.0197 ton/RMB 10,000

ABOUT CHINA RESOURCES LAND



CR LAND

Corporate profile

China Resources Land Limited (short name: CR Land, stock code: 01109.HK) is a strategic business company under China Resources Group for urban construction and operation. It was restructured in 1994, listed on the SEHK in 1996, selected as a constituent stock of the Hong Kong Hang Seng Index (HSI) in 2010, and selected as a demonstration enterprise for corporate governance of state-owned enterprises by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) in 2022. Over 30 years of development, we have deployed in 85 cities in China and foreign countries, including Hong Kong. CR Land is a leading urban investor, developer and operator in the industry.

In the "14th Five-year" Plan period, with the strategic position as an urban investor, developer and operator, CR Land has established the "3 + 1" business portfolio model, in which the development of three main businesses, namely, developmental sales business, operational real estate business, and asset-light business is organically linked and integrated with the eco-system elementary business to build the urban investment and development eco-system. The Company's business covers fields including residential properties, apartments, shopping malls, office buildings, hotels, commercial operation, property management, long-term leasing apartments, city renewal, city construction, city operation, industrial real estate and healthcare. In 2020, CR Land spun off its commercial operation and property management business to establish China Resources Mixc Lifestyle Services Limited (short name: CR Mixc Lifestyle, stock code: 01209.HK) which was successfully listed on the SEHK; in 2022, China AMC CR Youtha REIT (short name CR Youtha REIT, fund code:508077.SH) was listed on the Shanghai Stock Exchange (SSE); and in 2024, the CAMC-China Resources Commercial Assets Closed-end Infrastructure Securities Investment Fund (short name: CR Commercial REIT, fund code:180601.SZ) was listed on the Shenzhen Stock Exchange (SZSE).

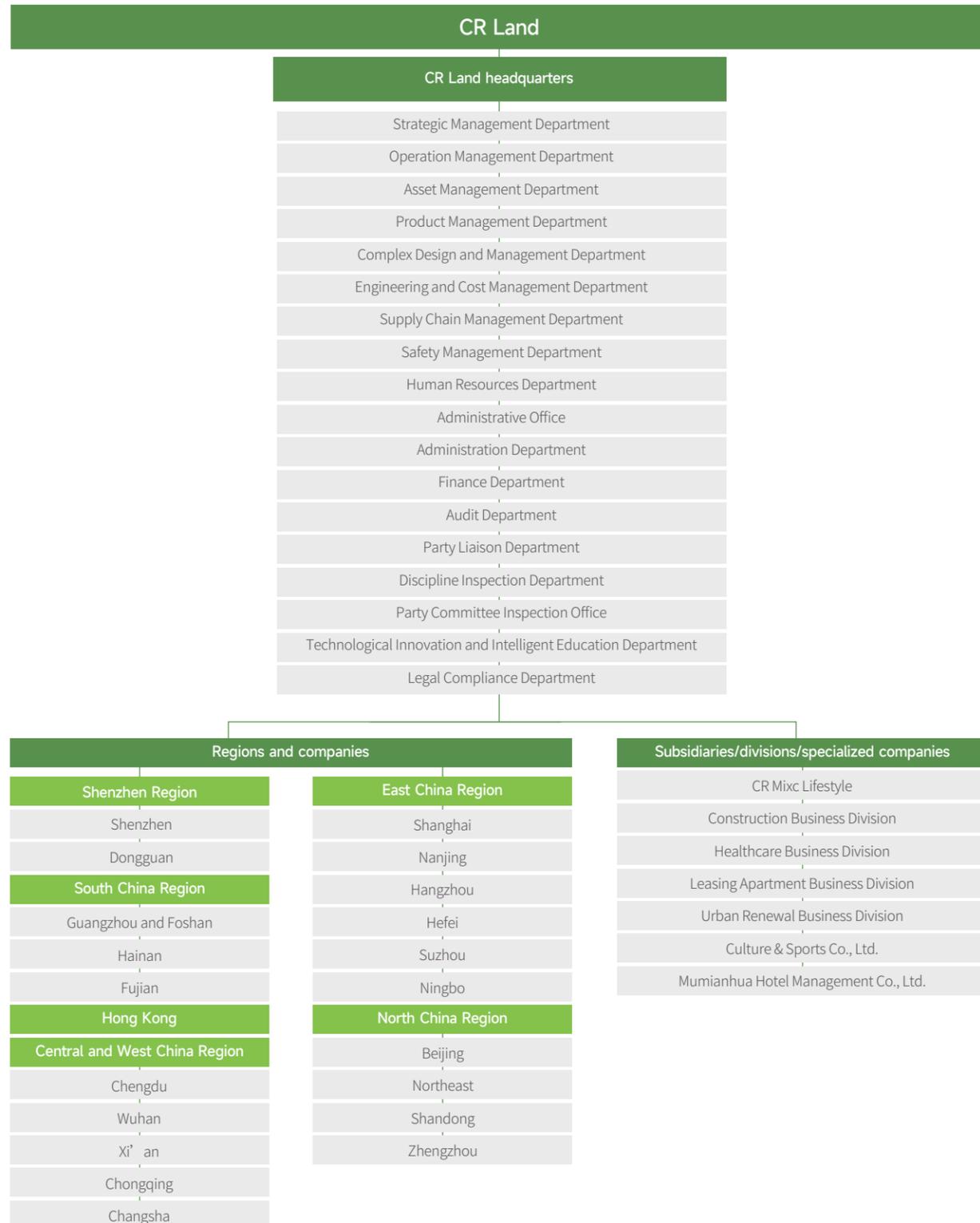
Adhering to the values of "Integrity Performance-Oriented People-Oriented Win-Win Collaboration", CR Land persists in its enterprise mission of "Better Quality Better City", focuses on the overall development goals and planning of the city and fully leverages the five core competitiveness and resource advantages of "construction and operation of large-scale urban landmark complexes, large-scale urban renewal/urban renovation, large-scale urban venues, urban TOD overlay complexes, and urban investment, development and operation ecosystems". In addition, CR Land organically combines its "3+1" integrated business portfolio model with the needs of urban development and construction, and provides optimal solutions for urban construction and operation in a regional planning model with the characteristics of CR Land.

CR Land actively fulfills its social responsibilities. Since 2008, under the overall planning and guidance of China Resources Group, CR Land has assisted in rural revitalization with 12 Hope Towns already constructed and delivered and another 5 under planning and construction. CR Land is rated A in the MSCI ESG Index, selected as a constituent of the Hong Kong HSSUSB Index and the HS ESG50 Index, and ranked No. 7 in the SASAC "Central Enterprise ESG Pioneer 100 Index".

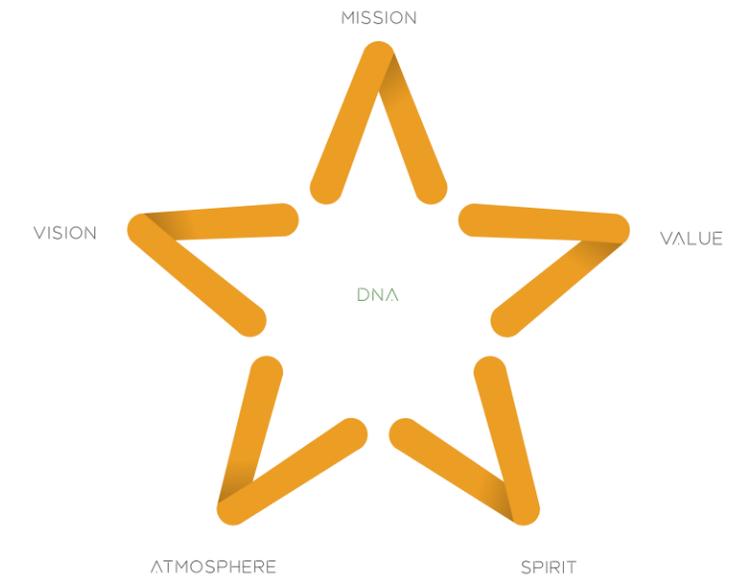
In the future, CR Land will further take the diversified business advantages of China Resources Group, seize the major opportunities of new urbanization, implementation of China's coordinated regional development strategy, comprehensive deepening of SOE reform, consumption upgrade, technological innovation,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

Organizational structure

CR Land headquarters has **18** functional departments, **7** subsidiaries/divisions and **5+1** regions under which there are **20** district/city companies.



Corporate culture



DNA

Determined to realize the great rejuvenation of the Chinese nation Pursue to create a happy life for the people
Strive for the economic prosperity for the country

Mission

Better Quality Better City

Vision

To be a leading urban investor, developer and operator in the industry

Value

Integrity Performance-Oriented People-Oriented
Win-Win Collaboration

Spirit

Dedicated oneself to the cause of the country Be the pioneer to be innovative To forge ahead with perseverance
Exert constantly for the betterment

Atmosphere

Sincerity Solidarity Open-mindedness Proactivity

Slogan

Persistent innovation, persistent resolution of difficulties, persistent pursuit of excellence Sharing future with the Country, sharing development with the City

Corporate governance

Regulate the corporate governance

CR Land regulates its corporate governance in accordance with the Code on Corporate Governance set out in Appendix C1 of the SEHK Listing Rules. The Company has strengthened compliant management and market-oriented operation of listed companies by updating the Articles of Association, the Terms of Reference of the Executive Committee, the Terms of Reference of the Remuneration Committee and the the Terms of Reference of the Nomination Committee, and formulating the Procedural Rules of the Board of Directors, Policy on Whistleblowing, Policy on Anti-Corruption, Nomination Policy of Directors, Remuneration Policy of Directors, Policy on Shareholder Correspondence, Rules for CR Land Chairman for Authorization of the Board of Directors and and Rules of Procedure for Office Meeting of CR Land General Manager, which have effectively promoted the improvement of corporate governance.

In addition, CR Land signs CR Land Employee Compliance Commitment Letter with all employees to enhance the employees' awareness about legal compliance and improve the level of compliance governance of the Company.

Compliance management

CR Land always adheres to the concept of "compliance empowerment, stable development", continuously improves the compliance management organizational systems, and promotes the direct management of compliance and the construction of legal sharing center. In addition, CR Land has established and improved institutional systems, conducted regular institutional reviews every year, analyzed the compatibility between existing systems and business to identify institutional deficiencies through special self-inspection and self-correction or management cases and filled management gaps. Furthermore, CR Land has strengthened the promotion of compliance and comprehensively governed enterprises legally to ensure no major risks.

Performance data

By the end of 2023, CR Land had **365** effective systems

including **63** compliance supervision and safety systems

and **37** systems for key areas of risk prevention.

In 2023, CR Land held **190** training courses on legal regulations and rules for leaders at all levels and all employees.

Strengthening risk management

CR Land formulates risk management policies and establishes an all-level risk management structure, regularly reviews the effectiveness of risk management and internal monitoring systems, and prepares annual internal control system work reports in accordance with the requirements of China Resources Group to continuously strengthen the risk management.

Furthermore, CR Land highlights environmental, social and governance risks, and integrates ESG risk factors into its risk management system, including enterprise operation, corruption and instability, occupational health and safety, climate change, etc. We have identified many risks such as extreme weather affecting the lives, health, and safety of our company and our customers, and increase of daily operation and maintenance costs of property.

Performance data

In 2023, CR Land checked legal risks in major businesses **413** times, identified **705** legal risk points, and rectified **602** legal risk points.

Building an "Integrity Land"

Performance data

In 2023, **0** lawsuit involving corruption, bribery, extortion, fraud, or money laundering was lodged against CR Land; CR Land held **1,652** training and warning sessions on integrity education with more than **11.9** participants.

Anti-corruption

CR Land has formulated the anti-corruption system covering suppliers and contractors and by warning education, integrity propaganda, anti-corruption training and other methods, improved the awareness of its employees and suppliers on anti-corruption; for managers, key posts at grassroots level and young cadres, CR Land conducted different featured propaganda activities at different tiers including the "integrity at home", "four classes" for integrity education and the "integrity" sports event. Besides, CR Land established the "post of integrity" and "demonstration point of integrity" to actually improve the mental and behavioral consciousness of cadres of "not wanting to corrupt".

"Overall supervision" system

CR Land has promoted the development of the "overall supervision" system to the grassroots level, built the digital information platform of "overall supervision", and conducted pilot projects for the integration of the "three major systems to improve its capacity in troubleshooting and supervision. In addition, CR Land has enhanced the supervision on top executives and leadership team, identified relevant list of responsibilities and urged and reminded top executives at all level to be aware of and perform their responsibilities. Furthermore, CR Land has focused on supervision and inspection on the implementation of the Party's eight-point frugality code, regularized the daily supervision on pointless formalities, bureaucratism, hedonism and extravagance and deepened the special rectification on power abuse.

Complaint and whistleblowing

CR Land has set up whistleblowing and result appealing channels on its website, and open a whistleblowing mailbox and hotline. Suppliers, contractors and other partners can complain and whistleblow any offenses committed by CR Land's employees, subordinate units or departments, such as integrity violations, power abuse, dereliction and negligence of duty, and violation of operation management order.



Protecting intellectual property rights

Performance data

By the end of 2023, CR Land had obtained **1,291** registered trademarks, **187** patent rights and **54** software copyrights.

CR Land attaches great importance to the protection of intellectual property rights. On one hand, CR Land enhances the protection of intellectual property rights through trademark registration, software copyright registration, patent application, etc., and maintain its legitimate rights and interests through trademark monitoring, litigation and rights protection. On the other hand, CR Land fully respects its partners' intellectual property rights, strictly abides by the scope of licensing, and assists its partners in resisting acts of infringement.



Disclosing compliance information

Performance data

In 2023, CR Land sorted out **16** compliance obligations in total that need to be made public, related transactions, disclosure of insider news, trading of securities of listed companies, compliant performance of directors, improper market behaviors, and anti-corruption actions.

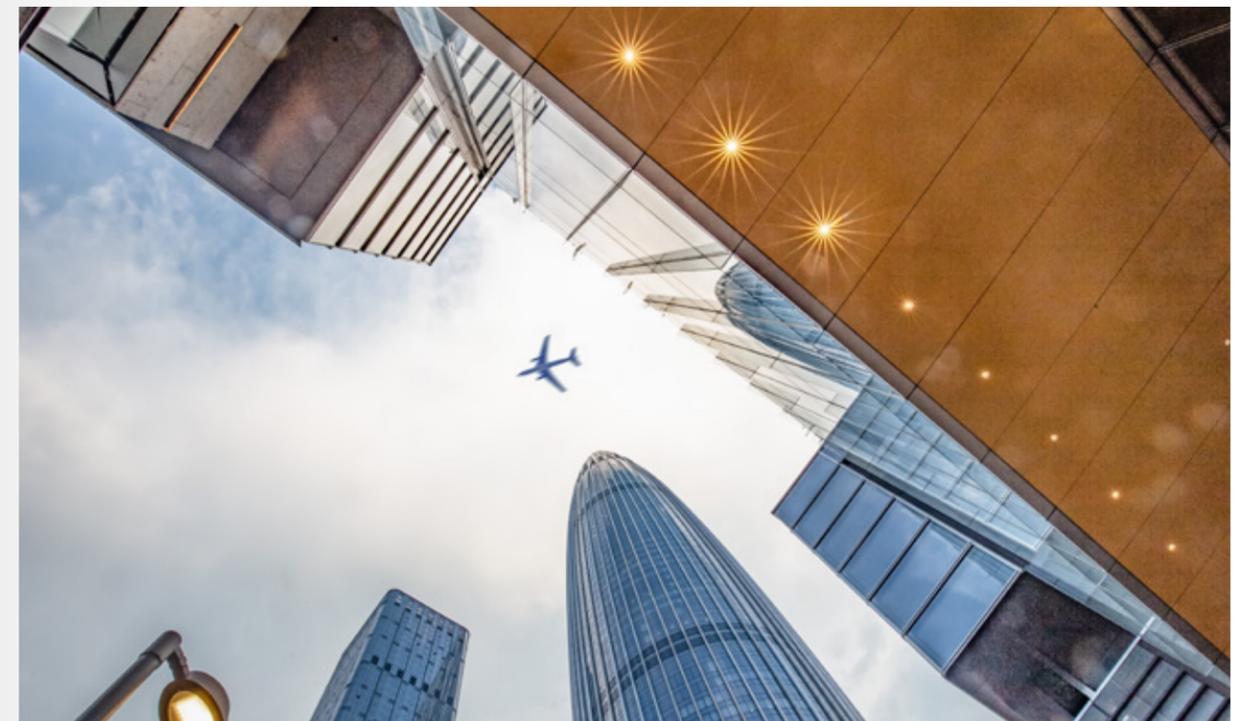
In 2023, CR Land released **4** announcements about related transactions and **1** announcement about the latest information of transaction to be publicized.

In 2023, CR Land participated in **16** online large investor forums.

CR Land is determined to establish and keep high-quality investor relationships and is committed to continuously expanding information disclosure channels and improving transparency. By persisting in the principle of authenticity and reliability, CR Land timely and accurately discloses operating information to shareholders and investors by face-to-face meetings or telephone meetings, promotes the construction of a comprehensive compliance management system and strengthens the compliance management of the listed company.

Anti-unfair competition

CR Land strictly abides by the Anti-Unfair Competition Law, and the Anti-Monopoly Law and the Codes of business conduct, and practically meets the requirements of fair trade, integrity and compliance. CR Land actively promotes the publicity of newly amended Anti-Monopoly Law to enhance the awareness of anti-unfair competition and antitrust compliance of the Company and its employees, and effectively prevent related risks.



Urban Progress: Creating a Valuable Highland

Chapter overview

CR Land actively responds to the wave of rapid urbanization development, follows the national policies and keeps the long-termism. With technological innovation as the core driving force, CR Land drives the development of a city and improves the value of a city with a view to creating more benefits for every inch of land and bringing convenience and comfort based on considerate services to every customer. CR Land writes a prosperous chapter of harmonious coexistence between cities and people in the new era.

HKEX ESG indicators covered in this Chapter

B6.2/B6.4/B6.5

SDGs issues involved in this chapter



CASS-ESG5.0 indicators covered in this Chapter

S4.1/S4.2/S4.3/S4.4/S4.5/S4.6/S4.7/S4.8

V1.1/V1.2/V1.3/V1.4/V2.1/V2.2/V2.3/V2.4/V2.8

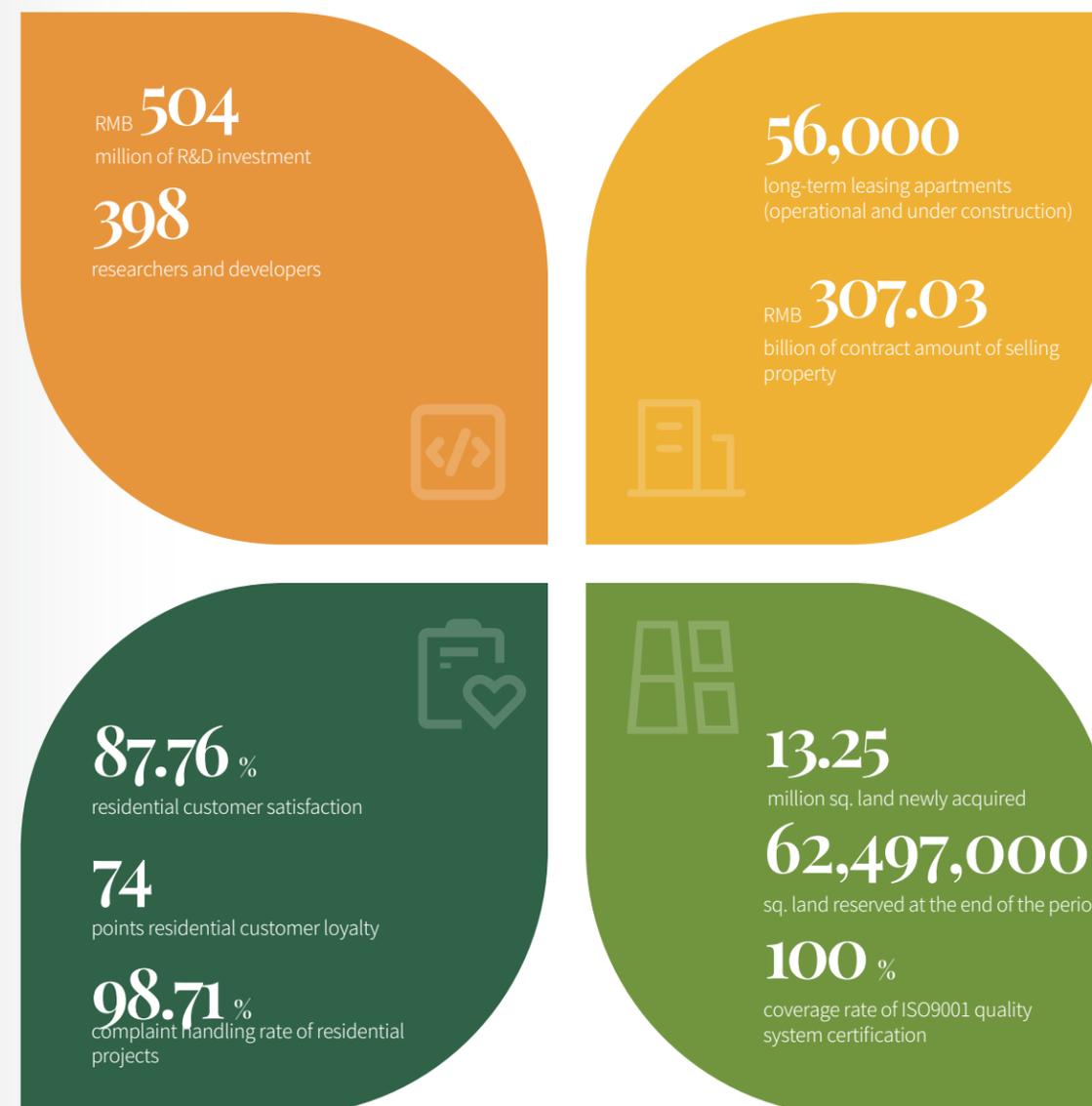
Goal setting

- Upgrade the efficiency of investment operations decision-making, continuously optimize investment operation products around product monthly activity, value realization, and user experience, and promote better integration of systems and business processes.
- Upgrade the omni-channel customer acquisition system to empower site reduction and efficiency improvement; achieve online coverage of 93% for marketing business and 90% for customer service business.
- Strengthen compliance monitoring in the supply chain, build a digital platform for product capabilities, and an intelligent platform for the "Runzhizao" project to promote the integration of emerging technologies and empower frontline production efficiency.
- Establish a big data center, launch an AI middleware and explore innovative data applications to unlock the value of data.

Progress review

- Promote the operation digitization, industrial technological transformation, spatial intelligence, and data assetization in an overall way, and empower the development of the main business with technological innovation;
- Conduct platform construction, technological innovation, resource connection and ecological creation, and establish an integrated and high-quality urban operation service system, accelerating the transformation into an "urban operator".

Chapter performance



Responsibility story

Strategy-oriented investment creates a leading REIT platform in the industry

On October 20, 2023, the China Securities Regulatory Commission (CSRC) issued the "Decision on Amending Article 50 of the Guidelines for Public Offering of Infrastructure Securities Investment Funds (for Trial Implementation)", expanding the pilot asset types of public REITs pilot asset type to consumer infrastructure. On November 26, 2023, as per the information disclosed on the official websites of the CSRC and the SZSE, CAMC- China Resources Commercial Assets Closed-end Infrastructure Securities Investment Fund (hereinafter referred to as "CR Commercial REIT") has officially obtained the CSRC's approval for registration and has become effective on the SSE. On March 14, 2024, the listing ceremony of CR Commercial REIT was held at the Shenzhen Stock Exchange. This not only represents CR Land's response to national strategies and the implementation of the decision to prioritize "boosting consumption," but also signifies an important measure to revitalize existing assets and expand effective investments.



As the largest public infrastructure REIT among the first batch of consumer infrastructure public REITs, the issuance size of China Resources Commercial REIT is RMB 6.9 billion, ranking fifth in the issuance size among the 34 issued public REITs and first among property rights projects, fully reflecting the market's trust in CR Land and the recognition of high-quality consumer infrastructure REITs.

Facing the future, CR Land will deeply implement the spirit of General Secretary Xi Jinping's instructions to central enterprises to "become an important force in promoting economic and social development and ensuring and improving people's livelihood." In accordance with the decision of the Political Bureau of the CPC Central Committee to "play a fundamental role in driving economic growth through consumption," under the strong leadership of China Resources Group, with the strong promotion of regulatory authorities and the joint efforts of intermediary institutions, by leveraging this listing, China Resources Commercial REIT will continue to build this "good platform," improve the operating mechanism, explore high-quality assets, and do a good job in expanding the fundraising reserve, to complete the capital cycle of "investment, financing, construction, management, and withdrawal" of shopping malls, and use the raised funds to continue to support the investment and construction of shopping malls, in order to contribute greater strength to revitalizing consumption, prospering commerce, improving people's livelihood, and serving the overall situation.

Expanded reading

Real Estate Investment Trusts (REITs) refer to standardized financial products that convert real estate assets or equity with sustained and stable returns into highly liquid listed securities in the securitization mode which are publicly traded on securities exchanges.

High-energy city core commercial district stimulates the consumption vitality.

CR Land carefully selects its core location benchmark project Qingdao Mixc as the first asset of CR Commercial REIT. As one of the largest shopping centers with the most brands in Shandong Province, Qingdao Mixc has introduced numerous commercial brands to establish first shops in Qingdao City even Shandong Province since its opening in 2015. It continuously improves service quality and innovates consumption scenarios, providing citizens and tourists in Qingdao with a rich consumption experience.

Performance data

In 2023, Qingdao Mixc seized the opportunity of consumption recovery, with operating revenue increasing by **12.2%** on a year-on-year basis to RMB **674** million than 2022 when the rent reduced, and an average occupancy rate exceeding **98%**



Consolidating the position of urban operator

The original equity holder of CR Commercial REIT is CR Land and the operation institution is CR Mixc Lifestyle. Excellent operational management capabilities and market-oriented operation level effectively support the performance growth. After the funds are issued, the net recovered funds will be used as investment in consumption infrastructure under construction or after completion by CR Land. The funds are conducive to leveraging the capabilities of the company, expanding effective investment, optimizing supply, serving real economy and national strategy in a better way, enhancing consumption capacity, improving consumption conditions, innovating consumption scenarios, unleashing consumption potential, and meeting the needs of the people for a high-quality life in a better way. With policy support for public REITs in consumer infrastructure, CR Land started the construction of asset management platform and the cultivation of asset management capabilities, driving transformation to asset management business and creating a new business growth grade.

