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In 2024, Vanke encountered dozens of daunting challenges on its path toward sustainable development. Confronted with an intricate landscape, we engaged in deep reflection on the experiences and lessons of our past development, proactively navigating the tough situation. Vanke never wavered, which is evidenced by our proactive adjustment on strategies to optimize resource allocation and enhance operational efficiency through "streamlining procedures" and focusing on principal businesses. Although the road ahead remains arduous, Vanke is committed to forging ahead with unwavering determination, collaborating with all stakeholders to collectively advance toward a sustainable future.



As we navigate the path of operational practices, we delve into enhancing value creation and insist on being a compliant operator in the market

Adhering to the business philosophy of long-termism, in 2024, we integrated sustainable development into the entire chain of our operations. From product development to service delivery, we pledge to provide all stakeholders with "good products" and "good services" while maintaining compliant operation. We have continually reviewed and refined compliance management system, improved risk and crisis management systems, implemented management through regular inspections and audits andbuilt a more comprehensive institutional system. We have also strengthened compliance audits and oversight, and persistently elevated our awareness and management of integrity and compliance. We have adhered to laws and regulations. steadfastly protecting our own intellectual property rights while respecting those of others. We have maintained focus on the core product principles of "quality, health and capability" to craft exquisite offerings. Adhering to the principle of "customercentric" ethos, we have advanced the "Good Service Action", continuously enhancing service quality from contract signing to house acceptance and delivery. Concurrently, we have established and refined the information security management system, actively pursued relevant information security certifications, and proactively conducted compliance self-assessments and awareness campaigns to provide impregnable information security for our employees, customers, and partners.



In the realm of environmental practices, we are taking the lead in advocating for green development, positioning ourselves as pioneer in the industry's sustainability endeayours

Against the backdrop of the carbon peaking and carbon neutrality goals and a carbon-neutral economy, we have continued to focus on the green and low-carbon transformation in 2024, regarding green intelligent manufacturing, green operations and green leasing as our key areas, and committing to meeting consumers' demands for green living environments and insisting on the close integration of environmental responsibility and business development. We became a forerunner and demonstrator of sustainable development. We have proactively adopted cuttingedge low-carbon technologies such as photovoltaic power generation, photovoltaic storage as well as on-site recycling of organic waste to support the McDonald's Meisha Vanke Franchise to become the nation's first quick-service restaurant to achieve all

four LEED Net Zero certifications and to act as a forerunner and demonstrator of sustainable development. Moreover, we have taken proactive steps to address climate change by exploring the economic opportunities and challenges posed by climate change, aligning with the TCFD framework, analyzing financial implications under climate change and enhancing our climate risk management practices. We were concerned about biodiversity conservation and committed to reducing our dependence on and impact on the nature with a range of work centered on soil remediation and water restoration. We also continuously optimised management in green building, green construction, and green operations, joining hands with our stakeholders to promote green development and contribute to the planet's future.



In terms of social practices, we are creating a better life with all communities and aspiring to be co-builders of society

In terms of talent management, we insist on a "striving for the best as a team" culture, expecting to offer a workplace environment grounded in equality, respect, inclusive, and diversity, providing unlimited possibilities for the growth and development of every employee. Vanke, in 2024, consistently safeguarded employee rights and ensured a healthy and safe working environment, and effectively controlled health and safety risk screenings encompassing all relevant stakeholders through risk assessment and management. Vanke continued the "Talent Training Plan of the Group", implementing a "3+1" training management system to empower grassroots employees to pursue self-improvement. In terms of supply chain management, we advocated a "win-win partnership" relationship and committed to building a sustainable supply chain system. Through AUPUP, we are creating a new ecosystem for the upstream industry chain and driving the transformation of the industry's supply chain. In terms of co-building of society, Vanke promoted "shared development" to give back to the society the strength and support we have received from it. We also actively engaged in rural ecological revitalisation, endeavoured to promote the building of a beautiful and healthy China. In 2024, our sustainability performance garnered extensive recognition from rating and index agencies globally. Vanke continued to obtain an A+ rating from Hang Seng ESG Rating, maintaining its position as the highest-rated domestic real estate company. We continued to be included in Hang Seng Corporate Sustainability Benchmark Index, Hang Seng (Mainland and HK) Corporate Sustainability Index, Hang Seng Stock Connect China A ESG50 Index and Hang Seng (China A) Corporate Sustainability Index, becoming one of the top 30 companies with the best ESG performance among A-share listed large companies. Meanwhile, we obtained the AA rating of the WIND ESG rating, ranking the first in the industry; AA- rating of CCX ESG rating, ranking the first in the industry; AAA rating of SZSE CNI Index ESG rating, ranking the first in the environmental sector industry; AAA rating of QuantData ESG rating, ranking the first in the industry; and BBB rating of MSCI ESG, maintaining the leading position in the industry. Vanke will stay true to its founding aspirations, continue to pursue the mission of creating a better life for society and advance steadily on the road to sustainability. Together with cities and all stakeholders, we will continue to create more enduring value for society.



About This Report

Introduction to This Report

This report is the 17th sustainability report issued by China Vanke Co., Ltd., mainly focusing on the disclosure of Vanke Group's philosophy, practices, and effectiveness in environmental, social, and governance ("ESG") aspects in the year 2024.

Reporting period

From 1 January 2024 to 31 December 2024. In order to ensure that this report completely reflects the Group's ESG influence and performance, part of this report traces back to previous years, where appropriate.

References of names

To facilitate presentation and reading, "China Vanke Co., Ltd." in this report is referred to as "the Company" or "Company". "China Vanke Co., Ltd. and its subsidiaries" are referred to as "Vanke", "Vanke Group", "the Group", "Group" or "we". Unless otherwise indicated, terms used in this report shall have the same meanings as those defined in the Company's Annual Report 2024.

Preparation basis

- The Guidance on Social Responsibility (ISO 26000:2010) issued by the International Organization for Standardization (ISO)
- · GRI Sustainability Reporting Standards ("GRI Standards") issued by the Global Sustainability Standards Board ("GSSB")
- The Chinese Social Responsibility Standard GB/T36001-2015 Guidance on Social Responsibility Reporting
- SASB Sustainability Accounting Standard (SASB Standard) for the Real Estate Owners, Developers & Investment Trusts
- Environmental, Social and Governance Reporting Guide ("ESG Reporting Guide") in Appendix C2 to the Rules Governing
 the Listing of Securities on the Stock Exchange of Hong Kong Limited ("HKEX")
- Task Force on Climate-related Financial Disclosures ("TCFD")
- Taskforce on Nature-related Financial Disclosures ("TNFD")
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures
- Self-Regulatory Guidelines No. 1 for Companies Listed on the Shenzhen Stock Exchange Standard Operation of Listed Companies on the Main Board (Self-Regulatory Guidelines No. 1 of the Shenzhen Stock Exchange)
- Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange Sustainable Development Report (Trial)
- Self-Regulatory Guidelines No. 3 for Companies Listed on Shenzhen Stock Exchange Preparation of Sustainable Development Report (Self-Regulatory Guidelines No. 3 of the Shenzhen Stock Exchange)
- Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR5.0) issued by the Chinese Academy of Social Sciences

Reporting principles

This report is prepared in accordance with the four reporting principles listed in the Environmental, Social and Governance Reporting Guide ("HK-ESG") on the HKEX, namely "materiality", "quantitative", "balance", and "consistency".

GRI

2-2 2-3

Reporting scope

While determining the reporting scope, we ensure that this report can reflect the ESG impact and performance of the Group. Unless otherwise indicated, this report covers the sustainability performance of the operations and management services from 1 January 2024 to 31 December 2024 ("within the reporting period", "at the end of the reporting period").

Review and approval

This report has been reviewed by the Board of Directors (the "Board") before its release. Vanke assures that this report is free of any false information, misleading statements or major omissions.

Disclaimer

This report contains forward-looking statements, including but not limited to words or phrases, such as "will", "expects", "forecasts", "future", "aims", "estimates", "plans", "believes", "potential", "continues", "continuous", "objective", "purpose", and "possible". This part is based on current expectations, assumptions, estimates, and forecasts, which may be affected by uncertain factors and therefore, lead to material differences from actual results. Vanke Group does not undertake any obligation to update any forward looking statements in this report, except for obligations required by laws. Vanke Group is not responsible for the results of any person's judgment based on the information contained in this report.

Report access

In case of any discrepancy between the Chinese and English versions, the Chinese version shall prevail. The electronic version of the report has been uploaded to the HKEXnews, the website of the Shenzhen Stock Exchange and the Company's official website at www.vanke.com.

Opinions and feedback

For any questions or suggestions concerning Vanke Group's sustainability performance or this report, please send an email to p-vkesg@vanke.com, or call us at +86 (755) 25606666.

Message About This Report Summary Board Statement About Vanke

Report Summary

Vanke Sustainability Strategy: 2024 Annual Summary



Business ethics standards audits achieve 100% coverage across entire business lines and subsidiaries every three years

The number of significant information security incidents was

Risk management operations cover 100% of the business scope

SCPG, Onewo, VX Logistic Properties, Wanchuang Qingly and companies located in some cities have obtained ISO 9001 quality management system certification. 83.3% of the Group's business lines held ISO 9001 certification

Vanke Skynet Action achieved 100% coverage across 42 city subsidiaries, **344** ongoing projects, and **66** building material categories

A total of **833** online and offline training in relation to product quality and safety issues were carried out, involving **288,931** participants and covering all employees in the engineering system

Environmental **Practices** Green and Smart Building **Green Operations** Green Leasing Port Apartment's individual

There were 8 new two-star certified green building projects (including residential/public/logistics warehousing), 2 three-star certified green warehouse projects, 1 LEED Gold-certified project 1 LEED Platinum-certified project

62.50% of the GFA of new construction projects introduced renewable energy

During the reporting period, the Group invested RMB508 million in R&D

In 2024, the share of renewable energy use in total energy consumption was 10.31% representing an increase of 6.82% year-on-year

As of the end of the reporting period, Business BU has 27 photovoltaic power generation projects in operation, including 5 new projects in 2024, generating a total of **18,950** MWh annually

Carbon emission data of the shopping malls will be collected, converted, and verified by Business BU on a monthly basis. In 2024. 27 SCPG shopping mall projects achieved carbon emission reduction by 14% yearon-year in public areas

rental contracts remained 100% paperless and were fully incorporated the terms of ESGrelated initiatives, and deepened green leasing practices through the introduction of renewable energy, enhanced monitoring of tenants' water and electricity

consumption data, and

shopping malls

incentives for tenants to save energy In the operation of commercial projects, we have introduced an

intelligent electricity metering system that integrates with the commercial management platform to create a unified business and financial solution for merchant electricity reached 100% management. This system has already been adopted in 21



Health and Safety

Employees' work injury insurance coverage rate is 100%

Zero work-related deaths of Vanke's employees was achieved

No general or above grade production safety accidents under our responsibility. No production safety accidents with a general or above grade under the responsibility of related parties (including contractors)

The coverage rate of health and safety training for the Group's employees and contractors' staff

Supplier Composite Index (SCI) assessment covers 100% of Vanke's suppliers, with 100% coverage of annual supplier and factory audits

The proportion of suppliers certified in quality, environmental, and occupational health and safety management systems stands at 81.7%, 69.3%, and 54.3%. respectively

We have issued green carbon certificates for more than **600** products produced by 135 companies

Highlights of 2024

Operational Practices



Total Assets

RMB 1,286.26 billion



Net Assets

RMB **202.67** billion





Sales Area

18.107 million m²



Sales Amount



Total Taxes Paid



Ranked st in China in Terms of Sales Area



Ranking of the Fortune Global 500



Use of Intelligent Construction Site System for All Projects under



Environmental Practices



Cumulative Gross Floor Area ("GFA") That Met Green Building Evaluation Standards exceeded

335 million m²



The Proportion of the GFA of New Construction Projects Introducing Renewable Energy Design Reached

62,50%



The Ratio of Housing Industrialisation to New Construction Projects

95%



The Proportion of New Cold Storage Projects Introducing Renewable Energy Design Reached



Social Practices



Total Number of Employees



Average Annual Training Hours per Employee

28.3 hours



Number of Training Courses that Were Developed or Updated

1,826



Percentage of Female Employees



Safety Training Coverage Rate for Employees and Construction Contractors

100%



Cumulative Amount for Rural Revitalization

RMB 1.175 billion





2024 Sustainability Report CHINA VANKE CO., LTD.

Sustainability Performance

Rating performance

Hang Seng Corporate Sustainability Index Maintained A+ rating

Highest rating of the real estate sector in domestic market, and continued to be included in Hang Seng Corporate Sustainability Benchmark Index, Hang Seng (Mainland and HK) Corporate Sustainability Index, Hang Seng Stock Connect China A ESG50 Index and Hang Seng (China A) Corporate Sustainability Index

SZSE CSI ESG Index
Maintained AAA rating
Ranking the first in
the environmental sector industry

WIND ESG rating Upgraded to AA Ranking first in the scoring industry

CCX Green Finance ESG rating
Upgraded to AARanking first in the industry

QuantData ESG rating
AAA rating
Ranking first in the industry

E-house China R&D Institute and CRIC 2024 Real Estate Company ESG Comprehensive Rating "AA" rating

MSCI ESG Rating Maintained BBB rating

With increased scores on green building opportunities and product safety as well as quality issues

Corporate Sustainability Assessment by S&P Global: 43 points

An increase of 1% in industry ranking, and better than 80% of global peers

Sustainable development-related awards

China Association for Public Companies 2024 Outstanding Sustainability Practice Cases of Listed Companies ***

Institutional Investor

"All-Asia Executive Team 2024" Ranking

—"Best ESG Program"

Mainland China TOP1

New Fortune
20th selection of New Fortune Gold Medal
Secretary to the Board
the Best ESG Report Award

Wind
Wind China Listed Company
in 2024
Top 100 Best ESG Practices

Board Statement

Based on the requirements of the Listed Company Governance Standards issued by the China Securities Regulatory Commission ("CSRC") and the Environmental, Social and Governance Reporting Guide issued by the HKEX, the Company and the Board have significant involvement in the environmental, social and governance ("ESG") affairs and actively integrate ESG into the Company's business practices. In 2019, the Board reviewed and clarified the ESG management system and the ESG work responsibilities to ensure that sustainable development issues facing Vanke would be gradually incorporated into the Company's agenda.

As the highest decision-making body, the Board is fully responsible for determining the Group's ESG management structure and management strategy, ensuring that appropriate and effective ESG risk management and internal monitoring systems are in place, listening to the results of discussions on material ESG issues and following the progress of ESG objectives, and reviewing and approving the ESG annual report of the Company.

In addition, the Company set up an ESG Working Committee which is chaired by the Chairman of the Board. The ESG Working Committee is responsible for confirming the results of dual materiality assessments, determining the ESG management objectives, policies and implementation approaches of ESG, and evaluating and identifying material ESG management issues such as ESG-related risks and opportunities. Our routes and achievements in products and services, climate change response, carbon emissions and other aspects created through the ESG management work will be reviewed and approved by the Board and released in the ESG report of the Company.

Complying with the Environmental, Social and Governance Reporting Guide issued by the HKEX, the Company set key ESG targets covering greenhouse gas emissions, waste management, and resource use. The Board has reviewed and discussed the relevant target setting and progress.

The 2024 Sustainability Report of the Company was reviewed and approved by the Board on 31 March 2025.



Company Overview

Company profile

China Vanke Co., Ltd. was established in 1984. After 40 years of development, it has become China's leading city and town developer and service provider. The Group focuses on the three most vibrant economic circles nationwide and key cities in Midwest China. In 2024, Vanke was ranked 206th on the Fortune Global 500 companies.

Vanke persistently provides the general public with good products and services and satisfies people's demands for a better life with its best efforts. Until now, the ecosystem it has been constructing is getting into shape: In the property area, Vanke has always adhered to the policy of housing residence instead of vicious speculation and upheld the vision of "building quality housing for ordinary people to live in". While consolidating its existing advantages of residential property development and property services, the Group's business has been expanded to areas such as retail property development and operations, longterm rental apartments, logistics and warehousing, hotel and resort and education. With the above superiority, a solid foundation has been better laid to satisfy people's needs for a better life and to achieve sustainable development. Vanke has always adhered to the policy of "sticking to follow the fundamental rules of the world and striving for the best as a team. We centre on "people's demand for a better life", and deeply implement the development strategy of "being a city and town developer and service provider", based on cash flows. Meanwhile, we constantly create real value and endeavour to become an outstanding enterprise in the great new era.

Business landscape

Vanke centres on people's demand for a better life and expands its business to rental housing, retail property development and operations while consolidating its core business of property development and property services. With the strategic positioning of "being a city and town developer and service provider", Vanke is committed to provide setting to a beautiful life, to contribute to the economy, to explore creative experimental fields and to construct a harmonious ecosystem.





Property development

In terms of property development business, Vanke attaches great importance to people's demand for a better life, centres on the positioning of "being a city and town developer and service provider", focuses on "good products" and "good services", and adheres to the full-cycle and full-category development and operation strategy. With business activities involving multiple fields such as comprehensive residential areas, EPC (Engineering Procurement Construction) and agency construction, urban revitalization, and TOD (Transit Oriented Development), we are committed to continuously improving urban living quality and growing together with cities and customers.

In 2024, the property development business achieved:

- Sales Area of 18,107 million m²
- Sales amount of RMB 246.02 hillion

2-1

Delivery of 182,000 housing units





Property services

Onewo Space-Tech Service Co., Ltd. ("Onewo", stock code: 02602.HK) is a leading omni-space service provider in China and realises "Remote & Hybrid" operations through AloT (Artificial Intelligence Internet of Things) and BPaaS (Business Process as a Service) solutions, thereby improving the efficiency of the spaces we serve for customers. For the annual ESG performance of Onewo, please refer to the 2024 ESG Report of Onewo.

As of 31 December 2024, Onewo has covered

- 666 Onewo Towns
- 5,010 residential property service¹
- over **2,993** commercial property

¹ The numbers of residential property services and commercial and corporate



Rental housing

Port Apartment is a long-term rental apartment brand owned by Vanke and China's largest provider of centralised apartments. It offers one-stop living options to young urban customers with taste and energy. Port Apartment provides a "convenient, comforting, healthy and energetic" high-quality living space and creative fashion life in accordance with the different living and work expectations of young clients.



As of 31 December 2024, Port Apartment

- Has had a presence in 29 cities across China
- It has operated and managed 262,400 long-term rental apartments
- and opened 191,200 high-quality rooms
- The accumulative number of registered users on the online platform reached **5.18** million
- A total of 125,700 housing units were included in the government subsidized housing system, ranking 1st in the industry by the number of affordable housing

Port Apartment: Beijing Port Apartment Xizhimen Branch

The largest government subsidized rental housing project in Chancheng District, Foshan, has been launched into the market

Since the issue of the Opinions on Accelerating the Development of Government-Subsidized Rental Housing by the State Council in July 2023, the government subsidized rental housing has risen to become a national strategy, and rental housing products and consumption methods are increasingly accepted by the vast number of users.

In light of the current development of the housing rental market, Jianxin Housing Leasing Fund under China Construction Bank (CCB) and Vanke Group cooperated to set up the "CCB-Vanke Housing Leasing Investment Fund" and implemented its first project in Foshan City - purchasing and transforming the Anzhi Tinglan Project in Chancheng District of Foshan City through asset acquisition, taking measures to revitalize the project as government subsidized rental housing "CCB-Vanke Fund • Port Apartment Foshan Chancheng Central Flagship Store" and entrusting the operation of the project to Vanke Port Apartment. The project provides 1,383 units of highquality rental housing, offering high-quality apartments for new citizens and new youth who come to work in Foshan and enhancing the sense of gain of the youth in the city.

After the revitalization, CCB-Vanke Fund • Port Apartment Foshan Chancheng Central Flagship Store has become the largest government subsidized rental housing project in Chancheng District in terms of volume, which builds a new implementation path for the local exploration of the financial development of housing leasing, and also provides experience for the housing leasing industry in Foshan to promote the sustainable development of the housing leasing industry through REITs and other means.





Chancheng Central Flagship Store Photo



Retail property development and operations

Vanke's retail property development and operations business includes shopping centres, community commercial and other business forms. SCPG is the Group's professional retail property development and operation capability platform. Upholding the "green ecology" and "customer-centric" ethos, the Group continues to add genuine value for customers and merchants and offer quality experiences regarding people's demand for a better life by constantly strengthening its retail property resources, business platforms, and development management. It takes up the green and low-carbon innovation mission to contribute to the promotion of urban construction and consumption upgrading. "China International Capital Corporation Limited-SCPG Consumption-Related REIT" ("CICC-SCPG REIT"), which regards the quality project, Hangzhou Xixi INCITY, as the underlying asset, had been successfully listed as at 30 April 2024, becoming one of the first batch of public offered REITs for consumer infrastructure in China.

As of 31 December 2024, for retail property development and operations business,

- 181 retail projects were opened in total
- The opened GFA amounted to 10.81
- The retail GFA under planning and construction was 1.96 million m²







Logistics and warehousing

VX Logistic Properties ("VX Logistics") is a platform to provide logistics and warehousing services and integrated supply chain solution in Vanke, and aims at providing enterprises with integrated logistics services with high standards, diversity, multitemperature zones through warehousing products in different forms, warehouse operations, main lines, and intra-city distribution resources. Since 2015, VX Logistics, has started its national warehousing network layout. Currently, its comprehensive strength is among the first echelon in the industry, and its cold chain warehousing scale ranks first in China.

