

華潤萬象生活有限公司

China Resources Mixc Lifestyle Services Limited

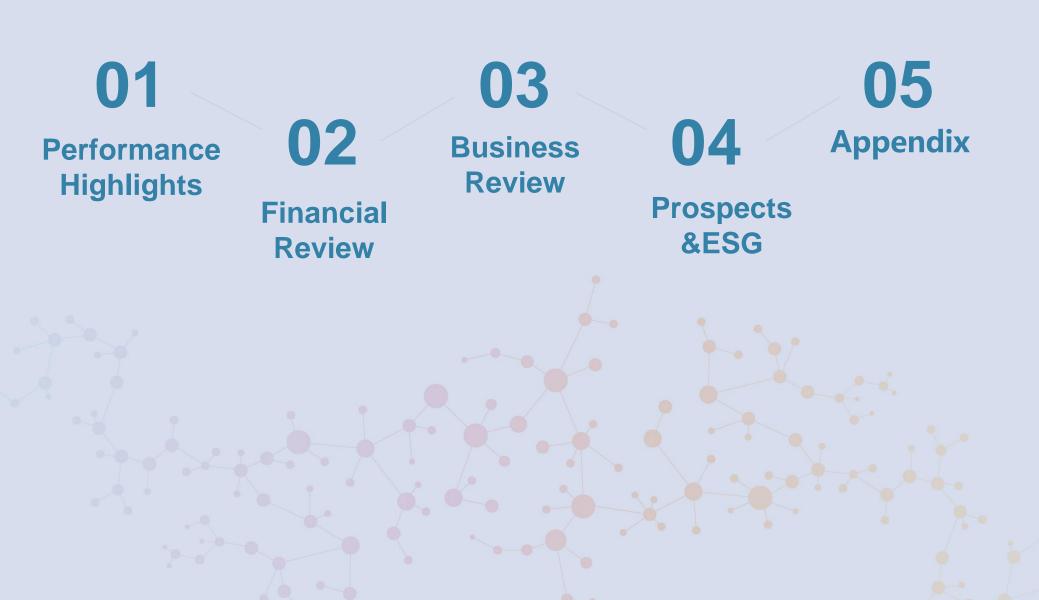
(Stock Code 股份代號: 1209)



凝心 聚力 奮楫前行

2021 Interim Results Announcement 中期業績發佈會









PERFORMANCE HIGHLIGHTS

Performance Highlights

Core Indicators Grew Rapidly on All Aspects



Operating Revenue

RMB 4.01 billion

Up 28.1% YoY



Core Net Profit

RMB 779 million

Up **115.6%** YoY



Earnings Per Share

RMB **0.353**

Up **72.2%** YoY



GFA under Property Management

135.9 million sq.m.

Up 27.5% YoY



Contracted GFA from 3rd Party

17.65 million sq.m.

Up **630**% YoY



Revenue from Community Value-added Services

RMB 315 million

Up **149.4**% YoY



Retail Sales of Shopping Malls

RMB 56 billion

Up 84.4% YoY



No. of Newly Opened **Shopping Malls**

Average Opening Rate 98.0%



No. of Newly Obtained 3rd Party Shopping Malls

GFA **0.92** million sq.m.



Operating Profit Margin of Shopping Malls

63.5%

Up **16.9 ppt.** YoY

No. of E-MIXC Membership

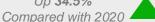
19.29 million

Up **19.8**% Compared with 2020

No. of Joylife Users

1.13 million

Up **34.5**%







02 FINANCIAL REVIEW

Continued Growth in Business Scale and Rapid Increase in Total Revenue

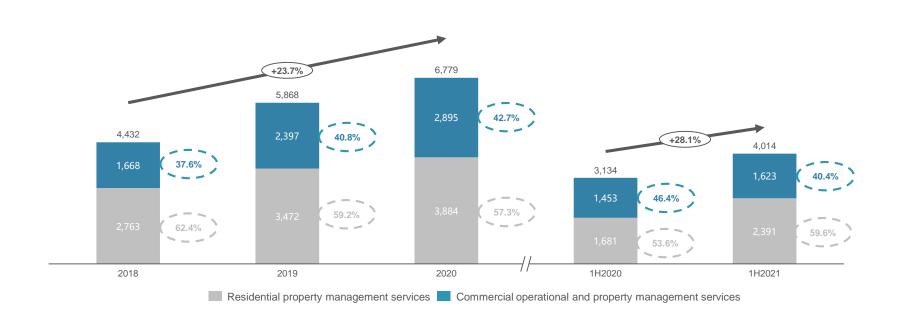


- Total revenue for 1H2021 was RMB 4,014 million, representing a YoY increase of 28.1%. The company has switched from a lump sum basis revenue model to a commission basis revenue model for property management services to shopping malls since July 2020, and the revenue from property management services to shopping malls recorded a YoY decrease of RMB 500 million accordingly for 1H2021. Excluding the above impact, the overall revenue growth would have been 44.0%.
- GFA under management of property management services in multiple property types amounted to 135.9 million sq.m., including 121.8 million sq.m of residential properties, 7.0 million sq.m of shopping malls and 7.1 million sq.m of office buildings.