In the future, within a strategic framework of sustainable development, CR Land will continuously strengthen its governance structure and refine its operational management mechanism by relying on high-quality project reserves, excellent full value chain business management capability and good brand reputation. With CR Commercial REIT as the carrier, CR Land will continuously optimize resource allocation to achieve long-term stable growth and value returns.

Urban construction

Empowering urban renewal

Performance data

In 2023, CR Land increased the land reserve of **13.25** million sq., with the land price equity ratio of **65%** and the proportion of newly added goods value in first and second tier cities of **93%**

CR Land actively participates in urban renewal and construction, reshapes land value, and provides suggestions for the full life cycle growth of a city. In 2023, CR Land successfully granted the main player in the market of The Runhong Project in Guangming District, Shenzhen and the preliminary service provider of Huolian Tree Project in Dongguan to continue to provide the best solutions for urban construction and operation, and help the city to rejuvenate, transform and constantly move forward.

Case / The Runhong Project in Guangming District, Shenzhen – the city's first square kilometer-scale comprehensive project integrating "TOD + industry + community + ecology"

The Runhong Project in Guangming District, Shenzhen, is the largest, most challenging, and most complex comprehensive development project since the establishment of Guangming Development Zone. As the main player in the market, CR Land has adopted the approach of "key unit renewal + overall benefit coordination + site preparation" to explore a new model of comprehensive development in large areas, implementing major infrastructure involving vehicle depots, identifying 1,451 demolition targets, and demolishing buildings covering an area of 1.76 million sq.. The area where the Project is located is positioned as the "central cluster center" and an integrated urban area of production and city integration. The entire Project will create a comprehensive new urban area that showcases ecological civilization, cultural charm, industrial innovation, and urban vitality. The Runhong Project is divided into four development phases, with Phases #1 and #2 having acquired land and entered the development construction phase.

Case / Huolian Tree Project - A Benchmark Demonstration Project for High-Quality Transformation and Upgrading in Dongguan City Center

Dongguan City Dongcheng Street Huolianshu Project is located at a prime intersection of Dongguan's urban development, occupying a core position. However, the current status of the Project's construction is significantly disconnected from the positioning of "the center of the city". As the preliminary service provider for the Huolianshu Project, CR Land continues to explore the depth and breadth of Dongguan's organic urban renewal, reshaping the urban landscape by promoting institutional reform, exploring phased land supply, and creating space for high-quality development. This initiative significantly accelerates and enhances the transformation of the most challenging urban villages currently under development. The Project is positioned as a benchmark demonstration project for high-quality transformation and upgrading in the central area of Dongguan. It involves demolishing 278,800 sq. of land, developing 160,400 sq. (57%), transferring 120,100 sq. of land to the government (43%), and will be developed in two phases. It aims to create a high-end comprehensive community integrating commerce, office space, residences, parks, and schools. The first phase of the project has completed the demolition of 100% of the land and has entered full-scale development and construction.



Helping commerce upgrading

Performance data

By the end of 2023, CR Land operated **76** shopping malls.

CR Land's commercial business continues to lead the industry, with 76 operating shopping centers achieving a total retail sales of RMB 163.9 billion, representing a year-on-year increase of 44.2%. 61 shopping centers ranked among the top three in their respective local markets. 10 new high-quality shopping centers, including Beijing Xisanqi Mixc and Changchun Mixc, were opened on schedule, with an average opening occupancy rate of 96.2%. The company also strategically acquired 8 prime shopping centers in key cities such as Beijing, Guangzhou, Nanjing, and Wuhan, further strengthening its commercial asset portfolio in core urban markets. The office business has withstood the market downturn, continuously optimizing its tenant structure and achieving a 2.6% increase in occupancy rate to 81.8%. Additionally, the Company's hotel operations have seen a significant improvement in revenue, with an occupancy rate reaching 63.3%.

Case / Chongqing Mixc North Area-The largest luxury Mixc in China

On June 18, 2023, CR Land Chongqing Mixc North Area (Phase II) held a grand opening ceremony. The project has 500,000 sq. of overall commercial volume and is the largest luxury Mixc in China. Chongqing Mixc North Area is oriented at "pioneer trend" to create fashion and luxurious atmosphere by combining the spatial advantages. It introduces 240 brands, including over 70 first stores or flagship stores in southwest region/Chongqing and provides more new consumption scenarios for consumers in Chongqing, from Southwest China and even from China.



Building a beautiful living environment

In 2023, CR Land's total investment in affordable housing development business reached RMB 11.7 billion yuan, with a new construction area of 760,000 sq. and a completed area of 320,000 sq.. The construction area of affordable housing undertaken is 14.78 million sq., with a new construction area of 4.27 million sq. and a completed area of 300,000 sq.

Performance data

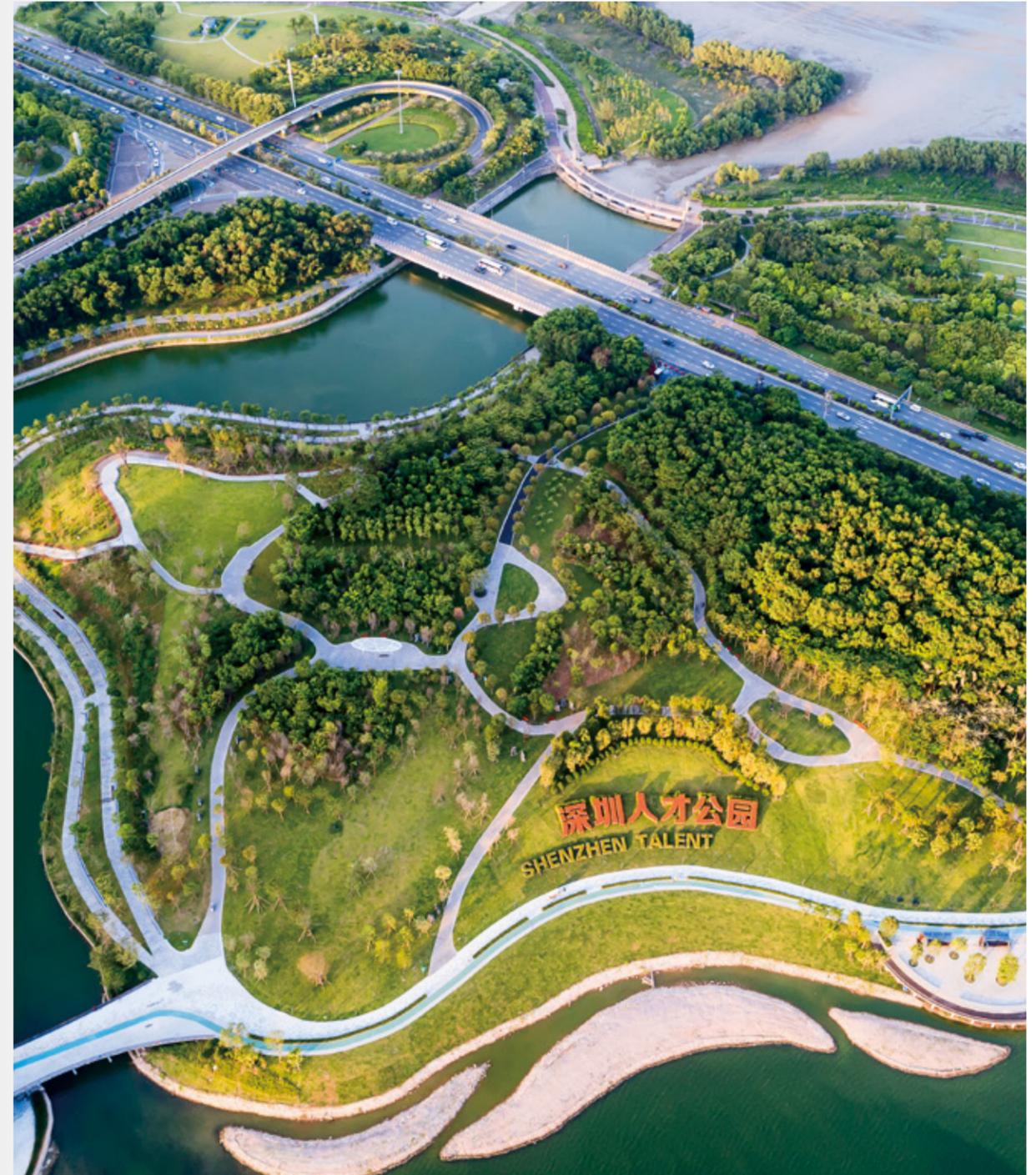
In 2023, CR Land undertook the construction of affordable housing with a construction area of **14.78** million sq.

with a new construction area of **4.27** million sq. and has **56,000** units of long-term rental apartments (operational + under construction).

Oriented by serving national strategy and enhancing people's well-being, CR Land vigorously develops the long-term leasing apartment business. At present, it has settled in 15 cities with 56,000 rental houses. It builds "Home for Urban Builders and Managers in the New Era" in Minhang District, Shanghai City to provide "one bed, one room, one apartment" service for urban workers. The home becomes a model of Shanghai City to implement the housing guarantee spirit of Central Committee of the CPC. In addition, CR Land built CR YOUTH A JOY COMMUNITY in Fengtai District, Beijing City to provide targeted housing services for talents in important industries, assisting in supporting the national high-tech industry and promoting the balance between employment and housing.

Case / CR YOUTH A JOY COMMUNITY

As the first batch of rental housing projects on collective land in Beijing, CR YOUTH A JOY COMMUNITY has the total floor space of 105,500 sq., with plot ratio of 1.60 and has 2,314 rental houses in total. The project has a 500 sq. energetic shared public area and has complete community, transportation and commercial facilities. It improves the rental quality and happiness of new citizens, young people, and other groups in many directions and at many levels.



Digital intelligence empowerment

Adhering to innovation-driven development

Performance data

In 2023, CR Land invested RMB **504** million in R&D and had **398** researchers and developers;

CR Land established **2** new research platforms, including **1** national platform;

CR Land increased **4** subjects for research, including **1** vertical subject.

Surrounding the core orientation of "urban investor, developer and operator", CR Land formulates the technological innovation strategies, builds a "145" technological innovation system to define four key directions of technological innovation and forms a scientific and technological innovation support system integrating R&D investment management, innovation platform management, key subject management, science and innovation culture construction and technological achievement construction. CR Land solidly promotes various works of technological innovation and steadily improves its technological innovation capacities.

Four key technological innovations

By advancing the core content construction of digital operation, industrial technological transformation, spatial intelligence, and data assetization, we achieve the strategic goals of increasing property performance, improving efficiency, and promoting business innovation. Digital operation aims to enhance digital construction in all areas, manage with data-driven approaches, improve operational efficiency and benefits across the value chain, and realize full-cycle, cross-disciplinary digital projects. Industrial technological transformation involves the comprehensive application of technologies such as BIM, IoT, AI, robotics, and prefabricated construction to empower the entire production process with technology, achieving a comprehensive upgrade of production management across all elements. Spatial intelligence empowers the core business internally by creating standardized intelligent products to enhance property competitiveness. Externally, it builds capabilities, explores smart city development and spatial intelligence service output. Data assetization involves improving the data governance system, accumulating data assets, internally tapping into data value and data intelligence innovation to empower business development, and externally exploring the realization of data asset value.

Performance Review 2023



Digital operation

Establishing systems for supply chain management, investment mapping, etc., to enhance investment decision-making efficiency, support agile operational management, and significantly improve overall operational efficiency and effectiveness. Developing systems for enterprise micro-operations, precise marketing, marketing risk control, intelligent sales centers, etc., to upgrade omni-channel customer acquisition system, enhance precision marketing, and empower sales centers to reduce staff and increase efficiency.



Industrial technological transformation

Establishing a digital platform for product capabilities, creating a project management platform for construction projects, implementing the "Runzhizao" engineering intelligence platform, enhancing digital supply chain material fulfillment capabilities, promoting the integration of emerging technologies, empowering frontline production efficiency. Conducting BIM research projects in collaboration with the Research Institute of Tsinghua University in Shenzhen, constructing a comprehensive BIM standard system including management, technology, and data, completing the first BIM + digital handover office project in Shenzhen, participating in the formulation of three local standards in Shenzhen including the national standard for Information Technology BIM Software and the Landscape Engineering Information Model Delivery Standard, driving the transformation and upgrading of smart construction.



Spatial intelligence

In the field of smart cities, a collaboration with Tsinghua University led to the release of the "China Resources Land Smart City White Paper," creating benchmark projects like the Hohai Smart City to earn accolades such as the Ke Rui Benchmark Project Award and Real Estate Technology Leading Enterprise Award. In the realm of smart commerce, research was conducted on "Smart Operation and Maintenance Solutions for Commercial Complexes based on Group Intelligence Technology," further enhancing the energy efficiency of commercial projects, improving management efficiency, and achieving the goal of reducing costs and increasing efficiency. Participation in the Ministry of Science and Technology's national R&D program "Super High-rise Building Operation Monitoring Early Warning and Smart Operation and Maintenance Platform Application Demonstration" aimed to achieve operational goals such as the structural safety of super high-rise buildings, energy conservation and efficiency enhancement, asset preservation, and appreciation, embodying the concept of green and low-carbon development. In the Internet of Things sector, continuous enrichment of intelligent products, establishment of urban low-carbon platforms, urban spatial property management platforms, the planning and construction of the Mixc Cloud platform, expanding products and solutions from individual buildings and parks to the urban spatial domain, further enhancing coverage and solution capabilities in intelligence.



Data assetization

A well-established data governance system has been constructed. Through centralized governance, data quality has significantly improved. Systems including CDP, various professional BI, and E control have been developed, integrating and developing customer data from four business formats: development, commerce, property, and long-term rental. Over 56.64 million customer data assets have been accumulated, achieving significant business empowerment value through internal data exploration.

Quality first

Strict quality management

Performance data

The coverage rate of ISO9001 quality system certification reached **100 %**.

CR Land has established a comprehensive quality management system and has successively formulated and issued hundreds of internal product quality management policies, including Regulations for CR Land Quality Management System Construction. In addition, CR Land has actively carried out ISO9001 quality system certification, i.e. the headquarters and major regions completed ISO9001 quality system certification and applied for annual review to ensure the validity and continuity of certification. Furthermore, CR Land has improved mechanisms for safety hazard governance, conducted quality control and safety training for all staff and conducted regular hazard inspection. CR Land promptly recalled products if any safety hazards are identified. CR Land is committed to providing customers with safe and high-quality products.



CR Land high quality conference

Evaluation check

Residential projects

In 2023, CR Land evaluated the delivery quality of **161** residential bid sections with the comprehensive points of **79.66** with increase of **0.39** point on a year-on-year basis;

CR Land carried out unannounced inspection of process quality of **563** residential bid sections.

In the inspection, **27** key issues were identified. After rechecking offline, these issues were rectified.

Public building projects

CR Land opened **11** new shopping centers, with an average opening inspection score of **91.30**, representing a **0.43** point increase compared to 2022.

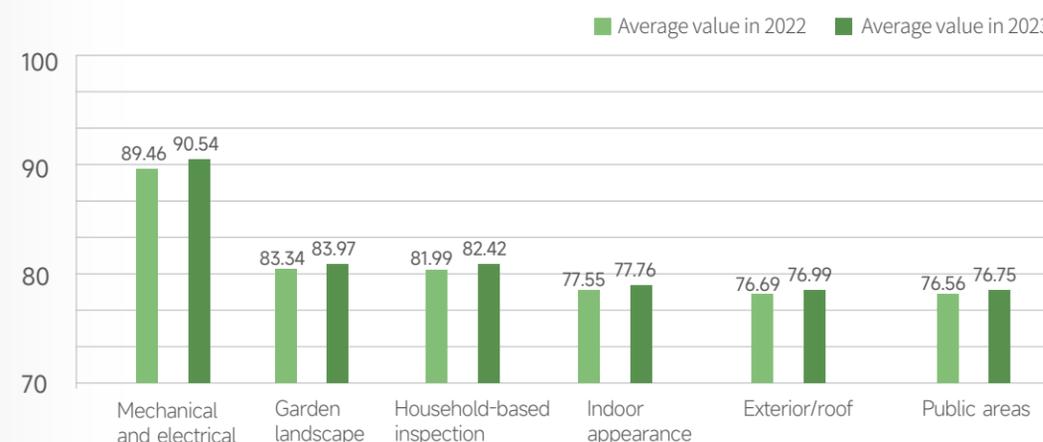
CR Land opened **15** new office buildings, with an average opening inspection score of **92.86**, representing a **2.09** point increase compared to 2022.

To strengthen the quality supervision, CR Land has introduced third-party professional evaluation institutions to evaluate the mechanical and electrical works, household-based inspection, garden landscape, indoor appearance, exterior/roof, public areas, and other aspects of residential projects under construction and after delivery. The bottom line risk issues have been effectively solved. CR Land has carried out professional inspections and evaluations in the construction cycle of civil, mechanical and electrical, fine decoration, curtain wall and landscape works for public building projects, continuously improving the quality.

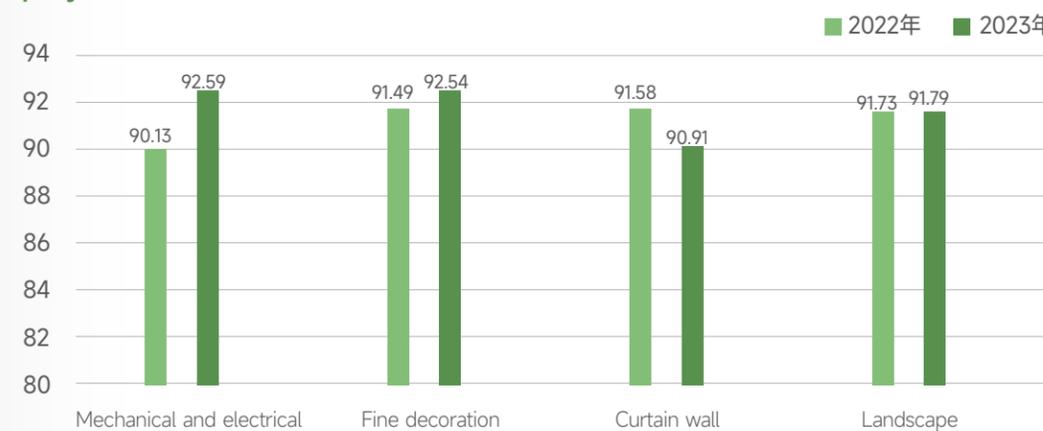
Evaluation scores of CR Land residential projects delivered in 2023



Average evaluation scores of CR Land residential projects delivered in 2023 in different aspects



Evaluation scores of specialties of CR Land public building projects in 2023



Satisfied services

Protecting customer rights and interests

Fair trading

Adhering to the principle of fair trading, CR Land has formulated Management Regulations on Sales Price (Discount), Signing and Payment of CR Land Commercial Housing, Publicity Documents on Sales Sites, etc. which include specific requirement that the sales price and price discount shall comply with local government policy for local government and shall be explicitly publicized on the sales sites. Besides, all unfavorable factors shall be publicized on sales site. The high-frequency and multi-level recheck mechanism practically ensures the effective implementation of various regulations on sales scenarios, thereby maintaining market order and striving for a fair, open and justice business environment.

Privacy protection

CR Land attaches great importance to the protection of customer information throughout its life cycle, strictly implements the internal policies such as the Confidentiality Regulation in the China Resources Land Employee Handbook, and enhances employee's requirement and awareness of confidentiality through strengthening information security management by dedicated personnel. In 2023, we did not have any complaints (including complaints from third parties or regulators) arising from the violation of consumer information and privacy protection regulations.

Responsible marketing

CR Land actively advocates responsible marketing and strictly follows Notice on Standardizing the Marketing and Publicity Strategy of CR Land Sales Property, Management Regulations on Sales Price (Discount), Signing and Payment of CR Land Commercial Housing and other regulations to define the red line requirements, such as price, discount, return and change of name and to prohibits the excessive commitment. According to Advertising Law of the People's Republic of China and CR Land Brand Management Guide, CR Land holds the positive public opinion and implements the political discipline and propaganda discipline. In addition, CR Land carried out 2023 Special Action on Marketing Integrity and Discipline and made every effort to ensure that marketing information complies with laws and regulations and strengthened responsible marketing from multiple dimensions by many forms, such as standardized management, negative criticism, online and offline training and review.

Insisting on high-quality delivery

CR Land persists in creating comfort by exquisite craftsmanship, achieving excellence by ingenuity and realizing ideal life by high-quality delivery power. CR Land guarantees scheduled high-quality delivery through control of 7 stop points and third party evaluation before delivery. In addition, CR Land actively explores community methods to revitalize supporting spaces, thereby realizing the transformation from "delivery of house" to "delivery of life".

Performance data

In 2023, CR Land delivered more than **120** projects, almost **40** % of which were delivered ahead of schedule.
In some projects, the property ownership certificate can be handled immediately after delivery.



Overall delivery activity of Runfu Project in West China Region



Improving customer experience

Providing satisfied services

Performance data

In 2023, CR Land residential customer satisfaction was up to **87.76** %, with customer loyalty of **74** points.

Surrounding the full process of customers, CR Land has built overall service touch points and supervised the services from multiple perspectives to promote the timely improvement of services with a view to continuously improving customer satisfaction.

Basic services

Cover the full life cycle from customer visits to occupation. CR Land improves the residential service system, and establishes over 100 service items, involving 35 graded service items. In addition, CR Land researched service touch points online to promote timely improvement and correction of services.

Innovative services

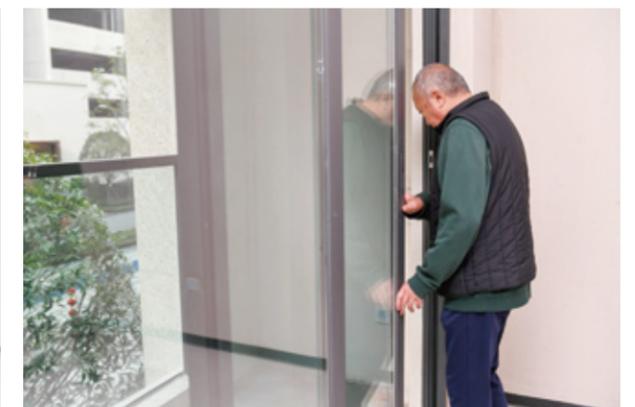
CR Land launched "Runbilin" community operation brand. The brand is settled in 12 IPs. CR Land organized 159 communities and held 284 activities with a view to improving the life experience of owners.

Improving after-sales services

CR Land attaches great importance to after-sales service to keep high stickiness relationships with owners. In addition, CR Land frequently holds community activities, and focuses on planning theme activities for the elderly and adolescents. With the concept of sustainable development, it upgrades and revitalizes public spaces in delivered communities to create elderly and child friendly communities. CR Land invites owners to participate in community governance to create a better life for owners, and truly achieves a comprehensive service improvement from after-sales service to co-construction, co-governance and sharing of community.



An owner rechecked the handled issues.



Responding to customer complaints

Performance data

In 2023, CR Land residential projects received **27,159** customer complaints nationwide in total, with the handling rate of **98.71 %**.

Always keeping the customer-oriented service concept, CR Land follows Management Specification of CR Land for Handling Complaints from Residential Customers, Guidelines of CR Mixc Lifestyle for Handling Complaints from Residential Customers and other system documents, and sets up special compensation authorization and compensation process for possible customer losses due to product or service quality with a view to responding to customer complaints in a rapid, fair and efficient way, timely and fairly compensating customer loss and reducing potential operational risks.

Complaint channel

Promote 4001099888 customer service hotline in an all round way and display the hotline on sales scenarios, property customer receptionist, warranty service receptionist and delivery site to access to the customer complaint channel. Launch Run•Service system client App to realize online tracking of customer reporting and repair application process.

Quick response

Respond to the customer within 30min after receiving a complaint, and reply first time within 48h to communicate with the customer for a solution.

Follow-up

Conduct complaint handling follow-up to ensure effective resolution of customer complaints, listen to customer voices, and continuously improve problem handling efficiency.

Complaint handling

By persisting in the customer-oriented principle, prioritize the reasonable demands and protect legitimate interests of customers without loss.

Case / CR Land was praised by a property owner in efficient handling of a complaint.

Complaint content:

An owner of CR Land Guangzhou Gongyuan Shangcheng Project complained the wall cracks.

Investigation process:

A maintenance person quickly responded, confirmed the inspection time with the owner within 30min and arrived at the site as scheduled. After detailed inspection, the maintenance person found there were cracks at the connection of different materials, i.e. the wall structural column and the aerated brick wall. The maintenance person communicated with the owner to explain the type of cracks, and inspected the walls of other rooms. After sufficient communication with the owner, they reached a consensus on the maintenance plan. The maintenance person described detailed information on the construction process, potential impacts and protective measures.

Handling process:

The repair worker shoveled off the base layer of wall with cracks, repaired by the net hanging and plastering process, sent the repair progress pictures to the owner in a real time way and clearly informed that a drying period of 1-2 days was required. 3-4 days later, the repair worker polished and painted on the whole wall to effectively avoid color difference. After repair, a maintenance engineer carried out strict acceptance to ensure recovery of wall, appointed cleaners to restore the site, took photos and videos to show the restoration results to the owner and made an appointment with the owner to inspect the site.

Finally, the owner was satisfied with the repair results and highly praised the efficient, professional and responsible service attitude of CR Land team. The complaint was successfully resolved.



Stable Advancement: Constructing a Green Future

Chapter overview

China Resources Land (CR Land) upholds the concept of "people-oriented, green development", strictly abides by the bottom line of ecological environment development, continuously improves the environmental management and supervision mechanism, continues to carry out research and promotion of green, low-carbon buildings, promotes green leasing models, practices green operation, strengthens green environmental protection advocacy, and actively responds to climate change. While guarding the green hills and clear waters, CR Land helps people build a better life, meet the society's expectations for green and low-carbon urban investment, development, and operation, allowing green to return to the city's public spaces and bringing more vitality and vigor to the city.