As of 31 December 2024, for logistics and warehousing

• he accumulative leasable GFA of projects opened was 10.430 million m²



VX Logistics has established an overseas supply chain network to facilitate the import and export of global cuisine

Encountered with the complex international logistics landscape, overseas enterprises often face various challenges. such as supply chain management, compliance issues, cost control, etc.. As a leading multi-temperature zone integrated logistics solution provider in China, VX Logistics actively responds to the national "One Belt and One Road" initiative and is committed to providing efficient and stable supply chain services for the overseas expansion of catering and food enterprises. Against the backdrop of globalization, VX Logistics has successfully assisted numerous renowned catering and food enterprises in addressing the intricate challenges of international logistics. This achievement is attributed to its four exceptional service capabilities: domestic consolidation, overseas resource management, professional import/export expertise, and digital network planning.

In 2023, in the business cooperation with a Fortune Global 500 food company, VX Logistics launched the business of supplying bonded cold chain products to Hong Kong, making reality the delivery of products from the Mainland to offline shops in Hong Kong. In 2024, VX provided a well-known bakery chain brand with a comprehensive offshore logistics solution, and helped this brand successfully shorten the delivery cycle and reduce logistics costs, while enhancing the competitiveness of its products in the international market through VX's professional services.

Furthermore, overseas supply chain services of VX Logistics also include customized warehouse management, efficient cargo distribution, and accurate logistics tracking and other full chain-based supply chain services, helping enterprises to overcome the barriers to cross-border operations such as language, culture, laws and regulations so as to ensure the uninterrupted operation of the supply chain.

In the future, VX will continue to improve its overseas supply chain service capabilities, solve customers' pain points, reduce logistics costs, improve supply chain efficiency, thereby assisting enterprises in maintaining their competitive edge in the fierce international market and serving as a steadfast partner on their journey to successful global expansion.





Hotel and resort

Vanke hotel and resort business operates projects in core cities such as Beijing, Shenzhen, Guangzhou, Chengdu, Suzhou as well as tourist destinations such as Yangshuo County and Lijiang. Vanke Group's all hotel and resort assets as well as asset management, operation management, brand management, and consultancy related to hotels and resorts are covered. It has forged three self-owned brands, namely, Yun Resort for high-end business travel, Zanyee Collection for selective service hotel and Youxiong for urban culture.

The ski resort and vacation project are integral to Vanke's hotel and resort business. During the 2024-2025 winter season, Vanke Group's ski business engaged in the operation and management of a total of 6 ski resorts (Ski Resorts). In 2024, it signed the new contract for the operation of Shanxi International Guangwu Ski Resort and Chengde Jinshanling Galaxy Ski Resort, with cumulative operation of a total of 115 ski trails, 390 hectares of skiing area, and 800,000 visits per year. It also participated in the operation and management of 4 ski schools covering Chongli, Luoyang, Anji and Beijing Yanging and other regions, and joined hands to establish the Shanghai Xuhui Vanke Youth Ski Training Team.

As of 31 December 2024. hotel and resort business

• Has held and managed 30 hotels and 115 ski trails in operation



Overseas

Since 2012. Vanke has been gradually developing its overseas business. Vanke has set up Vanke Overseas Investment Holding Company Limited (stock code: 01036.HK) in Hong Kong, China, and has entered the US, Singapore, the UK, and other countries successively, operating in real estate investment and development, asset management, and other business in many major international cities. In response to the market characteristics of different regions, Vanke selects partners with independent development capability and sound reputations to cooperate in overseas markets, and always practised the Group's strategic positioning of being "an urban construction and life service provider" and is committed to providing better products and services to society and customers.



Exploring the Path to Biodiversity Conservation

Biodiversity is an important cornerstone of the Earth's life community and the key to sustainable urban development. In the face of the global challenge of biodiversity loss, Vanke is committed to integrating the concept of ecological conservation into architecture and urban development. From planning and design to construction and operation, we strive to minimize the impact on the natural ecology, create harmonious co-existence between humans and nature, and make cities not only livable, but also nature-friendly homes, thus contributing to the biodiversity conservation.

Guided by such philosophy. Vanke deeply understands that the importance of biodiversity conservation and the maintenance of healthy and sustainable ecosystems. Vanke conducts in-depth analyses of how its business operations depend on and impact biodiversity, incorporates the concept of biodiversity conservation into its business activities, designs for co-existence with the nature, reduces the potential damage to biodiversity. Through the expertise and public welfare resources of Vanke Foundation, we cooperate with governments, non-profit organizations and enterprises to explore and promote strategies and projects of biodiversity conservation to help urban ecosystems continue to thrive and coexist harmoniously.

From 2023 to 2027, Vanke Foundation will continue to adhere to the concept of sustainable development, and accumulate experience in biodiversity conservation and advocacy in various scenarios such as business operation, community and public participation, and join hands with all walks of life to build a shared beautiful home for the future through close co-operation and unfailing efforts with all parties.



Motivation and Reflection

In accordance with the China Biodiversity Conservation Strategy and Action Plan (2023-2030), biodiversity conservation is a long-term and arduous task that requires the joint efforts from various parties. In order to build a social action system for biodiversity conservation, there is a need to closely integrate the strategic plans and action plans of all parties, give full play to the leading role of the government, the active response of enterprises and the participation of all people to create a collaborative action community. Vanke is deeply aware that biodiversity conservation is not only a manifestation of corporate social responsibility, but is also closely linked to the long-term needs and concerns of our value chain, the communities affected by our business operations, and the natural basic systems.

Biodiversity conservation has become part of the target actions of Vanke's sustainable development strategy. As biodiversity and climate change are merging gradually, the Kunming-Montreal Global Biodiversity Framework adopted by COP15 takes the protection of land, oceans, and species from pollution, degradation, and the impacts of climate change as goals, meanwhile, many international organizations are actively engaging in research on the links between biodiversity and climate change mitigation and adaptation. We endeavor to promote the transition of our products and services to be more nature-friendly so as to reduce our impact on the environment. At the same time, Vanke Foundation is deeply involved in the areas of nature conservation, biodiversity protection and ecological education, and has accumulated certain data and project experience through carrying out cooperation to reach out to local residents, volunteers, grassroots managers and other public groups. These data and experiences not only provide support to our own decision-making, but also establish a scientific basis for the formulation of regional and industry policies and standards.

Vanke will continue to play its role in the construction of a social governance community and promote the deep development of biodiversity conservation through cooperation with the government, research institutions, social organizations and the public. We will continue to support and participate in relevant research projects, strengthen communication and cooperation with the community, and raise public awareness and participation in biodiversity conservation. Through these efforts, Vanke hopes to make contribution to realize the goals of the China Biodiversity Conservation Strategy and Action Plan (2023-2030), and to jointly create a better future for human beings and the nature to coexist in harmony.

Vanke Practice: From Thought to Action: Vanke's **Biodiversity Conservation Journey**



Chapter One: Ecological Co-construction and Eco-Wisdom in Vanke's Business Operations



Evaluate Nature-related Dependence, Impact, Risk and Opportunity

With reference to the Locate-Evaluate-Assess-Prepare (LEAP) approach of the TaskForce on Nature-related Financial Disclosures (TNFD), we have initiated our first nature-related risk assessment to observe the links between business operations and biodiversity. Nature-related dependence, impact, risk and opportunity are systematically identified, assessed, and managed in the enterprise's direct operations and the entire value chain. We also reviewed Vanke's existing policies for managing nature-related issues and prioritized the management of risk and opportunity. Subsequently, we integrate the research results into Vanke's risk management strategy, and closely collaborate with the Vanke Foundation, communities and other parties, implement biodiversity management initiatives to maintain ecosystem health, effectively manage nature-related risk and opportunity, and realize a harmonious coexistence between ecological protection and economic growth. For more information, please refer to the Biodiversity (TNFD) section.

Pilot Biodiversity Survey Monitoring and Assessment Project



Shenzhen, where Vanke Group is headquartered, also serves as a critical stopover for migratory birds during the global migration routes, and retains a high level of biodiversity and ecological quality, including 128 national key protected species. Located in the eastern part of Shenzhen, Meisha Street is a significant part of protecting biodiversity in the Greater Bay Area. Since 2021, under the guidance of government departments, the Vanke Foundation has worked in collaboration with multidisciplinary experts and professional teams to conduct Meisha flora and fauna background research, inner lake wetland ecological restoration project, rooftop ecological renovation project in the Vanke Centre, and near-shore biodiversity research, etc. Combined with the sustainable community target, we focus on exploring the contribution of urban biodiversity conservation actions in addressing the challenges of climate change in coastal areas under different strategies from background research, public participation to ecological restoration, and promote the exploration of sustainable urban development and carbonneutral community construction.





Biodiversity Background Research Project was Conducted in the Meisha Carbon Neutral Community

Since January 2023, the Vanke Foundation and Sun Yat-sen University have been working together to initiate an animal diversity background research project in the Meisha Carbon Neutral Community. This project lasted for one year and adopted scientific methods like sample lines, sample points, and passive monitoring techniques to conduct detailed sampling research of animal populations such as beasts, birds, amphibians, reptiles, fishes and pollinators, etc., within the neighbourhoods of the Meisha Carbon Neutral Community and the wild environment, and successfully collected key information on the spatial and temporal distribution of the animal populations, migratory patterns and the threats they are facing, which provided a solid data support for the protection of the community's habitat in the Meisha Carbon Neutral Community.

Based on the research results, we produced and launched the Wechat Mini Program, "The Adventure of Meisha" and a 7-episode documentary on "The Animal Diversity Background Research in the Meisha Carbon Neutral Community", and completed the research report. Meanwhile, we also organized a number of thematic public education activities and planned a series of online publicity materials to promote public awareness of urban biodiversity conservation issues. The project has notably improved the awareness of ecological environment protection among the residents in Meisha Street and its neighbourhood, and laid a practical foundation for building a multi-functional and resilient urban community in Meisha where the people and the nature live in harmony and respond to climate change positively.

Mini Program and Documentary for Meisha **Species Identification**

For details, please refer to the below for the Wechat Mini Program, "The Adventure of Meisha":



For details, please refer to the below for the documentary of "The Animal Diversity Background Research in the Meisha Carbon Neutral Community":

Getting to know animals at Meisha for 365 days, what do they have experienced?

Species Identification Photos



Continued Monitoring of Rooftop Garden Biodiversity at the Meisha Carbon Neutral Community

In September 2022, the Meisha Carbon Neutral Community initiated a rooftop eco-greenland renovation project to explore a new model of brownfield soil management in urban renovation and enhancing the overall green building effectiveness of the Vanke International Convention Center. In 2024, the Vanke Foundation invited a research team from Sun Yat-sen University to develop a professional rooftop eco-greenland monitoring plan by using the data on pollinator and plant communities at the early stage and deployed monitoring equipment to study the seasonal changes in the species and number of birds and the composition of pollinator communities on the rooftop green space, and to assess the potential impacts of the photovoltaic power station on biodiversity health status. The project is currently monitoring and plans to put forward effective solutions to optimize rooftop ecological design, provide design support for biodiversity conservation in the Meisha Carbon Neutral Community, and offer new ideas for the overall construction of urban landscaping through analyzing the characteristics of rooftop community structure and function.

Biodiversity Background Research for the OECM Project was Conducted at Xishan Courtyard, Beijing

Adopted at the 15th Meeting of the Conference of the Parties to the Convention on Biological Diversity (COP15), the Kunming-Montreal Global Biodiversity Framework has promoted the application of Other Effective area-based Conservation Measures (OECMs) in ecologically critical areas. Located between Baiwang Mountain, the Summer Palace and Yuanmingyuan, the Xishan Courtyard community connects several biodiversity hotspots in Beijing and serves as a hub for regional ecological networks.

In 2024, the staff conducted 7 biodiversity background research, monitoring birds, pollinators and flowering plants together with 14 resident volunteers. The community also submitted over 100 photos of flora and fauna through the "Xishan Courtyard" popular bio-image collection event, enriching the ecological data. At present, 17 species of birds, 30 species of pollinators, 87 species of flowering plants and 3 species of mammals have been recorded, showing the ecological diversity of the community. This project encourages residents to participate in biodiversity conservation. Through activities such as open days, plant and animal photography exhibitions and display walls for property biodiversity, the project has increased residents' awareness of ecological conservation, strengthened their emotional connection with the nature, and raised the environmental awareness of the community,

In co-operation with the property management unit, we also explored ways to balance biodiversity conservation with day-to-day property maintenance and management, and implemented bio-friendly management measures. such as bird nest surveys and preservation of fallen wood landscapes so as to provide new perspectives on urban biodiversity conservation.

Xishan Courtyard Project



Biodiversity Mini Game for Open Day



Biodiversity Photo Display for Open Day



Biodiversity Display Wall in the Property Management Office



Conducting Pollination Survey with Residents

Ecological Integration: Telling the Story of Vanke's Symbiosis with the Nature



We actively practice the concept of sustainable development, innovate the practice of our business units and deeply integrate the concept of biodiversity conservation into the daily operation and development modes, organically combine open spaces and natural landscapes with designs that mimic natural ecosystems in our development and operation projects, so as to minimize our own ecological impacts, provide habitats and food sources for living creatures in the city, and promote the codevelopment of social benefits and ecological benefits.

(B)

Real Estate Development | Shanghai Jiading Future City Invites the Nature into the Community

Shanghai Jiading Future City brings back the native ecology that has become rare due to the influence of urbanization to the community, introduces foodproviding plants, sets up ecological stepping stones, conserves endangered plants of the first and second level of protection such as Sinocalycanthus chinensis, allows butterflies and birds to return to the community, realizes intimate contact between people and plants through accessible lawns, touchable rare and special plants, and uses 40% of the roofs in the lower areas as green roofs as well as part of the ground as pocket parks and community gardens and other rich green activities, holds plant exploration activities to realize freshness which can be seen, played in and breathed, and make reality the return of the nature in various scenarios such as outdoor, indoor, aquatic, micro greenhouses and farms.



A New Botanical Exploration Experience: The "Little Yellow Hat" Initiative







Rendering for the NEXUS in Jiading, Shanghai



Real Estate Development – Office Real Estate | Beijing Vanke Times Center - Aolin Project Creates Green Business Space

Rooftop greening and vertical greening on the building facade: Working together with ECOLAND team, it has set up unique rooftop greening and vertical greening on the building facade, perfectly combining green leisure space and business space. Scientific and improved basic greening settings, such as the central garden between the buildings of Block A, B and climbing vine plants in the open-air car park, emphasize the humane care of the enterprise; the use of drip irrigation system for precise management of vertical greening can save 4,500 m³ of water resources annually, which equates to nearly RMB43,000 in water costs.

Greening and beautifying activities: Regular activities were organized for employees, such as Tree Planting Day activities, flower and gardening exhibitions, flower arrangements etc.; information and photos of the activities were released through bulletin boards and internal newsletters so as to stimulate the enthusiasm of employees to participate in the activities; a greening and beautifying volunteer team was built to encourage employees to join in voluntarily to carry out regular maintenance work on the greenery in the park and raise the awareness of the employees of loving greenery and caring for the greenery.





Rooftop Greening

Plant Wall





Facade Greening

Central Garden

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Retail Property Development and Operation **Shenzhen Bantian Vanke Plaza Creates "Local Nature Museum"**

Shenzhen Bantian Vanke Plaza commenced operation on 9 October 2024, with a scale of 500,000 square metres, including 4 office and flat towers and 150,000 square metres of commercial space. It is dedicated to building a "Local Nature Museum" with vitality in Shenzhen, so that the public can enjoy exploring and appreciating the rich and diversified plants in the city, feeling that they have walked into a real nature museum.



Integration of natural elements:

The mall is planted with a number of local and tropical plants, such as Ceiba chodatii, Baobab tree, Cyathea lepifera, Musella lasiocarpa, Anthurium andraeanum, Mayodendron igneum (Kurz) Kurz, Alcantarea imperialis, Neoregelia punctatissima, Rafflesia and Crescentia cujete L. etc., and the sculptures of architectural forms and natural elements, as well as the elaborate natural patterns on the ceilings and floors, have evoked the desire of the city residents for the nature and provided an "urban oasis" with dynamic for the city.

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Ecosystem simulation:

The design team put forward the goal of "putting life into the park", the design of the mall has simulated the natural ecosystem, collected typical natural plants in Shenzhen, and created a huge three-dimensional park of open spaces and natural landscapes through the design of layer-by-layer connected spaces, so as to provide habitats and sources of food for creatures in the city and promote the protection of biodiversity.



Art installation under the theme of environmental protection:

Florentijn Hofman, Dutch artist, was invited to design a huge public art installation "Black-faced Spoonbill", and the rare migratory birds and endangered species in Shenzhen are used as commercial IP to build an exhibition gallery for popularization of science and technology, which combines the display of taxidermy specimens and audio-visual and electric technology, and creates connection with various thematic scenes through the "Interesting Life Stories of the Black-faced Spoonbill and Its Friends", and enables visitors to come into close contact with the jewels of the botanical world through the unique exhibition and immersive scenes, and promotes our love for and protection of the natural world through a deeper interpretation of the knowledge.



Public Space Design that integrates the nature



Public Space Design that integrates the nature





Art Installation Exhibition under the Animal Theme

Value Chain Collaborations: Fostering Harmonious Co-existence with the Nature



We proactively strengthened cooperation with community residents and other interested parties to organize educational programs on biodiversity and nature-based experiences on a long-term basis. The public awareness of sustainable development and biodiversity was raised through establishing public welfare education bases and offering courses including natural observation, which deepened the emotional connection of the public and encouraged social sectors to make joint contribution to the biodiversity.



The "Sweet Class" (甜蜜课堂), the First Community Brand Featuring Natural Cognition in the Real Estate Industry

The "Sweet Class" was launched by Vanke as the first community brand featuring natural cognition in the real estate industry, which was a critical initiative in implementing "Vanke Botanical Garden" (万科植物园) strategy. Upholding the concept of "the best lesson is taught by the nature in community", Vanke undertook the responsibility of offering nature education to children and fulfilled good intentions of "enabling children living in Vanke communities to acquire a better insight into the nature". From 2019, the landscape designers of Vanke were given the title of "Sweet Companion" (甜蜜陪伴官) to lead property owners' children of Vanke to explore secrets of growing plants in botanical garden downstairs, enjoying sweet life in botanical garden. The "Sweet Class" was continued in 2024 to shore up the first community brand featuring natural cognition in the real estate industry. 9,000 households participated in 302 sessions held across 52 cities nationwide.

Natural Cognition

Plants themed science popularization courses were targeted on the property owners' children of Vanke to help them recognize plants.



Lesson Derivatives Update

Derivatives of sweet outfits were meticulously prepared for the property owners' children each year according to the themes of sweet courses.



Sweet Companion

From 2019, the landscape designers were given the title of "Sweet Companion" to lead the property owners' children to explore secrets of growing plants.



"Yellow Hat" Certification

The property owners' children who participated in sweet courses were certified as "Yellow Hat" and awarded course-completion certificate.





The "Sweet Class" (甜蜜课堂), the First Community Brand Featuring Natural Cognition in the Real Estate Industry

In 2024, after six years of cumulative development, the "Sweet Companion" has gradually evolved from "science popularization courses taught in Vanke communities during summer vacations" to "a key component of new brand strategies" put forward in tandem with the development trends of the nature, city and community. Underpinned by innovative practices encompassing five modules of "natural sustainability, natural co-existence, natural conservation, natural space, natural cognition", Vanke created a natural scenario in which property owners can go downstairs to participate in, interact and frequently contact nature. The concept of "natural community" was integrated into the genes of Vanke and rooted in its products to realize the brand vision of "delivering a botanical garden".



大树什么都知道" 携手上海辰山植物园 深化自然教育的内容和体验





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Hundreds of Families Celebrate Vanke's "Natural Observation Festival" to Discover Ecological Beauty

In the summer of 2024, the China Green Foundation, Vanke Foundation, Oneworld Plan, and Beijing Vanke Service collaboratively hosted a public science outreach event titled "2024 Natural Observation Festival: Animals and Plants Around Us". Hundreds of families from eleven communities managed by Beijing Vanke Service were invited to explore the abundant natural resources within the community. The profound interdependence and harmonious coexistence between humans and the environment was experienced through observing the nature.

The green spaces in Vanke's communities were utilized for natural observation activities and professional nature observers guided the children to discover "animal and plant neighbors" around them. Children's knowledge of nature was expanded through interactive sessions such as outdoor development, interpretation for science popularization, five senses experience and handicraft. During the activity, the children gave creative nature names, such as "snow leopard" and "jasmine", as a way to connect with nature. Nature observers guided the children to gain understanding of a variety of plants, explaining their names, categories and roles in the ecosystem. The children observed the shape of leaves, the color and structure of flowers, identified the scents of plants, and gained a deep

insight into the characteristics of plants by touching tree bark and making plant specimens. They also watched science popularization movies and made brass rubbings, through which their memory of plants and animals were strengthened and their curiosity to explore the mysteries of nature was invigorated.

The event was highly praised by the property owners and demonstrated the advantages of Vanke Foundation, Oneworld Plan and Beijing Vanke Service in cooperation. The spirit of "AI Community" was put into action, which enriched community culture and elevated sense of belonging, and bolstered the harmonious development of the community.



On-site records of campaign involvement



On-site records of campaign involvement



On-site records of campaign involvement



Vanke Xishan Courtyard Community Nature Education Base

In 2023, the Vanke Xishan Courtyard Community Nature Education Base funded by Vanke Foundation was recognized by the Chinese Society of Forestry as the first community-based nature education base. In 2024, Xishan Courtyard continued to improve its nature education system and biodiversity programs, and conducted ecological study tours.