Total Revenue

RMB' million





Adjustment in Revenue Structure Leading to Promising Growth Momentum from both Property Management and Commercial Management Services



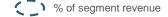
- Revenue from residential property management services was RMB 2,391 million, up by 42.3% YoY, which was mainly due to increased GFA under management and significant increase in revenue from community value-added services, which increased from RMB 126 million to RMB 315 million with its contribution as a percentage of the segment revenue increased from 7.5% in 1H2020 to 13.2% in 1H 2021.
- Total revenue of commercial operational and property management segment was RMB 1,623 million, up by 11.7% YoY. Excluding the impact of change in revenue model for property management services to shopping malls from a lump sum basis to a commission basis, which amounted to a decrease of RMB 500 million, the revenue growth of the segment would be 46.1%.

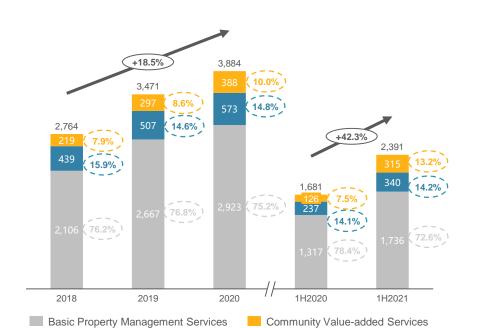
Revenue from Residential Property Management Services

RMB' million % of segment revenue

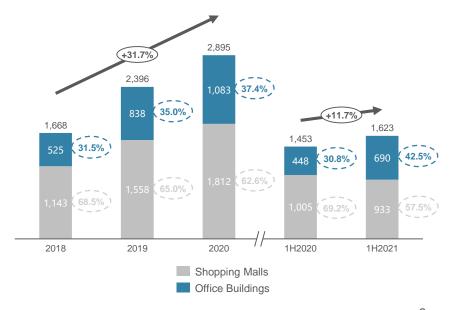
Revenue from Commercial Operational and Property Management Services

RMB' million





Value-added Services to Property Developers



Increased Revenue Contribution from Commercial Operation in Commercial Operational and Property Management Services



Revenue from shopping malls in 1H2021 reached RMB 933 million. Excluding the impact of adjustment in revenue model for property management services to shopping malls, the revenue growth would be 42.6%. The growth was benefited from a significant increase of commercial operation results under the regular epidemic prevention and control and an increased GFA under management. Revenue from commercial operational management services increased by 126.9% from RMB 290 million in 1H2020 to RMB 658 million in 1H2021.

Revenue from office buildings in 1H2021 reached RMB 690 million, representing an increase of 54.0% YoY. Office building operational management services, which has been started since July 2020, contributed RMB 83 million revenue growth in 1H2021.

Revenue from Shopping Malls

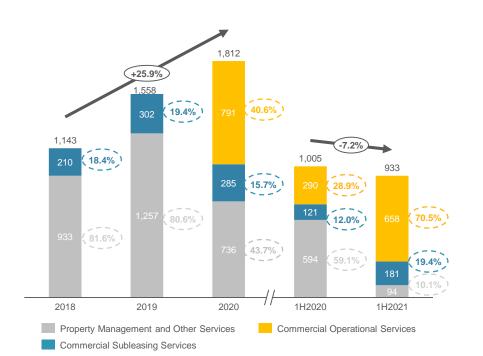
RMB' million



RMB' million

Revenue from Office Buildings

% of segment revenue





Improved Operational Efficiency and Significant Increase in Gross Profit and Gross Profit Margin



- The Group's total cost for 1H2021 was RMB 2,722 million, representing an increase of 14.4% YoY, which was mainly due to the increase in service costs resulting from the increase in the GFA under management. In light of the enhanced operational efficiency, the total costs as a percentage of total revenue decreased from 75.9% to 67.8%.
- Driven by increased gross profit margin from both two business segments, the overall gross profit margin improved significantly from 24.1% for 1H2020 to 32.2% for 1H2021.
- Gross profit was RMB 1,293 million, a YoY increase of 71.1%.

Breakdown of Total Cost of Sales

RMB' million

Total Cost of Sales



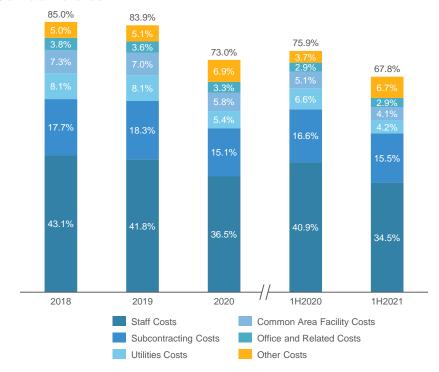








% of Total Revenue



Total Gross Profit

RMB' million

Gross Profit Margin













Gross Profit Margin of Property Management Grows Stably while Gross Profit Margin of Commercial Management Achieves a High Level



- The gross profit of residential property management services segment was RMB 429 million, a YoY increase of 82.3%, with gross profit of community value-added services accounting for 25.4%.
- The gross profit margin was 17.9%, an increase of 3.9ppt YoY, among which, the gross profit margin of basic property management services is 13.3%, an increased of 2.4ppt YoY.