HKEX ESG indicators covered in this Chapter

A1.1/A1.2/A1.3/A1.4/A1.5/A1.6/A2.1/A2.2/A2.3/A2.4/A2.5/A3.1/A4.1
B5.3/B5.4/B8.1/B8.2

SDGs topics responded to in this Chapter



CASS-ESG5.0 indicators covered in this Chapter

E1.1/E1.2/E1.3/E1.4/E1.5/E1.6/E1.7/E1.8/E2.1/E2.2/E2.3/E2.4/E2.5/E2.6/E2.8/E2.9/E2.10/E2.12/E2.14/E3.1/E3.3/E3.4/E3.5/
E3.6/E3.7/E3.8/E3.10/E4.1/E4.2/E4.3/E5.1/E5.2/E5.3/E5.4
V4.1/V4.2/V4.3/V4.4/V4.5

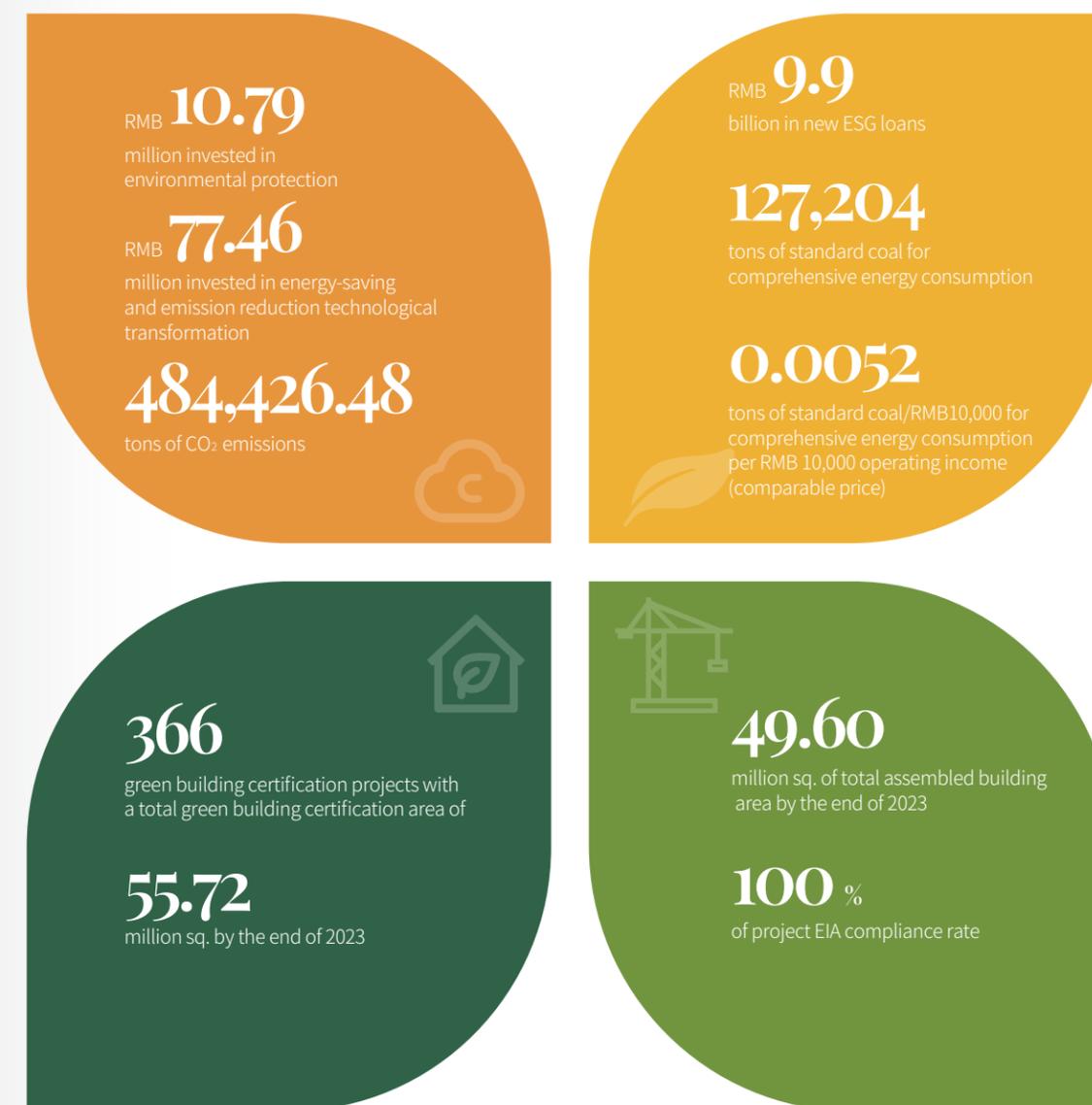
Goal setting

No general and above environmental pollution incidents
No yellow or above rated environmental opinions

Progress review

No general and above environmental pollution incidents in 2023
No yellow or above rated environmental opinions in 2023

Chapter performance



Responsibility story

Long and arduous "dual carbon" road, green building leads the future

As a leading urban investor, developer and operator in the industry, CR Land has always actively responded to global climate change and helped China achieve the "3060" peak carbon and carbon neutrality goals, serving as a leader in the green development of the industry.

Building smart low-carbon venues and near-zero carbon demonstrations

On December 28, 2023, the Photovoltaic Building Integration Demonstration Project of Shenzhen Bay Sports Center, jointly constructed by CR Land Culture & Sports Company and China Resources Energy Service Co., Ltd., successfully interconnected and generated electricity, with a total installed capacity of 861.105KWp. The Project uses green building materials that can generate electricity through low light - cadmium telluride photovoltaic glass. Compared with traditional photovoltaic systems, 8,201 pieces of photovoltaic glass can continuously provide green electricity to the venue at a higher efficiency. It is estimated to produce approximately 962,200kWh of electricity annually, reducing the consumption of standard coal by about 308 tons, and reducing emissions of 757.46 tons of CO₂ and 23 tons of SO₂. In addition, the photovoltaic glass also functions as building exterior cladding material and facade curtain wall glass, achieving harmonious unity of appearance and function, and assisting Shenzhen Bay Sports Center to become a construction demonstration of smart low-carbon venues and near-zero carbon projects.

Exploitation of large commercial shopping centers for carbon neutral projects at the operational stage

On December 19, 2023, Nanchang MIXC, developed and constructed by CR Land, was certified by the Chinese Society for Urban Studies, and was awarded the Bronze Carbon Neutral Building Certification, becoming the first large-scale commercial shopping center in China to be certified in accordance with the Evaluation Guidelines for Carbon Neutral Buildings of Chinese Society for Urban Studies and China Real Estate Association during the operation stage.

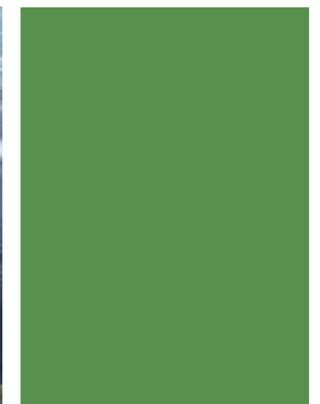
Nanchang MIXC established the design and construction concept of "green livable, low-carbon and environmentally friendly" at the beginning of the Project, fully adopting space design and building energy-saving technologies that organically combine people and the environment. The annual unit area energy consumption of the project was reduced by 12.6% compared to the constraint values specified in the "Classification and presentation of civil building energy use". Relying on photovoltaic power generation, 2.54% of the annual energy consumption was replaced by renewable energy sources. Based on careful design and efficient operation, it completely offsets annual carbon emissions by purchasing 21,143 tons of CO₂ in carbon credits, achieving overall carbon neutrality.



Staged progress in ultra-low-energy building practices for ultra-high-rise office buildings

In October 2023, the China Resources Bank (Zhuhai) Headquarter Building Project developed and constructed by CR Land obtained the "ultra-low-energy building" design certification awarded by the China Association of Building Energy Efficiency. CR Land has made staged progress in the practice of ultra-low energy consumption buildings in the industry. According to expert evaluations, the building energy savings rate of the Project reached 45.99%, the comprehensive energy savings rate reached 54.37%, the utilization rate of renewable energy reached 15.51%, and the overall carbon reduction of the building reached 30.1%, achieving a leading level of energy savings and carbon reduction in the domestic market.

The China Resources Bank (Zhuhai) Headquarter Building Project is located in the High-Tech Zone of Zhuhai City, Guangdong Province. Developed and constructed by CR Land, the building has a construction area of approximately 45,000 sq. and a total building height of about 141.9 meters. It is a newly constructed super high-rise full-curtain wall office building currently in the main construction phase. This Project is one of CR Land's pilot projects in exploring the implementation path of "dual carbon," with the green and low-carbon construction goal of ultra-low energy consumption/low-carbon buildings established during the planning and design phase. Following the principles of "passive priority, active optimization, utilization of renewable energy, and simultaneous consideration of lifecycle cost-effectiveness," a series of ultra-low energy consumption and low-carbon technology measures have been formulated.



CR Land is pioneering innovation on the path to a green future, actively creating pilot projects, solidifying pathways, summarizing practical experience, and leading development. CR Land is comprehensively promoting outstanding practices, providing the industry with more innovations and meeting society's expectations for green and low-carbon urban investment, development, and operation with a professional perspective and high-end quality.

Environmental management

Environmental management systems

Performance data

In 2023, CR Land's investment in environmental protection during the operational phase totaled RMB **10.79** million;

As of the end of 2023, a total of **17** units of CR Land have obtained ISO 14001:2015 environmental management system certification;

11 new green malls and **2** green property projects.



CR Land (Nanjing) and 10 other companies awarded Hong Kong Green Business Awards 2023 CR Land (Nanjing) awarded Gold Award for Environmental Safety and Health

CR Land has always adhered to the ecological civilization concept of "respecting nature, adapting to nature, and protecting nature", strictly abiding by the Environmental Protection Law of the People's Republic of China and other laws and regulations, and has formulated internal environmental management policies such as the China Resources Land Energy Conservation and Ecological Environment Protection Supervision and Management Guidelines, and China Resources Land Development Project Dust and Noise Pollution Management Guidelines to urge all units to implement the main responsibility for energy conservation and ecological environment protection, and strengthen and standardize energy conservation and environmental protection management work. CR Land has formulated medium and long-term goals around environmental issues such as resource and energy use, waste emissions, and climate change and regularly review and assess the completion of the goals.

Environmental early warning and emergency response

CR Land has strengthened environmental emergency management, established an environmental emergency management mechanism, and regularly carried out environmental compliance inspections to reduce environmental accident risks. In 2023, CR Land implemented early warning and prevention work, and there were no losses and impacts due to environmental incidents throughout the year.

Environmental Impact Assessment (EIA)

Performance data

In 2023, CR Land and its building construction projects achieved **100** % of the EIA compliance rate, and there were no incidents of significant negative impacts on the environment and natural resources.

CR Land emphasizes reducing the impact of its own business activities on the environment, and in accordance with the requirements of the Environmental Protection Law of the People's Republic of China and other laws and regulations, conducts a full life cycle environmental assessment of projects and implements energy-saving and emission reduction in the construction process.

R&D on green technologies

CR Land attaches great importance to the research and innovation of green environmental protection technology, conducting in-depth research on industrial construction systems, green buildings, ecological environment, and other aspects, to promote the sustainable development of living environment with innovative concepts and achievements.

In our large-scale commercial projects, we have implemented efficient efrigeration system construction. By piloting new design concepts, we have integrated various industry innovative technologies. We were the first in China to apply swarm intelligence technology to large commercial buildings, achieving significant reductions in the mechanical and electrical commissioning period, improved opening rates of automatic control functions, and efficient low-carbon operations across over 20 CR Land large commercial complex projects. Building upon the application of swarm intelligence building technology in 2023, we have collaborated with a swarm intelligence technology research team to further conduct research on the "Research on Smart Operation and Maintenance Solutions for Commercial Complexes Based on Swarm Intelligence Technology," aiming to further energy conservation and efficiency in commercial projects.



Commitment to green buildings

Performance data

In 2023, CR Land added **7** new green building projects and **1.04** million sq. of new green building space;

As at the end of 2023, CR Land has obtained a cumulative total of **366** green building certified projects, with a cumulative green building certification area of **55.72** million sq.

By the end of 2023, the total area of assembled buildings was **49.60** million sq.

CR Land actively promotes green building and prefabricated building projects to ensure the steady progress of "green transformation". CR Land will adhere to the enterprise requirement of designing new projects 100% according to green building standards, gradually increase the number of newly developed properties designed according to high-level green building standards, and establish medium and long-term goals for green building development: by 2025-2030, more than 70% of the newly constructed operating projects are planned to obtain high-level green building certification.



Green operations

Green finance

Performance data

In 2023, CR Land added RMB **9.9** billion in new ESG loans.

CR Land has broadened its financing channels and reduced financing costs by formulating a sustainable development financial framework. It actively organizes green club loans and utilizes the related loans for various aspects of the company's sustainable development, further promoting the company's green transformation and development.

Green supply chain

Performance data

In 2023, CR Land's headquarter had **38** supplier partners with green factory certifications, **63** products with green building material certifications, and **30** products with green product certifications.

CR Land is gradually improving the supply chain management system by incorporating green and low-carbon concepts and standards into supplier management requirements. In 2023, CR Land embedded a green manufacturing assessment module into the China Resources Land Supplier Quality Control Capability Assessment Model to accelerate suppliers' development towards green manufacturing.

In September 2023, CR Land placed controls on the 51 categories of green building materials in the product catalog, incorporating green certification requirements as one of the tender technical terms, gradually expanding the coverage of green building materials in the headquarters' centralized procurement.

Green leasing

CR Land actively explores green leasing models, continuously promotes the informatization and intelligence of management work, and utilizes smart energy consumption systems such as intelligent lighting system to analyze tenant energy consumption and provide optimization suggestions. CR Land conducts energy-saving awareness training, reduces energy consumption from the source, and actively promotes the inclusion of sustainable development clauses in lease contracts, encouraging tenants to sign environmental commitments.

Case / Creating sustainable development that works hand-in-hand with tenants

In 2023, China Resources Mixc Lifestyle Ltd. released the Sustainable Development Initiative consisting of 17 articles aimed at green spaces, energy conservation, low-carbon, sustainable operation, and reached a consensus with over 20,000 shopping center partners. Additionally, 93 shopping centers under our management successfully held the first "Sustainable Living Week", promoting sustainable concepts with the support of participating brands to consumers and the public.

Green office

CR Land prioritizes electricity, water, paper, and green travel in daily office operations, creating a low-carbon and environmentally friendly office environment.

- Adjust office area air conditioning temperatures based on seasonal temperature changes, conduct regular inspections to reduce excessive energy consumption from office lighting.
- Continuously promote paperless office operations, reduce the quantity of paper printing and faxing, and decrease paper consumption and carbon emissions.
- Encourage the use of personal water bottles in company meetings to reduce the use of bottled water, improve the reuse of existing materials, and lower meeting costs.



CR YOUTH stores post signs on air-conditioning temperature settings and electricity conservation at the switch

Environmental public welfare

CR Land is dedicated to promoting environmental protection concepts, advocating for employees, tenants, and relevant parties to pay attention to global climate change, and actively organizing volunteer activities such as "Earth Hour" "World Earth Day" and "Arbor Day" to protect the environment. Environmental public welfare activities are organized in communities and commercial spaces, with the implementation of key measures to integrate green concepts into daily life.



CR Land organizes employees to participate in environmental practices

Case / Advocacy of "public welfare green", joint efforts to increase urban environmental protection assistance

In the West China Region, efforts are being made to promote environmental and sustainable themes such as "recycling of old items" and "returning plan", encouraging customers to bring recyclable items such as empty bottles to designated recycling stores and actively participate in the returning to a new life activity to help raise public awareness for environmental protection. All recycled items will be properly and environmentally processed to rejuvenate old items with new vitality.

In the North China Region, fourteen cities are collaborating to conduct various public welfare activities including green suggestion boxes, transformation of old items, painting canvas bags, recycling of used batteries, and greenery DIY to make green and environmental protection accessible for a better life.



DIY winter nest for pets using discarded clothes



Greenery DIY



Energy conservation and emission reduction

Use of energy resources

Energy conservation

Performance data

The total investment in energy conservation and emission reduction technology transformation amounted to RMB **7.75** million.

CR Land's consolidated energy consumption in 2023 was **127,204** tons of standard coal;

Comprehensive energy consumption per RMB 10,000 operating income (comparable price) hits **0.0052** tons of standard coal/RMB 10,000;

The number of CR Land and its subsidiaries that have passed ISO 50001 certification reached **8**

CR Land continuously strengthens energy management, establishes a sound management system, formulated medium and long-term energy utilization efficiency targets, formulates energy efficiency plans and implements them, and takes multiple measures to improve the energy utilization efficiency of various units and construction projects. In 2023, CR Land carries out central air-conditioning energy conservation renovation in multiple commercial projects in Shenzhen, Xiamen, and other locations, completing upgrades such as intelligent control of the cooling station, flow rate variation of cooling towers, and optimization of water system resistance, with an estimated energy saving of 8 million kWh/year. Its CR Vanguard Property Management under CR MIXC Lifestyle has obtained ISO 50001 certification for energy management system.

Case / Exploring energy saving paths to leverage energy expenditures

In 2023, CR Land's MIXC in Chengdu, in cooperation with China Resources Digital, adopts a profit-sharing model for energy conservation renovations of indoor and outdoor lightbox advertisements and parking lot lighting. After the renovation, lighting control can be carried out through the Internet of Things variable frequency lighting control system, automatically adjusting to the optimal lighting effect according to different areas and scenes to achieve energy conservation and emissions reduction. It is estimated to reduce carbon emissions by approximately 221 tons/year, save about 380,000 kWh/year, and reduce electricity costs by around RMB280,000/year. Also, in daily work, adjustments were made to central air conditioning, boilers, and other facilities and equipment based on indoor and outdoor ambient temperatures, light intensity, and seasonal changes, reducing ineffective energy consumption.



Chendu MIXC

Use of clean energy

Performance data

3.45 million kWh of self-built photovoltaic capacity in 2023, reducing carbon emissions by **1,969** tons;

A total of **71.07** million kWh of green power and green certificates were procured, reducing carbon emissions by **40,529.07** tons;

5 new photovoltaic projects were constructed, with a total installed PV capacity of **5.7** million kWh/year.

CR Land increased the use of clean energy and expanded the application of distributed photovoltaic power generation systems.

Resource conservation

Performance data

In 2023, the total water consumption of CR Land is **20.59** million m³ ;

In 2023, the amount of waste paper/waste wrapping paper skins recycled and reused by LOGIC was **244,392** KG.

CR Land focuses on water resource management, formulating corresponding water resource management measures for different project types to address water wastage. This includes regular observation and analysis of water usage, strengthening maintenance of water facilities, organizing the promotion of recycled water and rainwater collection, and implementing water-saving measures and improvements based on water usage analysis. The efficient use of water resources aims to achieve annual water efficiency targets. CR Land did not encounter any issues in obtaining applicable water sources in 2023.



Adoption of recyclable stereotyped car wash tanks, water saving efficiency increased by 30% compared with traditional car wash tanks



Work area adopts environmentally friendly fog gun type sprinkler, effectively reducing water consumption

Pollution emission control

Disposal of waste

CR Land follows the principle of "classified collection, separate storage, and separate clearance" to classify and clear construction waste and domestic waste uniformly. Enclosed garbage collection pools are set up at the project construction sites for centralized collection and clearance of construction waste. Recyclable construction waste such as slag and waste mortar is recycled and utilized to reduce waste emissions. Hazardous waste such as fluorescent tubes and batteries are entrusted to third-party professional organizations for proper disposal.

Case / LOGIC establishes a comprehensive waste management system

CR Land's LOGIC has established the Environmental Protection Management Regulations for the Construction Business Unit LOGIC, which specifies the emission management requirements for various solid wastes, including classification, storage, and disposal, and ensures comprehensive compliance and control of hazardous waste throughout the entire process. In 2023, a total of 800.45 tons of general solid waste were generated, including 285.72 tons of scrap metal, 504.07 tons of waste wood, and 10.66 tons of waste paper and plastic, all of which were handed over to qualified third-party units for recycling and reuse. A total of 81.66 tons of hazardous waste were generated, all of which were entrusted to qualified third-party units for compliant disposal. In addition, LOGIC also reduces waste generation at the source by adopting advanced equipment, conducting training, and setting material utilization rate targets.

Exhaust gas management

Performance data

In 2023, CR Land emitted **0.007** tons of SO₂ and **0.122** tons of NO_x.

CR Land's LOGIC controls the emission of exhaust gas from the source to the end by establishing waste gas collection and treatment facilities, optimizing the production plant processes, and implementing control over the unorganized emissions of volatile organic compounds (VOCs).

Sewage management

According to the government requirements at the project location, CR Land promptly handles the sewage discharge permit to ensure 100% compliance in sewage treatment. At the construction site, there are car washing platforms, drainage ditches, and three-stage sedimentation tanks, and sedimentation tanks, grease traps, and septic tanks are set up in the temporary living area to ensure that the treated sewage is discharged into the municipal sewage pipeline after meeting the discharge requirements. Additionally, mud-water separators are installed to increase the use of recycled water for landscaping, dust control, and equipment washing.

Dust and noise reduction

CR Land strengthens environmental protection management for ongoing projects by enhancing pollution control, dust suppression, and noise reduction. CR Land utilizes dust and noise monitoring equipment on-site to comprehensively reinforce control and fulfill environmental protection responsibilities.



Dust reduction

Small water sprinklers are used indoors at the construction site to control dust. Welding fumes are collected during welding operations. Outdoor environmental monitoring devices are installed to reduce air pollution using dust reduction mobile fog cannons and vehicle washing equipment. Water spraying is arranged to reduce dust indoors, and roads are washed in a timely manner. Meanwhile, seven 100% environmental management measures are implemented (setting up enclosures, setting up dust reduction spray systems, hard covering the main roads at the construction site entrances and exits, installing car washing pits, fully covering bare soil, covering open dump trucks, and installing remote video monitoring systems).

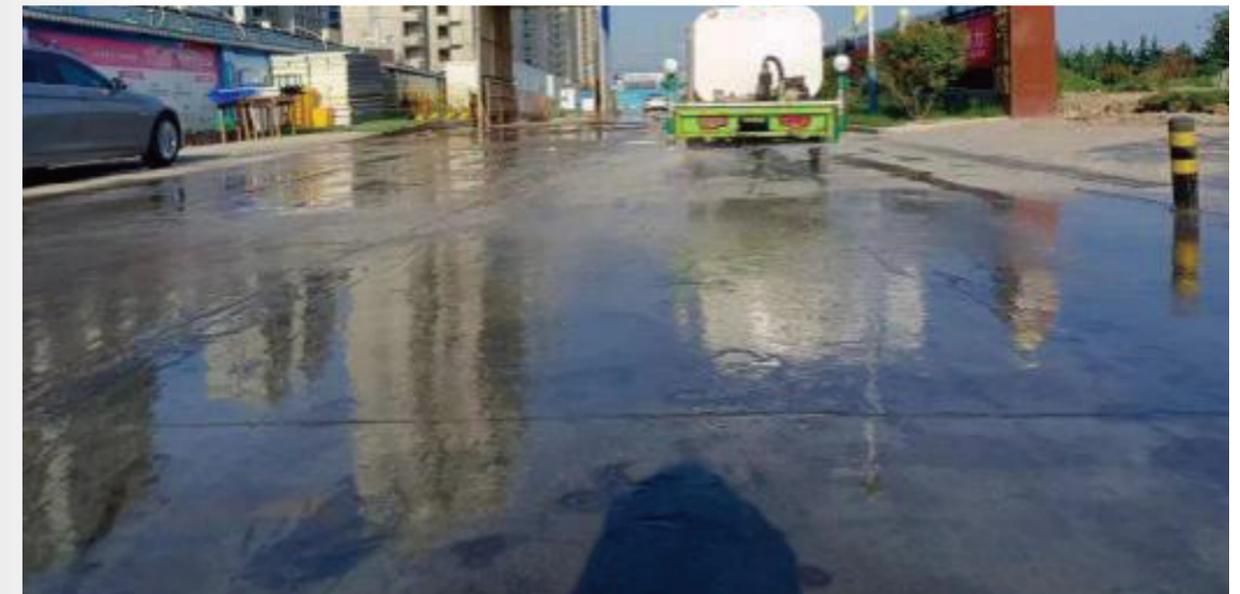


Noise reduction

For ongoing projects, a double layer of lightweight gypsum board and rock wool are added between the construction area and operating area to isolate noise, thereby reducing the impact of construction noise on the surrounding environment. CR Land sets up noise monitoring recorders for real-time monitoring of noise levels and introduce a smart construction site system with noise early warning functionality. For renovation projects, low noise and low power construction tools are used, and construction is staggered to reduce noise. CR Land also prohibits honking at construction sites and strictly control nighttime construction noise.



Real-time Noise Monitoring Equipment



Sprinkler on Main Road to Reduce Dust

Ecological protection

Protection of biodiversity

CR Land identifies and manages the potential negative impacts of its business activities on biodiversity and ecosystems based on the Chinese Programme for Natural Protection. We utilize low-impact development technologies such as green roofs and vertical greening to increase urban green space, providing habitats for urban wildlife such as birds and insects. We also use and protect existing green vegetation within construction sites, taking into account the safety of animals and plants when using weeding agents according to the China Resources Land Landscape Engineering Material Specification. During project implementation, we actively avoid and protect nationally protected animals encountered along the route. Additionally, we design targeted lighting for urban and natural areas, ensuring gentle functional and landscape lighting in urban areas while using infrared sensing for low pillar lighting in natural areas to avoid light pollution. We also minimize light exposure near tree areas to avoid disturbing the ecological environment and wildlife. In 2023, CR Land did not have any events that negatively impacted biodiversity.

Case / Integration of architecture and landscape creates harmony between people and nature

In 2023, CR Land initiated a biodiversity survey activity for the Xili Lake Greenway (demonstration section) that they constructed in Shenzhen. A total of 124 species were identified to be residing and growing within the Xili Lake Greenway (demonstration section), including 91 species of greenway plants, 17 species of insects, 9 species of birds, and 7 other types of organisms such as fungi.

CR Land integrates "architecture" with "landscape", using green and environmentally friendly materials, and taking the scenery of Xili Lake as the main theme. The corridors and station viewing platforms are built beside the lake water, fish schools, and green forests, minimizing interference to the existing flora and fauna resources, and landforms within the site, providing a higher quality living environment for birds. They have created a urban greenway with low human interference, diverse plant and insect species, not only becoming a great place for nearby residents to relax and appreciate natural landscapes, but also a high-quality habitat for surrounding flora and fauna, forming a relatively balanced ecological natural environment.



Ecosystem restoration

CR Land continues to advance the modernization construction of harmonious coexistence between people and nature, integrating the goal of "significant improvement of urban and rural living environment, and remarkable achievements in building a beautiful China" with the company's development, and persistently promoting the improvement of ecological environmental quality.