Upgrading of nature education facilities:

The construction of the education center of the Xishan Courtyard Nature Education Base has been completed, covering eight segments, including "Zero Waste Community" Exploration Milestones, nature education campaigns/courses and biodiversity conservation within the community. The indoor venue adopted lightweight design to provide flexibility for educational activities. Meanwhile, a visitation route for the "National Nature Education Base" has been developed, creating a comprehensive educational pathway that integrates exhibition, observation, and hands-on experience.



Course plan for urban biodiversity:

Entwining the interaction between residents and the environment and based on sustainable principles, we prepared a set of curriculum named "our sustainable community garden" themed around "community garden", which incorporated community waste sorting, organic waste recycling, science popularization of black soldier fly, zero-waste garden construction, nature observation, aesthetic education and others. The curriculum contains 11 courses covering natural background research in community garden, sustainable garden design and creation, garden maintenance and management and garden application, aims to enhance residents' understanding of biodiversity and provide a model for the development of nature education curriculum.



Community ecology PBL research activity:

Two project-based learning (PBL) research activities were organized for residents of Xishan Courtyard and public visitors, drawing over 30 families to participate. During the activities, participants mapped out the ecological gardens with characteristics by pinpointing issues and needs within the community's natural environment through environmental surveys and gaining insights into the essential elements and fundamental methods of creating community's natural environment. They also engaged in discussions and sharing sessions. These activities not only promoted the sustainable environmental development initiatives of Xishan Courtyard but also gathered public expectations and needs regarding the community's natural environment, providing references for the progress of ecological projects in the community.



Activities launched in nature education base





Activities launched in nature education base

Business Transformation: Discovering New Opportunities in Ecological Conservation

Vanke Group proactively echoed the national biodiversity conservation strategy by progressively diversifying its business portfolio. Through business transformation and multi-dimensional practices, the Group has implemented biodiversity conservation projects. In particular, ecological restoration was carried out in the Wanchuang Qinglv business, involving a thorough understanding of the lists of protected organisms in the regions where its projects are under construction. The familiarity with the living habits and activity patterns of various species contributed to minimum disruption to protected species and their habitats during construction, thereby ensured an integral living environment.



Marine Microalgae Cultivation for Ecological Compensation Project

Marine microalgae, as primary producers in the marine ecosystem, play a crucial role in maintaining marine biodiversity and ecological balance. In 2024, Wanchuang Qinglv innovatively applied marine microalgae cultivation technology to develop a marine nurturing solution based on primary producers. The project deploys automated floating devices at sea for microalgae cultivation. These devices are powered by wave energy or offshore wind energy which makes the production of microalgae efficient and sustainable. The fresh microalgae products serve as a direct reward to the marine ecosystem, providing a rich food source for zooplankton, fish, filter-feeding shellfish and other marine organisms, therefore promoting population growth and ecosystem stability. In addition, the photosynthesis of microalgae can absorb significant amounts of carbon dioxide and release oxygen, improving seawater quality and creating a more suitable living environment for marine life.

Leveraging the carbon sequestration capabilities and photosynthesis of microalgae cultivated on a large scale to enhance dissolved oxygen levels in the ocean, the project targets to boost marine biodiversity. As an ecological compensation for marine development projects and robust support for the advancement of protection and restoration technologies of marine environment, the project propped up the implementation of the national strategies of "Sea Farming" and "Blue Granary".



Tibetan Plateau Pasture Soil Remediation Project

The livelihoods of local herders in the Tibetan Plateau region suffered from a fragile ecological environment due to poor soil and severe soil erosion. In 2024, Wanchuang Qinglv planned and had a trial run of the Tibetan Plateau Pasture Soil Remediation Project. The project collaborated with the National Natural Resources Administration and plant and microbiology experts from Sun Yat-sen University to conduct systematic research on dominant grass species, symbiotic relationships between microbial populations and grasses, and the influences of organic fertilizer on soil structure, texture and composition of microbial population. The project aims to improve soil conditions in the Shigatse Plain by restoring vegetation and enhancing soil fertility and productivity, therefore spurring the sustainable development of ecological environment in the area. Combining biotechnologies of pioneer plants, sea algae fertilizer and microbial restoration, the project systematically addressed key issues including structure defects and low level of organic matter in plateau soils.

Biotechnologies of pioneer plants

The rapid coverage on the bare soil was achieved by cultivating pioneer plants resilient to the plateau environment and hence reduced soil erosion and improved soil structure.

Sea algae fertilizer technology

The microalgae-based organic fertilizer produced through the marine microalgae project provides the soil with abundant organic matter and nutrients, improving soil fertility.

Microbial restoration technology

Beneficial microorganisms were introduced to optimize the structure of the microbial population in the soil and bolster its self-repairing capabilities.

The trial run and research results of the project will provide useful reference and experience for soil remediation in plateau areas, while the implementation of the marine microalgae project has made the stable supply of microalgae-based organic fertilizers possible. We plan to continue advancing technological research and development on microalgae-based organic fertilizers, seeking to tap into new opportunities for business transformation and expansion by interconnecting marine microalgae with soil improvement and remediation in high-altitude regions.



Chapter Two:

Undertaking the Responsibility to Become a Green Envoy for Biodiversity Conservation

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We strictly adhered to biodiversity regulations and fulfilled Vanke's corporate social responsibility toward biodiversity. We kept on furthering biodiversity research and policy support through collaborative networks. We took the initiative to hold biodiversity-themed educational activities, so as to raise the awareness of understanding and conserving biodiversity among diverse societal stakeholders through education and community engagement. This fostered a positive atmosphere for biodiversity conservation and propelled the sustainable development of our society.

Symposium on Cities and Biodiversity in Shenzhen



On 6 September 2024, Vanke Foundation organized the "Symposium on Cities and Biodiversity: Aligning Cities with the Kunming-Montreal Global Biodiversity Framework" in Shenzhen. The integration of urban planning and management with the objectives of the "Kunming-Montreal Global Biodiversity Framework" (GBF) was discussed on the symposium to achieve harmonious coexistence between humans and nature. A broad range of participants, including government officials, academics, representatives from non-profit organizations and corporations, probed into the roles and strategies of urban biodiversity conservation.

The topic and discussion of the seminar involved the establishment of biodiversity baselines and the importance of monitoring, the planning and management enhancement of urban green space, and the identification of the role of urban areas in migratory bird conservation. Wang Shi, the Chairman of the Vanke Foundation, addressed the seminar, and said that he is looking forward to the formation of proposals and action plans. During full-day keynote speeches and panel discussions, experts and scholars at home and abroad exchanged views and shared experiences on urban green space management for ecological restoration and biodiversity conservation.

The seminar concluded with the launch of the Insights for Cities on Biodiversity. Practical recommendations were offered for formulating biodiversity strategies, conducting surveys and monitoring, and incorporating wildlife conservation needs into urban green space planning to align cities with the global biodiversity framework. The seminar emphasized the key role of cities in achieving global biodiversity targets and rendered experiences and strategies for urban biodiversity conservation.





Symposium Communication Scene

Mount Everest Snow Leopard Protection Plan



The snow leopard, a flagship species of the plateau ecosystem, is particularly sensitive to climate change. Protecting snow leopards is crucial for maintaining the wellness and stability of ecosystems in Asia. In response to the Bishkek Declaration, in 2013, the Vanke Foundation joined hands with the Forestry and Grassland Bureau of the Tibet Autonomous Region to kick off the "Mount Everest Snow Leopard Protection Plan". The Vanke Foundation has focused on the status of snow leopards and their habitats. Over the past decade, the Vanke Foundation has donated RMB11 million in total. The plan has initially established a collaborative network for snow leopard conservation in the Mount Everest region and built a research platform centered on snow leopard protection. Three scientific expeditions of the project have recorded a total of 293 traces and captured 27 sightings of snow leopards. Our multiple specific surveys on biodiversity imaging, along with the publication of documentary photo album and children's picture book on biodiversity conservation in the Mount Everest, have played a positive role in raising public awareness about the conservation of plateau biodiversity.

In 2021, the plan was listed into the "100+ Biodiversity Positive Practices and Actions Around the World" at the 15th Meeting of the Conference of the Parties to the Convention on Biological Diversity (CBD COP15). In 2022, during the first-ever selection of excellent biodiversity cases organized by the Ministry of Ecology and Environment, the Mount Everest snow leopard protection in Tibet was recognized as the only excellent case from Tibet to be included in the national list. In 2023, the plan launched the "Mount Everest Conservation Bureau's Professional Farmer and Herder Patrol Team Training Program on Natural Conservation and Imaging Skills", positioning the professional farmer and herder patrol teams as the "Snow Leopard Vanguards" in local conservation efforts. The program emphasizes continuous and systematic skill training for these teams.

In 2023, the "Mount Everest Snow Leopard Protection Plan" (2023-2027) strategic plan was developed by the Vanke Foundation and its invited team of consultants through on-site investigations, stakeholder research, and comprehensive discussions. In this strategy, the Vanke Foundation expects to more effectively leverage non-governmental efforts, focusing on capacity building for local conservation forces. It also actively assists local governments and authorities in exploring pathways to establish the Mount Everest Reserve as a national park. Riding on innovative conservation models, the Foundation seeks to contribute greater value to the protection of snow leopards and their high-altitude habitats.



Training Camp for "Everest Reserve's Professional Farmer and Herder Patrol Team Training Program on Natural Conservation and Imaging Skills"



Photo Album: Mount Qomolangma A Littleknown Mysteryland of Life



Snow Leopard Captured by Infrared Camera in Everest Reserve (Photo provided by Everest Reserve)

National Ecology Day: Exploring Biodiversity Downstairs in the Asian Games Village



On the National Ecology Day 2024, Xiaoshan Branch of Hangzhou Municipal Ecology and Environment Bureau, together with Hangzhou Eco-environmental Science Research Institute, Hangzhou Xiaoshan District Power Supply Company under State Grid. Hangzhou Vanke and other units, organized the "Exploring Biodiversity Downstairs-Hangzhou Asian Games Village Special Session" science popularization and education in Vanke Riyao Lianli of Hangzhou Asian Games Village. The event was held at multiple venues within the Asian Games Village, including the "Green Electric Rabbit" Electricity Station and the waterfront area, where children were provided with detailed information with regard to the Paris Olympics, green electricity and carbon reduction efforts at the Hangzhou Asian Games. Led by nature observers from Vanke, children embarked on an educational and enjoyable nature research journey in the community botanical garden, where they learned to identify various plants. At the waterfront area, the children got acquainted with their flora and fauna neighbors through bird watching, aquatic life identification and Q&A interactions. The event successfully conveyed the concepts of a low-carbon Asian Games, green Olympics, and biodiversity conservation. Both children and adults gained a deep understanding of the low-carbon architecture and green energy technologies showcased at the Hangzhou Asian Games, as well as Riyao Lianli's unwavering commitment to the path of "sustainable development".







Site of Nature Research Learning

Green Vine Initiative • Sharing the Beauty of Biodiversity" Eco-fair



On 22 September 2024, under the "Green Vine Initiative" Environmental Public Welfare Venture Plan funded by the Vanke Foundation and hosted by the Shenzhen Social Commonweal Foundation, an eco-fair and eco-story sharing event titled "Green Vine Initiative • Sharing the Beauty of Biodiversity" was held at Shenzhen Book City. Public welfare partners from the Greater Bay Area gathered to present a rich and colorful ecological feast for Shenzhen citizens, bringing the audience closer to the stories behind environmental conservation efforts. The event featured an eco-fair for public welfare named "Mv Friends in Nature", where 10 booths hosted a variety of engaging environmental interactive games, such as mangrove sapling adoption, VR land-based diving experiences, environmental knowledge quizzes, pounded plant dye art, hugging cactus mascot Momo and insect puzzle games. These activities encouraged joint participation of parents and children, combining education with entertainment, allowing citizens to learn about insect characteristics, identify common bird species, and gain environmental knowledge through games. The citizens were inspired to join the efforts to protect mangroves and support marine conservation through practical actions. The event attracted 50,000 people to visit, with approximately 480 families participating in interactive activities of the eco-fair. Products sold for charity raised donations totaling RMB5,733.49 for the Green Vine Initiative.

LOOKING AHEAD: CO-CREATING A BLUEPRINT FOR BIODIVERSITY-FRIENDLY DEVELOPMENT

From 2023 to 2027. Vanke will continue to uphold the vision of "Building a Beautiful and Shared Future Home", exploring the long-term conservation of biodiversity and sustainable utilization. We will actively participate in discussions and actions related to biodiversity conservation at home and abroad. Starting with key strategic modules of biodiversity protection, we target to amplify the social influence of major conservation projects and explore synergistic models that integrate regional development with biodiversity preservation.

In our business operations, we will strengthen the management of nature-related risks and opportunities, carry out biodiversity surveys, monitoring and assessment, and ensure that the sustainable development of our business align with biodiversity conservation. Additionally, Vanke is committed to deepening practices in areas such as product integration, value chain suppliers, consumer engagement, business transformation, biodiversity research, and on-the-ground conservation. By collaborating with suppliers, partners, and customers, we aim to promote the harmonious coexistence of urban ecosystems and human activities, fulfilling our corporate responsibility for biodiversity conservation and empowering everyone to become an active participant in creating a better life.

We will also continue to practice and spread the concept of nature-friendly communities, share China's experience and achievements in biodiversity conservation, play a pioneering role in promoting effective cooperation among the international community, and contribute to the cause of global biodiversity conservation.



Przewalski's gazelle **Protection Plan**

In 2024, the Vanke Foundation and China Minsheng Banking jointly initiated the establishment of Qinghai Lake Ecological Protection Foundation in Qinghai Province to promote the protection project for Przewalski's gazelle. The foundation continued to carry out monitoring and investigation of Przewalski's gazelle the flagship species in Qinghai Lake during the breeding season, and leveraged the power of local communities to enhance the special protection of Przewalski's gazelle during breeding season, so as to improve the monitoring mechanism and standardization of the flagship species in Qinghai Lake and achieve sustained growth in the number of flagship species in Qinghai Lake. Using nature education and cultural products of flagship species to narrate the story of Qinghai Lake, a platform for ecological protection of Qinghai Lake will be built by diverse stakeholders to form a collaborative mechanism for societal involvement in the construction of national parks. The exploration on the sustainable development path of Qinghai Lake in response to climate change and green development will promote the diversity, stability and sustainability of the ecosystem in the Qinghai Lake Rim Region, and form the Qinghai Lake experience of high-level protection and high-quality development.

Operational Practices

- Our Strategy
- Sustainability Management
- Compliant Operation
- Good Products
- Good Services

RESPONSE TO SDGS



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages



SDG 9 - Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 – Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns



SDG 16 - Peace, Justice, and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

RESPONSE TO ISSUES IN THE GUIDELINE OF THE SHENZHEN STOCK EXHANGE

Due diligence Anti-commercial bribery and anti-corruption Anti-unfair competition

CORRESPONDING KPI OF THE HKEX

B6.1,B6.2,B6.3,B6.4,B6.5,B7.1,B7.2,B7.3

RELEVANT GRI INDICATORS

2-9,2-10,2-11,2-12,2-13,2-14,2-15, 2-16, 2-17,2-18,2-19,2-20,2-21,2-22,2-23, 2-24, 2-25,2-26,2-27,2-28,2-29,3-1,3-2,3-3





Our Strategy

Philosophy

Vanke consistently prioritizes the voices of its stakeholders and refines its internal governance framework on the basis of compliance governance. We are committed to fostering a culture of integrity and embedding the philosophy of sustainable development into every aspect of our operations and management, product development and service delivery, thereby practicing a long-term business strategy centered on sustainability. With a focus on the fundamentals of product quality and safety, Vanke is dedicated to crafting a beautiful Vanke lifestyle through its core values of "fine products, good services, wonderful communities and excellent delivery".

| Goals | Progress |
|-------|----------|
| _ | |



We are committed to providing good products and services for our customers. In 2024, Vanke focused on enhancing the authenticity of customer satisfaction surveys and iterated the customer satisfaction tools for its property development for sale business. The Company will continue to consider enhancing customer experience as its responsibility, consistently identifying, understanding, and adapting to customers' needs and changes. It aims to create excellent products and services that customers are willing to pay for, thereby earning their satisfaction and recognition.

| Port Apartment is committed to maintaining an overall customer satisfaction score of 90 or above. | In 2024, the overall customer satisfaction score of Port Apartment was 93.03, better than previous years. | 100% achieved |
|---|---|---------------|
| With 2021 as the base year, the customer satisfaction rate of VX Logistics will remain above 95%. | VX Logistics conducted customer satisfaction surveys quarterly, and the customer satisfaction rate in 2024 was above 95%. | 100% achieved |



Customer Services

Commercial BU will continue to optimize barrier-free facilities and customer experience.

In 2024, SCPG optimized barrier-free facilitie by increasing the use of guidelines through multiple channels such as mini programs, WeChat, on-site advertisements, and phone calls, which lowered the threshold for the use of facilities and obtained an overall customer satisfaction score of 96, a 4% increase from the beginning of the year.



100% achieved

Business Ethics

Red line and bottom line training achieves 100% coverage for all employees (including part-time staff, outsourcing employees and interns).

The dimensions of red line and bottom line training include warning of cases of disciplinary violations, red line and bottom line requirements, integrity promotion and requirements for each specialty. In 2024, our red line and bottom line training achieves 100% coverage for all employees (including part-time staff, outsourcing employees and interns). The appointment of cadres will be reviewed in a comprehensive manner and requires solicitation of opinions. Integrity promotion and internal control shall be synergized, and each frontline internal control is responsible for its implementation.



100% achieved

Sustainability Management

RESPONSE TO SDGS



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns

GD

2-14, 2-16, 2-22, 2-23, 2-24, 2-26, 2-29, 3-1, 3-2, 3-3

Philosophy and strategic positioning

Based on the strategic positioning of "City & Town Developer & Service Provider", the Company actively provides customers with diversified products and services for a better life in the fields of property development, property services, rental housing, retail property development and operations, etc. It aims to cultivate a diverse city, enrich a beautiful life and develop synchronously with customers and cities in the new era.

vanke

Core Values





Vision

Be Committee to People's Better Life,
Take on the Leading Role in High
Quality Development
To Be a Great Enterprise in the Great
New Era

Mission

Creating Long-term Real Value for the Overwhelming Majority Stakeholders

Strategic Positioning

City & Town Developer & Service
Provider



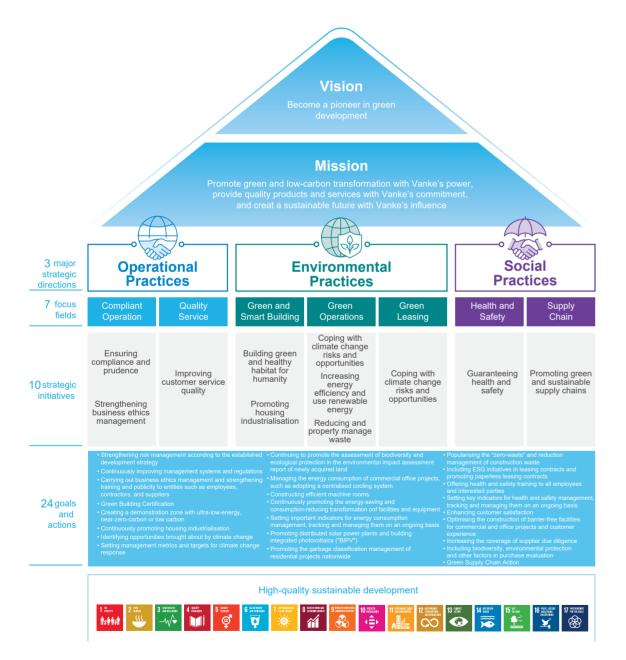




Sustainability strategy

Vanke continued to keep abreast of changes in regulatory trends and reporting standards, integrates its business development practices into consideration and focused on three major strategic directions: operational, environmental, and social practices. We also concentrated on seven development fields and 10 material strategic initiatives, promoting the orderly implementation of 24 goals and actions.

The ESG Working Committee, through in-depth collaboration with various departments, has broken it down itemwise into the daily business operations, and defined the responsible departments and the cooperative departments, as well as the overall objectives, annual objectives and key measures of each action over the next three years to ensure that the sustainable development strategy is truly implemented in practice.



Sustainability governance

Vanke has established an ESG governance structure with distinctive levels from the Board to the ESG Execution Team. It has defined the responsibilities and division of labour at each management level to promote the ESG governance work of the Vanke Group in a top-down manner while consistently reviewing and improving the ESG management system.

Governance structures and responsibilities

| Organisation | Role | Composition | Responsibilities |
|-----------------------|--------------------------|---|---|
| Board of Directors | Decision- making Body | Members of the Board | Decide the ESG (including climate change) management framework and management strategy of the Company; Ensure that Vanke establishes an appropriate and effective ESG (including climate change) risk management and internal monitoring system; Engage in discussions on important ESG (including climate change) issues and monitoring the progress of ESG goals; Learn about ESG issue risks and opportunities, and be responsible for reviewing and approving the ESG (including climate change) annual report of the Company. |
| ESG Working Committee | Management Body | The Chairman of the Board is the director, and the secretary of the Board acts as the deputy director. Other members include the responsible persons of relevant functions, BGs and BUs | Confirm the results of internal and external materiality assessment; Decide on the management objectives, policies and implementation approaches of ESG (including climate change) and integrate into decision-making and management processes; Acknowledge the assessed and identified risks and opportunities related to ESG (including climate change); Determine the relevant ESG (including climate change) management system and workflow; Decide on the ESG (including climate change) work plan and assess the completion of the work; Conduct a preliminary examination of the sustainable development report and submit it to the Board for review; Oversee other matters related to ESG (including climate change) of the Company. |
| ESG Execution Team | Executive Body | Composed of ESG contact personnel of related functions, BGs, and BUs; the specific members are assigned by responsible persons of the relevant functions, BGs, and BUs | Conduct internal and external materiality assessment; Prepare the Company's annual sustainable development report; Assess and identify risks and opportunities related to ESG (including climate change); Assess the gap between ESG (including climate change) work and standard requirements of the two stock exchanges, and the excellent practices of advanced peer companies, make improvement plans and promote their implementation; Implement annual work content according to ESG (including climate change) management objectives; Implement resolutions of and other tasks assigned by the ESG Working Committee. |

The governance structure on climate change is detailed in the Climate-related Risk and Opportunity section of this Report.