Gross Profit of Residential Property Management Services

RMB' million **Gross Profit Margin**

316







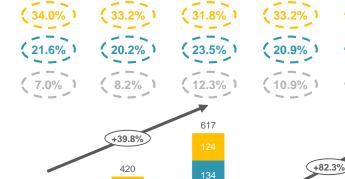
2020





1H2021

Gross Profit Margin by Segments



Basic Property Management Services Non-owners of Value-added Services

2019

1H2020 Community Value-added Services

- The gross profit of commercial operational and property management services was RMB 864 million, a YoY increase of 66.1%, with an increase of 74.3% in shopping malls and 47.5% in office buildings.
- The gross profit margin increased by 17.4ppt to 53.2%, mainly due to the significant improvement in commercial operating results and the impact of change in revenue model for property management services to shopping malls from a lump sum basis to a commission basis led to a further increase in gross profit margin of shopping malls to 67.7%.

Gross Profit of Commercial Operational and Property Management Services

RMB' million **Gross Profit Margin**











Gross profit margin by Segments

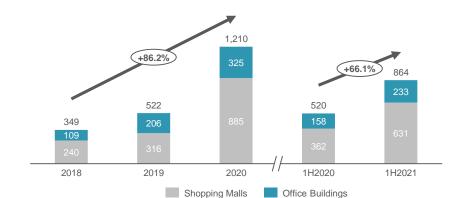












Significant Increase in Net Profit Attribute to the Enhanced **Efficiency and Cost Control**



- Administrative expenses increased YoY, primarily attributable to increased administrative staff costs and other administrative office expenses as a result of the increased number of administrative personnel in line with our business expansion.
- Marketing expenses increased slightly in 1H2021, mainly due to fewer marketing activities during 1H2020 due to the COVID-19 pandemic.
- Net profit was RMB 806 million, representing a YoY increase of 138.1%. Among which, investment properties recognized for subleasing business brought by a gain on changes in fair value of RMB 27 million due to the increase in its project rents. Excluding such impact, net profit for the current period would be RMB 779 million, representing a YoY increase of 115.6%.
- Depend on the adjustment in revenue structure and improvement performance of first half year, core net profit margin was 19.4%.

Breakdown of Operating Expenses

RMB' million













% of total revenue



Net Profit and Core Net Profit

RMB' million **Net Profit Margin**











Core Net Profit Margin

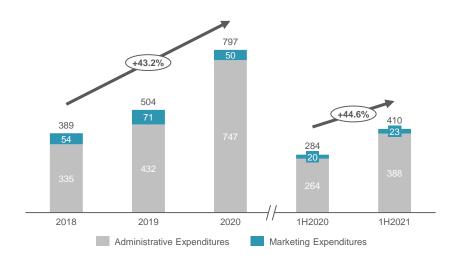


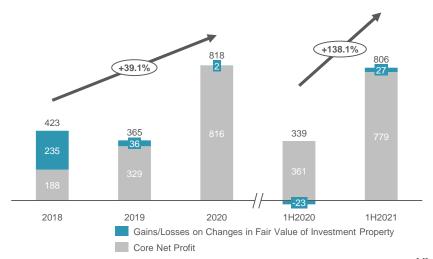
















BUSINESS REVIEW

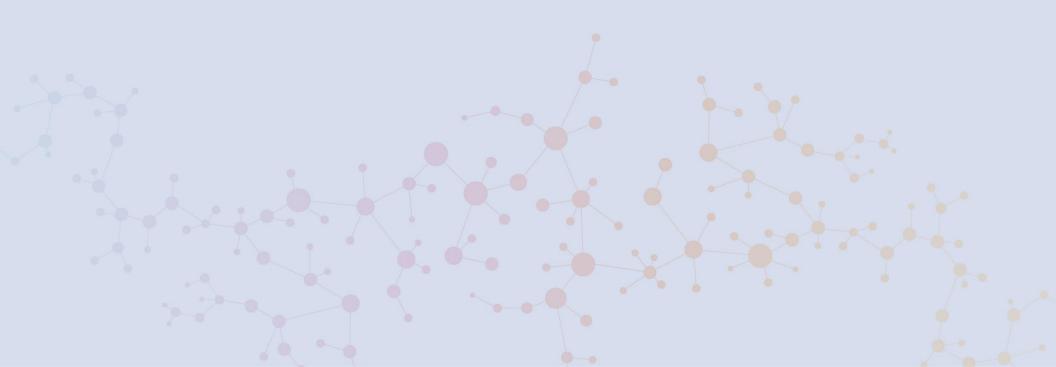
Sub Chapter Catalogue



03

BUSINESS REVIEW

- Overall Services
- Residential Property Management Services
- Commercial Operational and Property Management Services
- Integrated Membership Ecosystem



Urban High-Quality Lifestyle Service Platform

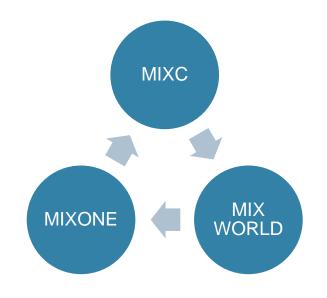


Multiple Property Types, All-customers, Full Spectrum of Products and Services Offerings

Property Management: To Build the Most Influential City Operational Service Provider in Mainland China.