Case / Response to environmental hazards and ecological restoration

During the construction of the CR Land Park Lane Mansion Project in Guangzhou, the Project Team keenly identified a large area of bare soil on the shore of the Goose Egg Reservoir to prevent bank collapse or erosion. The Project Team took active initiatives and willingly undertook the responsibility of environmental restoration and governance. Leveraging the Project's construction resources, LR Land improved the ecological and living environment around the Project by sowing grass seeds and laying turf to enhance bank greening, within the capacity.

Before improvement:



After improvement:



Case / Ecological shaping, returning the river to the people

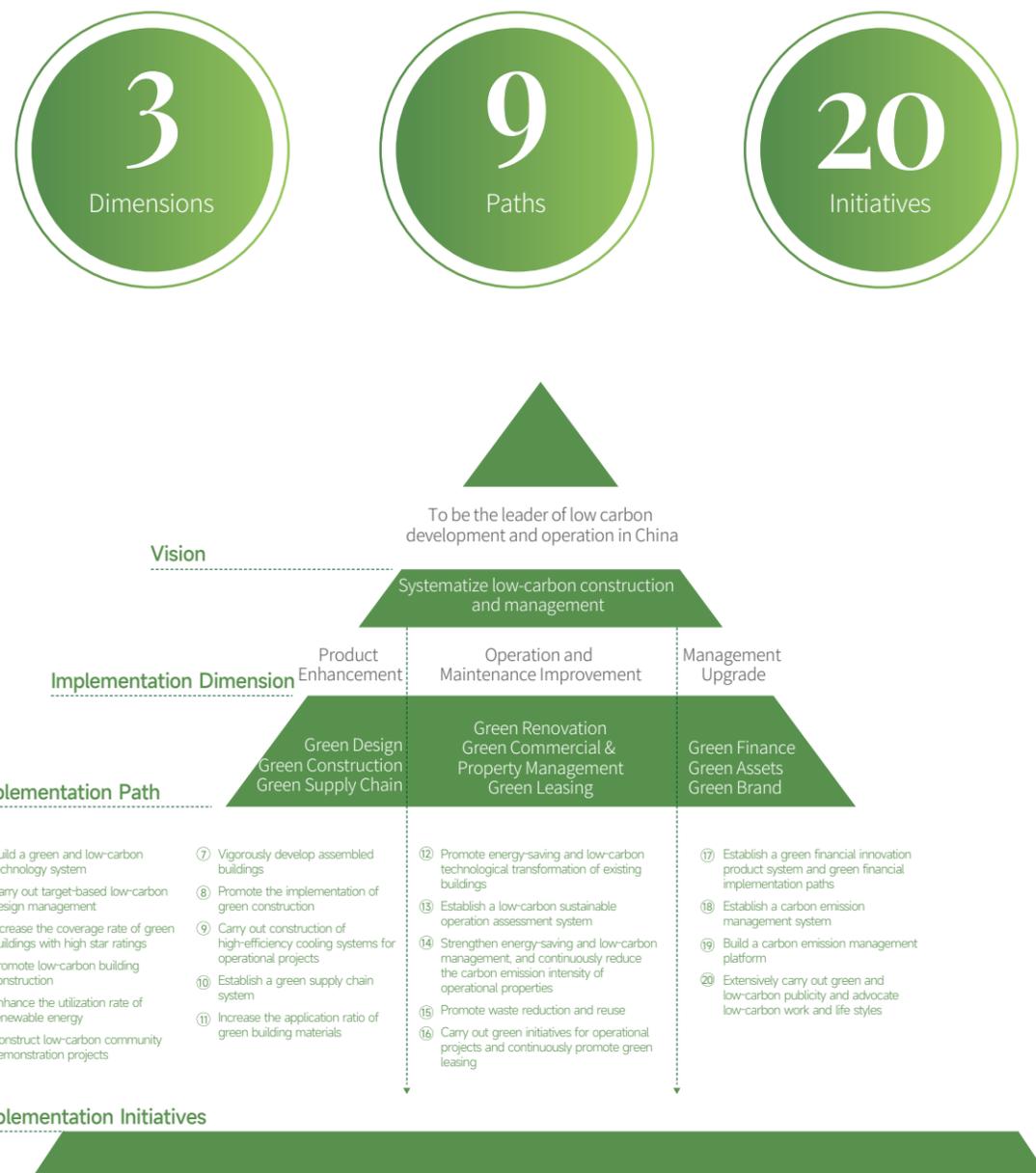
On January 16, 2023, the demonstration section of the Bidao project in the main stream of Longgang River in Shenzhen was officially opened, marking the complete departure from the "black and smelly" label after continuous comprehensive improvement of Longgang River. During the project advancement, CR Land faced challenges such as demolition along the project line, tree transplantation, and river-related construction. Through precise ecological restoration and precise ecological practices, ecological health recovery was achieved, promoting the construction of five major systems including flood channel and ecological corridors, highlighting the value of the river again, and supporting Longgang River to return to the positioning of "the backbone and functional axis of green space development in Longgang District, Shenzhen".



Climate change

Responding to the "Double Carbon" strategy

CR Land has integrated the "double carbon" policy requirements with the company's actual development, and formulated a carbon peak action plan covering 3 dimensions, 9 paths, and 20 measures to effectively manage and respond to climate change risks throughout the company's operation.



Disclosure of climate-related information

CR Land has incorporated climate change into its corporate strategy, systematically identifying and actively responding to climate risks and opportunities that may impact business operations, and carrying out innovative climate actions. Based on the disclosure recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the IFRS Sustainability Disclosure Standard S2 - Climate-related Disclosure (IFRS S2), and with reference to the Guidance on Climate Disclosures of the Hong Kong Stock Exchange, we have addressed climate change in the four main areas of governance, strategy, risk management, and metrics and targets, integrating the identification, assessment, and management of climate risks into our strategic and risk management system to effectively manage climate-related opportunities and risks.

Governance

CR Land has incorporated climate change management responsibilities into various levels of its sustainable development governance structure. Through a three-tier management model of "Decision-making, Management, and Executive" we have progressively promoted the implementation of strategies to address climate change and advanced efforts in response to climate change in an orderly manner.

Organizational Levels	Organizational Structures	Responsibilities
Decision-making	Board of Directors	Ultimate responsibility for CR Land's climate-related decision-making and carbon reduction performance, overseeing and receiving reports from the Corporate Social Responsibility Committee.
	Corporate Social Responsibility Committee	Responsible for formulating the company's climate change management policies, coordinating the allocation of resources needed for climate-related management, regularly supervising and reviewing the performance and progress of climate change management, evaluating the adequacy and effectiveness of climate governance strategies and action plans, and ensuring the alignment of climate change response strategies with the company's development vision.
Management	Person In Charge for Group ESG Key Performance	Responsible for setting annual work plans and long-term development plans for climate change response, developing climate-related targets and tracking mechanisms, identifying, assessing, and managing climate change risks and opportunities for the company as a whole, supervising and reviewing the implementation of climate change response matters, and regularly reporting progress, and promoting the effective implementation of climate change development strategies by the decision-making level within the company.
Executive	Person in Charge for Department ESG Indicators	Responsible for following the Company's annual work plan and development strategy, led by the headquarter's Administration Department, coordinating with the Complex Design and Management Department, Product Management Department, Safety Management Department, Engineering and Cost Management Department, Supply Chain Management Department, and Construction Business Division, to implement and execute climate change-related work, regularly report on the implementation status and work effectiveness, integrate climate change-related matters into daily operations, and ensure the comprehensive implementation of the sustainable development concept in the Company's operations.

Strategy

In 2023, we conducted a comprehensive review of the climate risks and opportunities for our business. We compiled a list of significant climate-related risks and opportunities in the property development and investment business in Chinese Mainland, based on the latest information and benchmarks from international organizations, and described their potential impact on the business and the response measures developed in accordance with the climate risk management strategy guidelines. Meanwhile, for an in-depth analysis of the impact of climate change physical risks on the company's business operations, we follow the climate scenario analysis recommendations of the Hong Kong Stock Exchange's Guidance on Climate Disclosures, using the two Shared Socio-Economic Pathways (SSPs) recommended by the Intergovernmental Panel on Climate Change (IPCC) as benchmarks: SSP1-2.6 and SSP5-8.5. Two climate scenarios, the Green Scenario (<2°C) and the Brown Scenario (>3°C), were constructed for 2025 (short-term), 2030 (medium-term) and 2050 (long-term), and the climate prediction dataset released by authoritative institution was used to assess the potential challenges of the four physical risks, namely, extreme heat, extreme cold, extreme precipitation, and cyclones, for property development and investment businesses in key locations in Chinese Mainland in the near- to long-term future, and to deploy long-term strategies and climate response actions to strengthen risk management capabilities and reduce potential adverse impacts.

Significant risks and opportunities

Physical risks	Potential impacts	Responses
Extreme heat	The summer heatwave events, may increase operational building energy consumption and fire pressure, leading to a rise in operating costs. For construction projects under development, construction workers may be unable to work outdoors during the heatwave, leading to delays in the project timeline.	In the new project development phase, we strictly adhere to national building energy efficiency codes/standards. For operational projects, we implement measures to enhance the thermal performance and air tightness of the envelope, such as upgrading the curtain wall and entrance, as well as applying film to the roof glass dome, in order to reduce the indoor greenhouse effect. Energy management and energy conservation retrofit are carried out to reduce non-essential energy consumption and decrease energy intensity for in-operation projects Adjustments are made to the working hours of construction personnel, with reduced or suspended construction operations during high temperatures, and provisions of heatstroke prevention and sun protection medications, as well as high-temperature subsidies for construction workers
Extreme cold	Extreme cold events in winter increase the demand for heating, resulting in higher heating energy consumption for completed buildings, thus increasing operating costs. Construction and development units need to equip more insulation materials/facilities to cope with extreme cold weather, potentially increasing construction costs.	Insulation materials are required for construction in areas greatly affected by winter cold, with strict standards set for the freeze resistance, air tightness, and insulation of buildings to enhance the thermal insulation effect of building envelopes Weather changes are monitored, and construction operations are adjusted according to extreme cold warnings, with provision of warm air heating facilities, and regular checks for frost damage to safety passages and the operation of water and power supplies to ensure the safe use of engineering facilities during low-temperature operations
Extreme precipitation	For construction and development units under development, extreme precipitation may bring a higher risk of work stoppages/delays. Completed buildings with garages and underground parking may face flooding risks, increasing the cost of building repairs or asset replacement.	Architectural designs are improved with elevation optimization and efficient drainage system to reduce the impact of strong winds and water infiltration on building structures Special emergency plans for extreme precipitation are formulated and strictly adhered to, with annual reviews of the effectiveness of emergency management measures and flood control work during heavy rain periods
Cyclone	The strong winds and heavy rainfall brought by intense tropical cyclones may increase the maintenance costs of construction sites, leading to more work stoppages and delays in project timelines. An increase in the frequency and severity of extreme typhoon events may cause damage to properties and equipment, leading to increased building operating costs, equipment depreciation, and related maintenance expenses.	Establish a cyclone safety management system, clearly define the main responsibilities for risk management, and formulate emergency response plans, regularly conduct safety inspections of facilities and equipment against cyclone, and purchase cyclone disaster-related insurance. Before the rainy season, maintenance and repair of drainage equipment are intensified, while reinforcement of enclosures and enhanced drainage inspections are carried out during the rainy season to prevent foundation seepage and protect mechanical equipment from being drenched, followed by organization of drainage silt removal post the rainy season

Transition risks	Potential impacts	Responses	
Policy and legal	Mandates and regulation of existing products and services	New and existing buildings must obtain national green certification, increasing the budget and development costs for building design, technology, and green certification. Increasing the operating costs of applying renewable energy and improving building energy efficiency.	Formulate short, medium, and long-term goals for the Company's green building construction Standardize the green construction process, promote the certification and research of green buildings, low-carbon buildings, and related work Advance energy-saving and emission reduction initiatives, as well as refined energy management, in ongoing projects Prioritize the application of rooftop photovoltaic technology and the coupling of heat pumps with gas boilers or municipal heating in commercial complex projects
	Increased pricing of greenhouse gas emissions	Some operating entities need to purchase carbon sequestration indicators to meet policy control requirements. Carbon price fluctuations cause uncertainty in cost expenditures.	Purchase corresponding carbon sink credits to fulfill relevant obligations and continuously promote low-carbon energy-saving actions Study the feasibility of an internal carbon pricing mechanism
	Enhanced emissions reporting obligations	Gradually improve the scope and quality of carbon emission data disclosure.	Continuously disclose energy consumption, carbon emissions, and other related data in accordance with the requirements of the stock exchange listing rules Formulate an internal action plan to progressively advance Scope 3 GHG emissions verification, including carbon emissions related to material procurement, tenants, etc.
Technology	Costs to transition to lower emissions technology	An increase in investment in green design technology and patent development. Increased demand for low-carbon technology resources and talents, with increased internal technical and application training investment.	Actively carry out energy conservation renovation pilot projects and encourage the inclusion of energy use factors in assessment and incentive measures Explore collaborations with third parties to enhance personnel's low-carbon professional capabilities and reduce the cost of low-carbon technology transformation.
Market	Changing customer behavior	Business transformation to a low-carbon operation model to cater to the future potential green low-carbon consumption preferences of tenants and property owners.	Closely attention to the trend of customer consumption behavior, combine it with customer needs to upgrade products, and support new construction projects in obtaining green building certifications Publicly disclose company energy conservation and emission reduction targets and progress, and accept public supervision
	Increased cost of raw materials	Extreme weather events affect the stability of raw material supply and transportation timeliness. Purchasing substitute products in a short period, or failure to find substitute products, leading to project interruption or extension of the duration.	Expand renewable energy capacity (e.g., photovoltaics) and actively respond to price increases caused by energy shortages Use low-carbon and renewable materials, optimize structural design, and efficiently utilize building materials Develop a sustainable green supply chain and procure green building materials and products
Reputation	Increased stakeholder concern or egative stakeholder feedback	Failure to effectively respond to gradually increasing compliance requirements by regulatory agencies will affect the company's reputation. Investors are increasingly concerned about performance in green and low-carbon areas, such as evaluating climate risk management capabilities and effects, thereby affecting the company's valuation and capital market financing performance.	Provide disclosure information based on internationally recognized frameworks combined with company practices to address the concerns of various stakeholders Maintain close communication with stakeholders, establish diverse and unobstructed communication channels, and understand their concerns and expectations

Opportunities	Potential impacts	Responses
Develop or add low-carbon goods and services	Assisting enterprises in improving their competitive position, meeting compliance requirements, and obtaining corresponding subsidies	Promote the construction of green buildings and low-carbon buildings, and active efforts are required to comply with green building policy requirements.
Access to new markets	Pioneering the use of green technology and providing green products to seize new markets, becoming a new growth point for company profitability	Develop industry-leading intelligence algorithms and energy management systems, integrate them into production and operational management, and create a new model for external business output.
Low-carbon energy use	Reducing the operating costs of enterprises, meeting national policy requirements, and meeting the long-term high-quality development needs of enterprises	In commercial complex projects, the focus is on promoting the application of rooftop photovoltaic technology, heat pumps, and coupling technology of gas boilers or district heating to reduce carbon emissions during the building operation stage.
Use of more efficient production and distribution processes or modes of transportation	Reducing logistics costs, shortening project development cycles, and increasing the liquidity and efficiency of project funds	Explore the recycling of waste concrete to reduce material costs during construction and subsequent waste disposal costs
Use of new technologies	Mitigating high-intensity energy consumption in the context of climate change and helping to reduce operating costs	Collaborating with universities/research institutions to facilitate the practical implementation of carbon peaking and carbon neutrality pilot projects, providing technical guidance and practical experience for extensive internal application in subsequent phases.



Risk management

To enhance the climate change risk response capability of CR Land, we regularly monitor and review the risk management methods and plan to incorporate climate change risks into the enterprise risk management framework. In the planning process, we conduct due diligence on multiple climate-related issues, including water and energy supply, as well as extreme weather and other natural disasters. Additionally, we will regularly review and monitor climate-related physical and transition risks, and optimize and adjust the strategies and plans to address climate change risks based on the assessment results, including emissions reduction, efficient resource utilization, and supply chain diversification, to reduce the impact of risks on the enterprise.

Also, we plan to integrate climate adaptability factors into the building design schemes to continuously improve the sustainability and climate resilience of new construction projects. In the future, we will continue to strengthen employee awareness and understanding of climate change risks through training and awareness-raising activities, increasing their participation and sense of responsibility in risk management. We will establish monitoring and reporting mechanisms to report the company's climate-related risk management measures and results to stakeholders. In addition, in 2024, we will conduct a financial impact assessment of the company's business and strategic plans based on the results of climate change scenario analysis, and develop mitigation and adaptation strategies for climate change in conjunction with the company's business development strategy.

Metrics and targets

CR Land is committed to measuring its own work in responding to climate change risks and opportunities through metric management. We will continue to disclose greenhouse gas emissions and intensity, green building development, new energy development and usage, and other climate-related environmental indicators and progress towards goals in its annual sustainability report. In addition, we will identify significant climate change risks and opportunities for the company by 2024, clarify parameters and indicators suitable for the company, and explore the establishment of corresponding management goals to enhance climate change management capabilities.

Metrics	Targets
Greenhouse gas emissions	Completion of "Double Carbon" targets and action programs Achievement of peak carbon by 2030
Green building development	New projects 100% designed to green building standards
New energy development and utilization	PV generation expected to exceed 8 million kWh in 2025

Performance review

In the future, we will continue to improve the environmental management system and working mechanisms, promote energy and resource conservation in the company's operations and project construction, reduce pollution emissions, actively explore green development methods, expand the coverage of green buildings, and make green a cornerstone for the common development of CR Land and its stakeholders.

Unwavering Pursuit: Building a Happy Homeland

Chapter overview

CR Land always bears in mind the mission of central enterprises, satisfies the increasing needs of people for better life as starting point and objective, actively fulfills social responsibility, improves talent cultivation system, strengthens team construction, grows with employees, deepens cooperation and exchange, increases mutual trust, builds win-win and sharing bridge with partners, intensifies work safety, cares about social people's livelihood, plans a new blueprint of "people first" and jointly builds a better life.

HKEX ESG indicators covered in this Chapter

B1.1/B1.2/B2.1/B2.2/B2.3/B3.1/B3.2/B4.1/B4.2/B5.1/B5.2/B5.3/B5.4 /B8.1/B8.2

SDGs issues involved in this chapter



CASS-ESG5.0 indicators involved in this chapter

S1.1/S1.2/S1.3/S1.4/S1.5/S1.6/S1.7/S1.8/S1.9/S1.10/S1.11/S2.1/S2.2/S2.3/S2.4/S3.1/S3.2/S3.3/S3.4/S3.5/S3.6/S3.7/S3.8/S3.9/S3.10/S3.11/S3.12/S5.1/S5.2/S5.3/S5.4/S5.5/S5.6/S5.7

V1.1/V1.2/V1.3/V1.4/V2.5/V2.6/V2.7/V2.8/V3.1/V3.3/V3.4/V3.5/V3.6/V3.7

Goal setting

By the end of the strategic period, achieve the goals of industry leading in the remuneration and benefits of grass-roots employees and significant growth in employee satisfaction and happiness index.

There will be no occurrence of occupational disease incident occurs; the employee BMI will remain within normal range, with a year-on-year increase by 2% from 2022.

Continue to promote the fine management on production and operation, focus on the management objectives of "correct drawing", "accurate employment", "accurate and rapid settlement", "good management", "excellent quality" and "double satisfaction", cohere with partners, continuously strengthen ecological construction of supply chain, and create a green and healthy cooperation environment.

Define its relation with local community as a responsible central enterprise, strictly abide by various regulations of government and community, devote itself to the construction and development of local community, contribute to the society and bring benefit to people's livelihood.

Progress review

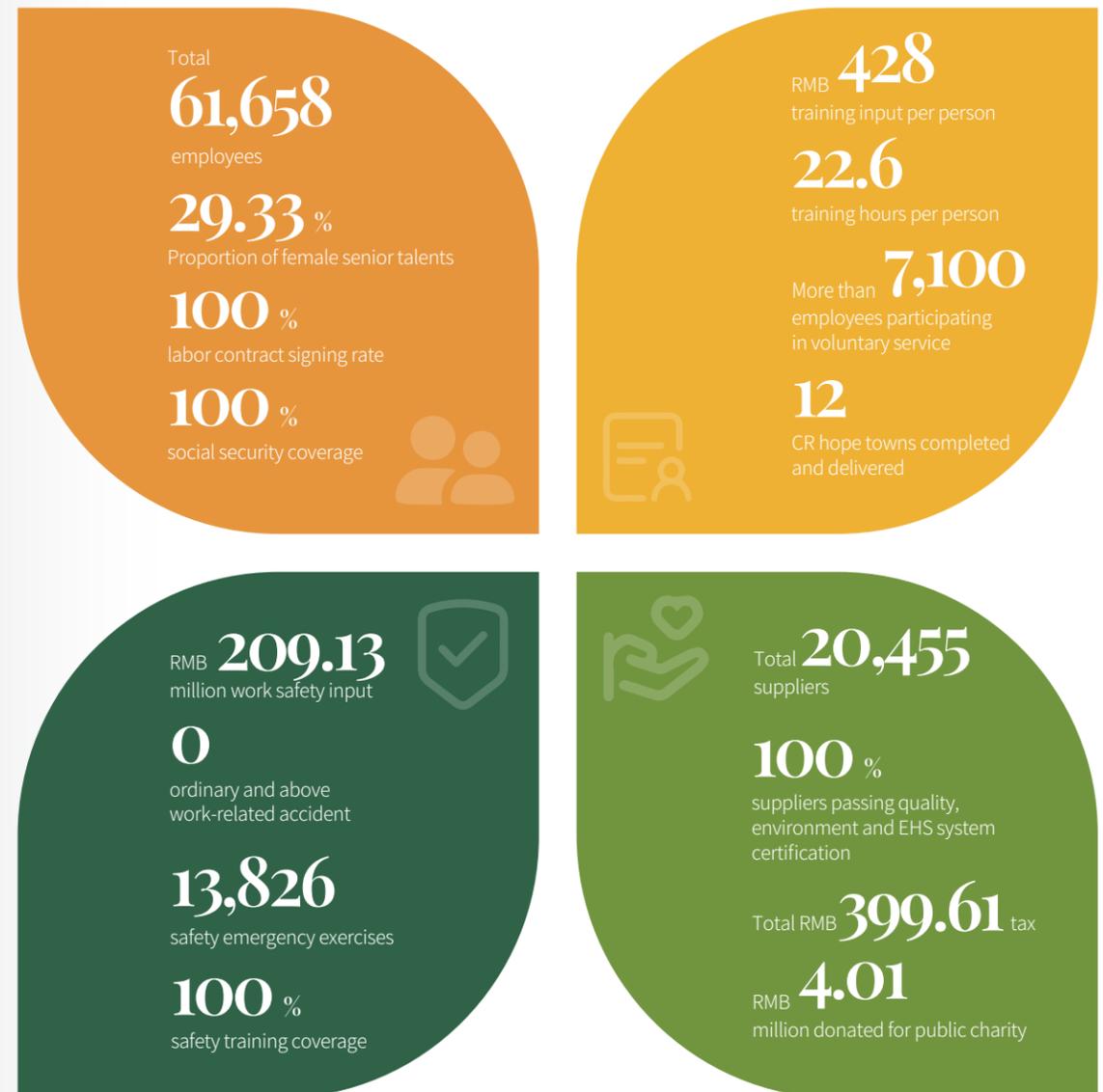
Achieve 100% signing rate of employee contract and 100% social insurance coverage; supplement commercial insurance and annuity mechanism, care for the physical and mental health of employees, continue to provide annual physical examination benefit; give full play to the bridge linking of labor union organization, and practically protect rights and interests of employees.

Reduce the 10-billion revenue work safety accidents by 20%; reduce the recordable EHS events of 10 billion revenue by 20%; reduce the number of average high-risk hidden dangers by 20%. There was no occurrence of occupational health accident throughout the year.

Hold the first supplier conference; carry out the "head-to-head" exchange mechanism at the levels of "headquarter, region and city", including 153 "head-to-head" communication meetings for key suppliers to solve more than 400 contract performance problems; continuously strengthen the supplier white list management of strategic products, and encourage AB-level suppliers to make trans-regional bidding and cooperation and survival of the fittest.

Throughout the year, total 7100 employees participated in voluntary service and the donation for public charity was RMB 4.01 million.

Chapter performance



Responsibility story

Implement "renting and purchasing" to provide comfortable housing for city builders

On November 29, 2023, General Secretary Xi Jinping examined CR Youtha Apartment Community (Maqiao AI shop) in Shanghai, and fully acknowledged the local enhancement in affordable rental housing and the multi-level rental housing supply system of "one bed, one room, one house".



Image source Xinhua News Agency

Help to build a new pattern of housing security

Since the 19th CPC National Congress, the Party's Central Committee has paid high attention to the housing security work and adhered to the orientation of "housing without speculation". In order to effectively implement the "renting and purchasing" decision of the Party's Central Committee, under the support and guidance of CR Group, CR Land launched a long-term rental apartment brand "Youtha" to promote the construction and operation of rental housing in a high-quality manner in 2018. After five years of exploration and development, Youtha has entered 15 cities to provide 56,000 rental houses, which has become a leasing enterprise with its management scale ranking first in central enterprises and the large-scale rental community in four super first-tier cities including Beijing, Shanghai, Guangzhou and Shenzhen.

In the meantime, Youtha deeply ploughed the field of affordable rental housing and included many high-quality projects assessed as affordable rental housing and talent apartment. By the end of 2023, Youtha had 25,000 houses included in affordable rental housing.



Adapt measures tailored to cities, build a multi-level supply system

In order to satisfy the differential demand of new citizens or young people for rental housing, CR Land adapts measures tailored to different crowds and builds the diversified product matrix, including Youtha International Apartment Community—a large-scale rental community, Youtha Mansion—a high-end service apartment, Youtha House—a white collar apartment, and Youtha Apartment—a youth-targeted apartment, to provide various tenant with rich housing choice.

Taking the example of the China Resources Youtha Apartment Community Maqiao AI Store inspected by General Secretary Xi Jinping, referred to as the "Maqiao Project," situated within the Maqiao Artificial Intelligence Innovation Experimental Zone in Minhang District, Shanghai, the area sees a significant concentration of industrial workers and frontline laborers, resulting in a high demand for rental housing. The Maqiao Project offers a range of rental housing products including "one apartment, one room, one bed." Specifically, there are 179 units of "one apartment" measuring around 60 sq. with a monthly rent of approximately RMB 3500; 2166 units of "one room" ranging from 35 sq. with monthly rents of about RMB 2600 for 35 sq. and RMB 2200 for 30 sq.; and "one bed" rooms of about 35 sq. available as double occupancy and quadruple occupancy, with monthly rents of RMB 900 and RMB 500 per bed respectively. Since its official market entry in August 2023, the Maqiao Project has primarily attracted young tenants aged 20 to 30, with 51% being professionals from enterprises and institutions, and 35% being frontline industrial workers.