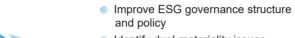
Management philosophy

Vanke has constantly reviewed its sustainability performance and continuously consolidated the ESG full-process management system. Moreover, Vanke has integrated the philosophy of sustainable development into corporate management and operations and deeply combined it with its existing business and control models by following the "Plan-Do-Check-Act (i.e. P-D-C-A cycle management method)" management method to enhance its prowess in sustainability management, to address the everchanging environmental and social needs.

> P-D-C-A Management ' Method

Plan

- Define sustainable development strategies and action goals
- Identify and evaluate key ESG-related risks and opportunities
- Develop an implementation plan
- Evaluate and monitor the effectiveness of the implementation of ESG measures
- Review progress toward ESG goals on a regular basis
- Review responses to risks and opportunities
- Prepare sustainability report



Do

Check

- Identify dual-materiality issues
- Conduct stakeholder communication
- Enhance employee engagement
- Implement the action plan
- Conduct a gap analysis based on the results of the inspection phase and take proactive measures for improvement
- Make timely adjustment to the ESG strategy and improve implementation plan
- Promote and implement the standardization of internal good practices

Sustainability policies

Vanke has put in place the following sustainability-related policies for environmental and social impacts, which are disclosed on the official website:

Environmental aspect

- · Vanke Group Environmental Protection Policy
- Vanke Group Water Resources Policy
- Vanke Group Climate Change Policy
- Vanke Group Biodiversity Policy
- · Vanke Group Waste Management Policy
- and Inclusion Policy
- Conduct

Governance aspect

- Vanke Group Whistleblowing Policy
- · Vanke Group Code of Business Ethics
- Vanke Group Tax Compliance Policy



Stakeholder communication

We have always insisted on building diversified communication mechanisms and establishing close relationships with the stakeholders for exchanges and communication through more channels and methods. We have also adopted active measures to respond to the expectations and requirements of the stakeholders.

| Stakeholders | Aspects of impact | Vanke's Responses |
|------------------------------------|--|---|
| Government and regulatory agencies | Legal compliance Tax payments according to law Support for economic development | Enhancing the Company's compliance management capability Ensuring timely and compliant tax payments and issuing the Vanke Group Tax Compliance Policy Responding to national policy initiatives |
| Shareholders and investors | Corporate governanceReturns and growthRisk control | Establishing a scientific and reasonable governance structure Continued growth to ensure shareholder returns Regular publication of reports and timely disclosure of business information Strengthening investor communication Strengthening risk management |
| Employees | Wage and benefit security Health and safety Smooth communication Fair promotion and development opportunities | ✓ Timely and full wage payment and social insurance payment ✓ Establishment of an occupational health and safety management system ✓ Establishment of 12 communication channels ✓ Smooth career development channel |
| Customers | Product quality assurance Quality management service | Product quality management system Skynet Action Practicing high standards and strict requirements for delivery Continuously optimizing services Practicing responsible marketing Protecting customer privacy |
| Partners | Cooperation with integrity Fair, just, and open procurement Experience sharing | Contract execution according to law Open bid invitation, issuance of List of Qualified Suppliers VVUPUP E-commerce Platform Supplier training program |
| Environment | Effective use of resources Emission reduction Climate change response Biodiversity conservation | ✓ Issuing multiple environmental policies such as the Vanke Group Environmental Protection Policy ✓ Building the Dameisha Vanke Center as a sustainable development community ✓ Implementing "zero waste" projects in communities ✓ Participating in the United Nations Climate Conference to share China's climate story ✓ Assessing the dependence and impact of our business on nature ✓ Carrying out biodiversity conservation practices |
| Communities and the Public | Support for social development Care for disadvantaged groups Health culture | Supporting rural vitalisation strategy Charity undertakings Volunteer services Run for Fun" brand |

Social aspect

- · Vanke Group Diversity, Equity
 - · Vanke Group Health and Safety Policy
 - · Vanke Group Supplier Code of



Management of material issues

We regularly conduct research activities in various forms for a wide range of stakeholders and undertake annual research and analytical reviews for material issues on an ongoing basis to comprehensively understand and collect their opinions on Vanke's high-quality and sustainable development. With the successive improvement of international report ESG disclosure standards and the ESG disclosure supervision requirements of domestic exchanges, we are fully aware that the assessment of material issues should be based on whether the issues have a significant impact on the business operations and operating results of the Company (hereinafter referred to as "financial materiality") and whether the enterprise's performance in relevant issues will have a significant impact on the economy, society, and the environment (hereinafter referred to as "impact materiality"). In 2024, we continued to implement regular material issue management by adopting dual-materiality assessment approach and carrying out questionnaire surveys for both internal and external stakeholders, to enhance the ESG-related risk control and opportunity identification. We reported the finally identified issues and their materiality ranking to the Board of Directors, which reviewed and confirmed the assessment of material issues of Vanke Group this year.

Dual-materiality assessment approach

In the process of the material issues assessment during the year, we reviewed and updated our material issues list based on several aspects such as policy trends, disclosure standards, investor concerns and industry benchmarking. With reference to international disclosure standards such as "GRI 3: Material Topics" under the GRI Standards and IFRS S1, as well as domestic regulatory requirements including "Self-Regulatory Guidelines No. 3 for Companies Listed on the Shenzhen Stock Exchange - Preparation of Sustainable Development Report", we carried out dual-materiality assessment through questionnaire survey targeting both internal and external stakeholders. Leveraging the survey findings, we prioritized material issues and ultimately developed the 2024 dual-materiality issue matrix.

Assessment process



Step 1: Understand the Company's activities and business relationships

Vanke holistically identifies its operations and business relationships in three key dimensions including scrutinizing internal activities and business relationships, analyzing external objective trends, and evaluating the impact on stakeholders.

Internal: scrutinizing activities and business relationships

- Review Vanke's overall operational strategy and development
- Review the scope of the business layout, the types of products and services provided
- · Focus on the upstream and downstream value chain and clarify its own business relationship layout

External: analyzing objective trends

- Follow up the evolving trends in laws, regulations and regulatory requirements developments
- Gain insights into real estate sector dynamics and industry peer trends in a timely manner
- Analyze trends in ESG index ratings of the capital markets

Combine the internal and external background research

Understand the impact on stakeholders

- · Identify stakeholder groups involved in business operations
- · Analyze how stakeholders participate in Vanke's work
- · Evaluate how various stakeholder groups are affected in Vanke's activities and business relationships



Step 2: Create a list of issues

Based on national policies, company development, disclosure standards, the capital market, peer benchmarking and the list of original important issues, we identify and sort out the material issues for this year from multiple dimensions and build an important issue database.

International and policy trend analysis:



Gain insight into changing international trends, such as the United Nations Sustainable Development Goals (SDGs) and the ten principles of the United Nations Global Compact (UNGC); follow the national macro-policy requirements, combine with the real estate industry policies and regulations, conduct in-depth research on national, provincial and municipal policies and regulations, and analyse the sustainable development trend of the industry.

Business relevance analysis:

It is regularly reviewed whether the ESG issue database matches strategic goals and business models to ensure its business relevance.

Disclosure standards analysis:



Grasp the latest sustainability issues management standards and information disclosure requirements through comprehensive reference to GRI standards, the Task Force on Climate-Related Financial Disclosures ("TCFD"), HKEX Environmental, Social and Governance Reporting Guide, Self-Regulatory Guidelines No. 3 for Companies Listed on the Shenzhen Stock Exchange-Preparation of Sustainable Development Report, Reference Indicator System for ESG Special Reporting of Listed Companies Controlled by Central Enterprises promulgated by SASAC, SASB standards and IFRS S1.

Capital market analysis:



Aggregate the assessment requirements for capital market ESG ratings and indices, such as S&P Global Corporate Sustainability Assessment (S&P Global CSA), MSCI ESG Rating, Hang Seng ESG Index, and update the capital market rating issues database.

Peer benchmarking analysis:

Benchmark against the sustainability-related disclosures of our outstanding domestic and international peers and identify and determine key industry concerns.





Step 3: Evaluate and determine the materiality of issues

Analysis of impact materiality



| | Evaluation dimension |
|-----------------|---|
| Level of impact | Focus on whether Vanke's management of the corresponding issues will have actual or potential impact on the economy, society or environment. Analyze the extent of actual and potential positive and negative impact through conducting a comprehensive evaluation of the scale, scope and irremediability of impact. |
| Drobobility | Probability of occurrence of impacts for |

Evaluation methodology

each issue.

Probability

Conduct a stakeholder questionnaire survey to assess the economic, environmental and social impact of ESG material issues for stakeholders such as directors, supervisors and senior management, government and regulatory authorities, shareholders and investors, employees, customers, suppliers, industry associations, charitable and philanthropic organizations and the media. A total of 993 questionnaires were received and analyzed.

Analysis of financial materiality

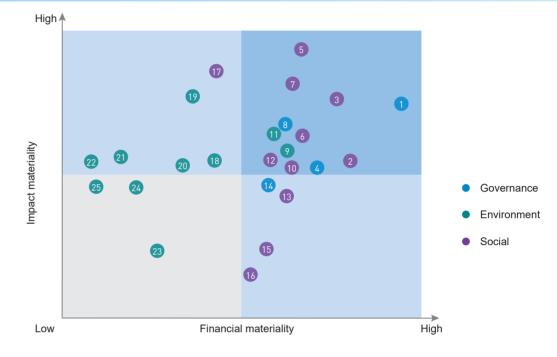


| | Evaluation difficultion |
|-----------------|--|
| Level of impact | Identify risks and opportunities that actually affect or are expected to affect the Company's business operations, financial condition, results of operations, cash flows, etc |
| Probability | Probability of occurrence of financial risks for each issue. |
| | Evaluation methodology |

Vanke's internal financial specialists and the office of the Board make comprehensive assessment of the tangible impacts, projected implications and probability of financial implications for each issue within the financial transmission framework, and conduct in-depth discussions and give scores.

Vanke conducted quantitative analysis on the assessment results of impact materiality and financial materiality and presented the overall materiality priority of each issue through an issue matrix. A total of 25 issues were identified as material, of which 12 issues had dual-materiality.

Dual-materiality issues matrix of Vanke in 2024



Dual-materiality issues

- Ensure compliance and stability, and prepare well for risk management
- Maintain a stable supply chain and strictly ensure supply chain security
- Improve service quality and customer satisfaction and strive for customer equality
- 4 Strengthen stakeholder's communication
- 5 Guarantee product safety and quality assurance
- Safeguard employee rights and promote diversity, equality, and inclusion to improve employee well-being
- 7 Ensure health and safety
- 8 Strengthen business ethics management to reinforce fair competition principles
- Improve the environmental management system and promote environmental compliance
- Improve community infrastructure and support services to promote people-centered community integration
- Promote housing industrialization for circular economy development

 Drive innovation-driven transformation for high-quality development

Financial materiality issues

- 13 Provide diversified training and career development opportunities
- 14 Protect intellectual property rights
- Foster industry communication, cooperation and innovation, and respect SMEs on an equal footing
- Advance rural revitalization and help achieve common prosperity initiatives

Impact materiality issues

- 17 Protect customer privacy and information security
- 18 Improve energy efficiency and adopt renewable energy
- 19 Build green buildings for healthy living environments
- 20 Promote green and sustainable value chains
- 21 Address climate change risks and opportunities

22 Optimize waste management

General materiality issues

- 23 Enhance water resource utilization efficiency
- 24 Protect ecosystems and biodiversity
- Reduce and properly manage emissions and wastewater discharges



Step 4: Report on issues

Finally, we present a report to the Board on the priority of dual-materiality issues, and the Board reviews and endorses the materiality issues assessment results of Vanke Group for the year. We are committed to effectively managing risks and capitalizing on opportunities across all issues, thereby achieving a long-term development.



Compliant Operation

RESPONSE TO SDGS



SDG 16 - Peace, Justice, and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Due diligence
- Anti-commercial bribery and corruption
- Anti-unfair competition

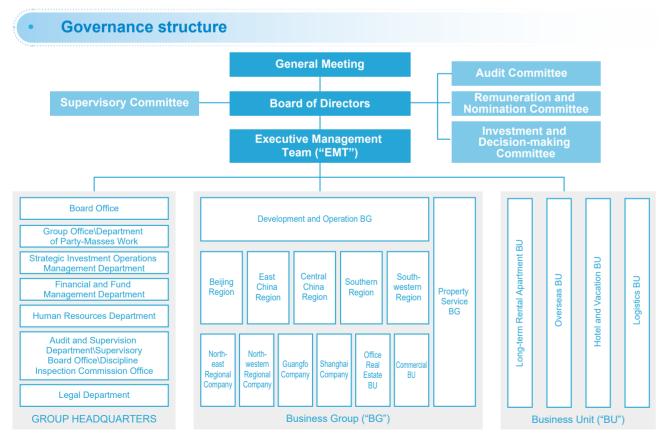
HKEX

B7.1, B7.2, B7.3

2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-25, 2-26, 2-27, 2-28

Corporate governance

In compliance with the Company Law of the People's Republic of China and other relevant laws and regulations, Vanke has established a corporate governance structure with checks and balances among various functions and formulated regulations that align with the Company's development needs. The General Meeting, the Board, the Supervisory Committee and the senior management exercise rights and fulfil obligations strictly in line with the Articles of Association and play the role of specialised committees of the Board and independent directors, the effective implementation and oversight of corporate governance safeguarding the interests of shareholders and the Company, to sustain the Company's long-term healthy development.



Organisational Structure of the Company

The General Meeting exercises the right of decision-making as specified in relevant laws and regulations, and the Articles of Association. It decides on critical issues such as guiding principles for corporate operations, financing, investment, and profit distribution.

The Board reports to the General Meeting and exercises the rights to operate and manage the Company. To ensure the professionalism of the committees, members are selected with a moderate balance of skills, experience and diversity of viewpoints. The Board consists of 11 directors (including one woman), including one employee representative director and four independent directors. These independent directors are responsible for the convening of the specialised committees and hold a majority in the Audit Committee and the Remuneration and Nomination Committee in order to play a better role as independent directors. Mr. ZHU Jiusheng ceased to be the Director of the Company with effect from 27 January 2025.

The Board sets up three specialised committees on audit, remuneration and nomination, and investment and decision-making. Each specialised committee is convened by an independent director, and the matters within the scope of responsibilities of each specialised committee shall be approved by the corresponding committee before being submitted to the Board for approval.

| Specialised Committee | Duties and responsibilities |
|--|---|
| Audit Committee | Review the Company's financial information Scrutinize the Company's internal control system Coordinate communication, supervision, and verification between internal and external audits of the Company Review and evaluate the Company's risk management system |
| Remuneration and Nomination Committee | Study and make recommendations to the selection criteria and procedures for directors and presidents Conduct extensive research for qualified candidates for director and presidents Review the information of candidates for directors and presidents, and submit recommendations to the Board Conduct research on the assessment standards for directors and presidents, perform assessments and advise the Board on related issues Conduct research and scrutinize compensation policies and plans for directors and senior management, and make recommendations to the Board on related issues Review the Board's structure and composition and evaluate the independence of independent directors |
| Investment and Decision-making Committee | Conduct research and advise on the Company's long-term strategic plans, major investments, financing decisions, and other critical matters |

The Supervisory Committee reports to the General Meeting and has three supervisors. It conducts financial checks and oversees directors and senior management members are adhering to relevant laws while performing their jobs. It also organises visits and inspections of subsidiaries to tighten the supervision and thus safeguard the interests of the Company, shareholders, and employees.

The senior management is accountable for the production and operations of the Company, implementing the resolutions of the Board, annual plans and investment proposals, formulating corporate policies and rules, and exercising other powers as granted by the Articles of Association or the Board.



In 2024, the Company strictly complied with the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Code of Corporate Governance for Listed Companies, the Main Board Listing Rules, and the Corporate Governance Code of the Hong Kong Stock Exchange, and other laws and regulations. In line with the Company's actual circumstances, the Company continuously improved the corporate governance structure and standardised the operations. During the reporting period, one general meeting, four on-site Board meetings and three telephonic proxy votes were held in total. This year, the Company amended and issued the Independent Directors System, which refines and elevates requirements for the qualifications, independence, responsibilities and performance



obligations of independent directors. To ensure their independence, the Company appoints a convener of the independent directors' special meetings based on the system in charge of convening such meetings, to enhance the level of corporate governance. During the year, the Company convened four special meetings of independent directors to consider matters such as the election of convenors and connected transactions. During the year, the Independent Directors did not raise any objections to the Company's relevant matters.

The Board's professionalism and effectiveness

To ensure the quality and efficiency of Board's decision-making, nomination and succession processes of the Board incorporate multi-dimensional considerations, such as cultural and educational background, professional competencies and experience, which make sure that they possess requisite knowledge systems involving the management of the Company's business operations.

Professional background of the Board members

| Strategy/Business Focus | XIN Jie | YU Liang | HU Guobin | HUANG Liping | LEI Jiangsong | LIAO Zibin | LIN Mingyan | SHEN Xiangyang | ZHANG Yichen | WANG Yun | ZHU Jiusheng |
|----------------------------------|------------|-------------|--------------|-----------------|------------------|---------------|----------------|-------------------|-----------------|-------------|-----------------|
| Financial and risk management | Ø | Ø | | Ø | | Ø | | | | | Ø |
| Industries | Ø | Ø | Ø | Ø | | | Ø | | | Ø | Ø |
| International project experience | Ø | Ø | Ø | Ø | Ø | Ø | Ø | Ø | Ø | Ø | Ø |

Efficiency improvement of the Board

We continuously improve the efficiency of the Board. In terms of training, the Company promptly organized training for the Board members to ensure that they stay informed about the latest trends and standards from regulatory authorities and capital markets. We also provide diversified online training resources in order to strengthen directors' professional competence. Regarding practical engagement, the Company arranges field visits to diverse business units for Board members, ensuring an effective decision-making subject to their first-hand exposure to front-line operations. In 2024, we organized two online sustainability-focused training sessions to deepen directors' understanding of both domestic and international ESG regulatory policies and standards.

Independence and diversity of the Board

In terms of the independence of the Board, the Board of the Company has set up three specialised committees: audit committee, remuneration and nomination committee, and investment and decision-making committee. Each specialised committee shall earnestly perform its duties in accordance with the Code of Corporate Governance for Listed Companies, the Corporate Governance Code, the Article of Associations, the Rules of Procedure of the Board of Directors, as well as the implementation rules of each specialised committee. Each specialised committee, convened by an independent director, approves matters within its scope before submitting them to the Board. As of 31 December 2024, the Company has 11 directors, among whom 73% are non-executive directors and independent non-executive directors. The independent non-executive directors and independent directors shall fully exert their professional opinions and keep balance in each specialised committee.



Non-executive directors and independent non-executive directors accounted for

73%

Proportion of non-executive and independent non-executive directors

| | Audit Committee | Remuneration and Nomination Committee | Investment and Decision-making Committee |
|---|--|---|--|
| Convener | Independent non- executive director | Independent non- executive director | Independent non- executive director |
| | Non-executive director | Non-executive director | Non-executive director |
| Members | Independent non- executive director | Independent non- executive director | Executive director |
| Proportion of non-executive and independent non-executive directors | 100% | 100% | 67% |

In terms of the diversity of the Board, in 2024, the Company added a Board Diversity Policy chapter to the Rules for the Implementation of the Board of Directors Remuneration and Nomination Committee, attaching great importance to diversity of the Board composition. It explicitly states in the chapter that the Remuneration and Nomination Committee shall consider the Board's structure and composition, as well as the selection criteria and procedures for directors and senior management members, including but not limited to gender, race and ethnicity, language, cultural background, educational background, industry experience and professional experience, when reviewing the structure and composition of the Board and assessing the selection criteria and procedures for directors and senior management members. In the meantime, the Remuneration and Nomination Committee shall comprehensively consider the contribution of the Board member candidates to the qualification, skills, experience, independence, and gender diversity of the Board based on the business model and development planning of the Company.

Compliance management

Vanke upholds compliant operation. A robust compliance system has been established to ensure strict adherence to tax codes and other compliance-related laws and regulations of the jurisdictions in which we operate in our business operations. This allows us to continuously enhance our ability to prevent compliance risks, monitor violations and respond to non-compliance incidents. We also advocate for market participants to promote a level playing field among market participants.

The Company continuously updates its knowledge and management awareness of legal compliance requirements in accordance with relevant laws, regulations and policies.