Commercial Management: To Build the First Brand of Comprehensive Commercial Operation Management in China.





Projects Under Management

121.8 million sq.m.

GFA Under Management 918

Contracted Projects

161.8 million sq.m. Contracted GFA

66

Shopping Malls in Operation

7.1 million sq.m. GFA of the Shopping Malls in Operation

24

Office Buildings in Operation

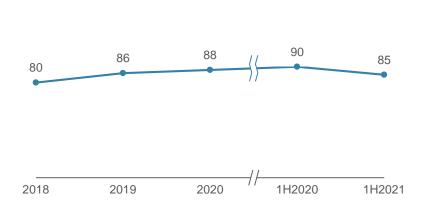
1.5 million sq.m.

GFA of the Office Buildings in Operation



With High Quality Services Maintained, Gross Profit Margin of Basic Property Management Increased to 13.3%

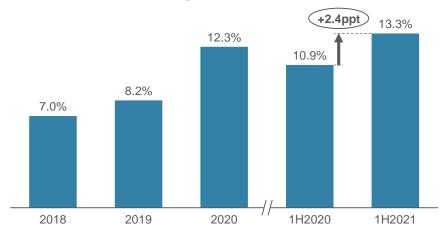
85th Percentile Customer Satisfaction as the Top Echelons in the Industry



Average Property Management Fee Rate at RMB 2.56 per sq.m. per month Maintaining a Higher Industry Level



The Gross Profit Margin of Basic Property Management Services Continuously Increased to 13.3%



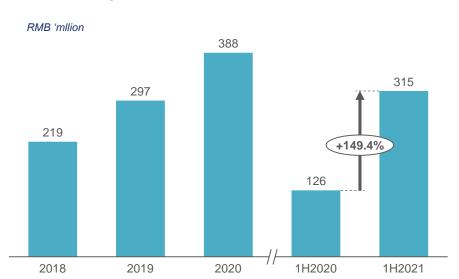
Industry Recognition, Customer Orientation,



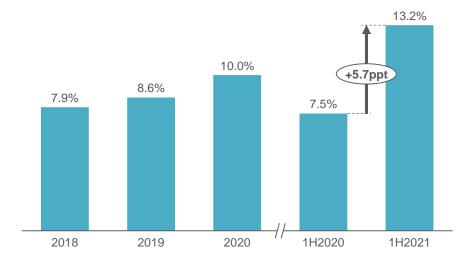
Establish Community Value-added Services Products System, Strengthen Resources Synergies, Optimize Residential Property Management Services Structure



Revenue from Community Value-added Services Year-on-year Rise 149.4% to RMB 315 Million



The Proportion of Community Value-added Services' Revenue in the Residential Property Management Services increased to 13.2%









Cultivate Urban Space Services and Operations Integration Capability

Relying on the position of CR Land as "Urban Comprehensive Investment and Development Operator", synergetic with strengths
of CR Group multi-industry resources and commercial operating capacity of CR MIXC to create integrated solutions of urban
space operations and services, and build the support system of qualification and capability.

Covered 9 Scenes in 3 fields

Community Streets and Alleys

Future Community、Old Community、 Municipal Road

Scenic Spots and Park

Water Area、Greenbelt、Landscape Facilities、 Recreation Facilities

Public Facilities and Constructions

Cultural and Sports Venues、Traffic Hubs、Government Halls

Build Products around Service, Operation and Technology

Services

Grass-roots Governance、Basic Property Management Services

Operation

Cultural Operation、Business Operation、Public Resource Operation

Technology

Science and Technology Guidance、Smart City Construction

Focus on Future Community, Scenic Spots and Park, Cultural and Sports Venues



Future Community



Scenic Spots and Park



Cultural and Sports Venues



Focus on Market Expansion, the Scale Increases Significantly and the Urban Space Services Account for a High Proportion

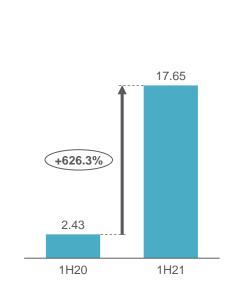
- The contracted GFA from the third-party during the period reaches 17.65 million sq.m., a significant increase of 6.3 times over the same period last year. The proportion of the third-party GFA in the accumulated under management GFA has increased from 23.7% at the end of 2020 to 28.7%;
- The proportion of non-residential properties in the contracted GFA from the third-party equals to **83.8%**; The newly acquired projects involve new business formats such as municipal parks, high-speed railways and airports;
- The proportion of urban space service area in the non-residential area expanded within the period reaches 69.9%.