In order to enable that tenant can rent housing with happy and dignity, CR Land relied on the overall development mode of mature district and the rental housing standardization product system centered on large community to build the characteristic leasing mode of "complete supporting facility, elegant style, high quality and rich ingenuity", provide green, health, safe and comfortable rental housing product, and integrate multiple functions including keep-fit exercises, further study, social interaction and recreational facilities. Meanwhile, a concept of "three communities" was created, living+ one-stop living community, Y.O. Partnering service community and 3i smart technological community, to enable that the occupants can acquire more sense of gain and happiness, and really accomplish General Secretary Xi's speech that a room need not be large so long as it is tasteful.

Financial innovation to promote the sustainable development of affordable rental housing

On December 9, 2022, CR Youtha REIT which takes two affordable rental housings developed by Youtha in Shanghai as underlying asset was listed in Shanghai Stock Exchange and became the first affordable rental housing publicly offered REITs operated by market institution.



CR Youtha REIT was the first publicly offered REITs operated by market institution and involved with R4 rental land construction and Shanghai affordable rental housing. Before placement, the offered funds exceeded RMB 120 billion and the off-line inquiry multiple of institutional investor were 213 above. CR Land formed a closed loop mode of "investment, financing, construction, management, withdrawal" to energetically promote the scale, professional and healthy development and exploit a new sustainable and high-quality development path for the Chinese affordable rental housing.

Dream for Youth, Youtha for life. In future, Youtha will continue to adhere to the spirit of exploration and innovation, innovate the rental housing mode, improve the rental housing quality, practically solve the rental housing difficulties of new citizens and young people and make efforts in building better city and high-quality life.

Cooperate with employees

Protect the rights and interests of employees

Adhere to compliant employment

Performance data

In 2023, CR Land achieved **100 %** signing rate of employee contract and **100 %** social insurance coverage.

In strict accordance with the Labor Law of the People's Republic of China and appropriate laws and regulations, CR Land has formulated various internal management systems, including but not limited to, China Resources Land Recruitment Management Regulations and the China Resources Land Employee Handbook to fully protect the legitimate rights and interests of employees in recruitment, promotion, resignation, working hours, remuneration and benefits, etc. The Company adheres to the implementation of laborers' legitimate rights and interests in equal opportunity, diversification and anti-discrimination, etc. In 2023, the Company had no discrimination, child labor or forced labor in all aspects of employment.

Abide by labor code

Performance data

In 2023, CR Land had **35.91 %** of female employees and **29.33 %** of female senior talents (above director).

CR Land adheres to the inclusive development of employee diversity and, on the principle of treating all employees with fairness and respect, accepted and contained the difference of each employee. The Company utterly opposed any discriminatory act and ensure no unfair treatment in recruitment, remuneration and promotion due to employees' nation, race, nationality, sex, religion, age, sexual orientation, political faction, marital status and other factors.

Optimize remuneration and benefits

Performance data

In 2023, the paid vacation leave per person exceeded **6** days in CR Land.

CR Land has established a comprehensive remuneration and benefit system on the principles of "agile, efficient, capable and dynamic" organization management.



Remuneration mechanism

CR Land adopts various incentive modes, such as short-term incentive and medium-term and long-term incentive, highlights the post value and strengthens the timeliness of incentive, and adheres to the double standard of performance and salary, follows gender equality in remuneration, implements the policy of "raising low" income of grass-roots employees, and allocates bonus to those talents who have made contributions and take key frontline positions with hard and dirty working content.



Welfare system

In combination with relevant laws and regulations and employee needs, CR Land establishes a comprehensive welfare system, including basic statutory benefits such as five social insurances and one housing fund, statutory holidays and statutory annual leave, and provides welfare annual leave, holiday allowance, off-site welfare, commercial insurance, enterprise annuity, union sympathy, staff physical examination, psychological care of "Runxinfang" and other internal benefits.

Stress on privacy protection

For the employee personal information involved during recruitment, assessment and remuneration processes, such as personal work experience, family status, salary information, health condition and other sensitive information, the Company assigned specific persons to manage them, established detailed management systems and work standards, strictly kept them confidential and protected the employees' privacy right. The annual comprehensive evaluation was conducted in the form of performance meeting, talent meeting and other forms. All kinds of evaluation results were presented as collective outcome, and employees' personal responses were strictly kept confidential.

Strengthen democratic communication

The Company attaches great importance to the construction and improvement of democratic communication, optimizes and improves the internal management regulations such as the Implementation Opinions on Strengthening Letters and Visits and the Guidelines for Letters and Visits of CR Land, establishes a "top-down, bottom-up" two-way communication mechanism, help to form multiple communication channels between the Company's management and employees in the form of trade union organization, employees symposiums, questionnaires and so on, and sets up an internal reporting and complaint mechanism, provides various channels for reportings such as letters and visits, mails and telephone calls, enables that employees can safeguard rights without restrictions on geographic location, economic capability, privacy concern and physical condition, and ensures timely feedback and efficient solution of problems.

Achieve democratic protection

CR Land strictly abides by international standards such as the International Covenant on Civil and Political Rights (ICCPR) and the Universal Declaration of Human Rights, integrates the United Nations Sustainable Development Goals (SDGs) into the Company's labor standards, responsibility objectives and daily operation and management, protects the equal and legal rights of female employees, and further protects the rights and interests of vulnerable groups such as the disabled.

In 2002, CR Land formally established the labor union organization and unconditionally opened them. The Company had 212 labor union organizations and held 179 workers' congresses throughout the year, realizing full coverage of labor union and workers' congress. Through the mechanism, the labor union can practically protect various civil rights of employees, actively safeguard the employees' freedom of speech, strengthen the supervision by employees, and effectively protect employees' rights and interests from being infringed.

Stably offer job opportunities

Performance data

By the end of 2023, CR Land had total **61,658** employees, of which the employees not greater than 30 years old accounted for **33.7 %**.

In 2023, the Company actively responded and firmly implemented the decisions on stable employment of the Party Central Committee, the State Council and CR Group, actively absorbed diversified labor forces including peasant-worker, ex-servicemen and the disabled, made the best of own business layout advantage, promoted the retirement strategy of localized employees, and powerfully supported the stable employment and income increase of local labor force.

In the meantime, the Company further carried out General Secretary Xi Jinping's important spirit on the job opportunity of college graduates, continued to enhance the campus recruitment of 2024 graduates, and stably promoted the summer internship project for college students. On this basis, the Company also intensified the employment support for college graduates in remote regions including Tibet, Qinghai and Xinjiang, and increased some actions to solve youth employment, such as One Million Employment and Internship Program, Summer Internship of Hong Kong Students, Greater Bay Area Youth Employment Promotion Program and so on.

Help employee growth

Carry out diversified training

Performance data

In 2023, CR Land carried out **528** special trainings for more than **60,000** persons at **100%** coverage;

Total training inputs were about RMB **26.4** million

CR Land further promotes the strategy of "talents to make enterprise strong", pays high attention to the cultivation of various talents, and devotes itself to building a high-quality talent team. The Company takes "cultivating talent, solving problem and building platform" as a strategic goal, establishes a hierarchical and classified project system based on talent growth track and promotes its implementation by aid of digital learning system.

Focus on the company strategy and key management subject to carry out 11 action learning, help business empowerment.

Rely on key training program to build a systemic and standard course module, successfully develop 264 excellent core courses.

Initiate the second phase of "Phoenix Program" and launch the third phase by centering on key crowds and the best practice and case; develop the training classes such as "Post-90s Cultivation Program" and "Mixc Senior General Talent" based on "PA China"; organize the CR Land future star camp in a high-quality manner, and upgrade "Mentoring Program" and "Three-year Training Program for On-campus Enrollment" from scale coverage to systemic cultivation.



2023 "Future Star" New Employee Training Camp South China No.8 Camp (CR Land Camp) of CR Group

Support career development

The Company optimizes the job and rank system, improves the promotion "Dual Channel" of supervisory sequence and professional sequence, defines the employee development path, implements "PA China", "Mentoring Program" and "Three-year Training Program for On-campus Enrollment", carries out the "personnel sharing platform" job rotation exchange mechanism and the important job competition mechanism, and promotes the construction of talent information and talent pool, and develops the key talent cultivation project to optimize the career development mechanism of employees and help employees to become outstanding management elite and industry expert.

Case / the third session of CR Land marketing speech contest and the first on-line live broadcast festival are completed successfully.

In 2023, in face of increasing fierce market competition, CR Land relied on the management-oriented "product power rebuilding" and "high-quality marketing". At the beginning of August, the third session of marketing speech contest and the first on-line live broadcast festival were started. This competition has undergone a comprehensive upgrade compared to previous years. The design manager has stepped from behind the scenes to the forefront, the sales manager is leading the team in a race against traffic, and the property consultant is endorsing and communicating the core project values to customers. In 7 playing areas, total 284 excellent players from 133 projects competed to promote real transaction through the maximum exposure oriented by winning customer and let more customers see CR Land, approach CR Land and select CR Land by virtue of professional strength.



Career growth guide of CR Land

Improve employee satisfaction

In order to understand the organizational capabilities, management status, and team building situations of various units, diagnose and assess the organizational weaknesses, drive the company to optimize management policies, help front-line staff solve business problems, the Company conducted organizational research covering all units and levels. Targeting the Company's management, over ten symposiums and on-site visits were carried out, involving nearly a hundred individuals; the employee questionnaire survey was conducted for middle and basic-level staff to collect their opinions and suggestions on the organization and superiors, advance relevant solutions, and effectively safeguard employees' rights and interests.

Provide employee care

Safeguard physical and mental health

Performance data

In 2023, CR Land had a **100 %** physical examination coverage of employees.

In 2023, CR Land organized total **2,859** activities attended by **27,000** employees.

CR Land advocates the concept of "Happy Work and Healthy Life", and actively builds and improves the employee health management mechanism. The Company establishes the occupational health records for those employees with potential occupational risks, and regularly monitors the health condition of all employees, and carries out the health education activities such as occupational disease prevention and mental health lectures to improve the health awareness of all employees. There was no occurrence of occupational health accident throughout the year.



Health management service activity in South China region

The Company actively facilitates the establishment of diversified employee interesting clubs such as football team, choir and photography association, and provides financial support to enrich the spare time life for employees. Additionally, the Company also organizes employee activities beneficial to physical and mental health such as work-break exercises, healthy running, "Heli Cup" basketball game and other physical exercises as well as birthday party of the same-year-old employees in CR Land and "Cohesion" project to promote employees' physical and mental health in an all-round way.



▲ Football match in Northeast China region

◀ "Mountain-Sea" summer playground parents-child campaign in Shenzhen region

Support employees in difficulty

The Company continues to improve the employee assistance system and set up a grass-roots employee care fund to provide timely assistance and support to those employees affected by family difficulties and natural disasters. In the meantime, the Company relies on the "Runxinfang" service platform to fully play the role of the employee care service station, effectively solve the difficulties and confusion faced by employees, and continuously improve the employees' sense of satisfaction, happiness and belonging.

Health and safety

Strengthening of safety management

CR Land pays high attention to the safety and health of its employees in workplaces, and constantly improves its work safety regulation management system by revising and improving 16 regulations concerning the EHS management system, including China Resources Land EHS Education and Training Management Guidelines, China Resources Land Safety Management Guidelines for Related Parties and China Resources Land Occupational Health Supervision and Management Guidelines; CR Land also pushes its subsidiaries to conduct the occupational health and safety management system certification, for example: the property sector of CR Mixc Lifestyle passed the IOS45001 occupational health and safety management system certification in 2023, and CR Land Culture and Sports Company obtained the IOS45001 occupational health and safety management system certificate smoothly in 2022, and completed the annual review in 2023 successfully.

Improvement of emergency management

Performance data

In 2023, CR Land organized **13,826** emergency drills which were participated by **231,570** people.

According to the actual conditions, the units at different levels of CR Land have established the coordinated response mechanisms with the local government and the emergency management, health and meteorological agencies; this year, they orderly organized the emergency rescue drills against various accidents such as fire fighting, typhoon and flood prevention, and gas leakage, and made active responses to 23 natural disasters including "Typhoon Doksuri" "heavy rain in Beijing, Tianjin and Hebei" and "5.2 earthquake in Baoshan, Yunnan Province", showing their efficient risk prevention and emergency response abilities.



Fire fighting drills held by Youtha



Safety emergency drills against falling accident conducted by Xi'an Mixone Project

Safety risk prevention

Performance data

In 2023, CR Land spotted **225,418** potential hazards during safety checks, and rectified them all.

CR Land pays high attention the safety risk prevention and control, highlights the safety control and comprehensively enhances the safety risk prevention and control measures. In 2023, the Company held 5 safety assurance and safety risk warning sessions for special time, and maintained the emergency response for 37 days in total; the Company also carried out 5 special plans including the safety management strengthening year and the special action against major accidents and hazards, and implemented 87 "accountability-based" supervisions.

Attaching importance to EHS training

Performance data

In 2023, CR Land organized **2,298** safety warning and education activities which were participated by **113,072** people (including the related parties).

In 2023, CR Land carefully prepared the annual safety training plan, and highlighted the safety education and training on laws, norms, regulations and key personnel, and enhanced the safety awareness of all staff in different ways, such as accident case waning on the morning shift meeting, education through the safety reflection room, dynamic playing of warning videos on the large screen, warning broadcasting at enhances and exits, and accident simulation courts, etc. to widely and deeply conduct the accident warning and the safety publicity and education activities among the internal management staff, the partners and the related front-line workers.

Promotion of intelligent control

CR Land strengthens intelligent construction in work safety and through the construction of information system, we promote the piloting of the smart construction site platform and the centralized fire control platform. We have built a CR Land smart construction site safety management platform with 18 functional modules in 6 categories and deployed it in 117 projects, realizing the "HQ-region-city-project" four-tier smart management and control model; we have promoted the development of the centralized fire control platform in three phases, namely, platform building at the headquarters, access to pilot project, and comprehensive promotion and application, and developed four major functions: fire alarm system, video alarm confirmation, fire water system, and data analysis.

Improvement of ESH management of related parties

Performance data

In 2023, CR Land's various levels of units conducted a total of **1,768** EHS pre-audits, interviewed relevant parties **590** times, conducted monthly evaluations **3,360** times, and held EHS discussions **138** times.

Training for related parties amounted to **641,536** person-hours.

CR Land sticks to the driving role of construction unit, makes overall arrangements to promote related parties to implement safety accountability, implementing the requirements of the "three full-coverage", "three management lists" and "two responsibility lists" to further strengthen safety management of related parties.

Based on the management requirements to "cover all purchase contracts, safety management and accountability", we specify the management standards and requirements for related parties;

We compile the List of Legal Safety Responsibility of Project Company, Management List of Safety Construction Measure Expenses and Safety Supervision List of Related Parties to consolidate safety management of projects.

We draft the general contracting unit care responsibility list, the supervision unit oversight responsibility list, supervise relevant parties to fulfill legal safety responsibilities.

Exchange and cooperation

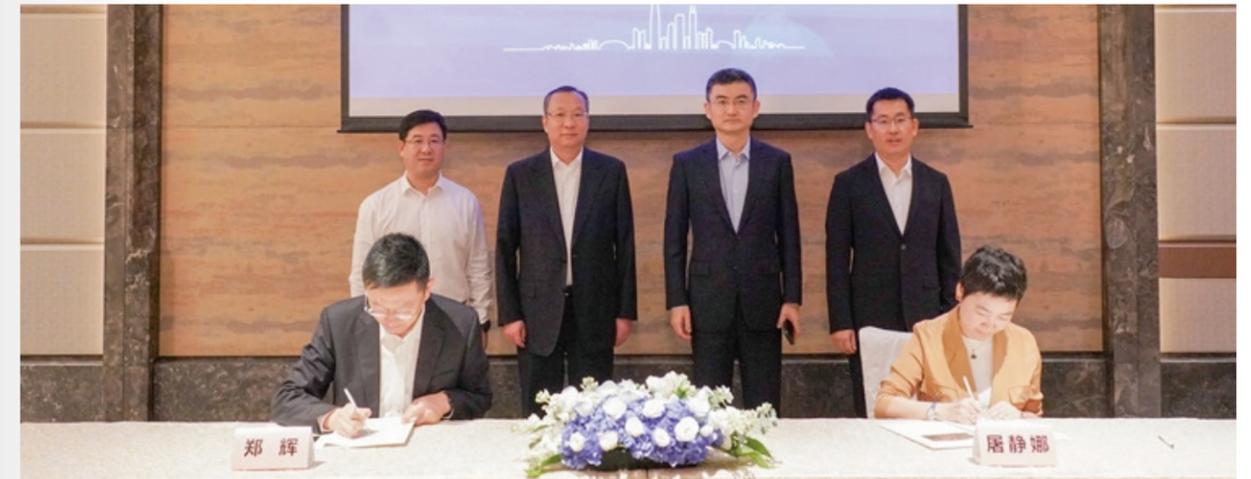
Deepen the win-win cooperation

Government- enterprise cooperation

CR Land actively establishes and deepens the cooperation with the local governments, and makes full use of its professional advantages and resource integration ability to explore the new government-enterprise cooperation mode. It has signed the cooperation framework agreements with Nanshan District, Shenzhen City and Linping District, Hangzhou City, etc. to conduct the all-round cooperation in urban construction, smart operation and regional planning and serve as the brainpower, assistant and gripper of the government for the high-quality development of local economy.

Case / CR Land and the People's Government of Nanshan District concluded an agreement on the "Smart City Construction and Operation Service Project in Houhai Central District"

On January 19, 2023, CR Land and the People's Government of Nanshan District, Shenzhen City held the signing ceremony of the Smart City Construction and Operation Service Project in Houhai Central District. According to the agreement, CR Land will undertake three major services namely "smart operation, industrial service and municipal management" within 3.5 sq. of Houhai Central District, and cooperate with Nanshan District to build a model window for Chinese socialist pilot demonstration zone jointly. This cooperation takes the public space in Houhai Central District as trial, and serves as the first pilot to provide a model demonstration for different entities to participate in the social governance together and develop a new way for the modernization of megacity governance.



CR Land East China Region Ningbo Project Company signed the "Yinzhou District Southeast Gateway Area Strategic Cooperation Agreement" with the People's Government of Yinzhou District, Ningbo City

Cross-industry cooperation

CR Land actively promotes the cross-industry cooperation, and breaks the traditional "chimney-type" innovation, for the purpose of building a new cross-industry cooperation system through the diversified development.

Case / CR Land cooperated with Meituan UAV in building the smart city operation innovation pilot

On September 4, 2023, the first UAV food service line built jointly by CR Land and Meituan UAV in Houhai Central District was put into operation. From then on, after a user makes an order in Shenzhen Talent Park, the food will be prepared by a restaurant and then sent to the food cabinet in the park as soon as 5 minutes, increasing the delivery efficiency greatly. The opening of this UAV food service line is a typical application of the digital-entity fusion technology in the smart city operation field. It solves the shortage of food supply in the urban public recreation area, but also provides the citizens with diversified consumption choices, fast delivery service, abundant product options, stable operation guarantee and user experience full of technology feeling.



Industry- university - research cooperation

Focusing on the innovative technology field of real estate value chain, industry chain and ecosystem, CR Land has established four joint innovation platforms respectively with Research Institute of Tsinghua University in Shenzhen, Shenzhen Institutes of Advanced Technology (SIAT) of the Chinese Academy of Science (CAS), Shenzhen Institute of Aerospace Science and Technology Innovation, and Huawei Terminal Company Limited. CR Land pays close attention to smart city, green building in the low-carbon city, new building materials, digital technology, intelligent technology and other key fields, makes every effort to realize the effective transformation of technical development, application research and technological achievements, and actively deploy the core technology sector for the integrated and deep industry-university-research cooperation mode to come true. By the end of 2023, CR Land has promoted the completion of preliminary approval of 9 technological subjects, one of which has been chosen for the National Key Research and Development Program of China.

Case / CR Land issued the smart city white paper jointly with Tsinghua University

In December 2023, CR Land cooperated with Tsinghua University to issue the CR Land Smart City White Paper on the basis of its practical experience accumulated in the space intelligence. In the view of digital economy, starting from the physical space and in combination with the international experience and construction concept of smart city, this White Paper elaborates how the real estate enterprises use the data elements to improve the space service and boost the digital governance of cities, summarizes the practices of CR Land related to smart city, and introduces the special smart city development vision of CR Land.



Leading the industrial development

Participating in exchange activities

CR Land always pays close attention to the industrial dynamics and future trend, and makes full use of its influence and cohesion on the market to promote the information exchange and resource sharing and explore the new way for industrial development by building and developing the diversified exchange and interaction platforms and actively participating in industrial forums, summit meetings and activities.

Case / CR Land boosted the successful holding of 2023 Carbon Peak and Carbon Neutrality Forum

From November 26 to 28, 2023, the 2023 Carbon Peak and Carbon Neutrality Forum and Shenzhen International Low Carbon City Forum was successfully held in Shenzhen International Low Carbon City. Based on the theme of "Take the Initiative of Green Development, Explore a Future with Low Carbon", this forum was held in the form of 1+1+8+N by gathering the government representatives, international organizations, industrial associations, experts and entrepreneurs on this "green event". CR Land, as the party responsible for the construction and operation of Shenzhen International Low Carbon City Forum Exhibition Center, acted as one of the organizers of this forum to provide the all-round guarantee for the construction, operation and management of all the halls and infrastructures and bring more innovations to the industry with the professional view and the high-end quality.



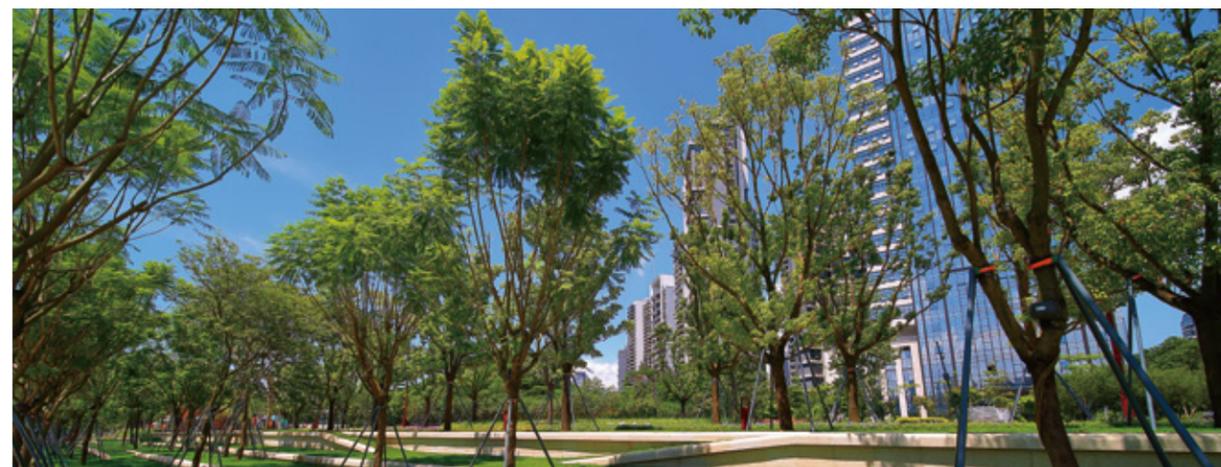
Participation in establishment of standards

CR Land actively participates in the establishment of industrial standards. Focusing on the key industrial issues and the hot issues of the age, it boosts the formulation of institutionalized and standardized specifications to lead the healthy and sustainable development of the whole industry. In 2023, CR Land participated in the preparation of 1 international standard, 1 local standard, 2 group standards and 2 enterprise standards.

Performance data

In 2023, CR Land participated in the preparation of **1** international standard, **1** local standard, **2** group standards and **2** enterprise standards.

S/N	Nature	Name
1	National standard	Information Technology BIM Software
2	Standard of Shenzhen City	Standard for Delivery of Landscape Construction Engineering Information Model
3	Group standard	Carbon Neutrality of Real Estate Enterprises
4	Group standard	Carbon Emission of Decoration Works
5	Enterprise standard	CR Land Standard for Management of Building Information Model of Construction Project
6	Enterprise standard	Implementation Guideline and Technical Standard for CR Land Standard for Management of Building Information Model of Construction Project



Creation of sustainable supply chain

Good faith management

CR Land is committed to building a clean and bright supply chain ecosystem. It requires all parties to the contract to sign the Integrity Agreement and Sunshine Declaration, and organizes the general contractor that is chosen as candidate to sign the Honest Performance Commitment to strengthen the fair and just cooperation foundation; it strengthens the supervision of key areas and key links and actively carry out integrity warning education for partners; it continuously makes performance evaluation, downgrades the dishonest supplier level D with restricted cooperation/withdrawal, in order to create a standardized, efficient, open and transparent business environment.

Optimization of supplier management

Performance data

In 2023, CR Land had a **100 %** performance rate on its economic contracts, and **100 %** of its suppliers passed the quality, environment and occupational health and safety management system certification.

In 2023, the Company had **20,455** suppliers in various categories, **416** of which were listed as level D/unqualified.

CR Land attaches great importance to the supplier resource, insists on the win-win idea, and adheres to the "One Family" management attitude to cooperate with the suppliers for further development.

Carry out the supplier performance evaluation: CR Land constantly optimizes the supplier rating plan by setting up 6 aspects, namely "quality, progress, cost, EHS, customer satisfaction and performance evaluation", dividing the strategic product suppliers into 4 levels (A/B/C/D), and classifying them into 3 categories (qualified, trial and unqualified).

Set up a reward and punishment system: Suppliers that fall into the A/B or excellent/good levels will be rewarded with a performance bonus or other incentive measures, whereas D-level/unqualified suppliers will be subject to the review and exit mechanism, for the purpose of the continuous improvement of our supplier resources.

Assurance of supply chain safety and stability

The CR Land headquarters issues the Supply Chain Safety Management Plan uniformly to identify and evaluate the risks of the key suppliers quarterly from 24 indicators in 4 aspects, timely and accurately predict the performance risks of suppliers and rapidly take countermeasures on this basis.

Construction of green supply chain

In 2023, CR Land continued to promote the improvement of supply management system by incorporating the green low-carbon concept and standard into the management requirements of suppliers and adding the green manufacturing evaluation module into the CR Land Supplier Quality Control Ability Evaluation Model creatively; on this basis, CR Land actively pushed and led the suppliers to accelerate the transformation to the green manufacturing mode, for the purpose of the sustainable optimization of whole supply chain system.