Establish a dedicated team to study updates in laws, regulations, and policies, and ensure relevant requirements are timely integrated into business activities and operational management



Organize training on the latest laws, regulations, and policies by inviting internal and external experts, enhancing understanding of policies and enabling timely adjustments to business operations for compliance



Consult external experts and assign seasoned employees to handle compliance matters



Carry out regular internal control inspections and internal audits to verify that corporate operations and management adhere to all applicable laws, policies and regulatory guidelines



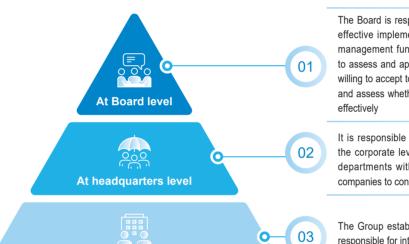
Risk and crisis management

In the Internal Control Management System of China Vanke Co., Ltd. and the Risk Management Manual of China Vanke Co., Ltd., Vanke defines the Company's objectives and principles for internal control management and risk management, risk identification, assessment, response, management, monitoring, and supervision. Manual of China Vanke and risk management, During the reporting period, the Board has monitored and reviewed the risk management and internal control system of the Company. Based on the review results, the Board is of the view that the risk management and internal control system of the Company was effective and adequate as at the reporting date.

Enterprise risk management

Risk management structure

To ensure the top-down effectiveness of the risk management system, the Company continuously improves and strengthens risk identification, monitoring and prevention functions at both the Board and internal management levels.



The Board is responsible for establishing, improving and ensuring the effective implementation of the Company's internal control and risk management functions. The Board authorizes the Audit Committee to assess and approve the nature and extent of risks the Company is willing to accept to achieve its strategic objectives, as well as to inspect and assess whether its established risk management system operates

It is responsible for overseeing risk identification and prevention at the corporate level and progressively established risk management departments within business groups/business units and front-line companies to conduct risk identification and assessments

The Group established internal control management functions to be responsible for internal control work

Risk management system

Furthermore, we continue to adhere to the "Three Lines of Defence" framework to achieve 100% coverage of risk management across all business areas. For more detailed content on internal control and risk management of Vanke, please refer to the China Vanke Co., Ltd. 2024 Annual Report.



100% coverage of risk management across all business areas

Identify risk categories and make assessments on First line of defence **Business units** relevant risks and provide a rectification plan Finance, internal control, risk Assess risk boundaries and establish risk Second line of defence and relevant functions prevention mechanisms Supervise and evaluate risk management in all Third line of defence Internal audit business fields and relevant implementation

Risk management process

Relevant department of the Group conducts research on external risk factors - such as economic conditions, industry policies, market competition, and resource availability, as well as internal risk factors, including financial status, capital conditions, asset management, and operational performance, in alignment with established development strategies, and identifies and evaluates major risks to provide a basis for formulating risk response strategies. The Company has established a hierarchical risk management structure, issued a risk management manual, continued to monitor the comprehensiveness, reasonableness and effectiveness of the risk management system, and enhanced its risk control and prevention capabilities.

Message About This Report Report Summary Board Statement About Vanke

We integrate the dual-materiality assessment results of ESG issues into the Company's overall risk management framework. Annually, we analyze the materiality of issues through various means, such as industry policy reviews, stakeholder investigation and interviews with business units. This bottom-up approach identifies ESG-related risks, prioritizes their materiality, and stablishes an ESG risk checklist. Based on ESG strategic planning, we established corresponding risk mitigation measures and preventive mechanisms.

The key ESG risks for this year have been sorted out. We also defined monitoring indicators for these critical and material ESG risks in accordance with regulatory requirements and ESG rating standards. These indicators are regularly reviewed and evaluated to continuously optimize our ESG risk management. For all ESG risks identified, we clearly defined response strategies and preventive mechanisms based on their risk levels.

| ESG issues correspond to risks | Type of risks | Risk description | Response measures and preventive mechanisms |
|--|----------------------|---|--|
| | Operational risks | Inadequate supply chain quality management and insufficient control over production cycles may result in supply chain delivery disruptions or delays, impacting the timely and quality-assured delivery of products. | Enforce 100% on-site factory inspections for supplier admission qualification to verify production capabilities; Implement a penetration management strategy for secondary and tertiary raw material suppliers; Develop contingency response plans, including alternative supply channels and rapid resource mobilization solutions, to address supply chain disruption risks. |
| Maintain supply chain stability and ensure supply chain security | Fraud risks | Potential violations of business ethics in the supply chain, such as bribery, corruption, or noncompliance with ESG standards including environmental protection and safety requirements may lead to legal disputes, delivery delays, and damage to corporate reputation. | Formulate the Vanke Group Code of Business Ethics, 100% of our suppliers were required to sign the Sunshine Cooperation Agreement and undergo ethics training; Conduct rigorous compliance reviews covering several respects such as business ethics, product environmental safety, and quality standards; Establish a supplier exit mechanism, implementing blacklist system for suppliers that fail to meet the requirements in quality, safety and ESG compliance, or violate the code of business ethics. |
| Guarantee product safety and quality | Operational risks | Potential issues such as building structural safety, material quality, or non-compliance with engineering standards may result in safety incidents, customer complaints, brand damage, and even legal actions and compensation obligations. | Build and perfect an internal product quality management system, achieving relevant certifications; Control product quality at the source, carry out comprehensive and multi-dimensional control of product quality through various means, such as unannounced checks and on-site testing by the material department, and continue to conduct comprehensive oversight on the products of Vanke via the Skynet Action; Provide annual product safety and quality training for all of our employees and staff of contractors; Establish a product quality and safety emergency team and adopt standardised emergency response measures. |

| ESG issues correspond to risks | Type of risks | Risk description | Response measures and preventive mechanisms |
|--|----------------------|---|---|
| Guarantee health and safety | Operational risks | Potential health and safety hazards such as worksite accidents or occupational health issues involving employees, contractors, clients, and the public may arise during the project development, construction, and operational management process, which may result in casualties, property losses, legal actions and damage to corporate reputation. | Develop the Vanke Group Health and Safety Policy, mandating compliance with the policy by all employees and contractors across the Group's business lines; Conduct annual internal audits and triennial external audits on systems and health and safety implementation; Deliver annual health and safety education and training for all employees and staffs of contractors; Develop a health and safety emergency plan with clear reporting processes and mechanisms for accident investigation and rectification. |
| Strengthen business ethics management to reinforce fair competition principles | Fraud risks | Potential risks to violate ethical standards and legal requirements such as commercial bribery, unfair competition, or conflicts of interest may lead to damage to business reputation, legal actions, and even restricted market access. | Develop the Vanke Group Code of Business Ethics and the Vanke Group Whistleblowing Policy, requiring adherence of the rules by all employees and partners and clarifying business ethical standards and fair competition principles of Vanke; Ensure 100% coverage of business ethics training for all staff (including interns and outsourced workers) and contractors; Ensure 100% commercial ethics standard audit coverage across business lines and subsidiaries every three years. |
| Increase energy efficiency and use renewable energy | Compliance risks | In architectural design and operational processes, policy-based environmental risks to evolving national or local energy policies and tightening construction law and environmental regulations may lead to existing energy efficiency and renewable energy application of the Company fail to meet updated legal standards, potentially increasing operational costs and reducing project returns. | Establish a policy monitoring mechanism to track and assess the impacts of evolving energy and environmental policy on enterprise in a timely manner; Invest in R&D and application of energy-saving and renewable energy technologies to adapt to changes in policy environment; Deploy a risk early-warning system and take timely measures to respond to potential policy environmental risks as soon as they are identified. |
| Cope with climate change risks and opportunities | Compliance risks | Operating in a high-emission industry, construction and development firms may incur higher carbon emission costs under increasingly stringent policies on carbon peaking and carbon neutralitygoals. Additionally, extreme weather events driven by climate change could directly impact enterprise's assets and operations. | Formulate and implement carbon reduction strategies, including improving building energy efficiency, adopting low-carbon materials and technologies, and investing in renewable energy; Improve climate-resilient design of buildings and develop emergency plans to mitigate impacts of extreme weather events on enterprise's assets and operations. |

For more detailed content on risk management of the Company, please refer to the China Vanke Co., Ltd. 2024 Annual Report.

Construction of risk culture

Vanke consistently advances employee education on risk management and enhances all employees' capability of risk management through risk management training. To solidify the construction of risk culture, we integrated contents related to risk management into routine trainings of group headquarters, each of business groups and business units, front-line companies and conducted various special trainings on topics like red lines and bottom lines, negative cases, risk tips and risks in the business area to further improve employees' awareness of risk management.

In addition, we developed an internal control and monitoring mechanism, and irregularly organised specially-designated professional personnel to conduct in-depth monitoring and inspection for specific business according to risk assessment results and effectiveness of routine monitoring, thereby paving smooth channels for all employees' feedback concerning risk management, to facilitate our continuous improvement of risk management measures.

Internal control system

The Company has established a complete and effective internal control system in which corporate management and business operations are controlled and supervised systematically. The Board of Company is responsible for the establishment of sound and effective implementation of internal control and evaluation of its effectiveness in accordance with the provisions of the standardized system of corporate internal control. The Board has authorized the Audit Committee to continuously supervise the Company's internal control system, assess the effective implementation of internal controls and self-evaluation of internal controls, and direct and coordinate internal audits and other related matters, etc..

In 2024, the Company persisted in performing self-assessments of its internal controls:



The Company applies internal control measures in a comprehensive manner when carrying out its business, focusing on the areas of legal compliance, capital, finance, investment, connected transactions and external guarantees, while implementing effective control over various businesses to promote the effective operation of internal control. Furthermore, to standardize requirements for funding payment and review procedures for payment approval, we organized and executed a group-wide special self-inspection of review procedures for funding payment, systematically sorted out internal control risks and carried out special rectification to form a virtuous circle of risk identification assessment and response. All these effectively prevent financial and finance security risks of the Company for the year. Concentrating on the high-risk domains, we also organized all units to study excellent internal control practice cases, improve the business level of internal control personnel and fortify the team building for internal control construction.

Business continuity and crisis management

Vanke bolsters its resilience in maintaining business continuity through technological innovation, prudent financial management and a diversified business layout. We have established a comprehensive crisis management mechanism to effectively address potential disruption events of our core business operations. Additionally, we have put in place an emergency response and recovery mechanism, along with a management capacity framework.

In 2024, we conducted special emergency drills for 29 important business systems of the Group, which enhanced the emergency response capabilities of relevant personnel of each system, enabling them to swiftly and accurately address a range of issues in accordance with the emergency response plan, bolstering the continuous availability of important systems.

Specific crisis management in 2024

Training on emergency response plans and drills

Special training sessions on emergency response plans and drills were conducted for the pertinent personnel across each key system, and a total of 45 participants attended this training;

Formulation and Preparation of emergency response plans

Guide and advance each system to complete the specific plan of emergency response plan and the drill script scheme of emergency response plans;

Desktop Exercise for 03 **Emergency Preparedness**

Members of each emergency response team across all systems conducted actual drills in accordance with the stipulations and drill procedures outlined in emergency response plans, including a series of drill operations of desktop simulation such as abnormal information reporting, problem diagnosis, emergency response, recovery and reconstruction.









Business ethics

We consistently uphold honest and compliant operations as our operational philosophy, maintaining a "zero-tolerance" stance towards fraud, commercial bribery, and conflicts of interest. We take whistleblowing management seriously and continuously strengthen our internal risk management efforts. Simultaneously, we advocate establishing a mutually trusting compliance partnership and expect every Vanke employee to adhere to the bottom line in order to safeguard a business environment characterized by fair competition and foster a transparent and healthy business ecosystem.

Business ethics management

Vanke has formulated many codes of conduct, including the *Code of Business Ethics of China Vanke Co., Ltd.*, the *Whistleblowing Policy of China Vanke Co., Ltd.*, the *Letter of Reminder for Integrity Risks*, the *Guidelines on Declaration of Potential Conflicts of Interest among Employees*, the *Sunshine Cooperation Agreement* and the *Principles for Whistleblowing* and so on, which delineate stringent accountability measures for bottom-line breaches. These systems emphasize the strictly prohibited nature of bottom-line violations and contribute to the consolidation of business ethics.

Code of Business Ethics of China Vanke Co., Ltd.

Applicable scope

All employees (including but not limited to regular employees with signed labour contracts with the Company, and dispatched staff, interns, consultants and re-employed retirees who have signed other employment agreements or contracts).

Clarify the definitions, statements and commitments pertaining to the following breaches of business ethics:

- Anti-corruption
- · Anti-bribery
- Anti-unfair competition
- Anti-money launderingProhibition of corruption in the guise of charity donation

Whistleblowing handling

Covered

Whistle-Blowing Policy of China Vanke Co., Ltd.

Applicable scope

Applicable scope

Applicable scope

Applicable scope

Applicable scope

Applicable management, all employees, suppliers and partners, including all whistleblowing matters that violate business ethics

- Accepting commercial bribes or kickbacks
- Embezzlement, misappropriation or theft of the assets of the Company
- Disclosure of the confidential information of the Company
- Abusing authority for personal gain and other behaviors resulting in conflicts of interest
- Damage to the personal rights and interests of employees
- Other acts that damage the economic interests of the Company or seek illegitimate economic interests
- Other acts in violation of the Sunshine System Vanke Red Line Requirements for Employees, Employees Code of Conduct, and Sunshine Cooperation Agreement

Vanke has established a well-proven integrity management structure. The Audit Committee of Vanke is responsible for reviewing the Company's internal controls, coordinating the communication, supervision, and verification of internal and external audits, inspecting and evaluating the Company's risk management system, and so on. The audit and supervision functions are directly responsible for the integrity management of the Group. We have established a supervision mechanism involving the headquarters, business groups/units ("BGs/BUs") and front-line companies to play a major role in the management of audit supervision and corruption risk screening.

Covered

Prevention of moral risk

Business ethics standards audits achieve 100% coverage across entire business lines and subsidiaries every three years

In 2024, we executed 11 integrated audit projects in addition

to special audit on marketing. The audits covered key areas such as investment, marketing, cost, procurement, engineering safety, and necessitated the complete

rectification of all issues



Business ethics audits

Vanke conducts internal inspections on business ethics standards annually in selected key BGs/BUs, achieving 100% coverage of all business lines and subsidiaries every three years. Additionally, we consistently engage professional, external third-party institutions to conduct independent audits, and business ethics standards audits in all the business of all wholly-owned and controlled projects once every three years to ensure that the audit scope covers all employees (including part-time employees) and contractors, thereby realizing a thorough audit in such aspects as anti-corruption policies, ethics compliance integrity risks, organization culture and supplier relationship.

Annual audit

Focusing on integrity construction, internal anti-fraud investigation, and organizational construction, Vanke conducted online and offline audits in key areas and among key personnel. The online audit was aimed to identify abnormal information via Eagle Eye system and make corrections in a timely manner. The offline audit consisted of a comprehensive audit and a special audit. This year, we continued to improve the marketing segment model through the Eagle Eye system, achieving data screening that covers 100% of all front-line companies.

Two Major Special Audits and Supervisory Tasks



Special audits for costs

The Group's audit organization, together with third-party professional institution focused on the authenticity and rationality of cost process control and settlement with an aim to recover abnormal settlement.

Special audits for marketing



These audits identified the key risk points in expense management and control, revealed 22 prevalent issues and distinct audit concerns, and required 100% completion of the rectification.



Deepening integrity culture

Vanke is committed to fostering a culture of honesty and integrity. Vanke conducts annual integrity training for members of the Board and all employees, and deeply plants a culture of integrity in the heart of every employee through promotion of integrity as a quality, case studies of business ethics violations and other educational methods.



Regular training for all employees:

- We conduct annual training on ethical standards under consistent standards, covering all employees, including members
 of our Board, interns, part-time employees and contractor employees, and regulate the conduct of all employees in
 their positions. In 2024, we continuously conducted briefings and training activities on disciplinary violations within the
 Company.
- Business ethics standard training is a mandatory training program for all members of the Board and employees (including full-time, part-time, intern and outsourced employees) as well as contractors. We have fully implemented the program. In 2024, all relevant personnel, namely members of the Board, full-time, part-time, intern and outsourced employees as well as contractors, recorded a 100% training attendance rate.



Specific training:

- Onboarding integrity training for new employees: We require all new employees to attend the training of the Sunshine System – Vanke Red Line Requirements for Employees, and sign the Vanke Group Statement to enhance new employees' awareness of professional red lines such as bribery, acceptance of bribes, duty encroachment, economic fraudulence, conflict of interest, deception and concealment, and disclosure of confidential information.
- Executive training: To forge a loyal, diligent and incorruptible management team, we continuously enhance senior
 management's awareness of performing their duties with integrity. In 2024, all directors, supervisors and senior executives
 attended the special training sessions for directors, supervisors and senior executives organized by the regulatory
 authorities.
- Business ethics training for contractor employees: Vanke conducts integrity publicity and instruction based on the framework of the Sunshine Cooperation Agreement for contractors immediately after they enter project sites. In 2024, all shortlisted contractors accepted integrity promotion.



Assessment of work performance and incentive:

Anti-fraud management is integral to the performance assessment and career progression of all employees. In case of fraud, promotion and retention, etc. will be affected, and if the event involves violation of laws and disciplines, legal action will be taken based on the specific circumstances of the incident. Furthermore, we have formulated the *Reward Rules for Whistleblowers* to incentivize all employees, partners, and any other insiders to report corrupt practices, strengthen the supervision of all organizational units to ensure the comprehensive implementation of the Sunshine System.

Heed the call of integrity from within and foster the awareness of integrity

In January 2024, Vanke demonstrated its commitment to fostering corporate integrity by actively soliciting employee feedback. The Company conducted a questionnaire survey on integrity

across all BGs and BUs, collecting a total of 35,656 valid questionnaires.

In March 2024, the headquarters continued with the routine Monthly Publicity of Red Line and Bottom Line, which is held in March every year, in an effort to bolster employees' awareness of

bottom line. A total of 428 promotional emails were dispatched, 105 posters were posted,

66 centralized trainings were organized for all employees, including outsourcing employees,

and a total of 10,547 people participated in the exam, with a coverage rate of 100%.



Enhancing partner integrity

The anti-fraud alliance has become the most influential enterprise anti-fraud and mutual assistance organisation in China. As the vice president of the anti-fraud alliance, with the original aspiration of "concerted efforts for anti-fraud cause and co-development of a harmonious society", Vanke shares blacklists of dishonest persons and suppliers, releases the *Anti-fraud Survey Report on China-based Enterprises*, conducts training for anti-fraud talents, and provides mutual assistance in anti-fraud resources and other services.

Vanke has disclosed the *Vanke Group Supplier Code of Conduct* and mandates all suppliers to sign the Sunshine Cooperation Agreement, continuously focusing on the supply chain construction featuring integrity. We encourage our suppliers to formulate anti-corruption policies, evaluate their practices in business ethics and compliance, and encourage them to conduct compliance inspections. This year, we consolidated the management of procurement personnel, and require them to classify suppliers based on criteria of integrity, performance, and risk. Additionally, we evaluate the default scenarios to prioritize category risks, and establish the evaluation standard system for procurement suppliers.



Supplier Integrity Communication This year, we continued to organize the "Partner Spring Tea Party" for all suppliers of each city subsidiaries. At the party, we offered lectures on red-line issues and the content of the Sunshine Cooperation Agreement to ensure that all suppliers gain a comprehensive understanding of Vanke's integrity culture.

Whistleblower management

We take a zero-tolerance stance towards behaviors in violation of business ethics. Employees found to be in breach of the regulations will be subject to disciplinary measures, which include warnings, termination of employment, or lawsuits. We identify potential behaviors in violation of regulations by actively collecting internal and external reports, conducting internal reviews and controls, and other management work. Independent investigations are conducted by the Audit and Supervision Department as per stipulated procedures. We accept anonymous reports, and encourage whistleblowers to provide their contact information so that we can conduct follow-up investigations and feedback progress as needed. Upon receiving confirmed cases, Vanke's supervision and audit function department handles the reported cases of fraud and corruption according to six reporting procedures. This process necessitates that the relevant cases be concluded within one month.

Report handling procedures



Registration and classification of the reported clues Judgement of the reported clues

On-site investigation of the

evidence

Regulation on investigative

Report archiving

Result tracking

We provide "twelve communication channels" for all employees to facilitate compliance inquiries or reports, while also extending public reporting channels to all stakeholders.

In the Vanke Group Whistleblowing Policy and the fraud reporting website of Vanke (5198.vanke.com), we specify three major whistleblowing initiatives to protect whistleblowers:

Confidentiality of whistleblowers' information

We take rigorous confidentiality of whistleblowers' information as a fundamental responsibility, and prohibit investigated units and reported persons from resorting to retaliation against whistleblowers. Once acts of retaliation are discovered, we will deal with such actions seriously.

Priority to real-name whistleblowing

We encourage whistleblowers to report with their real names. Real-name whistleblowing will be given priority and its outcomes will be promptly communicated.

Reward for verified incidents

Whistleblowers, whether internal employees or external personnel, will get material rewards corresponding to the nature and impacts of incidents reported and their assistance in whistleblowing, whose information will be kept strictly confidential.

Report Channels

Reporting website: 5198.vanke.com Email: 5198@vanke.com



In 2024, Vanke recorded zero concluded legal cases regarding corruption, bribery, extortion, fraud, insider trading and money laundering.



Information security and privacy protection

Robust information security and privacy protection serve as the cornerstone of mutual trust and sustainable collaboration between Vanke and its partners, customers and employees. We continue to advance the management of information security and privacy protection to ensure the use and management of authorized information pertaining to employees, customers and consumers, suppliers and partners are executed in accordance with the highest legal and ethical standards.