Contracted GFA from the 3rd Party Significantly Increase of 6.3 Times During the Period

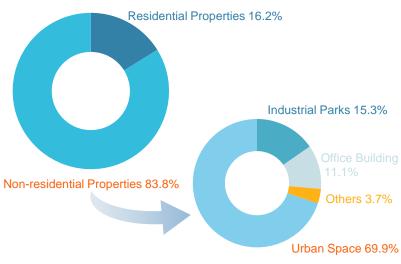
Million sq.m.

The Proportion of the 3rd Party GFA in the Under Management GFA Increased to 28.7%

The Proportion of Non-residential Properties in the Contracted GFA from 3rd Party Equals to 83.8%







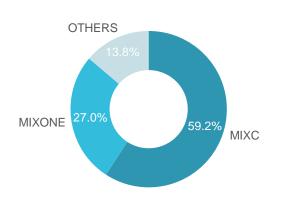
The Scale of Commercial Operational Services and the Performance of Shopping Malls Grow Rapidly, the Operating Profit Margin Increased Significantly

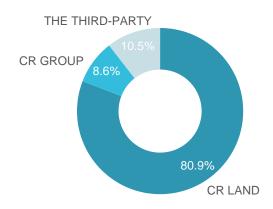
RMB' billion



	Commercial			Commercial		Property Management	
Operational Services		1	Subleasing Services		and Other Services		
Shopping Malls	Number of projects 64	GFA 6.9 million sq.m.		Number of projects	GFA 0.2 million sq.m.	Number of projects 65	GFA 7.0 million sq.m.

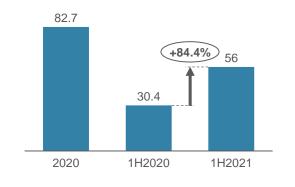
GFA under Commercial Operational Services and Subleasing Services for 66 opened Shopping Malls

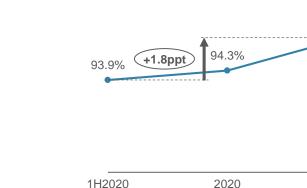




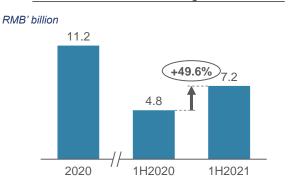
Retail Sales Increased by 84.4% YoY Average Occupancy Rate Increased by 1.8ppt.

Compared with the Same Period Last Year



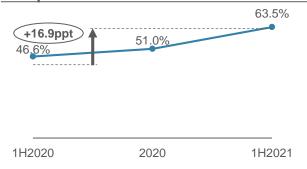


Revenue Increased by 49.6% YoY



Operating Profit Margin Increased by 16.9ppt.

Compared with the Same Period Last Year



95.7%

1H2021

Industry-leading Commercial Operational Capabilities to Support Good Performance in Both **Luxury and High-quality Shopping Malls Segments**



Cooperate closely with brands, keep creating value for property owners and tenants.

5,000+

15,000+

Cooperating **Brands**

Cooperating **Stores**

Nearly 100

Cooperating International **Luxury Brands** Nearly 400

Cooperating **International Luxury Brand Stores**

Retail Sales of High-quality Shopping Malls in the

Retail Sales of Luxury Shopping Malls in the First Half of the Year Significantly Increased by 88.5%



Shenzhen Bay +225% **MIXC**



Hangzhou MIXC

+108%



Chongqing MIXC +110% Tianjin MIXC +105%



Beijing Qinghe ___ **MIXONE**



Shanghai **Times Square**



Beijing **FENGHUANG H**



Kunshan **MIXONE**

7 Shopping Malls Grandly Opened with Average Opening Rate of 98%, Reflects the Ability to Realize High Quality Products



Nanchang MIXONE



Opening Date: 2021/5/22 Opening Rate: 100%

Ningbo MIXC



Opening Date: 2021/5/29
Opening Rate: 95%

Jiaxing Nanhu MIXC World



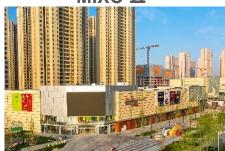
Opening Date: 2021/6/19
Opening Rate: 97%

Chongqing Dadukou MIXONE



Opening Date: 2021/6/13
Opening Rate: 98%

Taizhou MIXC II



Opening Date: 2021/6/25
Opening Rate: 97%

Nanjing Qiaobei MIXONE



Opening Date: 2021/6/29
Opening Rate: 100%

Beijing THE NEW



Opening Date: 2021/4/27
Opening Rate: 97%

Continuously Innovation Capability of Retail Space Products



Beijing THE NEW:

Commercial GFA: 12,000 sq.m.

Grand opening on 27th April to create a phenomenon urban renewal product with small volume.