Since September 2023, CR Land has taken the new management measures for 51 types of products in the product catalog of green building materials. For the headquarters' centralized procurement projects that have not started the invitation for bids or are still in the bidding stage but are not awarded, the green certification requirement will be used as one clause of the bid specification, to gradually increase the proportion and coverage of green building materials procured by the headquarters.

Strengthening the cooperation with suppliers

Performance data

In 2023, **95%** of CR Land suppliers were rated as excellent, **17.8%** higher than that in 2022;

the proportion of good suppliers was **38%**, **7%** higher than that in 2022.

CR Land maintains good communication and cooperation with its suppliers for a long time, and unifies the objectives of both parties by implementing the management "head-to-head" as the communication mechanism; it clarifies the management requirements of CR Land suppliers and synchronize the supply chain ecological construction objectives by convening supplier meetings;



"Head-to-head" communication meeting between CR Land and China Construction Third Engineering Bureau

Carry out the "Peer Partner" program: We carefully choose the potential suppliers as object of cultivation, set up the cultivation objectives, prepare the cultivation plan, and constantly promote the cultivation progress through the staged conclusion and sprinting; we strive to organize a hardworking and stable supplier team in conformity with CR management standards by carrying out the suppliers' project manager training and certification regularly and organizing the visits to and exchanges about the excellent projects.

Promote the "high-performance, high proportion" : in the 14th Five Year Plan, the Company set up "6040" principle (i.e. more than 60% of business is undertaken by 40% of high-quality suppliers) to provide more cooperation opportunities for the suppliers with high performance.

Case / CR Land held the supplier meeting in 2023

On May 16, 2023, the 2023 CR Land Supplier Meeting based on the theme of "Activate New Cohesion for Better Life" was successfully held in Shenzhen. According to the theme of "Follow the Right Way and Hold the Baseline for Long Development and Mutual Benefits", the discipline inspection management requirements for the comprehensive and high-quality development of CR Land were explained to the suppliers, and the supplier's representative was invited to read the Honest Performance Declaration, and the suppliers with good performance in 2022 were cited on the meeting, with the hope of building an honest performance environment through the mutual respect and trust relations with the suppliers



◀ Supplier safety training conducted by the South China Region

Public charities

Boosting community construction

CR Land is always devoted to boost the community progress and development, spares no efforts to build a high-quality education environment and livable living space, continuously optimize and perfect the urban supporting facilities and services to enrich civil cultural and sports activities.

Education facilities

CR Land positively boosts the development of education with the strength of building construction and sense of responsibility, creates an all-aged campus from kindergarten to university, and spares no efforts to build a high-quality campus space from several aspects of education ideas, natural ecology and scientific innovation to empower high-quality education development in beautiful city.

Case / CR Land New Generation Run Series Products Empower Children-Friendly Communities

Facing to the background of "children-friendly" and social phenomenon of "nature-deficit disorder", CR Land particularly took community landscape as friendly experiment unit, innovated and developed "Darwin Camp" based on the subordinate "Run" series products starting from real experience of children, provided daily natural science courses and activities in the community to promote long-term and deep participation of more children and families. As the first landing project of "Darwin Camp", Qingdao Laoshan Yuefu provides a funny demonstration courses and activity experience by establishing the recognition and linkage of children with local flora and fauna and climate conditions based on local cultures.



Case / Phase I building of Tsinghua Shenzhen International Graduate School undertaken by CR Land was delivered smoothly

On February 24, 2023, Phase I building of Tsinghua Shenzhen International Graduate School undertaken by CR Land was delivered formally. During the construction, CR Land gave full play to the advantages of college&university construction experience, adopted local design concept to create a 3D urban-type university by three-dimensional greening technology, and also adopted BIM technology throughout the whole process, utilized an advanced central ventilation system, sewage treatment system and humanized spatial arrangement, created an international and intelligent teaching environment and showed another image for the construction of urban, innovative and international campus in Shenzhen. This project was granted Platinum Award of US LEED Green Buildings Authentication and Honor Prize of US IDA International Design.



Shenzhen Bay Division of Shenzhen Nanshan Educational Kindergarten undertaken by CR Land

Municipal works

CR Land continuously participates in the urban construction and operation, creates a diverse space in the city and positively provide urban supporting services so as to realize comprehensive improvement and optimization of urban functions.

Case / Shenzhen Guangming Nx Park undertaken by CR Land was opened

On June 30, 2023, Shenzhen Guangming Nx Park undertaken by CR Land was opened officially. Nx Park connects Changzhen metro station in Guangming District to Fenghuang Yinghuicheng which is the largest Talent Affordable Housing Project in Shenzhen, and is a pioneer business district integrating science with innovation. CR Land made positive responses to the call of the government of Shenzhen City and Guangming District, fully participated in the blueprint of urban and talent building and provided all-dimensional life "hardware" for talents so as to boost to create an environment of "worryless lodging and worryless life" for talents.



Dongguan Songshan Lake Tonghu Corridor Phase II



Shenzhen Dafen Art Museum

Cultural and sports activities

Hosting major events has become one of the catalysts for the rapid development of the city. Over ten years, CR Land makes positive responses to important instruction spirits of "Hold An Event And Reinvigorate a City" and has served several national key events such as Universiade Shenzhen 2011, The 14th Games of the People's Republic of China (Xi'an), Chengdu 2021 FISU World University Games and The 19th Asian Games Hangzhou 2022, and has undertaken the venue construction and event security to improve the capacity of urban services and inject power for the development of the city.

Case / Joining hands with Chengdu, CR Land boosted the successful holding of Chengdu 2021 FISU World University Games

On July 28, 2023, The 31st FISU World University Games was solemnly opened. CR Land was responsible for the construction and operation of main venue Chengdu Dongan Lake Sports Park, and providing security services for opening ceremony and various competitions to boost presentation of an international sports event with "Chinese characteristics, spirit of the times and beauty in youth".

CR Land took 921 days and organized a team composed of 1,500 persons to implement the event idea of "simplification, safety and excellence" into all security works, and spared no pains to provide services of venue security, venue operation, M&E operation and maintenance, order & cleaning, special guests reception and testing drill, successfully realized the goals of "international standards, absolute safety, no risk and perfect security" and received social attentions and affirmations.



Scan the QR code for watching: Sports Officials from foreign delegation gave a like to multi-functional sports venue of Dongan Lake Sports Lake

Case / Joining hands with "Hangzhou", CR Land provided satisfactory security services for the 19th Asian Games Hangzhou

On September 16, 2023, Hangzhou Asian Sports Village formally was opened to welcome all guests from foreign countries. In which, CR Land received about 3800 technical officials from 45 countries (regions) in Technical Officials Village (Asian Olympics City) within Hangzhou Asian Sports Village constructed by CR Land, and provided them with accommodation security and property management services and led to coordinate various social services.

This was the first time for CR Land to be involved in development and accommodation security of major event sports village services, and for satisfactory operation of Technical Officials Village during the Games, CR Land coordinated its subordinate units including East China Region, CR Mixc Lifestyle and Mumian Hotel Management Limited to establish a service assurance team composed of more than 900 persons and spare no pains to create a comfortable "home" for all technical officials from the aspects of accommodation, property services and engineering security to enable them have a comfortable accommodation, warm meal and relieved competition, so as to make contributions to accelerate the construction of a leading sports nation and a better city.



CR Land undertook 2023 Shenzhen Nanshan Half Marathon



CR Land Culture and Sports Company undertook the Cross-strait Integration Month & The 4th Cross-strait Student Baseball League activities

Promoting rural revitalization

Performance data

As at the end of 2023, CR Land has participated in the construction and delivery of **12** CR Hope Towns cumulatively, and there are other **5** Hope Towns under planning and construction.

In 2023, purchasing agricultural support products exceeded RMB **2** million.

Since 2008, CR Land has always made positive responses to national call, obeyed national strategies and practised national missions, actively been devoted to the poverty alleviation and rural revitalization, undertaken the EPC of Hope Town, selected excellent business backbones over ten years to participate in the Town construction throughout the whole process and delivered 12 CR Hope Towns including in Baise City (Guangxi Province), Yan'an City (Shaanxi Province) and Nanjiang City (Sichuan Province) and other 5 Hope Towns in Kangle City (Gansu Province), Tonghua City (Jilin Province), Zhangbei City (Hebei Province), Arxan City (Inner Mongolia) and Yimeng City (Shandong Province) are under planning and construction. The cumulative construction output value exceeds RMB 1 billion. In addition, CR Land also practically performed its corporate social responsibilities by donating infrastructures, donating money for schools and buying agricultural products to help farmers.

In 2023, CR Land actively responded to the "Central Enterprise Consumer Support Rural Revitalization Week" initiative organized by the SASAC, organizing its affiliated units and all employees to purchase high-quality agricultural and special products from poverty-stricken areas.

Carrying out volunteer activity

Performance data

In 2023, CR Land's charitable donations amounted to RMB **4.01** million, organizing a total of **590** volunteer service activities

with **7,196** participants, contributing a total of **23,797** service hours.

Taking strong sense of responsibility, CR Land is actively devoted to loving help, community public benefits and other activities, and settles various social issues through actual actions so as to continuously transmit and inject positive energy and humanistic care to the community and even the whole city.

Case / CR Mixc wrote a new chapter on the hopeful picture

On August 2, 2023, the opening ceremony of "Mixc Protects Loving Education" student aid public activity was held at CR Hope Town in Nanjiang County, Bazhong City, Sichuan Province. At the opening ceremony, CR Mixc Lifestyle Limited issued the brand "Mixc's Protection" through which CR Land devoted itself to low carbon & environmental protection, rural revitalization, community care and public responsibility with "four protections". At the same time, CR Land held the ceremony of student aid loving donation, unveiled the nameplate "Public Benefit Lecture on Mixc's Protection" of Nanjing CR Hope Town, aimed to introduce urban high-quality resources into Hope Town and help realize balanced development of quality education.



Case / West China Region rushed to rescue the earthquake stricken area in Jishishan County, Gansu Province

In December 2023, a 6.2-magnitude earthquake occurred in Jishishan County, Linxia Prefecture, Gansu Province. West China Region made quick responses and actively contacted with Gansu Provincial Charity Federation and Jishishan County Charity Association, deeply understood the most urgent material needs, rapidly collected and bought a batch of emergent rescue materials valued at about RMB 300,000, including 40 relief tents, 320 cotton-padded coats, 160 quilts, 160 folding beds, 160 beddings and 160 electric blankets, and sent to the disaster area immediately.



Performance review

In the future, CR Land will further pay attention to the mental and physical health and career growth of employees, spare no efforts to establish a talent team with high quality and exquisite skills; deeply promote the industrial exchange and cooperation, and create a sustainable supply chain; at the same time, the Company will continue to fulfill corporate social responsibility and actively engage in public welfare and charity undertakings.

SUSTAINABILITY MANAGEMENT



Sustainability vision

CR Land always regards sustainable development as an important part of the enterprise development strategy. We have established the overall objectives and action plan for our ESG strategy, further clarifying the strategic direction, specific goals, and key tasks for advancing ESG initiatives in key areas., so as to manage impact of the Company on the environment, society and economy and create a better life with stakeholders.



ESG strategic vision: To be a leading urban investor, developer and operator in the industry

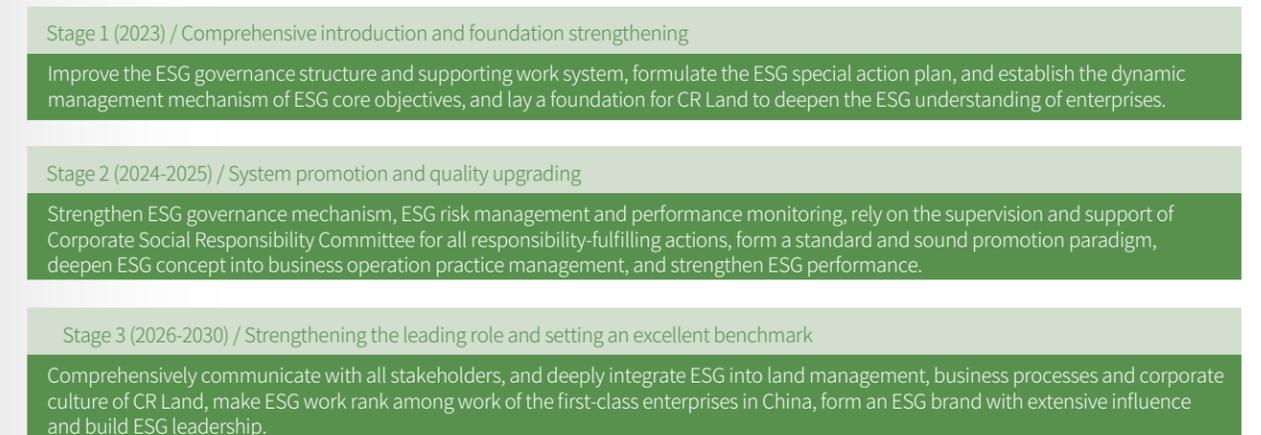
6-dimensional responsibility field

Corporate governance	Make endeavors with shareholders to integrate ESG concept into business management, strengthen risk opportunity identification and management, enhance the transparency of business operations, disclose climate-related financial information according to TCFD recommendations, and expand the influence of the capital market.
Staff development	Make endeavors with employees to improve the occupational health and safety management system, create a fair and diverse employment environment and a safe and healthy working environment, strengthen training and empowerment, and enhance employees' sense of occupational safety, acquisition and happiness.
Products and services	Make endeavors with customers to improve quality management, take "product innovation" and "product standardization" as high-quality guarantee, and upgrade community products comprehensively; improve the quality and perception of products and services, promote the construction of affordable housing, and rejuvenate and empower urban good life.
Win-win partnership	Make endeavors with partners to deepen cooperation with tenants and jointly improve environmental and social benefits; extend the ESG concept to the upstream and downstream links of the supply chain, enhance the awareness and effectiveness of suppliers' responsibility, and promote the symbiosis, win-win and common growth of ecological partners in various fields.
Environmental benefit	Take environment into consideration, integrate the concept of green development into all aspects of enterprise operation, improve the environmental management system, and promote the development of green buildings; actively respond to global climate change and boost realization of the national "3060" carbon peak and carbon neutrality goals.
Community contribution	Make endeavors with the community to strengthen the effective connection between poverty alleviation and rural revitalization, actively implement charitable activities, and form branded projects; actively build the vitality of the community in the project location, maintain local characteristics, create long-term value, and promote benign interaction with society.

18 key actions

Strengthen Risk Management; Strengthen the Supervision of The Board of Directors; Improve the ESG Organizational System; Improve ESG Information Disclosure Level; Make Shared Development with Employees; Protect Occupational Health and Safety; Strengthen Training and Empowerment; Boost Urban Regeneration; Guarantee Quality Service; Create Smart Products; Create Sustainable Supply Chain; Jointly Promote Industrial Development; Attach Importance to Tenant Participation; Respond to Climate Change; Develop Green Buildings; Improve Energy Efficiency; Carry Out Brand Activities; Promote Community Communication and Participation.

ESG strategy promotion path



Sustainability development governance

ESG governance structure

CR Land established a top-down sustainable development governance structure to continuously strengthen the participation of directors and further improve the governance of the board of directors. The Corporate Social Responsibility Committee was established under the Board of Directors and acts as decision-making level to make decisions on ESG at the level of corporate governance and the Board of Directors, and the Board of Directors also established an ESG management structure with the Board of Directors as the top decision-making level, which is responsible for guidance and supervision on the Company's sustainable development works; the management team consists of heads of the headquarters' Administration Department, Complex Design and Management Department, Product Management Department, Safety Management Department, Engineering and Cost Management Department, Human Resources Department, and other ESG governance and performance departments. They are responsible for carrying out ESG risk assessment work, establishing ESG target management systems, and managing indicator systems; and the executive level is composed of ESG indicator contacts of all departments and subordinate units, and is responsible for daily data statistics and work execution.

● Responsibilities of Corporate Social Responsibility Committee

1. Supervise the formulation of visions, strategies and policies of corporate social responsibility
2. Supervise the implementation of visions and strategies of corporate social responsibility
3. Supervise the expenditure incurring in corporate social responsibility work
4. Supervise the external communication policies
5. Other responsibilities (a) Review the relevant annual corporate social responsibility reports whose names include but are not limited to Corporate Social Responsibility Report, Sustainability Report or Environment, Social and Governance Report, and make suggestions to the Board of Directors for approval; (b) Examine and assess the performance of the Committee and the scope of authorities stated in this document, to ensure maximum efficiency of the Committee operation, and make suggestions of changes as it thinks appropriate for the approval of the Board of Directors; (c) Take all necessary measures to enable the Committee to carry out its functions.

Leadership and supervision of ESG affairs by the Board of Directors

The Board of Directors of CR Land takes charge of strengthening the long-term value of the Company, guiding the overall operation and business development strategy of the Company, monitoring the corporate governance practices of all businesses, and establishing and improving the internal control and risk management system. To improve the participation of the Board of Directors in sustainable development, members of Board of Directors regularly receive training related to sustainable development, enhance their understanding of sustainable development/ESG to establish an effective and normal sustainable development management system.

The Company incorporated ESG indexes in the form of obligatory targets into performance evaluation, mainly including energy conservation and emission reduction, EHS (environment protection, occupation health, safe production), integrity and law-abide, network security, compliance management and risk management, audit rectification&implementation and work cooperation, and awarded or deducted the scores based on the comprehensive performance evaluation results for those executives who failed to meet the evaluation goals. The annual performance evaluation of the executives is linked with their remunerations, the increase or decrease of ESG indexes directly relates to the annual bonuses of the executives, and implement reward deduction system for relevant personnel in case of major responsibility incidents (such as safety accident, public sentiment incident, etc.).

CR Land adopted the diversification policy of the Board of Directors, and comprehensively considered all factors such as gender, age, educational background, professional experience, skills and industry experience to realize diversification of Board of Directors. In 2023, one independent female director was added and the number of female members was increased to 2, accounting for 17%. See contents related to corporate governance in 2023 annual report for details about the professional background of directors of Board of Directors.

ESG management system

In order to standardize ESG management systems and processes of the Company, CR Land prepared and issued the Environmental, Social and Governance (ESG) Management Manual of CR Land based on the Management Measures of China Resources Group for Social Responsibilities and in accordance with the requirements of the Stock Exchange of Hong Kong Limited for ESG works of listed companies, including 7 parts: Foreword, ESG management structure, ESG work processes, Measures for formulation of ESG goals, Interpretation of ESG index system, Reporting and review of ESG indexes, ESG work examination and evaluation. Through compiling the Manual, the contents, objectives and processes were defined and work efficiency was improvement. This Manual is also the first management manual in terms of ESG in the field of real estate and of central enterprises and listed enterprises.

In 2023, CR Land further improved the construction of regimes and systems, prepared and issued 11 sustainable development series policies of Sustainable Development Policy of CR Land, Anti-corruption Policy of CR Land, Code of Business Ethics of CR Land, Human Rights Policy of CR Land, Health&Safety Policy of CR Land, Responsible Products and Marketing Policy of CR Land, Sustainable Procurement Policy of CR Land, Suppliers Code of Conduct of CR Land, Policy of CR Land on Response to Climate Change, Environment Management Policy of CR Land and Community Management Policy of CR Land, to further demonstrate the determination on improving ESG governance and practically transit the institutional advantages into governance efficiency.

Stakeholder communication

Category of stakeholders	Appeal and expectation	Communication and response
Government and regulatory authorities	<ul style="list-style-type: none"> · Legal and compliance operation; · Support regional development; · Carry out national policies 	<ul style="list-style-type: none"> · Continue to strengthen enterprise compliance management; · Participate in city-related meetings and cooperation; · Respond to relevant national policies
Shareholders	<ul style="list-style-type: none"> · Create market value; · Strengthen information disclosure 	<ul style="list-style-type: none"> · Continue to create business performance; · Improve corporate governance and risk management level; · Regularly issue reports and timely disclose information; · Hold shareholders' meeting to strengthen the management of investor relations
Owners and customers	<ul style="list-style-type: none"> · Quality of products and services; · Safeguard legal rights and interests 	<ul style="list-style-type: none"> · Implement customer satisfaction survey; · Establish and improve the customer service system; · Improve customer feedback and complaint handling mechanism;
Employees	<ul style="list-style-type: none"> · Protect staff interests; · Promote employee development; · Care for employees' health; · Participate in corporate management 	<ul style="list-style-type: none"> · Formulate a competitive salary system and welfare guarantee mechanism; · Organize staff training, improve the promotion mechanism and build a development platform; · Improve working conditions and care for employees in difficulty; · Carry out employee activities and strengthen employee communication
Suppliers and partners	<ul style="list-style-type: none"> · Promote industry development; · Cooperation, mutual benefit and win-win 	<ul style="list-style-type: none"> · Implement honest procurement and build a responsible supply chain; · Hold regular tendering and bidding meetings and supplier meetings; · Participate in industry organizations and promote industry development
Scientific research institutes Industry organization Media and social groups	<ul style="list-style-type: none"> · Comply with industry norms; · Promote industrial innovation; · Information transparency and publicity 	<ul style="list-style-type: none"> · Strengthen external exchange and cooperation and participate in industrial innovation research; · Participate in industry evaluation and give opinions on industry norms; · Improve the information disclosure system and optimize the public opinion feedback mechanism
Community	<ul style="list-style-type: none"> · Support community public welfare; · Offer job opportunities 	<ul style="list-style-type: none"> · Actively participate in charitable donations and participate in social welfare activities; · Campus recruitment and social recruitment
Environment	<ul style="list-style-type: none"> · Reasonably use resources; · Protect the ecological environment 	<ul style="list-style-type: none"> · Implement green construction, build green buildings and build green communities; · Improve the efficiency of energy and resource use and implement energy conservation and emission reduction; · Strengthen environmental information disclosure and manage environmental-related risk

Determination of major issues

The steps for determining the major issues of sustainable development of CR Land :



Issue identification:

identify important issues in the industry through peer benchmarking, and form an issue base



Issue ranking:

re-evaluate the importance of each issue to the Company and stakeholders based on the results of the questionnaire survey in 2024, and obtain the importance ranking of issues



Issue review:

the Management of the Company reviews the important issues and their ranking, and external experts review and make suggestions on the important issues and their ranking



Issue report:

make targeted disclosure in the report according to the judgment results of important issues

Master the concern extent of internal and external stakeholders on these issues through the push by official WeChat account and totaling 919 valid questionnaires have been collected. Based on the results of questionnaire, re-evaluate the importance of each issue to the Company and stakeholders and obtain the importance ranking of issues.

Matrix of issues in Sustainability Report 2023 of CR Land



Importance	No.	Name	Category
Highly-important	8	Employees' rights and remunerations	Society
	1	Corporate governance and compliant and steady operation	Governance
	11	Responsible supply chain management	Society
	24	Enhancing customers satisfaction	Society
	7	Occupational health and safety	Society
	23	Customer privacy and information safety	Society
	26	Discharge of wastewater and pollutants	Environment
	3	Risk management and internal control	Governance
	22	Protection of customers/tenants' rights and interests	Society
	2	Sustainable business model	Governance
Moderately-important	4	Struggle against corruption and bribery	Governance
	9	Training and career development	Society
	10	Compliance employment and fair opportunity	Society
	25	Green building design and promotion	Environment
	29	Improvement of energy efficiency and use of renewable energy	Environment
	33	Green/sustainable finance	Environment
	12	Promoting industrial development	Society
	21	Quality management and improvement	Society
	20	Promoting sustainable development of customers and tenants	Society
	17	Construction of affordable housing/affordable rental housing	Society
	19	Boosting urban renewal/urban construction development	Society
	5	Protection of intellectual property	Governance
	31	Green operation and office	Environment
	13	Public charities	Society
	6	Communication and participation of stakeholders	Governance
	28	Reduction of greenhouse gas emission	Environment
	27	Management and utilization of resources and waste	Environment
	15	Promoting regional development	Society
	18	Innovation and digital products	Society
	16	Boosting urban renewal/urban construction development	Society
	30	Response to climate change risks and opportunities	Environment
	14	Rural revitalization	Society
	32	Green/sustainable finance	Environment

Information Disclosure Channels

Since 2014, CR Land has prepared and released independent corporate sustainability reports for 10 consecutive years. Taking the report preparation as an opportunity, we understand the demands and expectations of stakeholders through questionnaires, face-to-face communication, telephone interviews, and other forms, and respond to them in the report. After the report is released, we extensively collect feedback from stakeholders and formulate response measures, which are included in the improvement plan for the next year. In addition, we also develop an H5 version of the report based on the sustainability report, fully integrating the reading habits and communication methods of the Internet era. We also carries out extensive communication and dissemination in an innovative way such as "understanding the report in one picture" and short videos, in a way that stakeholders would enjoy. Furthermore, CR Land also requires its subordinate regions and business units to prepare independent sustainability reports. In 2023, CR Land and its related units released a total of 9 sustainability reports.

Responsibility Enhancement

CR Land has comprehensively sorted out the existing systems and established a social responsibility index system covering operating performance, social performance, and environmental performance in accordance with the requirements of the "China Resources Group Social Responsibility Work Management Measures" and the "ESG Work Management Manual". Also, by participating in social responsibility-related meetings, organizing training, and conducting work assessments, we enhance the staff's sense of responsibility and promote sustainable corporate development.

OUTLOOK FOR 2024



CR LAND



Economic Responsibility

We will uphold long-termism, improve business performance, insist on strategic leadership, vigorously implement the four management themes and four management levers, promote the development of sales-oriented business, further consolidate our industry position, issue CR Commercial REIT for high-quality operation of real estate business, steadily transform towards the "large asset management" model, continuously improve the management capabilities and service quality of light asset management business, continuously enhance the industry position and brand influence of the ecosystem element-based business, and achieve steady improvement and efficiency enhancement in key performance indicators.



Environmental Responsibility

We will always practice the ecological civilization concept of "respecting nature, adapting to nature, and protecting nature," strictly observe the bottom line of ecological and environmental development, thoroughly improve policies and measures to respond to climate change, build a better life on the basis of "dual carbon," continuously explore pilot projects for green development, actively promote successful cases and practices, expand the coverage of green operations, integrate environmental governance with urban development, and inject "ecological green" into cities, helping to achieve a harmonious coexistence of humans and nature.