Information security management system

Vanke strictly complies with the Cybersecurity Law of the People's Republic of China, the Data Security Law of the People's Republic of China, the Personal Information Protection Law of the People's Republic of China, and other laws and regulations, and has formulated the Personal Information Compliance Management Outline, the Data Security Management Outline, the Personal Information Security Incident Emergency Plan, the Vanke Group Information Security Inspection and Audit Management Standards and other relevant policies. In 2024, in response to newly enacted national laws and regulations as well as changes in the Group's information system landscape, we introduced or updated various policies and standards.

| | Add the Vanke Group Artificial Intelligence and Large Model Security and Compliance Management Outline, establish the Vanke Group artificial intelligence and large model security and management structure, and clarify the overarching requirements for artificial intelligence and large model systems. |
|----------|---|
| Addition | Issue the notice of 2024 Special Work on Mobile Application Security and Compliance, and require all business units to uniformly implement the PbD protection mechanism for personal information compliance during the development, operation and maintenance. Newly launched mobile application products shall establish the Privacy by Design (PbD) protection mechanism in accordance with the compliance requirements of the Company, and to enhance the product team members' capabilities and awareness of safety compliance. |
| Update | Update relevant specifications for mobile applications in the Vanke Group Mobile Application Security and Compliance Management Standards. |

We have established data security and personal information security compliance teams, which are divided into two levels: the compliance team at the Group level and the compliance team at the BG and BU levels, taking charge of the compliance management of the Group's data security and personal information security. In 2024, we set up 66 PbD mechanism product teams to effectively implement personal information compliance management throughout the development phase.

ISO 27001/ ISO 27701/ ISO 20000 Certification

Onewo, Port Apartment and Vanyi Technology obtained ISO 27001 Information Security Management Certification, ISO 27701 Privacy Information Management Certification and ISO 20000 Information Technology Service Management System Certification, and continuously passed the annual audit in 2024.

National Level Protection Certification

In 2024, a total of 20 important business systems of Onewo, Port Apartment, commerce and Vanyi Technology have completed level protection evaluation and certification, including 4 systems that have passed Level 2 protection certification and 16 systems that have passed Level 3 protection certification.

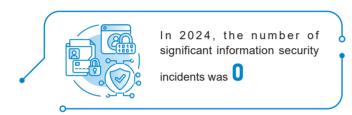
Information security assurance measures

We strictly adhere to the requirements of data security and personal information laws and regulations, conducting prompt selfinspection and self-correction of compliance risks. We identify and promote rectification of existing risks and potential risks related to the Group's data and personal information compliance and safeguarding the personal privacy of customers.

This year, we consistently conducted monthly/quarterly audits and inspections through the audit and inspection system of Vanke Group, and launched the special work on information security and compliance self-assessment covering the headquarters, BG, BU and frontline business units, thoroughly reviewing the status quo of information security and compliance work across all units, and promptly identifying and reducing security and compliance risks. A total of 97 business units completed the selfassessment of security and compliance.

Information security emergency response

Vanke protects and responds to threats at the entrance through next-generation firewalls at the network boundary. Through the endpoint detection and response platform, Vanke detects and responds to security events such as malicious viruses and trojan horses on endpoints, malicious software, APT attack groups, bug exploitation, phishing attacks, ransomware, and credential theft.



When a personal information security incident occurs, we will take measures such as closing ports, temporarily shutting down relevant systems, suspending the authorization of personnel permissions, and suspending third-party data cooperation. For large-scale personal information leakage incidents, we will promptly inform the affected users, and take necessary remedial measures to mitigate the harm and prevent the occurrence of secondary and derivative incidents in accordance with the requirements of laws, regulations or internal management regulations of Vanke.

Information security training

We strengthen culture promotion and training empowerment on information security and privacy protection for all employees through email test, training exams, and security culture promotion. In 2024, we conducted information security and compliance certification exams covering all employees, with a 100% passing rate. We uploaded courses related to information security and privacy protection to the "V-LET'S SHARE Learning Platform" so that all employees (including interns) could learn through this platform; we strengthened employees' awareness of information security protection by issuing a phishing email test for all employees.

Employee and customer privacy protection

Employee privacy protection

We have formulated the Personal Information Processing Consent Letter, specifying in detail the type, purpose, method, use, sharing, retention period and rights owned by employees for handling personal information by the Company. It standardizes the Company's handling of employees' personal privacy information, ensuring the safeguarding of their rights and interests, with an aim at preventing the disclosure of employees' personal privacy information and reducing potential risks.

Customer privacy protection

To effectively implement customer privacy security assurance, at the level of internal management, we carry out regular empowerment training and promote diversified compliance; at the level of external collaboration level, the Group conducts unified assessment and selection for third-party compliance testing institutions, sets up a testing mechanism featuring "one testing, two retesting, and multiple verifications" to assist product teams in identifying and addressing compliance risks, and guarantee that mobile applications related to customers' personal information and supply of services to external entities fully adhere to the PbD mechanism, thereby providing a secure and compliant mobile application service platform to customers.

Intellectual property rights protection

Vanke attaches great importance to the management and protection of intellectual property rights, strictly complies with the Trademark Law of the People's Republic of China, the Copyright Law of the People's Republic of China, the Patent Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China and other governing laws and regulations in China, actively protects its own intellectual property rights and fully respects the intellectual property rights of others.

Protecting our intellectual property rights

We attach great importance to protecting our intellectual property rights, implement the relevant requirements of intellectual property laws and regulations, and ensure that Vanke's legitimate rights and interests through such channels as patent application, trademark registration, and litigation to defend our rights.

Respecting others' intellectual property rights

We respect intellectual property rights of others, prevent and strictly prohibit any form of infringement. We protect the legal rights of others from infringement, and dedicate ourselves to creating an innovation environment where intellectual property rights are respected and fair competition is advocated.

As of the end of the reporting period,

there are **293** intellectual property rights pending approval, covering green building, assembled and industrialization, science and technology, and property management, etc.



Number of new patents obtained in 2024

| Category | Patent for Design | Patents for invention | Utility models | Total |
|------------------------------|----------------------|-----------------------|-------------------|-------|
| Green Building | 0 | 0 | 0 | 0 |
| Assembled and industrialised | 0 | 0 | 0 | 0 |
| Environmental Restoration | 0 | 0 | 2 | 2 |
| Science and Technology | 1 | 66 | 0 | 67 |
| Property Management | 0 | 13 | 0 | 13 |
| New patents in 2024 | 1 | 79 | 2 | 82 |

Cumulative number of patents obtained as of the end of the reporting period

| Category | Patent for Design | Patents for invention | Utility models | Total |
|------------------------------|----------------------|-----------------------|-------------------|-------|
| Green Building | 0 | 4 | 18 | 22 |
| Assembled and industrialised | 7 | 11 | 35 | 53 |
| Environmental Restoration | 0 | 13 | 11 | 24 |
| Science and Technology | 38 | 223 | 21 | 282 |
| Property Management | 11 | 41 | 16 | 68 |
| Cumulative number in 2024 | 56 | 292 | 101 | 449 |



Good Products

RESPONDING TO SDGS



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages



SDG 9 - Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 – Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Product and service security and quality
- Data security and customer privacy protection

HKEX

B6.2, B6.4, B6.5

GRI

416-1, 417-2

Based on the residential property of residential products, Vanke places paramount importance on fine workmanship and standardized process management. Committed to embodying the spirit of "quality, health and capability", Vanke finely oversees the entire lifecycle of the engineering quality, devoting itself to creating ideal homes that fulfill the aspirations of its customers.

Improving engineering quality and promoting the improvement of the professional capability of the engineering system are the unshakable goals of Vanke Group. In this regard, we have formulated the Administrative Measures for Safety and Quality Inspection of Projects Under Construction of Vanke Group, designed the quality inspection system consisting of the safety, quality, and delivery inspection systems, to fully ensure the quality and safety of Vanke's residential products; we have also formulated the Comprehensive Inspection and Work Review Manual to conduct online and offline comprehensive reviews of all projects on a quarterly basis, covering all phases of the project cycle from project acquisition, project delivery, and project operation and maintenance.

In 2024, Vanke undertook safety and quality inspections of its engineering in adherence to the internal quality management certification standards such as the Quality Inspection Standard for Residential Projects under Construction for Development and Operation Business, the Residential Engineering Quality Manual for Development and Operation Business, the Measures for the Safety and Quality Management of Commercial Projects for Development and Operation, and the Manual of Vanke's Fine Workmanship Processes. We adhere to inspection standards that are higher than national standards, clarify the quality objectives and process control points at every stage to ensure the delivery of high-quality products to customers. The internal quality and safety management standards and management systems described above apply to 100% of Vanke's development and operation projects within Vanke's business scope. Moreover, every BG and BU establishes internal quality and safety management systems tailored to respective business models. These internal quality and safety management systems achieve 100% coverage across business models.



In 2024, SCPG, Onewo, VX Logistic, Wanchuang Qinglv and companies located in some cities have obtained ISO 9001 quality management system

certification, 83.3% of the Group's business lines held

ISO 9001 certification

Internal quality and safety management system achieved

in 100% business coverage

Design – return to a healthy living environment

In stringent accordance to the Product Quality Law of the People's Republic of China, the Construction Law of the People's Republic of China, the Regulation on the Quality Management of Construction Projects, the Unified Standard for Constructional Quality Acceptance of Building Engineering, and other laws and regulations, as well as the WELL standards, Vanke has formulated multiple standards and regulations, including the Vanke Group Evaluation Criteria for Healthy Residential Areas, the Vanke Group Star Evaluation and Control Measures for Healthy Residential Area Projects, and the Vanke Group Operating Guidelines for Evaluation Criteria for Healthy Residential Areas. In Vanke's product system, the Vanke Group Evaluation Criteria for Healthy Residential Areas standardizes comprehensive evaluation criteria for residential projects.

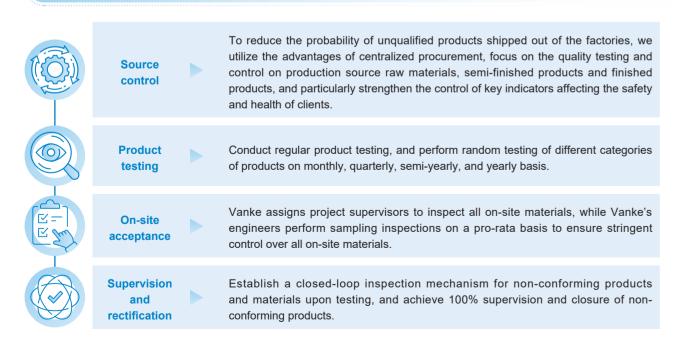
| Section | Value propositions and technical points | Actions taken |
|--------------------|--|---|
| Air | Focus on the development and manufacture of air replacement products, such as fresh air ventilation systems | Leverage modularized scalability in furniture design to enhance board utilization and reduce wood usage; Adopt formaldehyde-free panels and smog removal fresh air system to ensure fresh indoor air. |
| Thermal Comfort | Provide a more comfortable indoor and outdoor temperature and humidity environment, and ensure warmness in winter, coolness in summer, and appropriate humidity | Employ constant temperature and humidity systems to maintain consistent indoor temperature and humidity; Design a multi-tiered shaded outdoor space, such avenues, square under-forest, wind and rain corridor, and provide outdoor greening and cooling effects in residential routes and activity areas. |
| Water | Provide clean water and more hygienic, safer drainage | Put forward requirements on ensuring water quality, improving water purification equipment, drainage system safety, and functional kitchen and bathroom design; Choose the sanitary ware with self-cleaning anti-bacteria black technology to enhance water purification equipment and ensure water quality. |
| Lighting | Make full use of natural light and upgrade the standard of lamps and lanterns to provide customers with more comfortable indoor lighting | Adopt external windows with high transmittance and an optimized façade design to maximize the influx of natural light. |
| Sound | Provide quieter interior spaces, and a tranquil life without being disturbed by noise | Iteratively upgrade the sound insulation of building components, optimize equipment and pipes, carry out noise acceptance monitoring, promote the application of water-based acoustic coatings to open the quiet mode in downtown areas. |
| Movement | Committed to solving customers' pain points of insufficient sports venues and imperfect sports facilities, and providing customers with more abundant, all-age, and all-weather fitness spaces | Projects incorporate abundant, all-age, and all-weather fitness spaces; Provide design guidelines for healthy runways and children's playground, and apply them to the projects. |
| Spirit | Create a green, picturesque park-like landscape | With "human being" as the main character, transition from spatial design to scene design, and strive to create more comfortable and talkative communication venues and neighborly and friendly interactive spaces. |
| Materials | Provide more heat-insulated, safer, more durable, lighter and stronger materials and parts | Promote new material products to the ground and develop FRP materials with greater durability and insulation |

| | Section | Value propositions and technical points | | Actions taken |
|--|--------------------------------|--|---|--|
| | Community Access | Create barrier-free, contactless, more hygienic, safer, more convenient, and more comfortable community access and logistics system for customers by providing multi-dimensional design guidelines, methods and measures | • | Carry out studies on emergency protection, contactless access, community comfort and other aspects. |
| | Intelligence | Realize integrated intelligent control of home devices, providing more convenient operation and visualized environmental data | | Build an integrated smart home platform and achieve higher health standards with the help of "black technology" innovation; Adopt intelligent safety system, including intrusion alert, facial recognition access and video surveillance to improve the safety of the community. |
| | Property operation and service | Create a safer and healthier living environment and provide more comfortable and convenient services for residents | • | Maintain green spaces, provide event planning, illumination assurance, noise control, garden maintenance, and value-added services. |

Materials – rigorously standardizing the access conditions

We have persistently tightened management and control from the source, implemented comprehensive and three-dimensional control of the quality of products, which were managed by professional departments and co-ordinated by regional companies through pre-bid unannounced inspections, factory sampling, on-site sampling, etc., and carried out all-round supervision of Vanke products through "Skynet Action" on an ongoing basis to ensure good products.

Material supply management system



Skynet Action

Since 2015. Vanke has continuously implemented "Skynet Action" across the Group, which focuses on two major inspection directions: Material Skynet and Engineering Skynet, and further ensures the engineering quality of ongoing projects by entrusting a third-party professional evaluation agency to evaluate on-site sampling materials. Our material inspection encompasses a variety of construction materials such as steel bars, concrete, doors and windows, waterproof materials, pipes and fittings, coatings, tiles and flooring. When we find that the testing is not qualified, we will make rectification requirements to the unqualified suppliers until they meet the standards: At the same time, we also require these suppliers to commit to extending the warranty period to prevent non compliant materials from entering the Vanke project site.

Furthermore, We have formulated and continuously updated the Vanke Group Implementation Plan for Skynet Inspection on Projects, the Vanke Group Skynet Inspection Standard for Products, the Vanke Group Development and Operation Business Work Quality Supervision and Management Rules and the Implementation Plan for Skynet 2.0 Inspection, set up a special audit to implement stringent quality compliance of construction materials, and strictly prohibited breaches during the procurement process. Furthermore, we have added open reporting channels to enhance the transparency of project quality and public trust. Focusing on material quality at the source, only suppliers who pass the pre-bid unannounced inspection with a 100% qualification rate have the possibility of participating in corresponding stage of the bidding since the launch of the "Skynet Action". Through raising the entry threshold for suppliers, Vanke aims to ensure that the quality of every part of the project under construction meets the highest standards.

In 2024, in terms of the management of material quality, we continued our management mechanism from previous years and focused on online management in material control:



As of the end of the reporting period, a total

of **3,473** Material Skynet inspections were completed, with a processing and closure

rate of **100%**.



In 2024, Vanke Skynet

Action achieved 100%

coverage across 42

city subsidiaries, 344 ongoing projects, and

66 building material categories.

Regular testing

Monthly testing is conducted on material quality, construction quality, air quality, sound insulation, and other dimensions. In cases of noncompliance, expanded testing is carried out, frequency of sampling inspections will be increased, and specific rectification plans such as rework or exit are formulated based on actual conditions.

Online management

The Skynet System implements online closed-loop management in the development of testing plans, issuance and implementation of sampling testing tasks, testing tracking, inquiry of test results and rectification, and placed significant emphasis on the efficiency of the identification of problems, rectification and closure.

Ø

terms.

Supplier interviews

Responsible suppliers are interviewed, and it shall be dismantled and removed according to the level of quality risks, and ensure that it is 100% rectified and closed, and corresponding economic penalties are imposed according to contract

Training on product quality and safety

Vanke Group places a high priority on product quality and safety. Annually, it organizes training on product quality and safety at its headquarters, and requires business units to perform regular training for its employees and suppliers. Through quarterly selections of quality benchmarking projects within the Group, project colleagues are organized to participate in the on-site benchmarking project training; through handover training on online safety evaluation, the safety standards for each project are further clarified. Our annual training on product quality and safety for employees will cover all personnel in the engineering systems.



In 2024, we conducted **833** online and offline training related to product quality and safety for employees, with

288.931 participants, covering the entire personnel of the engineering systems, and provided online training courses on product quality and safety to all employees via the V-LET'S SHARE Learning Platform.

Emergency response to product quality

We have established emergency response teams and implemented standardised emergency procedures to address product quality issues arising during the collaboration:

Halt production Post-event review Self-inspection and self-correction Implementing emergency Conducting a post-event review measures such as temporary of the production process at Urging relevant suppliers to suspension of use, returns, and the shipping factory alongside address problems and extending dismantling for re-construction technical personnel the warranty period for products from the same batch 03 05 Traceability and inception **Adjustments** Implementing traceability, testing Adjusting business plans in a and certification of materials timely manner based on quality involving sudden and urgent monitoring and testing results quality problems

Construction – intelligent technology integration and assurance

Vanke's intelligent construction platform establishes a holistic architecture of "1+1+N", promotes a solution with one platform, one command centre, and N extended business systems. It fully uses IoT, cloud computing technology, and BIM technology to achieve real-time uploading, summary, analysis and display of massive data on construction sites, helping Vanke successfully transform from traditionally managed construction sites to intelligent construction sites.

Vanke applies drones and 360-degree panoramic cameras to achieve automatic identification, feedback and risk alerts of critical project nodes such as earthwork measurements and the dismantling of large machinery equipment. By leveraging the collected 360-degree video and three-dimensional model, we create a digital asset library for the entire project lifecycle to provide sufficient data supports for the customer service team to provide business scene images, the marketing team to sell products, and the cost team to adjust costs and calculate quantities to ensure efficient and high-quality construction.

Vanke has implemented an online remote assessment and evaluation system, enabling integrated management of projects across six dimensions. This system covers personnel management, machinery equipment management, materials management, routine management, environment management, and evaluation. In 2024, Vanke maintained 100% online management of Skynet, covering the formulation of inspection plans, issuance and implementation of spot check tasks, logistics tracking of samples, ordering and tracking of tests, thus achieving closed-loop management of inspection processes and data, with an emphasis on efficiency in issue identification, rectification, and closure.



Jiading Future City Project | Smart Community Practice

Vanke Jiading Future City (NEXUS) Project proactively explores smart community construction and has built a CIM central control platform. As for the technology application, cutting-edge technologies such as indoor and outdoor environmental sensors, Al big model algorithms, and intelligent operation and maintenance systems have been introduced. Real-time collection of indoor and outdoor temperature, humidity, air quality and other data through environmental sensors is analyzed and processed with the help of Al big model algorithms so as to provide a basis for intelligent decision-making, while the intelligent operation and maintenance system ensures the stable operation of various types of equipment in the community. Meanwhile, the project greatly promotes the implementation of optical storage and direct-supply equipment, which realizes efficient storage and distribution of energy, and can adjust the power supply intelligently in accordance with real-time power demand and light conditions, thereby reduce the dependence on the traditional power grid and achieve energy savings.



CIM Central Control Platform - Energy Saving and Carbon Reduction Interface



CIM Central Control Platform - Intelligent Operation and Maintenance Interface



Gray Monocrystalline Silicon Photovoltaic Panels

Delivery – full construction cycle assessment assurance

Vanke attaches great importance to housing delivery quality, formulates and implements the Administrative Measures for Safety and Quality Inspection of Projects Under Construction of Vanke Group, establishes a dynamic management mechanism in terms of safety and quality, and takes intensive actions in the four key aspects of project management:



Planning stage



Sort out the key work in quality management throughout the whole project cycle, and carry out hierarchical management based on the project's complexity; clarify the frequency of project hierarchical inspections and the list of quality risk; set up suspended construction checkpoints and procedure samples for the difficult parts of the project, and arrange for evaluation, and will continue the follow-up work only after approval.





Each unit will organize special training sessions from time to time on a daily basis, covering the quality management system, quality standards, inspection and assessment forms, operating procedures, etc., to ensure that all personnel involved in the project acquire the necessary knowledge and skills: all levels of the unit supervise the corresponding project to ensure that the evaluation of each suspension checkpoint as well as sample is completed in line with the construction progress and corrections are made promptly.





Develop checklists according to different business types to make targeted assessment of the project quality; carry out regular project quality inspections based on the level of the



Rectification stage

Suspension points and projects with substandard sample evaluation are not allowed to enter the next process until rectification; the rectification period is set according to the severity of the problem, and the rectification plan for type I and II problems or red and yellow card projects needs to be reported within 24 hours.

To refine the accountability standards for personnel involved in safety accidents, Vanke has formulated the Regulations on Safety Production and Quality Accident Management in Development and Operation Business, specifying quality accountability penalties for employees of different ranks based on accident levels. We have also linked significant quality risks to the performance of responsible employees, established assessment standards for relevant responsible persons and suppliers in the event of accidents, defined the bottom line of accountability for production safety and quality accidents, imposed corresponding penalties for annual assessment based on the level of production safety accidents, and adopted a mechanism of severe penalties for responsible persons or suppliers in the event of consecutive safety accidents.