- Perfect integration of parks and commercial spaces to create new landmarks in urban central areas.
- Composite space featuring more public services, more greeneries, more arts, and more diversified and immersive experience.



Build Unique Attributes

- · Street, Fashion, Attitude
- Lifestyle, Quality Experience
- Design, Arts, Consumption, Literature



Innovation in Business Formats

 Hot-topic benchmark collection store brands, bringing in unique consumption experience

Jiaxing NANHU PLACE:

Commercial GFA: 72,000 sq.m.

Grand opening on 19th June, broke the traditional box design to create a block-style shopping mall combining traditional and modernity, which will become a new landmark of Jiaxing.

Daily Retail Sales in First 2 Days of Opening

18 million+

Opening Rate **97%**

Customer Traffic in First 2 Days of Opening

420,000+

Number of Members

50,000+







Operational Service Pioneer of Office Buildings with Industrial Leading Service Capacity

- Operational Service Pioneer: Promoted office building operational brand firstly in China and build China Resources Tower and other operational benchmark projects.
- Leading Industrial Service Capacity: With tenant sourcing, operation and the whole chain of property management service capabilities.

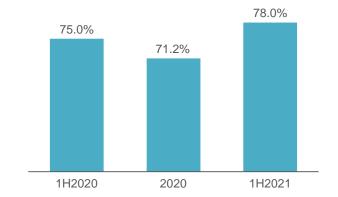
Commercial Operational Services	No. of Under Management Projects 24	GFA Under Management 1.5 million sq.m.	No. of Contracted Projects 29	GFA Contracted 1.8 million sq.m.
Property Management and Other Services	No. of Under Management Projects	GFA Under Management 7.1 million sq.m.	No. of Contracted Projects	GFA Contracted 9.9 million sq.m.

Three Awards Won by China Resources Tower

The Average Occupancy Rate of Office Buildings Under Management Increased Steadily



- COMIN 2021 China Best Practices in Operations & Management (over 0.2 million sq.m. of single building);
- Achieve WELL Health-Safety Rating assessment;
- Obtained National Two-star Green Building Identification Certificate



Average Property Management Fee Rate Reaches RMB 14.98 sq.m. per month







- Focus on four national strategic urban agglomerations and nine central cities, and strengthen urban deep cultivation and network layout
- Adhere to the "one city, one strategy", coordinate the development with CR Land, strengthen the acquisition of strategic resources in the first and strong second tier cities, "multi MIXC, multi MIXONE", and "one MIXC, multi MIXONE", in the second tier and provincial capital cities
- In the first half of 2021, 9 CR Land shopping mall projects and 8 third-party shopping mall projects were signed.

No. of Contracted Shopping Mall Projects 119 Contracted GFA 12.45 million sq.m.

34 Projects Located at the Yangtze River Delta,

15 Projects Located at the Greater Bay Area, and

10 Projects Located at the Beijing-Tianjin-Hebei

Region, and **6** Projects Located at the Chengdu-Chongqing Region.

In the Period, Contracted **9** Shopping Mall Projects from CR Land;

Contracted GFA **0.82** million sq.m.

In the Period, Contracted **8** Shopping Mall Projects from the Third Parties

Contracted GFA **0.92** million sq.m.





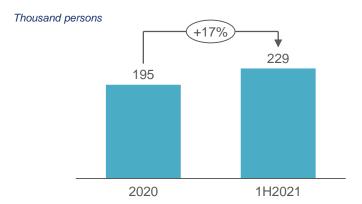
Integrated Membership Ecosystem

Through the Operation of the Integrated Membership Ecosystem, Promote the Proportion of Retain 出版上流 Sales Contributed by members and Promote Multi-format Members Interactive

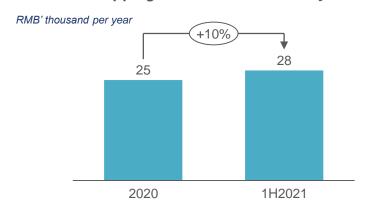
- As the first shopping mall operator in China to introduce member management, we have a large membership base,
 strong stickiness and high repeat purchase rate.
- Build an integrated cross-format integrated membership ecosystem, plan the three-step member strategy of member opening up, cooperation gathering and partner empowerment, realize opening up and integration of member information, member rights and interests and the member value, support customer data capitalization and various formats and cross-formats customer operation, and realize the accumulation of 50 million+ high-value customers.

RESIDENTIAL PROPERTY SHOPPING MALL OFFICE BUILDING 56.6% 1.13 million **19.29** million About **60,000** Proportion of retail sales E-MIXC membership No. of Joy Life users Officeasy users contributed by members 34.5% 19.8% 83.8% Increase in number of members Proportion of Increase in the number of users compared with the end of 2020 E-MIXC members compared with the end of 2020

The Number of Overlapping Members in Shopping Malls and Residential Properties Increased by 17%



Average Annual Consumption Amount* of Overlapping Members Increased by 10%







PROSPECTS & ESG

Corporate Strategy



Urban High-quality Lifestyle Service Platform

The Most Influential Brand of Asset-light Management Industry

Focus on

Integration and "2+1" Business Model

Property Management: To build the most influential city operation service provider in mainland China.