Customer Responsibility

We will fully implement the "high-quality" strategy. Under the new industry situation, we will strive to create a new era of high-quality work for CR Land, build an industry-leading product power platform, and persistently create high-quality product strength focused on customer satisfaction and optimal systematic cost principles. Furthermore, we will further improve the standards, capabilities, and efficiency of products and services, fully meet diverse customer needs, and promote quality, reputation, and influence to a new level.



Partner Responsibility

We will fully leverage the organizational capabilities across the entire value chain, extend ESG concepts to all links of the upstream and downstream of the supply chain, promote supplier responsibility, lead the construction of a fair, healthy, and harmonious partnership, jointly maintain a clean and fair business environment, create a responsible supply chain, promote ecological cooperation and mutual growth in various fields, and work together to create greater environmental, social, and economic value.



Employee Responsibility

We will adhere to the organizational principles of "sincerity, unity, openness, and progress," deepen the cultural construction of "defining ourselves with perseverance forever," create a fair and diverse employment environment and a safe and healthy working environment, strengthen training empowerment, deeply understand the relatively unified relationship between employee development and company development, and enhance employees' sense of occupational security, attainment, and happiness.



Public Responsibility

We will vigorously promote the spirit of "dedication, friendship, mutual assistance, and progress," actively carry out public welfare charity activities, deepen the construction of public welfare brands, consolidate and expand the achievements of poverty alleviation, effectively connect with rural revitalization, effectively play an essential role of the company in public welfare assistance within the social scope, create long-term value, promote positive interaction with society. Additionally, we will continue to focus on the development of the Hong Kong region, promote the economic development of Hong Kong, improve people's livelihood, and build, share, and win a better future.

In 2024, we will be guided by the responsibility towards "corporate governance," "employee development," "product service," "partner win-win," "environmental benefits," and "community contributions," managing the company's impact on the environment, society, and economy, collaborating with stakeholders to create a better life.

APPENDIX

CR LAND

List of ESG Policies

ESG Indicators	Internal Policies 2023	Compliance Laws and Regulations 2023
A1 Emissions	<ul style="list-style-type: none"> China Resources Land Replacement of Office Equipment Management Regulations China Resources Land EHS Management Practice Cases Guidelines for the Selection of Dust and Noise Pollution Control Methods for Engineering Projects of the Construction Division China Resources Land Development Project Dust and Noise Pollution Management Guidelines China Resources Land Energy Conservation and Ecological Environment Protection Supervision and Management Guidelines 	<ul style="list-style-type: none"> Environmental Protection Law of the People's Republic of China Law of the People's Republic of China on Prevention and Control of Pollution From Environmental Noise Atmospheric Pollution Prevention and Control Law of the People's Republic of China Water Pollution Prevention and Control Law of the People's Republic of China Marine Environmental Protection Law of the People's Republic of China Management Regulations of the People's Republic of China on the Prevention and Control of Damage to the Marine Environment by Land-based Pollutants The Law of the People's Republic of China on the Prevention and Control of Environment Pollution Caused by Solid Wastes National Catalogue of Hazardous Wastes Work Plan for Controlling Greenhouse Gas Emissions During the 13th Five-Year Plan Period Regulation on Energy Conservation in Civil Buildings Energy Conservation Law of the People's Republic of China
A2 Use of Resources	<ul style="list-style-type: none"> China Resources Land Energy Conservation and Emission Reduction Management Specification China Resources Land Commercial Complex Energy Consumption and Energy Efficiency Management Platform Design and Implementation Guidelines China Resources Land Existing Commercial Complexes Energy Consumption and Energy Efficiency Platform Construction Guidelines China Resources Land Property Management Energy Conservation Handbook China Resources Land Hotel Energy Consumption Measuring Device Setting Guidelines China Resources Land EHS Management Behavior and Status Requirements for Development Projects China Resources Land Energy Conservation and Ecological Environment Protection Supervision and Management Guidelines 	
A3 Environment and Natural Resources	<ul style="list-style-type: none"> China Resources Land Green Building Management Regulations for Sales Properties China Resources Land Residential Construction Drawing Design Technical Standards - Special Part on Green Building China Resources Land Residential Green and Healthy Building Operation Reference Guidelines (Design Stage) 	
A4 Climate Change		<ul style="list-style-type: none"> Measures on the Management of Environmental Standards Measures for the Administration of Carbon Emission Trading (for Trial Implementation) Guiding opinions on coordinating and strengthening the work related to climate change and ecological environmental protection

ESG Indicators	Internal Policies 2023	Compliance Laws and Regulations 2023
B1 Employment	<p>China Resources Land Employee Handbook</p> <p>China Resources Land Recruitment Management Regulations</p> <p>China Resources Land Job Grade Management Regulations</p> <p>China Resources Land (Mainland) Attendance and Vacation Management Regulations</p> <p>China Resources Land Headquarters Performance Management System Implementation Rules for All Employees</p> <p>China Resources Land Grassroots Employee Care Fund Implementation Rules</p> <p>China Resources Land Salary and Welfare Management Regulations</p>	<p>Labor Law of the People's Republic of China</p> <p>Labor Contract Law of the People's Republic of China</p> <p>Civil Code of the People's Republic of China</p> <p>Employment Promotion Law of the People's Republic of China</p> <p>Social Insurance Law of the People's Republic of China</p> <p>Labor Dispute Mediation and Arbitration Law of the People's Republic of China</p> <p>Trade Union Law of the People's Republic of China</p> <p>Provisions on the Administration of Online Recruitment Services</p> <p>Provisions on Minimum Wages</p>
B2 Health and Safety	<p>China Resources Land Development Project Dust and Noise Pollution Management Guidelines</p> <p>China Resources Land EHS Culture Construction Guidelines</p> <p>China Resources Land Guidelines for the Use of Labor Protective Equipment</p> <p>China Resources Land EHS Management Guidelines for Opened Hotels</p> <p>China Resources Land Guidelines for Gas Safety Management in Commercial Projects</p> <p>China Resources Land EHS File Management Rules</p> <p>China Resources Land Natural Disaster Emergency Management Guidelines</p> <p>China Resources Land Elevator Operation and Maintenance Risk Management Guidelines</p> <p>China Resources Land Fire Safety Management Guidelines for Property Projects</p> <p>China Resources Land Fire Safety Management Guidelines for Commercial Properties</p> <p>China Resources Land Fire Risk Management Guidelines</p> <p>China Resources Land Guidelines for the Management of Tenants' Secondary Decoration Risks</p>	<p>Labor Law of the People's Republic of China</p> <p>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</p> <p>Work Safety Law of the People's Republic of China</p> <p>Fire Protection Law of the People's Republic of China</p> <p>Emergency Response Law of the People's Republic of China</p> <p>Regulations on the Safety Management of Hazardous Chemicals</p> <p>Regulations on the Reporting, Investigation and Disposition of Work Safety Accidents</p> <p>Provisional Regulations on the Investigation and Management of Hidden Dangers in Workplace Safety Accidents</p> <p>Regulations of the People's Republic of China on Work-related Injury Insurance</p> <p>Categories and Catalogue of Occupational Diseases</p>

ESG Indicators	Internal Policies 2023	Compliance Laws and Regulations 2023
B2 Health and Safety	<p>China Resources Land Risk Management Guidelines for Large Mass Events</p> <p>China Resources Land Guidelines for Fire Safety Management of Building Construction</p> <p>China Resources Land Gas Safety Inspection Guidelines</p> <p>China Resources Land Gas Safety Management Guidelines</p> <p>China Resources Land Comprehensive Emergency Response and Rescue Plan for Production Safety Accidents</p> <p>China Resources Land Emergency Response Guidelines for Gas Emergencies</p> <p>China Resources Land EHS Management Guidelines for Development Projects</p> <p>China Resources Land Occupational Health Supervision and Management Guidelines</p> <p>China Resources Land EHS Education and Training Management Guidelines</p> <p>China Resources Land Safety Management Guidelines for Related Parties</p> <p>China Resources Land EHS Responsibility Management Regulations</p> <p>China Resources Land EHS Accident and Incident Management Regulations</p> <p>China Resources Land EHS Management Annual Assessment Regulations</p> <p>China Resources Land Development Business EHS Management Guidelines</p> <p>China Resources Land Area Company Safety Management Department Workbook</p> <p>China Resources Land Development Project EHS Management Behavior Standards for Construction Units</p> <p>China Resources Land Development Project EHS Management Status Standard</p> <p>China Resources Land EHS Organization Construction Management Regulations</p> <p>China Resources Land Safety Risk Grading and Control Provisions</p> <p>China Resources Land Safety Management Guidelines for Related Parties</p> <p>China Resources Land Accident Hidden Danger Investigation and Treatment Management Regulations</p> <p>China Resources Land EHS System Optimization and Improvement Management Guidelines</p> <p>China Resources Land Area Company EHS Management System Template</p> <p>China Resources Land Development Project EHS Management System Templates</p>	

ESG Indicators	Internal Policies 2023	Compliance Laws and Regulations 2023
B3 Development and Training	China Resources Land Employee Handbook China Resources Land Training Management Regulations China Resources Land Internal Lecturer Management Regulations	
B4 Labor Guidelines	China Resources Land Employee Handbook China Resources Land Recruitment Management Regulations	The Labor Law of the People's Republic of China Provisions on the Prohibition of Using Child Labor Law of the People's Republic of China on the Protection of Minors Special Rules on the Labor Protection of Female Employees Regulation on Ensuring Wage Payment to Migrant Workers
B5 Supply Chain Management	China Resources Land Procurement Management Regulations China Resources Land Supplier Management Rules China Resources Land Engineering Category Management Rules China Resources Land Engineering Supplier Certification Rules China Resources Land Engineering Supplier Performance Evaluation Rules China Resources Land Engineering Supplier Classification Management Rules China Resources Land Engineering Supplier Roster Management Rules China Resources Land Safety Management Guidelines for Related Parties	Construction Law of the People's Republic of China (Amendment 2019) The Bidding Law of the People's Republic of China (2017Amendment) Regulation on the Implementation of the Bidding Law of the People's Republic of China (2019 Revision) Government Procurement Law of the People's Republic of China Centralized Government Procurement Catalogue and Limits for Budgetary Entities (2020)
B6 Product Responsibility	China Resources Land Engineering High Quality Standards China Resources Land Project Delivery Management Guidelines China Resources Land A-supplied Materials Management Rules China Resources Land Construction Drawing Project Review Standards China Resources Land Annual Assessment Management Rules for Quality Accidents China Resources Land Residential Engineering Key Process Checkpoint Implementation Rules China Resources Land Engineering Management Rules of Conduct China Resources Land Development Project Visualization Management Guidelines China Resources Land Guidelines for Management of Key Points of Project Quality of Commercial Properties Held by China Resources Land China Resources Land Guidelines for the Management of Construction Processes in Key Areas of Commercial Properties China Resources Land Guidelines for the Use of Industrialized Construction System China Resources Land Design Quality Control Plan China Resources Land Keyway Mold Support and Reinforcement Process Guidelines and 27 other process standards China Resources Land Case Management System	Product Quality Law of the People's Republic of China Law of the People's Republic of China on the Protection of Consumer Rights and Interests Advertising Law of the People's Republic of China Trademark Law of the People's Republic of China Urban Real Estate Administration Law of the People's Republic of China Regulation on the Quality Management of Construction Projects Regulation on the Administration of Development and Operation of Urban Real Estate Code for Fire Protection Design of Buildings GB50016-2014 Residential Building Code GB5368-2005 Guiding Opinions of the General Office of the State Council on Vigorously Developing Assembled Buildings Standard for assessment of prefabricated building GB/T51129-2017 Regulation on Realty Management Code for acceptance of construction quality of steel structures GB50205-2001 Code for design of store buildings JGJ48- 2014

ESG Indicators	Internal Policies 2023	Compliance Laws and Regulations 2023
B6 Product Responsibility	China Resources Land Residential Customer Complaint Handling Management Code of Practice China Resources Land CRM Customer Information Extraction Management Specification China Resources Land Customer Satisfaction Survey Management Code of Practice China Resources Land Property Complaints Reporting Operating Guidelines China Resources Land Intellectual Property Management Regulations China Resources Land Confidentiality Implementation Rules China Resources Land Regulations on Sales Prices (Discounts), Contracts and Payments for Commodity Properties China Resources Land Compliance Guidelines for Sales of Commercial Properties	Code for urban residential areas planning & design GB50180-93(2016 Edition) Notice of the State Council on further deepening the reform of the urban housing system and accelerating housing construction Circular of the State Council on Promoting the Steady and Healthy Development of the Real Property Market Several Opinions of the Central Committee of the Communist Party of China and the State Council on Further Strengthening the Management of Urban Planning and Construction Opinions of the General Office of the State Council on Promoting the Sustainable and Healthy Development of the Construction Industry
B7 Anti-Corruption	China Resources Land Sunshine Declaration China Resources Land Integrity Cooperation Agreement China Resources Ten Commandments China Resources Land Integrity Guidelines China Resources Land Guidelines on Integrity Talks China Resources Land "Three Major and One Key Points" Decision-Making System Implementation Rules Implementation Opinions on the Implementation of the Main Responsibility of the Party Committee and the Supervision Responsibility of the Discipline Inspection Committee for the Construction of a Clean Party China Resources Land Implementing Rules for the Management of Declaration of Potential Conflicts of Interests of Employees China Resources Land Discipline Inspection and Supervision Expert Pool Management Rules China Resources Land Operational Guidelines for the Joint Review of Cases by the Discipline Inspection and Supervision Department and the Audit Department China Resources Land Measures for Handling Discipline and Violation of Laws and Regulations China Resources Land Rules for the Management of Integrity Files of Cadres China Resources Land Discipline Inspection Organization Guidelines for Handling Letters and Visits and Supervision and Enforcement of Discipline	Company Law of the People's Republic of China Anti-Money Laundering Law of the People's Republic of China Anti-Unfair Competition Law of the People's Republic of China Interim Provisions on Banning Commercial Bribery Anti-Monopoly Law of the People's Republic of China (2022 Amendment)
B8 Community Investment	China Resources Group Social Responsibility Work Management Measures China Resources Group Corporate Citizenship Guidelines China Resources Land Volunteer Management Rules	Charity Law of the People's Republic of China

List of Awards

Awards 2023	Awarded Organizations/Projects
China Construction Engineering Luban Prize	China Resources Construction Company Limited (Chengdu Dong'an Lake Kapok Hotel, Universiade Sports Park)
Tien-yow Jeme Civil Engineering Prize	Xi'an Olympic Sports Center Holding Company Limited (Xi'an Olympic Sports Center)
National Quality Engineering Award	China Resources Land (Shenzhen) Development Co., Ltd. China Resources Construction Company Limited (Shenzhen Bay Ruifu Project) China Resources Land (Nanning) Co., Ltd.
Guangsha Prize	Shenyang Runpin Real Estate Development Co., Ltd. Shenyang China Resources Land Ziyunfu Real Estate Co., Ltd. Changchun China Resources Juye Real Estate Development Co., Ltd. Changchun Runzhi Real Estate Development Co., Ltd. Harbin Runxin Real Estate Development Co., Ltd. Harbin Runfu Real Estate Development Co., Ltd. China Resources (Dalian) Real Estate Co., Ltd. China Resources Land (Fuzhou) Real Estate Development Co., Ltd. China Resources Land (Chengdu) Development Co., Ltd. Xiamen R&T Real Estate Development Co., Ltd.
"Guangsha Award" Outstanding Public Facilities and Property Service Award	China Resources Mixc Lifestyle Property Shenyang Company (Dalian Sea East) China Resources Mixc Lifestyle Property Shenyang Company (Changchun Chang'anli)
Tien-yow Jeme Civil Engineering Prize Gold Medal for Outstanding Residential Community	CCCC Runzhi (Beijing) Real Estate Co., Ltd (Yizhuang Oak Bay) China Resources Land (Wuhan) Co., Ltd. (Jingkai Guanlianhu Residential Project (Wuhan China Resources Park Lane Project)) Nanjing Runmao Real Estate Co., Ltd.
Gold Award of China's Construction Engineering Steel Structure	Beijing Runyuan Real Estate Co., Ltd. (Xisanqi MIXC) Beijing Kaichuang Jinrun Real Estate Co., Ltd. (Lot D-07 and 08, South District of Lize Financial Business Zone) Haikou China Resources Center Phase III Xi'an Silk Road International Conference and Exhibition Center Limited (Xi'an International Conference and Exhibition Center Phase II Exhibition Center Project) China Resources (Shenzhen) Company Limited (Longhua Jianshang Sports Complex Project) China Resources Land (Nanning) Co., Ltd.
China Construction Engineering Decoration Award	Shenzhen Uconia Building Decoration Co., Ltd. (Haikou China Resources Center Phase III MIXC Podium Commercial Common Area Finishing Project (Section II))

Awards 2023	Awarded Organizations/Projects
National Construction Project Construction Safety Standardization Site (3A Site)	Shenzhen China Resources Land Headquarters Building T7 Project, Shenyang China Land - Caiyue Project, Changchun HIT Wenxuan Science and Technology Park (Phase II) Project, Changchun China Resources Center Phase IV and Phase V, Shanghai China Resources Center Project, Nanjing Yanziji Project (Lot A of Nanjing NO.2017G32 Land Project), Hangzhou Yiwu Xiaosi Ancestral Plot III Project, Chongqing Guiyang Jiuyue I Project
National Green Mall Demonstration Unit	Shanghai Nanxiang Colorful City
Hong Kong Green Business Awards	China Resources Land Nanjing, Chengdu, Zhengzhou Area Company, LOGIC and other 10 units
Model Production Safety Unit of Henan Province	Zhengzhou Area Company Zhengdong MIXC South Court Section #3 Project, Zhengdong MIXC North Court Commercial Project, Zhengdong MIXC North Court Residential Project
Shanghai Civilized Construction Site	Shanghai Area Company China Resources Center Project
Jiangsu Province Civilized Site (Three Stars) Award	Nanjing Area Company Huai'an Runfu, Jiayi Phase 1 and 2
"Waste-free Construction Sites" in Zhejiang Province	Hangzhou Area Company Shaoxing 871 Project
Jilin Provincial Department of Housing and Urban-Rural Development "Construction Standardized Management Demonstration Site"	Changchun Area Company China Resources Center Underground Project, China Resources Center Phase I, China Resources Center Phase III, China Resources Center Phases IV and V, Shoushan Road Project
Beijing Green Safety Site	Beijing Daxing Oak Bay Project, Huguang Ruifu Project, Lidu Yuefu Project
Beijing Green Safety Model Site	Beijing Huguang Ruifu Project
Shandong Province Building Construction Safety and Civilization Standardization Site	North China Region Qingdao Artificial Intelligence Industry Cluster Start-up Area Phase I Project South, Phase II Project, Lingshan Bay One Phase III Lot 5#, Qingdao West Coast New District Olympic Sports Center Stadium Project, Ocean Wisdom Town Phase IV Area A, Qingdao Runfu, Jining Wanxiangfu Phase III, Laoshan Yuefu, Jinan Runfu
Hunan Province 2022 Annual Construction Safety Standardization "Annual Project Assessment Excellent Site"	Changsha Area Company Changsha Land Center Project, Changsha MIXC Commercial Center (Phase I) Project, Changsha Bolu Yayuan (Phase I), Changsha Bolu Yayuan (Phase II) Project

Awards 2023	Awarded Organizations/Projects
Beijing Construction Dust Control Advanced Program for Construction Sites	Beijing Haidian Xingfuli Project
Chongqing Dust Control Demonstration Site	Chongqing Area Company Chongqing China Resources Center Project, Section #1, Section #2, Chongqing Yuefu Project Phase I, Phase II, Guanyinqiao
Capital City Greening and Beautifying Garden Communities	Beijing Scenic Cuiyuan Project
Provincial Green Shopping Mall Creation Unit	Shenzhen MIXC WORLD, Shenzhen MIXC Qianhai, Shenzhen MIXC, Haikou MIXC, Liuzhou MIXC, Guiyang MIXC ONE, Luzhou MIXC ONE, Shushan MIXC ONE, Hefei Happy Song
Hong Kong Green Awards 2023 - Superb Environmental Health & Safety Award Silver Award	LOGIC
"Model Work Safety Unit" issued by the Office of Work Safety Commission of Henan Province and the Organizing Committee of Work Safety Knowledge Contest of Henan Province	China Resources Construction Corp.
Zhejiang Provincial Department of Ecology and Environment 2022 100 Excellent "Waste-free City Cells"	China Resources Construction Shaoxing 871 Project
Safe and Civilized Construction Sites of Construction Projects in Hubei Province	China Resources Construction Xiangyang China Resources Gas Center Project
Safety and Civilization Standardization Demonstration Site for Construction Projects in Henan Province	China Resources Construction Zhengzhou New Times Business Center Project
Liaoning Province Construction Safety Standardization Demonstration Project	China Resources Construction Dalian South China MIXC ONE Project
Jiangsu Province 2023 Second Batch of Data Dynamic Validation Grade Excellent Smart Site Project	China Resources Construction Changzhou MIXC Project
National Advanced Organization for the Implementation of Performance Excellence	China Resources Land Holdings Limited
First Prize of "Longtu Cup" National BIM Competition	Hebei Xiong'an Runshe Construction Development Co., Ltd.
Second Prize of "Longtu Cup" National BIM Competition	Chengdu Yougaoya Decoration Engineering Co., Ltd. (Chengdu Dong'an Lake Kapok Hotel (Universiade supporting Kapok Hotel design and construction BIM interactive promotion of integrated application))

Awards 2023	Awarded Organizations/Projects
2023 Royal Institution of Chartered Surveyors (RICS) Achievement in Real Estate Technology Innovation of the Year - Merit Award	China Resources Land's "Application of Swarm Intelligence Technology in Large-Scale Mixed-Use Commercial Projects"
Awarded the 2023 Royal Institution of Chartered Surveyors (RICS) Sustainability Achievement of the Year - Merit Award	China Resources Land "Nanjing MIXC WORLD"
The First Red Digital Lin Cup Digital Innovation Competition Top 100 Achievements	China Resources Land Production Digitalization Platform
Second Prize of the First Professional Competition on Digital Scene Innovation in State-owned Enterprises	General Contracting and Subcontracting Quantity and Price Online Refined Management Project, Real Estate Marketing Digital Innovation Platform
Third Prize of the First Professional Competition on Digital Scene Innovation in State-owned Enterprises	Real Estate Xi'an Olympic Stadium Intellectualization Project
IOT Media's "Star of IOT" Annual China IOT Application Benchmarking Cases	Xi'an Olympic Stadium Intellectualization Project
China Real Estate Association "2023 Excellent Cases of Digital Economy Application in Real Estate Industry"	China Resources Land Run Returns Full Cycle Operation Management System
China Artificial Intelligence Industry Development Alliance Outstanding Cases	China Resources Land AI Center Construction and Innovative Scenario Application Project
2023 China Convention and Exhibition Honor Venue	Xi'an Convention and Exhibition Center
2023 MICE STAR-The Most Popular International Convention and Exhibition Center in China	Xi'an Convention and Exhibition Center
MIX Global Design Excellence Awards	Dongguan Songrunfu Project
2023 London Design Awards (showroom, hydrophase design)	Dongguan Yuefu Project
2023 IFLA Award of Excellence (EA)	Dongguan Binhai Bay New District Miaochong and Shachong Ecological Corridor Project
2023 IFLA Honorable Mention (HM)	Dongguan Binhai Bay New District Culture and Sports Park Project

Summary of Green Building Certification Projects in 2023

Region	SN	City	Project Basic Information			China Green Building Label		Other Green Building Label	
			Name of Project Phase	Building Area (10,000 sq.)	Product Category	Type of Label	Green Building Star Rating	Type of Label	Green Building Rating
Midwest Region	1	Nanchang	Nanchang MIXC	28.25	Commercial	Green Building Certification Label	One-Star		
	2	Wuhan	Wuhan Yangtze Center Lot B1 Tower	21.9	Office			LEED CS	Gold
	3	Xi'an	Qujiang China Resources Plaza Phase II (5#-8# S2 Building and Underground Garage)	6.25	Apartment	Green Building	One-Star		
Shenzhen Region	4	Shenzhen	China Resources Tower	26.77	Office			Shenzhen Green Building Evaluation Label	Platinum Level
South China Region	5	Foshan	CR Land Shunde Landmark (1#, 2#, 8#-19#)	9.56	Residence	Green Building	One-Star		
	6	Foshan	CR Land Shunde Landmark -Kindergarten	0.9	Residence	Green Building	One-Star		
	7	Foshan	CR Land Shunde Landmark (3#-7#)	10.1	Residence	Green Building	Three-Star		

List of Data

List of ESG Indicator Data¹

KPI	Unit	2021	2022	2023
A. Environment				
A1. Emissions				
A1.2 Greenhouse Gas Emissions and Intensity ²				
CO ₂ Emissions	Ton	798,230.38	476,338.83	484,426.48
CO ₂ Emissions per RMB 10,000 Operating Income (comparable price)	Ton/RMB 10,000	0.0434	0.0244	0.0197
CO ₂ Emissions (Scope 1)	Ton	-	-	35,745.31
CO ₂ Emissions (Scope 2)	Ton	-	-	448,681.17
A1.3 Hazardous Waste Emissions				
Waste Fluorescent Tubes ³	Piece	50,019	33,970	760
A1.4 Emissions of Non-Hazardous Waste				
Earthwork Waste ⁴	m ³	15,594,073	9,833,722	35,948,736

¹ Unless otherwise noted, the data coverage in this Report is consistent with CR Land's 2022 Annual Financial Report.

² The statistical scopes of greenhouse gas emissions and intensity are: (1) Carbon emission scopes 1&2 for development and sales business, operational real estate business, ecosystem element business and light asset management business; (2) For projects opened in the year of the year of statistics, as the operation period is less than one year, the relevant data are not included in the carbon emission data statistics, and they are included from the following year of opening;(3) In 2022, consultants were hired to adjust the Company's carbon emission boundaries in accordance with the Greenhouse Gas Protocol developed by the World Business Council for Sustainable Development and the World Resources Institute.

³ The count of spent fluorescent tubes is limited to office, commercial, hotel, and residential projects.

⁴ Earth waste statistics are limited to projects in progress.

⁵ Rebar scrap statistics are limited to projects under construction.