We entrust a third-party professional evaluation agency to conduct full construction cycle assessments for all projects under construction, covering the whole cycle from foundation to final delivery, and have established a guarantee system consisting of safety inspection system, quality inspection system and delivery assessment system in an effort to continuously improve the quality of delivery:



Safety and quality inspection system

It includes three parts: internal mutual inspection, external professional inspection and special inspection.



Delivery assessment system

It is divided into three parts: self-inspection by business units, headquarters sampling inspection and customer perspective evaluation, and includes three segments: pre-delivery assessment, delivery assessment and postdelivery assessment.

Vanke proactively practices the philosophy of "Xing Delivery", adheres to the high standards and strict requirements of the 22 Articles of Delivery, carries out the work of "Real Scene Display, Real Scene Delivery", and comprehensively upgrades the delivery system according to the four major dimensions of "delivery categories, service cycles, spatial scope, and audience scope". We provide full-cycle services, and introduce the concept of "front services" to offer property owners a full range of butler services, such as handling formalities, project progress notification and feedback from the very beginning of home purchase. At the critical moment of housing delivery, we have achieved the convenient experience of "delivering house and obtaining the certificate" through advance planning, ensuring the professional and efficient service. Moreover, we provide property owners with rich community interaction and community renewal service through the construction of the "Xing CLUB" social service platform and the community activity arrangement.

Good Services

RESPONSE TO SDGS



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Security and quality of products and
- Security of data and protection of customers' privacy

HKEX

B6.2, B6.4, B6.5

416-1, 417-2

Vanke adheres to the "customer-centric" philosophy, maintains self-request awareness with the highest standard in the industry, takes customers' needs as the starting point for innovations on products and services, and is committed to delivering good products and services that satisfy customers.

Baseline – quaranteeing the basic rights and interests

Safeguarding customer safety



We continuously update our environmental, health and safety (EHS) work in the residential and commercial service sectors, establish a special safety inspection system, and investigate risks in equipment rooms, hardware maintenance, public facilities, fire hazards, and typhoon and flood prevention on a regular basis. Through digital technology, we have built an intelligent safety system, launching the "Al Elevator and Electric Vehicle Control Alarm System" and the "Dome" system to monitor risks in real time and improve the efficiency of emergency response. Meanwhile, we have updated our Al inspection technology to identify new scenarios such as people falling down and children acting alone, in an effort to improve the level of community safety management in a comprehensive manner.

In extreme weather, we intensified the patrols around the hotel, verified whether the glass windows on the exterior wall of the hotel were closed, and turned off peripheral electrical equipment and power to prevent short circuit and fire; and updated the master keys management system, shortening the validity period of key production and increasing the frequency of spot checks on key management, so as to ensure the safety of hotel guests.



Hotel Safety

- Conduct inspections on quality of water, air and public goods every year;
- Organize and conduct joint fire drills with the fire department and the public security bureau every six months;
- Conduct covert surveillance checks every six months;
- Conduct fire capability training quarterly;
- Conduct monthly inspections of fire systems, fire equipment and alarm systems;
- Conduct daily kitchen checks to ensure proper closure;
- Conduct fire inspections every two hours;
- Conduct daily routine inspection on the food hygiene manager and catering team;
- Conduct weekly joint inspections on the food hygiene and safety committee;
- Conduct monthly mechanism for internal audit of food safety;
- Report inspection results and conduct closed-loop management for rectification, praise, or punishment.



In the area of food cold chain, we have developed the *VX Cold Chain Food Safety Management System* based on BRC, HACCP, and ISO according to the relevant requirements of the industry head customers and improved the food safety management system construction. To ensure food storage safety, we have applied intelligent technology and management measures such as a temperature and humidity monitoring system and QEHSS management platform to ensure food safety in all aspects.



Leisure Safety





We continuously strengthen commercial safety management, promote the construction of safety management systems for commercial projects, strengthen safety hazard inspection and rectification, ensure that equipment and facilities are intact and effective, to improve the safety management of commercial projects.



Sunshine and Flower City Community | Vanke Service conducted comprehensive rectification of fire systems to strengthen residential safety defenses

In terms of creating a safe and reliable living environment, Shanghai Vanke Service has conducted a comprehensive rectification of the fire systems in the Sunshine and Flower City Community. After a comprehensive inspection of fire systems in the community, we replaced 42 sets of air pipes at the basement, 120 valves for air pipe, basement and fan equipment, repaired sprinkler and fire hydrant equipment, updated the emergency lighting system and replaced 3 sets of alarm hosts. This rectification has solved the residents' concerns about fire safety and improved the safety of the community, enhancing the sense of security and belonging of residents actively.





On-Site Pictures of the Replacement of Fire Smoke Exhaust Dampers

Responsible marketing

Responsible management system for marketing

We acknowledge that responsible marketing is an important manifestation of the Company's integrity management. In strict compliance with laws and regulations such as the *Regulatory Measures on the Sale of Real Estate* and the *Advertising Law of the People's Republic of China*, we formulated and promulgated several internal policies based on the actual situation of the Company, including the Notice on *Standardizing Operations Relating to Earnest Money/Subscription Money*, the *Requirements of Strictly Prohibiting Illegal Collection of Money in the Sales Process*. Using these systems as a basis, we have created a responsible marketing system.

We have fulfilled our commitment to providing customers with what they see, and issued the *Guide to the Sale of Ready-to-Move-In Residential Properties*. To achieve further standardization of basic management actions for frontline customer-facing staff, we issued standard requirements such as the *Risk Tips and Management Measures for Customers of Vanke Marketing*, the *Collection and Payment Management System for Vanke Marketing Projects*, the *Selection and Employment Bottom Line Management System of Vanke Marketing*, the *Standard Guide for Early Morning Meetings for Vanke Marketing Projects*, etc., to guarantee integrity marketing. During the year, Vanke timely realized the latest compliance marketing trend and issued the *Measures for Managing Live Streaming and the Guidelines on Acquiring Customers Through Live Streaming*, to regulate the quality of content, interactive behavior, dissemination of information, quality of live streamers, advertising placement and other aspects of live streaming, and clarify the standards and operating procedures in the process of live streaming, protecting the compliance of marketing activities through live streaming and the legitimate rights and interests of consumers.

As a pioneer in the industry, Vanke adheres to the service standard of "Honest marketing with no trickery" and takes the lead in showing its customers the true picture of its products through the Sunshine Declaration, the Notice of Uncertainty of Educational Information, and the disadvantages inside and outside of the red line. We take the sales office as the basis to strengthen our commitment to customers, set up stringent requirements for sales materials, sand table models, business scenarios, process methods and model rooms, resolutely prohibit the dissemination of misleading and ambiguous information on products, and avoid over-commitment to protect customers' right to information and choice.

Responsible marketing audit

In 2024, Vanke invited third-party organizations to conduct pre-launch unannounced inspections, covering a total of nine modules including sales reception, sales schemes and organization, advertising and publicity, onsite displays, demonstration units/delivery model room displays, sand table model displays, various business scenarios, construction techniques zone displays, and internal management traceability. Based on the inspection reports and improvement suggestions provided by third-party organizations, project teams were required to provide feedback on improvements within three days. Unannounced inspection coverage was 100% for all first-time developments during the year.



In 2024, Vanke conducted audits involving marketing categories to continuously implement strict supervision of marketing activities. The audit rate for marketing materials reached 100%.

In 2024, Vanke launched the "desk quality control" action, conducting cross-checks on four aspects of each sales office of regional and directly managed companies every month, including personnel management, on-site quality, energy consumption management and safety control. Focusing on the two major areas, namely procurement risk of marketing and customer-contact risk of sales staff, we also carried out a special action of self-inspection on integrity and compliance. In addition, we set up special positions for marketing risk control in various regions and direct management companies to conduct regular risk checks on daily marketing during the year, so as to prevent the occurrence of risk events, further improve the quality and credibility of overall marketing activities, and practice the concept of responsible marketing.

vanke

Responsible marketing training

Vanke continues to strengthen the dissemination of marketing personnel's responsibility through training, conducting diverse special training programmes to enhance marketing management.



In 2024, responsible marketing training covered 100% of

marketing personnel (including outsourced personnel). The responsible marketing courses were deployed on the V-LET'S SHARE Learning Platform, providing online learning resources for all employees.

"Wei Jia" authorisation system

"Wei Jia" was launched for the integrity marketing of property consultants, and special training and assessment are conducted.

Grain Rain Operation

Regular online and offline special marketing training for marketing, design and cost leaders of regional, directly managed and city companies, and relevant partners of development and operation headquarters. There were a total of 175 participants this year.

Job certification programme

Through online and offline courses, frontline staff are empowered with basic skills and assessments. Employees who finish the course of learning and complete the practical operation on the front line receive certification of competence for their positions.

Little Red Flower Sales Champion Tour

The "Little Red Flower Tour" organized by 46 representatives from regional and directly managed companies of the marketing organizations of the Development and Operation Headquarters, carried out online and offline special tours throughout the country, and conducted internal and external project investigations, with a total of approximately 2,000 frontline sales staff participated. Through the sharing of experience from sales champions, it enhanced the confidence of sales staff and team cohesion.

Marketing open course

Through the integration of excellent courses across the country and deploy the same on the V-LET'S SHARE Learning Platform, employees can access marketing courses including customer acquisition, sales management, commercial sales, product value translation and other dimensions on their own. This open course activity lasted for three months, and a total of 1,445 individuals from all marketing lines participated in these courses.

Marketing risk training

Relevant training for personnel related to identified high-risk projects/regional and directly managed companies was conducted, with a total of 1,362 participants, covering 100% of marketing staff (including outsourcing staff).



"Action for Security" of Vanke Taiyuan | Reshaping delivery experience and enhancing customer trust

At the end of March, our Taiyuan company jointly launched the "Action for Security" with engineering and other departments based on the actual needs and concerns of customers, to enhance brand credibility and restore brand reputation through five major actions. We opened a 24-hour live streaming for smart construction sites, and used 360 degree panoramic technology to show the implementation progress of household and hidden works, presenting the real construction status of construction sites. Meanwhile, we also carried out more than 90 regular and frequent face-to-face opening activities for construction sites. Every week, engineers are arranged to directly visit the frontline of the construction site for online live streaming, with a total of more than 100 live streaming conducted and an exposure of over 400,000 times. We also displayed the balance of the project fund supervision account at our marketing office, further enhancing customers' confidence.

Standards – standardizing service requirements

Customer service standard

In 2024, Vanke Group's various businesses continue to explore along the main line of "space scenario - content service" based on customers' needs and experience and is committed to comprehensively improving customers' satisfaction.



Space scenario

A fundamental functional space was designed based on customer needs. Following a comprehensive analysis of these needs, we enriched the application scenarios within the space from a usercentric perspective, transforming the originally homogeneous space into a more flexible environment.



Content service

Based on the customer experience, we concretized the customer experience service that could be carried by the space scenario, and truly completed the leap from space to service and scene to experience.

| Good Service Action | Service standards | Good service in 2024 |
|------------------------------|--|--|
| Upgrade in Contract Services | Convenient and reliable online signing tools can meet the needs of customers for remote signing, reducing duplicate signatures, and quickly checking the contract content in real time. | Across the entire Group, the application rate of online signing tools reached 58% for residential properties and 39% for parking spaces, achieving an overall satisfaction rate of 94% for signing services. |
| Thoughtful Service Upgrade | Vanke focused on improving operational standards by refining service details. Each BU customized thoughtful service initiatives around business characteristics, identifying genuine customer needs. | The hotel and resort BU deployed dedicated personnel to check and record customers' feedback from various channels every day, and promptly follow up improvement actions of service; established a 1% committee group to conduct monthly training on improving service quality; created a service communication group to quickly respond and collaborate in resolving customer complaints; and the department regularly held communication meetings to improve service standards, comprehensively enhance service quality, and ensure customers' satisfaction; |
| | | Long-term rental apartment BU updated its Port Apartment membership system, providing diversified service and activity information, and supporting |



Greening Services

Vanke promoted employee engagement in replanting and cleaning efforts to enhance community cleanliness and greenery, creating clean and green communities where homeowners feel safe and comfortable.

Vanke Service carried out the Green Lawn Action and completed replanting on **2.2373** million m² of greenery. The number of remote sampling projects increased by 4.5 times as compared with last year, and the overall pass rate across the country was 83%, representing an increase of 28% as compared with that of last year.

the use of rental points for life service consumption.



Vanke upgraded its online site openings to collaborate with homeowners, inviting them to visit construction sites each month to raise construction issues and provide suggestions, offering homeowners a transparent and visible service throughout the project lifecycle.

During the year, a total of 292 projects implemented 1,473 "Building a Beautiful Community with Property Owners Activities, inviting 38,210 prospective property owners to participate and experience Vanke's products and services in person

Vanke deployed drones to capture the overall construction landscape of the construction site, pioneering the use of 360 degree panoramic video technology in the industry to capture detailed footage of indoor construction processes. Specifically, drones captured and covered 122 projects, and indoor 360 degree panoramic videos covered 53 projects.



Vanke Songhua Lake Resort | Carefully created the "Outdoor Event Experience Map" to help the successful hosting of the largest off-road race in Northeast China

To create a healthy and vibrant outdoor experience, the "KAILAS Northeast 100 Songhua Lake Mountain Race", co-organized by Letour Sports and Vanke Group, was successfully hosted at Vanke Songhua Lake Resort in Jilin City from 24 to 25 August. The event attracted 3,356 participants, representing a year-on-year increase of 2 times. The resort hotels and homestays were fully booked for three consecutive days, making it the largest off-road race in Northeast China. During the race, we provided professional route guidance, mountain rescue and CP point supply services to ensure the safety of participants. The event achieved over 100 million exposures, representing a year on year increase of 42%, and receiving enthusiastic social response.







Vanke Plaza in Future City | Building an intelligent customer service system to establish an exemplary service model

In 2024, Vanke Plaza in Qingdao Future City developed and implemented intelligent customer service for shopping centers. It effectively solved 85% of frequently asked questions, achieved 24/7 online service availability, responded to customers' needs in a timely manner, and served over 60,000 customers. The overall satisfaction rate for Q&A reached 95%. Meanwhile, based on the Vanke Plaza in Qingdao Future City, the company has developed and implemented a warm and efficient customer service standard and customer complaint process controls from the perspective of consumers, and launched a series of heartwarming services and measures, including holding heartwarming afternoon tea for free, "emergency delivery" services for women's products, special services for mother and baby products and strollers, ensuring that the project ranks first on the praise list of Dazhong Dianping for shopping centers in Shibei District, Qingdao. These measures have become one of the core competitiveness of Vanke Plaza in Future City.









Port Apartment Xiamen Bay Community | Establishing SOP for the community, creating a vibrant community and leading the innovation of rental experience

To create a vibrant atmosphere in the community, the Port Apartment Xiamen team innovatively formulated standard SOP, listened to customer feedback, and successfully established 18 offline communities covering sports, social, reading, and other fields, attracting over 4,000 participants. In the year since its opening, the Bay Community has carefully organised nearly 200 diverse activities, greatly enriching the living experience of tenants, with a renewal rate of 67.56%. "Funny", "Interesting" and "Friendly" have become synonymous with the Bay Community, with over 4,000 operational units in high demand and widely acclaimed on platforms like Xiaohongshu.

The Bay Community actively engaged merchants in collaborative creation, assisted merchants along the commercial street in marketing and promotion through official communities and other channels, and successfully held more than 10 activities linking apartment and commercial properties, effectively covering the promotion of merchants to every tenant, and significantly improving business performance. In 2024, the Bay Community achieved a customer satisfaction rate of 95.75%, fully reflecting the success of its community operation.







Vanke Hangzhou | Innovative "funny" community service model, creating a new life experience for property owners and leading the industry as new service benchmark

To improve the quality of life for property owners, our Hangzhou company's "Funny" community service integrates multiple fields such as business, marketing, and education, and builds a "One Vanke in Hangzhou" service system. Through the Funny Online 3.0 applet, property owners can easily exchange benefits and enjoy business diversion. By working together with property owners to operate community boxes and companion box spaces, we further improve social and living facilities. In addition, we make innovation to launch the "8 IP+3 inner box+6 companion box+1 Online+N cross-border+X co-creation" model during the year, which covers Hangzhou and other places. Over 800 events were organised throughout the year, with more than 40,000 registered users and over 12,000 monthly active users, becoming a new benchmark in the industry for community services.







Upgrade of the service standards for Port Apartment

In 2024, Port Apartment upgraded its service standard from "SOP1+14" to "SOP1+15" and continued to hold the monthly coordinator service day, actively organized the training and certification for 15 touch points of service SOP, aiming to promote the standardization of SOP implementation:



"1" foundation

Focusing on one foundation, iterating over 14 aspects of product safety.



"15" touchpoints

Optimizing 4 touchpoints, including improving the speed of answering phone calls, increasing proactive behavior in showing customers around houses, politely greeting to customers and responding timely to work orders and messages on enterprise WeChat account; and adding 1 new touchpoint, namely providing appreciation service when handling check-out and follow-up services.

During the year, Port Apartment adhered to the service concept of "letting traveller feel warmth in Port Apartment" and fully implemented the "gift breakfast and greeting cards" service, providing customers with care through handwritten greeting cards. During traditional holidays such as New Year's Day, Chinese New Year's Eve, and Mid Autumn Festival, Port Apartment actively organised community activities to provide over 20,000 users of Port Apartment with warmth from a foreign land and enhance their happiness.

Response to customer complaints

Vanke continues to build customer complaint channels, and for different types of customer complaints, we classify incidents and assign dedicated personnel to follow up in a timely manner.



General custom complaints

We will immediately record them in the CRM system, adhere to the 30-minute response mechanism, and complete the first response within 24 hours.



Special customer

complaints

problems

Strictly handled in accordance with the "1-4-24 hours" information feedback mechanism:

- 1 hour: realise the Company's information transmission to crucial personnel and resources that can solve the customer's problem:
- 4 hours; complete the problem research and timely response to customers;
- 24 hours: Formulate a detailed solution to the customer's problem

Repeated complaints and problems that have not been closed for a long time

Key common

complaint

To further improve the follow-up and handling of customer issues, we have established an escalation process that extends from customer-facing staff at the grassroots level to the company's management, as well as from local units across the group's various levels to the group headquarters. For customer issues of significance or with clear deviations in disposal processes, the group headquarters will focus on correcting them to ensure effective work arrangements without deviation.

Meanwhile, we will regularly provide step-by-step training and guidance to newly hired employees and apartment managers, and continues to strengthen the training of customer problem handling ability, and further improves the professional level of business through the training of face-to-face customer personnel, emergency drills and case defence of customer managers, to continuously strengthen its ability to handle customer issues.

Technology empowerment to improve customer service response efficiency

In 2024, we continued to use Al automatic warning platform to proactively identify potential high-risk issues in customer service. Through cooperation with external third parties and the application of functions of AI to identify and sort out information, we promptly reviewed customer issues that spill over into external channels and returned them to the company for internal rapid processing and closure. Furthermore, we used language models to classify and mark external public opinion and complaint emergencies, presenting related events and warnings in real time based on different classified judgements. In 2024, the platform issued over 52,000 warning issues and triggered over 45,000 supervisory reminders through the warning platform, improving the response efficiency of customer service.

Customer satisfaction survey

Vanke has established a complete and mature satisfaction survey system, which boosts customer satisfaction management in terms of coverage nodes, research methods, performance assessment and other dimensions.

Covering important nodes and touch points throughout the lifecycle



The satisfaction management covers the entire lifecycle from subscription, contract signing, delivery, to residence:

- · Eight important time nodes: Identify the 8 key time nodes across the four stages of prospective homeowner period, break-in period, stability period, and long-term owner
- period; · Six important touch points: Cover the 6 important touchpoints including subscription, contract signing,

construction site visit, delivery, maintenance, and events.

Extensively collecting public opinions from customers and integrated them into front-end management



We have introduced original customer opinions in the research to collect feedback and suggestions from customers. By entrusting a professional thirdparty organisation to conduct a customer satisfaction survey covering the entire group and provide analysis reports, we integrated demand analysis into the business front-end for consideration to drive business improvement

Taking customer satisfaction as an indicator of business health



We conducted guarterly or monthly work meetings, and considered customer satisfaction as an indicator of business health, identifying weak links and providing reminders or alerts, which are then incorporated into the Company's operational processes to continuously enhance business performance and customer experience.

In 2024, each business segment actively conducted its own multi-level and multi-channel satisfaction surveys. By increasing the frequency of satisfaction surveys in the retail property development and operations segment, we created a diversified brand portfolio and rich themed scenes. In 2024, the overall satisfaction of the retail property development and operations segment increased by 4% as compared with the beginning of the year. The rental housing segment conducted survey on over 1,400 users of Port Apartment APP, and the NPS index of Port Apartment products reached the recommended level.

Upgrading – delivering intelligent services

Intelligent community

Leveraging the leading AI technology, Onewo integrates the resources of people, location, property, situations and events in the community, breaks the information silos and promotes the efficient interconnection and intercommunication of data between different systems. Through the application of the "Lingshi" edge cloud servers and "Flying Pigeon" intelligent work order system, it has realized the intelligent upgrading of the whole scenario from equipment management to personnel service, opened up the service efficiency and boundaries of property management, and comprehensively reshaped the service capability of intelligent property, guiding the industry to move towards an efficient, low-carbon and intelligent future.