Commercial Management: To build the top brand in terms of comprehensive commercial operation management capacities in China.





Implement the

Core Strategy

Scale Expansion

Multiple property types in property management + focus on commercial management segment"



Increase Revenue through Innovation

Community value-added service, up and down stream investment in commercial management and new forms of business.



Efficiency Improvement

"Operational Efficiency + Management Efficiency"



Membership Operation

Cross-format one-stop integrated member management



Key Capabilities



Investment



Operation



Brand





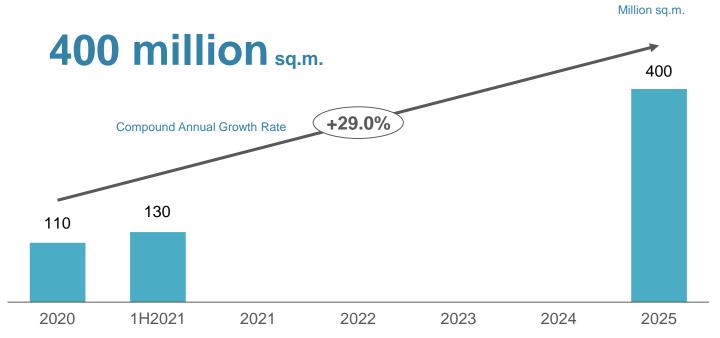
Organization

Corporate Strategy- Property Management Services

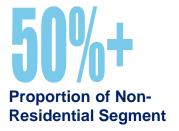
Whole Business Type and Whole Area Layout, GFA under Management will Reach 400 Million sq.m. by the End of 2025

By the End of 2025

GFA under Management will Reach







Delivery by
Parent Company

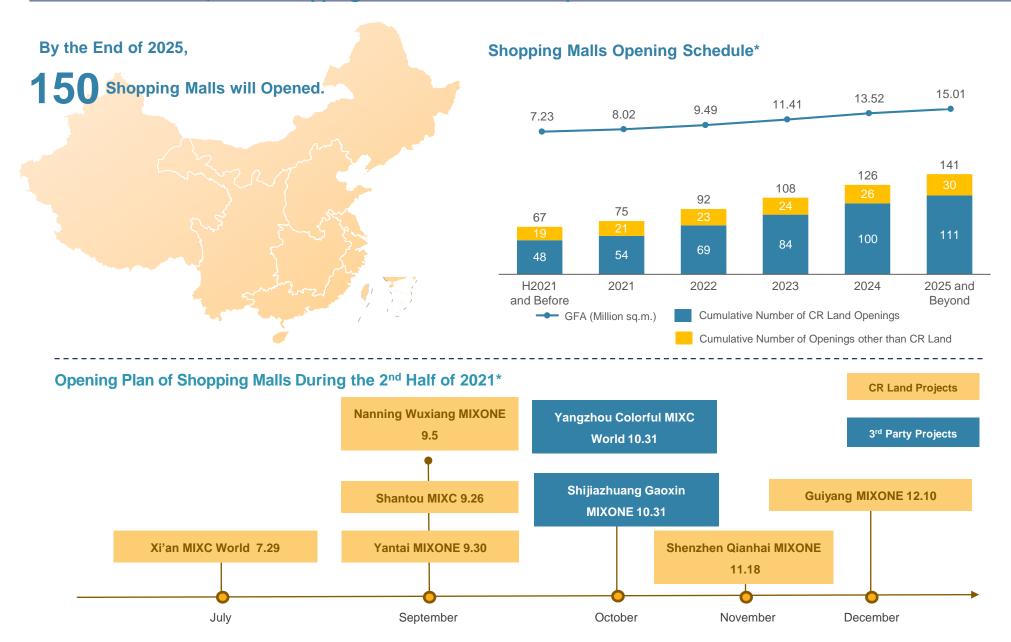
Focus on the layout of three core segments take multiple measures such as market-oriented direct expansion, joint venture and cooperation, acquisition and merge

Residential Property + Urban Space+ Office Buildings & Industrial Parks

Corporate Strategy– Commercial Operational and Property Management Services

By the End of 2025, 150 Shopping Malls will Opened, with Sufficient Pipeline Projects. In the Second Half of 2021, 8 New Shopping Malls are Planned to Open





^{*} Including pipeline projects not contracted but acquired as of 30 June 2021, excluding asset-light projects acquired by CR MIXC subsequent to 30 June 2021.