KPI	Unit	2021	2022	2023
A1.4 Emissions of Non-Hazardous Waste				
Reinforcing Steel Scrap ⁵	Ton	48,646	40,094.3	72,039
A1.6 Measures and Results in Reducing the Amount of Hazardous and Non-Hazardous Waste Generated				
Quantity of Waste Paper/Waste Packaging Skins Recovered for Reuse ⁶	KG	232,560	240,050	244,392
A2. Use of Resources				
Concrete Consumption ⁷	m ³	11,875,553	9,853,160.7	31,291,016
Reinforcing Steel Consumption ⁸	Ton	1,788,128	1,525,502.629	1,925,859
A2.1 Energy Consumption and Intensity ⁹				
Comprehensive Energy Consumption	In 10,000 ton of standard coal	11.9558	12.2047	12.7204
Electricity Consumption	In 10 MWh	81,703	84,510	72,843.99
Gasoline Consumption	Ton	265.4145	246	430.12
Diesel Consumption	Ton	123.0799	121	289.69
Natural Gas Consumption	In 10,000 Nm ³	1,381.8980	1,326.00	1,550.64
Other Energy Consumption	In ton of standard coal	195.0142	10.5	0
Comprehensive Energy Consumption per RMB 10,000 Operating Income (comparable price)	In ton of standard coal/RMB 10,000	0.0065	0.0065	0.0052

⁶The statistical scope of the quantity of recycled waste paper/waste packaging skins is limited to LOGIC.

⁷Concrete consumption statistics are limited to projects under construction.

⁸The statistical scope of reinforcing steel consumption is limited to projects under construction.

⁹From 2023 onwards, the scope of energy consumption and intensity statistics will be the same as in A1&2.

KPI	Unit	2021	2022	2023	
A2.2 Water Consumption and Intensity					
Total Water Consumption ¹⁰	In 10,000 m ³	1,580.2729	1,718	2,059.007	
Water Consumption per RMB 10,000 Operating Income	In ton/RMB 10,000	0.86	0.92	1.0143	
A2.5 Total Amount of Packaging Used for Finished Goods and Share Per Unit of Production ¹¹					
Total Packaging Cartons Used	KG	1,239,000.00	1,195,240.00	1,216,859	
Use of Packaging Cartons per RMB 10,000 Operating Income	In KG/RMB 10,000	14.57	13.10	12.97	
B Social Responsibility					
B1 Employment					
B1.1 Headcount of employees: by gender, type of employment, age group and region					
Number of All Employees		Person	49,478	55,311	61,658
Gender	Male	Person	31,771	35,376	39,436
	Female	Person	17,707	19,935	22,222
Type of Employment	Full-Time	Person	49,217	54,955	61,133
	Part-Time	Person	261	356	525
Position	High Level	Person	410	408	400
	Middle Level	Person	6,054	6,578	7,461
	Grassroots Level	Person	43,014	48,325	53,797

¹⁰The statistical scope of water consumption is offices, hotels and commercial projects.

¹¹Statistics on the total amount of packaging materials used for finished products and the amount per production unit are limited to LOGIC.

KPI	Unit	2021	2022	2023	
B1.1 Headcount of employees: by gender, type of employment, age group and region					
Education	Graduate students and above	Person	5,247	5,192	5,266
	Undergraduate	Person	16,975	18,108	19,623
	College	Person	10,936	12,481	14,878
	High school and below	Person	16,320	19,530	21,891
Age	Under 30 years old	Person	16,520	16,877	16,432
	30-50 years old	Person	30,245	34,508	39,857
	Over 50 years old	Person	2,713	3,926	5,369
Region	Headquarter	Person	807	844	916
	North China	Person	1,788	1,273	947
	Eastern China	Person	2,021	1,731	1,642
	South China	Person	1,502	973	867
	Western China	Person	1,818	1,110	952
	Northeast China	Person	1,148	864	643
	Central China	Person	1,004	835	771
	Shenzhen	Person	1,666	1,681	1,400
	Business Division	Person	37,724	46,000	53,520

KPI	Unit	2021	2022	2023
B1.2 Number and Percentage of Employee Turnover				
Comprehensive Turnover Rate	%	18.3 (development systems) 28.4 (commercial systems) 45.2 (property systems)	19.3 (development systems) 26.1 (commercial systems) 34.9 (property systems)	16.3 (development systems) 25.4 (commercial systems) 39.6 (property systems)
B2.1 Number and Rate of Work-Related Deaths				
Number of Deaths	Person	0	0	0
Death rate per 1,000 population	‰	0	0	0
B2.2 Number of Working Days Lost Due to Work Injury ¹²				
Ordinary Injury Days	Hour	0	0	0
LTIR/Million Man-Hours Lost-Time-Injury Severity Rate	-	0	0	0
B3.1 Proportion of Employees Trained: By Gender				
Total Trained Employees	Person	43,837	49,660	61,658
Male	%	64	67	64
Female	%	36	33	36
B3.2 Average Hours of Employee Training: By Gender				
Male	Hour	24.7	23.2	21.8
Female	Hour	24.7	23.2	21.8

¹² The count of workdays lost due to work-related injuries is limited to the count of work-related vacations within the company.

KPI	Unit	2021	2022	2023
Number of Vendors: By Region				
Total Number of Vendors	Piece	29,125	15,436	20,455
North China	Piece	3,423	2,352	2,893
Eastern China	Piece	4,635	3,613	3,539
South China	Piece	3,924	2,307	2,504
Western China	Piece	1,970	1,745	2,460
Northeast China	Piece	1,361	1,524	1,818
Central China	Piece	2,123	1,611	2,042
Shenzhen	Piece	2,860	1,756	3,699
Headquarter	Piece	611	528	1,500
B6.2 Number of Complaints Received on Products and Services				
Number of Complaints	PC	29,773	26,515	27,159
B7.1 Number of Corruption Prosecution Cases				
Litigation Cases Involving Embezzlement, Bribery, Extortion, Fraud and Money Laundering	PC	0	0	0
B8.2 Use of Resources in Focused Scope				
Value of Public Charitable Giving	In RMB 10,000	4,598.73	648.16	400.53
Number of Employees Volunteering	Person	>3,800	>10,000	>7,100

List of CASS-ESG5.0 Indicator Data

KPI	Unit	2021	2022	2023
Shareholder Responsibility				
Total Assets	In RMB 100 million	9,498.0	10,813.32	11,911.77
Net Assets	In RMB 100 million	2,920.8	3,417.07	3,841.49
Owners' Equity	In RMB 100 million	2,920.8	3,417.07	3,841.49
Operating Income	In RMB 100 million	2,121.10	2,070.61	2,511.37
Total Profit	In RMB 100 million	511.7	461.83	545.22
Net Profit/Profit Attributable to Shareholders	In RMB 100 million	324	280.92	313.65
Net Profit Attributable to Owners of the Parent Company	In RMB 100 million	324	280.92	313.65
Gearing Ratio	%	69.2	68.4	67.75
Return on Net Assets	%	15.07	11.94	12.33
Return on Total Assets	%	5.76	4.70	4.94
Value-Added Ratio of State-Owned Assets	%	117.1	115.39	115.81
Industry Ranking	Ranking	8	4	4
Contracted Area of Sold Properties	In 10,000 sq.	1,664.9	1,425.46	1,307.3
Contracted Sales Turnover	In RMB 100 million	3,157.60	3,013.25	3,070.3
Investment Property Turnover	In RMB 100 million	174.3	170.2	-
Closing Land Bank Area	In 10,000 sq.	6,873.0	6,478	6,249.7
Corruption Incidence Rate	%	0	0	0

KPI	Unit	2021	2022	2023
Customer Responsibility				
Residential Customer Satisfaction	%	85.46	88.67	87.76
Residential Customer Loyalty	Score	70	75	74
Commercial Real Estate Tenant Satisfaction	%	98.90	99.30	98.5
Customer Complaint Closure Rate-Commercial Projects	%	100	99.94	100
Customer Complaint Closure Rate-Residential Projects	%	99.39	99.76	98.71
Total R&D Investment	In RMB 100 million	2.3	3.63	5.04
Number of R&D Staff	Person	178	542	398
Employee Responsibility				
Total Number of Full-Time Employees	Person	49,217	54,955	61,133
Employee Labor Contract Signing Rate	%	100	100	100
Employee Social Insurance Coverage Rate	%	100	100	100
Collective Contract Signing Rate	%	100	100	100
Employee Medical Examination Coverage Rate	%	100	100	100
Coverage Rate of Occupational Safety and Health Records	%	100	100	100

KPI	Unit	2021	2022	2023
Employee Responsibility				
Employee Turnover Rate	%	18.3 (development systems)	19.3 (development systems)	16.3 (development systems)
		28.4 (commercial systems)	26.1 (commercial systems)	25.4 (development systems)
		45.2 (property systems)	34.9 (property systems)	39.6 (development systems)
Average Age of Employees	Years old	34.4	35.1	36.1
Proportion of Female Employees	%	35.76	36.04	35.91
Proportion of female senior talents	%	28.1	28.15	29.33
Number of Paid Vacation Days Per Capita Per Year	Day	>6	>6	>6
Employee Training Coverage	%	86.5	89.7	100
Total Employee Training Investment	In RMB 10,000	4,158	2,230	2,640
Training Investment Per Capita	RMB	844.9	449	428
Training Time Per Capita	Hour	24.7	23.2	22.6
Partner Responsibility				
Rate of Suppliers Passing Quality, Environment, and EHS System Certification	%	100	100	100
Rate of Economic Contract Fulfillment	%	100	100	100
Number of Suppliers Reviewed During the Reporting Period	Piece	29,125	15,436	23,589
Number of Potential Suppliers Rejected for Social Responsibility Non-Compliance	Piece	0	0	0
Number of Suppliers Whose Cooperation Was Suspended Due to Social Responsibility Non-Compliance	Piece	0	0	0

KPI	Unit	2021	2022	2023
Government Responsibility				
Number of New Employees Recruited	Person	16,537	19,022	21,053
Number of Fresh Graduates Recruited	Person	326	725	730
Total Amount of Tax Payment	In RMB 10 million	341	371	399.61
Community Responsibility				
Charitable Donation Expenditures	In RMB 10,000	4,598.73	648.16	400.53
Number of Employees Volunteering	Person	>3,800	>10,000	>7,100
Number of General and Above Workplace Accidents	Time	0	0	0
Number of Fatalities in Work-Related Accidents	Person	0	0	0
Death Rate Per 1,000 People	‰	0	0	0
Serious Injury Rate Per 1,000 People	‰	0	0	0
Injury Rate Per 1,000 People (Accident Frequency)	‰	0	0	0
Fire Death Rate Per 1,000 People	‰	0	0	0
Economic Loss Rate Per 1,000 People	‰	0.02	0	0
Million Turnover Economic Loss Rate	%	0	0	0
Million Turnover Mortality Rate	%	0	0	0
Mortality Rate of Housing Construction in 1,000,000 sq.	%	0	0	0
Stampede with Serious Injuries in Business Places	Time	0	0	0

KPI	Unit	2021	2022	2023
Government Responsibility				
Large-Scale Power Outages Caused by Power Supply System Failures in Office Buildings, Hotels and Shopping Malls	Time	0	0	0
Production Safety Incidents That Have a Significant Negative Impact on the Company's Market Image and Social Image	Time	0	0	0
Investment in Production Safety	In RMB 10,000	32,000.42	33,509.92	20,912.50
Number of Safety Emergency Drills	Times	8,897	12,025	13,826
Number of Employee Safety Training	Person-Hours	670,366	389,536	491,725
Number of Safety Training for Related Parties	Person-Hours	584,085	561,888	641,536
Coverage Rate of Employee Safety Training	%	100	100	100
Number of Full-Time Safety Management Personnel	Person	665	649	511
Number of Registered Safety Engineers	Person	303	294	290
Green Management				
Average Green Space Ratio of Projects Sold in the Year	%	≥ 30	≥ 30	≥ 30
Total Investment in Environmental Protection	In RMB 10,000	1,292.07	893.67 ¹	1,079 ¹
Energy-Saving and Emission Reduction Technology Reform Input	In RMB 10,000	919.64	542.0 ¹	774.6 ¹
Green Building Certificate	Piece	68	12	7
Green Building Certification Area	In 10,000 sq.	944.06	188.48	103.73

¹ The scope of the data statistics is the inputs in the operational phase.

KPI	Unit	2021	2022	2023
Green Production				
Share of Non-Fossil Energy	%	84	84.55	86.5
Comprehensive Energy Consumption	In 10,000 ton of standard coal	11.9558	12.2047	12.7204
Electricity Consumption	In 10 MWh	81,703	84,510	72,843.99
Gasoline Consumption	Ton	265.4145	246	430.12
Diesel Consumption	Ton	123.0799	121	289.69
Natural Gas Consumption	In 10,000 Nm ³	1,381.90	1,326	1,550.64
Other Energy Consumption	In 10,000 ton of standard coal	195.0142	10.5	0
Electricity Business Coal Consumption Rate	In grams of standard coal/kWh	不适用	不适用	不适用
Comprehensive Energy Consumption Per RMB 10,000 of Operating Income (comparable price)	In tons of standard coal/RMB10,000	0.0065	0.0065	0.0052
Comprehensive Energy Consumption Per MB 10,000 of Operating Income Value Added (comparable price)	In tons of standard coal/RMB10,000	0.0141	0.0154	0.0161
Product Energy Saving	In 10,000 ton of standard coal	0	0	0
Annual Fresh Water Consumption	In 10,000 m ³	1,580.2729	1,718	2,059
Water Saving	In 10,000 m ³	-	-	308.9
Recycled Water Consumption	In 10,000 m ³	-	-	300.6
Percentage of Recycled Water Consumption	%	-	-	14.6

KPI	Unit	2021	2022	2023
Green Production				
Carbon Dioxide Emissions	Ton	798,230.38	476,338.826	484,426.48
Carbon Intensity	In ton/RMB10,000	0.0434	0.0244	0.0197
Sulfur Dioxide Emissions	Ton	-	0.0415 ²	0.007 ²
Ammonia Nitrogen Emissions	Ton	-	0.0125 ²	0.002 ²
COD Emissions	Ton	-	1.2829 ²	0.292 ²
Nitrogen Oxide Emission	Ton	-	0.0812 ²	0.122 ²
Board Diversity				
Male	Person	14	12	10
Female	Person	1	1	2
< 40	Person	0	0	0
40-50	Person	3	0	0
>50	Person	12	13	12
Investor Relations Management				
Executive Meet & Greet	Session	1	1	4
Investor Forum	Session	22	24	16
Participating Organizations	Piece	-500	-750	-400
Investor Project Visit	Session	30	32	95
Earnings Conference	Session	2	2	2
Roadshow Workday	Day	11	8	21
Roadshow Participating Executives	Piece	13	13	4
Roadshow Covered Investment Organizations	Piece	407	321	188
Investor 1-1 Conference	Session	92	102	136

²The scope of the data statistics mainly covers the emissions of LOGIC.

Index of Indicators

HKEX ESG Index

Environmental, Social and Governance Scope and General Disclosures and Key Performance Indicators (KPIs)		Response
Environment		
A1: Emissions	General Disclosures Information on:(a) the policies; and(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Chapter II Appendix List of Policies
	A1.1 The types of emissions and respective emissions data.	Chapter II List of HKEX ESG Indicator Data
	A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	List of HKEX ESG Indicator Data
	A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	List of HKEX ESG Indicator Data
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	List of HKEX ESG Indicator Data
	A1.5 Description of emissions target(s) set and steps taken to achieve them.	Chapter II
	A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Chapter II
A2: Use of Resources	General Disclosures Policies on the efficient use of resources, including energy, water and other raw materials.	Chapter II Appendix List of Policies
	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in'000s) and intensity (e.g. per unit of production volume, per facility).	Chapter II
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	List of HKEX ESG Indicator Data
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.	Chapter II
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	List of HKEX ESG Indicator Data
A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Chapter II List of HKEX ESG Indicator Data	
A3: Environment and Natural Resources	General Disclosures Policies on minimising the issuer's significant impacts on the environment and natural resources.	Chapter II Appendix List of Policies
	A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Chapter II
A4: Climate Change	General Disclosures Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Chapter II Appendix List of Policies
	A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Chapter II

HKEX ESG Index

Environmental, Social and Governance Scope and General Disclosures and Key Performance Indicators (KPIs)		Response
社会		
B1: Employment	General Disclosures Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Chapter III Appendix List of Policies
	B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	List of HKEX ESG Indicator Data
	B1.2 Employee turnover rate by gender, age group and geographical region.	List of HKEX ESG Indicator Data
B2: Health and Safety	General Disclosures Information on:(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Appendix List of Policies
	B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	List of HKEX ESG Indicator Data
	B2.2 Lost days due to work injury.	List of HKEX ESG Indicator Data
	B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Chapter III
B3: Development and Training	General Disclosures Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Chapter III Appendix List of Policies
	B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	List of HKEX ESG Indicator Data
	B3.2 The average training hours completed per employee by gender and employee category.	List of HKEX ESG Indicator Data
B4: Labor Guidelines	General Disclosures Information on:(a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Chapter III Appendix List of Policies
	B4.1 Description of measures to review employment practices to avoid child and forced labour.	Chapter III
	B4.2 Description of steps taken to eliminate such practices when discovered.	Chapter III
B5: Supply Chain Management	General Disclosures Policies on managing environmental and social risks of the supply chain.	Chapter III Appendix List of Policies
	B5.1 Number of suppliers by geographical region.	List of HKEX ESG Indicator Data
	B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Chapter III
	B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	List of HKEX ESG Indicator Data
	B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Chapter III

HKEX ESG Index

Environmental, Social and Governance Scope and General Disclosures and Key Performance Indicators (KPIs)			Response
B6: Product Responsibility	General Disclosures Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		Chapter I Appendix List of Policies
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	List of HKEX ESG Indicator Data
	B6.2	Number of products and service related complaints received and how they are dealt with.	Chapter I
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	List of HKEX ESG Indicator Data
	B6.4	Description of quality assurance process and recall procedures.	Chapter I
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Chapter I
B7: Anti-Corruption	General Disclosures Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		About CR Land Appendix List of Policies
	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.	About CR Land
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	About CR Land
	B7.3	Description of anti-corruption training provided to directors and staff.	About CR Land
B8: Community Investment	General Disclosures Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		Chapter III Appendix List of Policies
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Chapter III
	B8.2	Resources contributed (e.g. money or time) to the focus area.	Chapter III

Hang Seng Corporate Sustainability Index Issue Index

Scope	KPI	Response
A Environment	Env1. Waste Management and Pollution Control	Chapter II: Environmental Management & Energy Saving and Emission Reduction
	Env2. Resource Consumption	Chapter II: Environmental Management & Energy Saving and Emission Reduction
	Env3. Climate Change Mitigation	Chapter II: Climate Change
	Env4. Climate Risk Management	Chapter II: Climate Change
	Env5. Low Carbon Transition	Chapter II: Environmental Management & Climate Change
	Env6. Ecosystem Protection	Chapter II: Ecological Protection & Climate Change
	Env7. Environmentally Friendly Operations	Chapter II: Environmental Management & Energy Saving and Emission Reduction
	Env8. Sustainable Procurement	Chapter II: Environmental Management Chapter III: Communication and Cooperation
	Env9. Nature-Related Risk and Opportunity Management (Voluntary Answer)	Chapter II: Climate Change
	Env10. Circular Business Models and Waste Audits (Voluntary Answer)	Chapter II: Energy Saving and Emission Reduction
	Env11. Environmental Management and Data Management (Voluntary Answer)	Chapter II: Environmental Management
B Social Responsibility	Soc1. Human Rights - Diversity and Equal Opportunities	Chapter III: Working Together with Employees
	Soc2. Labor Practices - Conditions of Employment and Suitable Work	Chapter III: Working Together with Employees
	Soc3. Labor Practices - Occupational Health and Safety	Chapter III: Working Together with Employees & Health and Safety
	Soc4. Labor Practices - Career Development and Training	Chapter III: Working Together with Employees
	Soc5. Fair Operating Practices - Supplier Management	About CR Land: Corporate Governance Chapter III: Communication and Cooperation
	Soc6. Consumer Issues - Product and Service Responsibility	Chapter I: Quality First & Satisfactory Service
	Soc7. Consumer Issues - Customer Communication	Chapter I: Satisfactory Service
	Soc8. Consumer Issues - Protection of Customer Rights and Information	Chapter I: Satisfactory Service
	Soc9. Community Involvement and Development - Community Engagement	Chapter III: Public Welfare and Charity

Hang Seng Corporate Sustainability Index Issue Index

Scope	KPI	Response
B Social Responsibility	Soc10. Community Involvement and Development - Sustainable Communities	Chapter III: Public Welfare and Charity
	Soc11. Labor Practices - Employee Health (Voluntary Answer)	Chapter III: Health and Safety
	Soc12. Labor Practices - Talent Management and Succession Planning (Voluntary Response)	Chapter III: Working Together with Employees
	Soc13. Community Engagement and Development-Social Capital (Voluntary Response)	Chapter III: Public Welfare and Charity
C Corporate Governance	Gov1. Sustainable Development Context	Sustainability Management
	Gov2. Information Disclosure and Stakeholder Engagement	Sustainability Management: Stakeholder Communication & Information Disclosure Channels
	Gov3. Whistleblowing	About CR Land: Corporate Governance Chapter I: Satisfactory Service Chapter III: Working Together with Employees
	Gov4. Business Ethics and Conflicts of Interest	Sustainability Management: Sustainability Governance
	Gov5. Corporate Governance	About CR Land: Corporate Governance
	Gov6. Internal Controls	About CR Land: Corporate Governance
	Gov7. Compliance Management	About CR Land: Corporate Governance
	Gov8. Risks and Opportunities	About CR Land: Corporate Governance Chapter II: Climate Change
	Gov9. Business Continuity Management	About CR Land: Corporate Governance Chapter I: Quality First Chapter II: Environmental Management Chapter III: Health and Safety
	Gov10. Due Diligence (Voluntary Response)	About CR Land: Corporate Governance Chapter I: Quality First & Satisfactory Service Chapter II: Environmental Management Chapter III: Working Together with Employees & Exchange and Cooperation
	Gov11. Sustainable Investment (Voluntary Answer)	Chapter I: Urban Construction Chapter II: Environmental Management Chapter III: Stories of Responsibility
	Gov12. Innovation (Voluntary Answer)	Chapter I: Urban Construction & Digital Intelligence Enabling Chapter II: Environmental Management
	Gov13. Social Return on Investment (Voluntary Answer)	/

Ratings Report on China Resources Land Sustainability Report 2023

Commissioned by China Resources Land Limited, the China Corporate Social Responsibility Report Rating Expert Committee randomly selected experts to form a rating team to conduct a rating on the "China Resources Land Sustainability Report 2023" (hereinafter referred to as the "Report").

I. Rating Criteria

Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-ESG 5.0) of the Chinese Academy of Social Sciences and China Enterprise ESG Reporting Rating Standards (2023) of the China Corporate Social Responsibility Report Rating Expert Committee.

II. Rating Process

1. The rating team reviews and confirms the "Enterprise ESG Report Process and Accessibility Assessment Confirmation" submitted by the report writing team and related supporting documents;
2. The rating team evaluates the report writing process and content, and drafts the rating report;
3. The Vice Chairman of the Rating Expert Committee, the leader of the rating team, and the rating team experts jointly sign the rating report.

III. Rating Conclusion

Process (★★★★★)

The Company established a Corporate Social Responsibility Committee, with the Chairman of the Board serving as the Committee Chairman, overseeing the overall direction and key content. The Administrative Management Department led the establishment of the report preparation working group, coordinating specific work. The Board of Directors was responsible for the final review of the report. The report was positioned as an important tool for disclosure of accountability information, improvement of social responsibility management, strengthening stakeholder communication, and enhancing responsibility influence. The functional value positioning was clear. Substantive issues were identified based on industry bench-marking analysis, company development plans, expert recommendations, stakeholder surveys, etc. Efforts were made to independently compile sustainable development reports for subordinate companies Mixc Lifestyle and CR Youtha REIT, establishing a "1+N" reporting system. The system of rules was improved, with 11 sustainable development policies formulated and issued, demonstrating outstanding process performance.

Substance (★★★★★)

The report systematically disclosed key industry issues such as implementing macro policies, ensuring housing quality, compliant demolition and protection of old urban areas, protecting the rights of migrant workers, preventing land idle, controlling noise pollution, promoting waste recycling, and green building. The detailed narration was comprehensive, showing outstanding substantive performance.

Completeness (★★★★★)

The main content of the report systematically disclosed 91.08% of core indicators in the industry from perspectives like "Urban Progress: Creating a Valuable Highland," "Stable Advancement: Constructing a Green Future," and "Unwavering Pursuit: Building a Happy Homeland," demonstrating outstanding completeness.

Balance (★★★★★)

The report disclosed negative data such as the "Number of Complaints Received on Products and Services," "Employee Turnover Rate," "Number of Fatalities in Work-Related Accidents," "Stampede with Serious Injuries in Business Places," "Corruption Incidence Rate," and lawsuits related to corruption, bribery, extortion, fraud, and money laundering. It briefly described the handling and improvement measures of owner complaints about wall cracking incidents in projects, showing outstanding balance.

Comparability (★★★★★)

The report disclosed comparison data for 156 key indicators such as "Total Assets," "Operating Income," "Contracted Sales Turnover," "Charitable Donation Expenditures," "Comprehensive Energy Consumption," and "Green Building Certification Area" for three consecutive years. It also conducted horizontal comparisons, such as ranking 7th in the list of Central Enterprise ESG Pioneer 100 Index and 11th in the list of Central Enterprise ESG Pioneer 100 Index, demonstrating outstanding comparability.

Readability (★★★★★)

The report continued the theme of "For a Better City," elaborating on governance, environment, and society, showcasing the Company's accountability philosophy, management, and practices on key issues. It had a clear framework structure, highlighted key topics, included narrative introductions in the form of poetry to enhance readability, embedded QR codes in multiple places to showcase excellent corporate responsibility practices, strengthening the report's communicative and dissemination power. The combination of graphics and tables was complementary, with rich and detailed performance examples, showing outstanding readability.

Accessibility (★★★★★)

The report was released simultaneously with the Company's annual report, planned to be publicly available on the Company's official website, stock exchange websites, and disseminated through social channels like official WeChat accounts. It was provided in both Chinese and English versions for download via the internet, demonstrating outstanding accessibility.

Overall Rating (★★★★★)

According to the evaluation by the rating committee, China Resources Land Sustainability Report 2023 achieved a five-star rating in terms of Process, Substance, Completeness, Balance, Comparability, Readability, and Accessibility, earning a rating of "Five-Star Excellent," setting an example in the ESG reporting field.



China Resources Land Sustainability Report Receives Fifth Consecutive Five-Star Excellent Rating

IV. Improvement Suggestions

Enhance the disclosure of industry key performance indicators to improve the completeness of the report.

黄群慧

Vice-Chairman of the Rating Expert Committee

钟大武

Leader of the Rating Team

魏香丽

Expert of the Rating Team

Issued: April 22, 2024



Scan the QFR code to view the corporate ratings profile

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