Core Asset of an Asset-light Management Company



Attract Excellent Talents, Cultivate Capabilities of Employees and Build up Staff Incentive System NIXC LIFESTYLE

Attract Talents



Target of Talent

Pool

125 Shopping Mall Manager

Employee Capabilities



Core Asset

Innovative Talent Incubation

Digitized Special Talents Recruitment

> Innovative Talent Incubation

Business Management Talents

"MIXC Leader Talents"

"MIXC Gifted Talents"

750 Department Head of Shopping Mall

1.500 Core Staff of Store

"MIXC Outstanding Talents"

"MIXC Diligent Talents"

Property Management Talents Target of Talent Pool

1.500 **Project Manager**

"A+" Project Manager

"UP" Project General Manager

"1235" Campus Recruitment and Training

The Company offers special training and opportunities to absorb experience from crucial challenges, in order to cultivate various professionals and unleash their professional capabilities.

Core Staff of Merchants Department	Strategic
Property Manager	House R

Research Specialist tental and Sales Staff

Investment and Expansion Talent

Skills Authentication and Training for Grass-roots Service Posts

The Company offers induction trainings, simulation drillings, skill authentications and make-up trainings to enhance the professional skills of grass-roots service staff.

Customer Service

Engineering

Environment

Security

Staff Incentive

IPO Preemptive Right for Staff

Special Incentive: Market Expansion, **Property Management Fee Collection**

Intensified Performance Reward

Employee and Company Interests Tied Together

Facilitate the Realization of Performance Objectives

Energize Employees

- Make a breakthrough in the internal staff share purchase scheme for the first time to share the Company's achievements and competitive risks from market with staff as well as promote the Company's strategic targets;
- Establish special incentives, such as completing incentive programs for the market expansion of CR MIXC's commercial and property management segments as well as office buildings segment, and publishing incentive programs for clearing fees of projects under operation;
- Explore the performance management for all kinds of staff and its supporting mechanism, in order enhance the correlation between bonus allocation and staff's own contributions, eliminating the indiscriminate egalitarianism and encouraging more pay for more work

Maintain Original Aspiration and Promote Sustainable Development

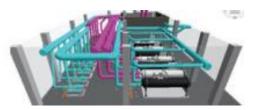


Environment: Promoting Green Operation



Green Design

Energy-saving technologies were proactively adopted during the construction and function planning of shopping malls to reduce pollutant emission. An energy efficient pilot project about air conditioning cooling stations can improve the energy efficiency target by over 15%.



The Three-dimensional Diagram of Air Conditioning Design System Scheme



Green Building

Certificated projects of green building star



3.01 million square meters of

Certificated project area of green building star



Society: Practicing Public Welfare and Charity



E-MIXC x Hope Town Charity Sales

790,000

People who are spread by charity sales activities.

2,585 pieces

Goods for sale

RMB 220,000

Sales amount



Care for the Vulnerable

4,481 people

Participated in volunteer activities

7,016 hours

Total volunteer hours



Governance: Actively Promote Systematic Management



Release the first Sustainability Report of the Company

A working group of the management and prepa ration of the 2020 Sustainable Development Report has been established, with the active participation of the company's management.





Being included in MSCI indexes ratings in June 2021, rated as BBB







05 APPENDIX

Statement of Profit and Loss



Unit: RMB million		1H21		Growth		
	Amount/%	Percentage of Revenue/%	Amount/%	Percentage of Revenue/%	Rate/%	
Revenue	4,014	100.0%	3,134	100.0%	28.1%	
Residential Property Management Services	2,391	59.6%	1,681	53.6%	42.3%	
Commercial Operational and Property Management Services	1,623	40.4%	1,453	46.4%	11.7%	
Gross Profit	1,293	32.2%	755	24.1%	71.1%	
Gross Profit Margin	32.2%	N/A	24.1%	N/A	8.1ppt.	
Residential Property Management Services	429	10.7%	235	7.5%	82.3%	
Commercial Operational and Property Management Services	864	21.5%	520	16.6%	66.1%	
Administrative Expenses	388	9.7%	264	8.4%	46.7%	
Administrative Expenses Rate	9.7%	N/A	8.4%	N/A	1.3ppt.	
Marketing Expenses	23	0.6%	20	0.6%	16.0%	
Finance Costs	38	0.9%	33	1.1%	14.1%	
Gain/(loss) on changes in Fair Value of Investment Property	36	0.9%	-30	N/A	N/A	
Profit Before Tax	1,096	27.3%	468	14.9%	134.4%	
Income Tax Expenses	290	7.2%	130	4.1%	124.2%	
Profit after Tax	806	20.1%	399	10.8%	138.1%	
Core Net Profit	779	19.4%	361	11.5%	115.6%	
Core Net Profit Margin	19.4%	N/A	11.5%	N/A	7.9ppt.	
Basic Earnings per Share	0.353	N/A	0.205	N/A	72.2%	
Diluted Earnings per Share	N/A	N/A	N/A	N/A	N/A	
Dividends (HKD)	N/A	N/A	N/A	N/A	N/A	

Thank you for your support to CR MIXC LIFESTYLE!

- ☐ Hang Seng Composite Index Component Stock
- ☐ Hang Seng Shanghai-Shenzhen-Hong Kong Greater Bay Area Connect Composite Index Component Stock









Official Account of **CR MIXC** LIFESTYLE













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