The Al Brain of Space Services: Lingshi

Lingshi injects the aura of wisdom into the traditional space service process through AI algorithms. Lingshi edge cloud servers are an integrated system that integrates servers, access businesses, communication businesses and inspection services in Onewo Town by Onewo, which can help the site improve efficiency in business management. During the year, we equipped Lingshi with new AIoT technology and launched three functions of AI inspection, AI order checking and AI gatekeeper, and created five intelligent park operation products including property supervision, security guard, microgrid, enterprise service and asset management, to create a replicable commercialized solution for intelligent operation.

Intelligent retail property

As a panoramic life service provider, the retail property BU integrates the concept of "life experience center" throughout all stages of operation, and actively explores the green and sustainable development model of "low-carbon intelligent transportation + shopping centre renewable energy" to establish the capability of "shopping centre + future digital community" operation and to explore technologies for future digital community operation and innovative scenario application. By leveraging this core competitiveness, it continuously optimized four major digital platforms: a shared service platform aimed at internal operational efficiency, an asset management service platform centred around asset operations, a data service platform, and a consumercentric digital marketing platform. The intelligent retail property system is committed to building a digital system for the full cycle management of retail property using cutting-edge technologies such as AloT, IoT, and big data, focusing on core businesses at stages such as development, preparation, and operation of retail property.

In 2024, a centralized customer service platform was established for retail property projects, and intelligent customer service for shopping centers was developed and implemented. It solved 85% of frequently asked questions, achieved 24/7 online service, received over 60,000 customers, and achieved a satisfaction rate of 95% for Q&A, further improving the precision and response efficiency of daily service management.



Creating a green sample of "low-carbon retail property + intelligent transportation"

In September 2024, the Asia Pacific Institute of Sustainable Development Strategy and retail property BU jointly held the research and learning activity of "Exploring SCPG with Carbon and Opening the Future with Green". Participants visited the site and conducted sustainable discussions to explore the low-carbon transformation and sustainable path of the shopping center industry in the digital age.

During the event, participants visited the "PEDF" Comprehensive Supercharging Experience Center of Shenzhen SCPG Centre, which is a model of National (Shenzhen) Climate Investment and Financing Project. The experience center has achieved innovative practices combining green transportation with retail property, effectively promoting the development of intelligent and low-carbon urban transportation.

- Technology integration: it innovatively integrated cutting edge technologies such as photovoltaic
 power generation, efficient energy storage, DC fast charging, V2G and smart micro-grids, and achieved direct
 supply of 2,000 kWh of DC electricity through innovative photovoltaic power generation technology, effectively
 improving the utilization rate of new energy by 20% and ensuring efficient and environmentally friendly
 charging of electric vehicles.
- Equipment combination: the top floor is equipped with solar absorbing power generation equipment, and the ground is equipped with energy storage, DC fast charging, liquid-cooled supercharging and other devices. The experience center has built 68 DC charging stations and has served nearly 100,000 electric and new energy vehicles since its opening.

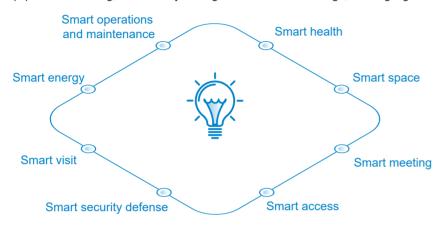




Shenzhen SCPG Centre's Benchmark Project for Low Carbon Transformation of Shopping Center

Smart buildings

Vanke is committed to driving building operations throughout their lifecycle with technology, continuously enhancing the efficiency and experience of users such as employees, visitors, property management, and administration in smart offices. Utilizing AloT (Artificial Intelligence of Things) and big data technology, it empowers scenarios such as personnel access, energy management, equipment monitoring, and security management for office buildings, creating eight major smart scenarios.



During the year, we launched an energy consumption platform in four office projects, achieving functions such as energy consumption data collection, real-time monitoring, malfunction alarms, and statistical analysis, and improved energy consumption efficiency through precise management.



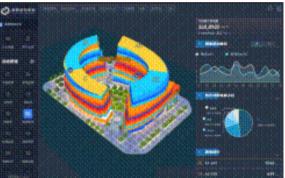
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Chengdu High-tech Chuanghe Centre | Upgrade of digital platform for smart offices

As a carrier of high-tech, Chengdu High-tech Chuanghe Centre combines green, ecology and technology to create a futuristic office experience. The digital platform for smart offices built by Vanke has been applied, and an energy consumption platform has been launched during the year, realising tenant electricity monitoring+VRV air conditioning electricity monitoring. It launched prepaid and meter reading systems, and deployed 77 smart meters, realising remote monitoring and management functions for ground floor merchants.

- **Tenant service:** implementation of functions such as tenant coupon verification, monthly parking applications, and reporting of incidents and repairs;
- **Equipment and facilities:** integration of data from devices such as access control, parking lots, energy meter reading, and HVAC (heating, ventilation, and air conditioning);
- **Intelligent service scenarios:** by introducing robots and upgrading weak electrical systems, robots are linked with barriers and elevators to provide tenants with takeaway and courier delivery services.





Integrated management diagram of the digital platform for smart offices





Intelligent logistics

VX Logistics continuously focuses on the promotion and application of new technologies such as intelligent technology, digital transformation, supply chain service innovation, Internet+smart logistics services, and 5G, while centering on the three major platforms, namely intelligent park platform, supply chain management platform, and intelligent algorithm platform, to empowers logistics businesses.

Intelligent park platform

Centred on the themes of safety, maintaining quality, reducing energy consumption, and enhancing efficiency, intelligent modules are constructed to safeguard the VX Park's security, improve the logistics quality and efficiency of the park, while simultaneously reducing energy consumption



Intelligent park platform of VX Logistics

Supply chain management platform

Bringing together various management systems including orders, warehousing, and transportation, it achieves integrated management from orders to settlement, reducing costs and increasing efficiency for customers



Schematic diagram of VX-Link supply chain collaboration platform



Schematic diagram of Project-V solution

Intelligent algorithm platform



Hetu | Supply Chain Planning Platform

From a global perspective of the supply chain, it coordinates the production, logistics, and sales of enterprises, breaks traditional models, and dynamically explores opportunities for optimization of full chain.



Dripower | Warehouse Optimization Platform

Dripower formulates quantitative indicators for warehouse utilization efficiency based on the popularity and relevance of products, dynamically adjusts the layout and picking path of products in the warehouse, achieves precise matching between people and goods in the warehouse, and greatly improves operational efficiency.



PonyPlus | Transport Optimization Platform

PonyPlus takes into account factors such as order volume of stores, time windows, and vehicle loading. It dynamically arranges lines and vehicles, scientifically schedules them, and provides services such as allocation of distribution tasks and path planning, helping enterprises save transportation vehicles, mileage, and scheduling time, reduce vehicle costs, and achieve cost reduction and efficiency improvement.



VX Suzhou Xiangcheng Cold Chain Park | Smart Energy-saving Cold Chain Logistics Park

The VX-EOS (Energy operation system) cold storage energy consumption system developed by VX is used in Suzhou Xiangcheng Cold Chain Park (as the first batch of pilot projects), achieving automatic control, equipment detection, fault alarm, energy-saving analysis and other functions of the cold storage refrigeration system.



Real time energy consumption monitoring and data collection

Real time monitoring of the total electricity consumption of each refrigeration system accurately calculates total daily electricity consumption and the proportion of electricity consumption in each period based on the automatic collection function of the operation of the power grid, helping to gain a deeper understanding of electricity consumption patterns and cost distribution.



Al algorithm generates energy-saving strategies

Based on the operating status of the device, combined with AI algorithms for in-depth analysis, it determines whether the current operating mode has reached the optimal energy consumption state. Based on the analysis results, it provides targeted energy-saving strategies for the system and distributes them to the system administrator, providing scientific decision-making basis for administrators to guide them in setting reasonable system operation strategies and achieving energy-saving goals.



Suzhou VX Cold Chain Park



RESPONSE TO SDGs



SDG 9 - Development, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 - Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns



SDG 13 - Climate Action

Take urgent action to combat climate change and its impacts



SDG 15 - Life on Land

Protect, restore and promote sustainable use of terrestrial 303-2, 304-1, 304-2, 304-3, 304-4, ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE **SZSE**

Climate change response, emission of pollutants, waste disposal, ecosystem and biodiversity conservation, environmental compliance management, energy utilization, water utilization, circular economy

CORRESPONDING KPI OF THE HKEX

A1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1, A4, A4.1

RELEVANT GRI INDICATORS

301-1, 301-2, 302-4, 302-5, 303-1,



Our Strategy

Philosophy

Climate change and ecological protection are the core strategies of Vanke's development. In addition to further reducing environmental risks and minimizing negative impacts on the external environment, we focus on green intelligent manufacturing, green operation, and green leasing. We actively explore carbon reduction paths throughout the entire life cycle of property, effectively responding to the national strategic goals of "peaking carbon emissions by 2030 and becoming carbon neutral by 2060", thereby meeting consumers' green living needs and promoting environmental friendliness in the value chain.

Goals and progress

Green building certification

Goals **Progress**



- Develop high-star and high-quality green buildings, and gradually increase the starlevel standard of new buildings by stages and types: 100% of all new buildings of the Group have reached the national green building evaluation standards, continuing to promote the upgrading and compliance with green building standards of existing buildings under management, and encouragement is given to obtain higher level of green building certifications (e.g., the national green building two star, three-star, LEED certification, and WELL certification).
- New projects have met the green building evaluation standards for 11 consecutive years. By the end of 2024, the cumulative area of Vanke meeting the green building evaluation standards exceeded 335 million square metres.
- · The number of new Green Building Standard compliant projects reached 56. with a GFA of 6,997,100 square metres, the area and number of projects covered by green building standards is 100%. Of which 2,787,600 m2 of the GFA met the green building standards with a high star rating (2-star and above), accounting for 39.84%.



100% achieved



Property development

- Newly acquired land is subject to thirdparty environmental impact assessments as required by government departments, and the environmental impact assessment and analysis shall include biodiversity indicators in both internal and external analysis in full compliance with the requirements of government departments.
- · We have achieved this goal in 2024 and will continue to follow up in the future.



100% achieved



Logistics and warehousing

- Since 2023, 100% of new logistics high standard warehouse projects was built according to the industry's green threestar warehouse construction, and 100% of all new cold storage projects reached the LEED Gold standard
- Ensure that LEED/Green Certification standard is input into the design front-end in advance as the pre-design standard; and encourage and eventually achieve full coverage of cold storage parks by LEED/ green warehouses.
- In 2024, 100% of all new cold storage projects reached the LEED Gold standard and national green building three-star
- As of the end of 2024, the total green building certification area of VX exceeded 8.8 million m², with 111 projects obtaining Green 3-star certification and 14 cold chain parks obtaining LEED Platinum/ Gold certification.
- 100% new cold storage projects introduced renewable energy design projects.



In progress



Retail property development and operations

- Ensure that 100% of the new self-owned Incity MEGA will obtain LEED certification in the future, and that all new buildings achieve the green building two-star certification in the next five years.
- All projects under construction in 2024 were designed with LEED certification and green building two-star standards.



In progress

GHG emissions

| Goals | Progress |
|-------|----------|
| | |



Group

- Vanke has committed to achieving carbon peak by 2030 and carbon neutrality by 2060 in accordance with requirements of the country.
- In 2024. Vanke's total GHG emissions were 275,897.03 tCO₂e, of which Scope 1 GHG emissions were 14,570.20 tCO₂e and Scope 2 GHG emissions were 261,326.83 tCO₂e.



In progress



Property development

- With 2021 as the base year, a cumulative total of five ultra-low energy, near-zero-energy or low-carbon demonstration zone projects will be certified by 2025.
- In 2024, there was a new ultra-low energy project, Shanghai Baoshan Yangtaidong (residential), with an area of approximately 124,600 m². By the end of 2024, more than nine ultra-low energy, near-zero-energy or low-carbon demonstration projects were certified against a 2021 baseline





| Goals | Progress | |
|--|--|---------------|
| Retail property development and operation By 2030, the carbon emissions of at least 20 SCPG shopping centres to be reduced by 9% against a 2021 baseline. | Carbon emission data of the shopping malls will be collected, converted, and verified on a monthly basis. A total of 27 SCPG shopping mall projects achieved a 14% year-on-year decrease of carbon emissions in public area in 2024. | In progress |
| Efficiency improvement | | |
| Goals Property development | Progress | |
| Continue to improve the operational energy efficiency indicators of commercial office projects: For new standard commercial office | We have achieved this goal in 2024 and will continue to follow up in the future. | |
| projects using centralised cooling systems, the average comprehensive Energy Efficiency Ratio ("EER") of cooling systems increases | | 100% achieved |

- For commercial office projects in operation using centralised cooling systems, compared with the energy consumption standards in
- We have achieved this goal in 2024 and will continue to follow up in the future.



100% achieved



φ-m-φ Hotel and resort

excellence goal of 5.0.

For projects under construction, if conditions permit, the central air-conditioning system adopts a high-efficiency machine room, and the COP value of cooling capacity performance coefficient of chiller in the central cooling station is not less than 5.0; the central hot water system of new projects adopts the air-conditioning heat recovery system and air energy heat pump as auxiliary heat sources.

by 30%. New commercial office projects in

the core areas of tier1 cities achieve the EER

2020, the energy consumption of cold sources

is reduced by 10% by 2025 and 15% by 2030.

There were no new large-scale projects under construction during the year, and our new projects will continue to follow up these goals in the future.



In progress

| Goals | Progress | |
|---|--|---------------|
| Energy saving renovation will be carried out for projects in operation, if conditions permit, to reduce operating energy consumption. | In our operation and maintenance, we continuously replaced damaged parts with energy-saving equipment. In 2024, the lighting in the rooms of Yun Resort Shenzhen Longcheer were fully equipped with LED lamps, and the usage rate of energy-saving lamp of the Songhua Lake project has reached 98%, effectively reducing energy consumption from operation. | 100% achieved |

w self-held projects variable frequency air ter heaters with first-



- important indicator of power consumption in the park: by 2024, the refrigeration energy consumption will be reduced by 5% against a 2023 baseline.
- igeration energy consumption was reduced by 5% against a 2023 baseline.



- Examine the existing types of refrigerants used, transition to low-GWP refrigerants, phase out hydrochlorofluorocarbons ("HCFCs"), and limit the use of hydrofluorocarbons ("HFCs"), and prioritise and continue to use carbon dioxidebased refrigeration for large projects.
- In 2024, the park has completed the examination of usage and types of existing refrigerant and will continue to fully adopt environmentally friendly refrigerants.



100% achieved



Property services

- Actively use intelligent means to help . commercial enterprise customers save energy and reduce emissions, and eight benchmark projects in energy consumption and water conservation will be set up nationwide.
 - 15 pilot experimental projects on energy consumption in the projects of business enterprises under management were set up nationwide and AloT energy managementrelated consulting and advisory products and energy-saving technical improvement products were implemented; 11 experts of the energy guild were trained and certified.



100% achieved

| Goals | Progress | |
|--|---|---------------|
| For all commercial projects with a service scope covering energy management, collect operational energy efficiency indicators such as electricity/water consumption per GFA and electricity/water consumption per RMB10,000 of turnover, and establish information on energy consumption benchmark values by project type. | An energy consumption and carbon emission measurement platform for Onewo was initially established, gradually expanding the scope of the number of items that can be collected by the platform, and upgrading the measurement accuracy of the platform. | In progress |
| Retail property development and operation | ons | |
| New projects will improve air conditioning refrigeration energy efficiency by 30% or more over the existing average against a 2021 baseline. | All new projects of SCPG in 2024 were configured to the upgraded standards. | 100% achieved |
| By 2025, the total power consumption of the public areas in 20 shopping malls under SCPG will be reduced by 6% against a 2021 baseline. | In 2024, the total power consumption of the public areas in 20 shopping malls under SCPG was reduced by 1,190 MWh from the baseline year (2021). | In progress |
| SCPG will continue to monitor the relevant goals of operational energy efficiency indicators such as electricity/water consumption per GFA, electricity/water consumption per RMB10,000 turnover, etc., striving to achieve the industry-leading level. | In 2024, SCPG continued to monitor metrics related to various operational energy efficiency indicators and continued to optimize the energy management platform. | 100% achieved |

| Goals | Progress | |
|---|---|---------------|
| Logistics and warehousing | | |
| Vanke will gradually increase the proportion of renewable energy use, and achieve 100% coverage of distributed PV in newly built cold storage facilities. | In 2024, distributed PV was incorporated into the planning and design of 100% of new cold storages. As of the end of 2024, 27 VX Logistics rooftop distributed PV projects were connected to the grid, an increase of 8 projects year-on-year, with a total installed capacity of 80.26MW and a cumulative power generation capacity of more than 83,000 MWh. | 100% achieved |

Renewable energy use



Retail property development and operations

- By 2025, at least 18 shopping malls under SCPG will realise PV power generation, and the power generated will account for 2% of the electricity consumption in the public areas of the shopping malls. We plan to continue to promote the application of PV power generation in the future.
 - In 2024, an addition of 5 shopping malls of SCPG achieved photovoltaic power generation. Currently, there are a total of 27 photovoltaic power generation projects, with an expected annual aggregate power generation of 18,950 MWh, accounting for 17.9% of the electricity consumption of the public area in the shopping malls.



In progress

Water resources management

| Goals | Progress | |
|--|---|---------------|
| Property services | | |
| Actively promote water conservation. Continuously improve water conservation measures in our daily business and operations through fine management and application of technical means. Strengthen the recycling of water resources and reduce water pollution. | Water resource density showed a decreasing trend. | 100% achieved |
| *** | | |



♥===♥ Hotel and resort

- We will consider water-saving solutions for projects under construction. For example, choosing water-saving bathrooms for guest rooms and public toilets, configuring direct drinking systems for some hotel rooms, and using reclaimed water systems for some projects.
- We will carry out water-saving renovation for projects in operation, enhance employees' awareness of water conservation, increase publicity to in-house customers, and introduce water-saving incentive policies.
- In 2024, new projects under construction have achieved these goals, while projects in operation have effectively improved the utilization efficiency of water resource by optimizing usage management of dishwasher and centralized cleaning of tableware, as well as enhancing the watersaving awareness of employees and



100% achieved



Green leasing

| Goals | Progress | |
|--|---|---------------|
| Rental housing | | |
| Port Apartment's individual rental contracts remain 100% paperless and are 100% incorporated the terms of ESG-related initiatives. | In 2024, Port Apartment's individual rental contracts remained 100% paperless and were 100% incorporated the terms of ESG- related initiatives, and it deepened green leasing practices by introducing renewable energy, strengthening the monitoring of tenant's water and electricity data, and incentivizing tenants to save energy. | 100% achieved |

Green construction

| | | | _ | |
|---|---|---|---|---------------|
| | Goals | | Progress | |
| | Property development | | | |
| • | 100% of projects under construction to carry out waste classification in accordance with the requirements of various levels of government, and transport construction waste to locations designated by government for processing. | • | We have achieved this goal in 2024 and will continue to follow up in the future. | 100% achieved |
| ٠ | 100% of projects under construction to clean vehicles entering and leaving the construction site, install three-level sedimentation tanks and rainwater reuse devices in accordance with the requirements of various levels of government. | • | We have achieved this goal in 2024 and will continue to follow up in the future. | 100% achieved |
| • | 100% of projects under construction to install water and electricity data collection equipment. | • | We have achieved this goal in 2024 and will continue to follow up in the future. | 100% achieved |
| • | Establish a R&D system for the Group's green building materials products, and develop technical standards for green building materials related products; After the above work matures, to gradually establish relevant green building materials database that is suitable for application in properties, conduct evaluation and research on new technologies, and bring positive impacts to society and the environment. | | The standards of waterproof putty have been formulated and the project is undergoing sample evaluation; The development of the atlas of insulation materials is ongoing and the project is undergoing sample evaluation; The sampling evaluation of polymer cement has been completed, and we will continue to promote the application and implementation in some projects. | In progress |

Green procurement

| We have achieved this goal in 2024 and will continue to follow up in the future. | 100% achieved |
|--|---|
| In 2024, landscape design focused on the use of native plants and bird friendliness, selecting native plants and adopting plant configurations that are similar to nature; and leveraged natural forces, striving to restore urban ecosystems and attract birds to return to their habitats. | 100% achieved |
| | In 2024, landscape design focused on the use of native plants and bird friendliness, selecting native plants and adopting plant configurations that are similar to nature; and leveraged natural forces, striving to restore urban ecosystems and attract birds to return |

Waste management

| Goals | Progress | |
|--|---|------------|
| Property services Actively promote waste classification in residential projects and strengthen the resourceful utilization of waste. Actively promote the establishment of pilots for waste classification in residential projects and strengthen the resource utilization of waste. Establish a nationwide data ledger to record the disposal of food waste and harmful waste from commercial projects. The classification | We have carried out waste classification in 533 new residential districts, with waste classification in a total of 2,634 districts in 253 cities carried out. We have actively promoted the "Green Transformation" action of on-site resource utilization of residential waste, and carried out composting of food waste and garden waste in 10 districts in Qingdao Onewo | In progres |
| of waste from commercial projects nationwide is completely compliant, and no administrative punishment incidents have occurred. | | |

Climate Change Response

RESPONSE TO SDGS



SDG 13 - Climate Action

Take urgent action to combat climate change and its impacts

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

Climate change response

A4, A4.1

GRI

305-1, 305-2, 305-3, 305-4, 305-5

Climate governance is a global issue and a common challenge faced by humanity. Vanke has always considered climate change response as an important part of its sustainable development system. We actively responded to climate change risks and incorporated climate change risk management into our overall risk management system. Meanwhile, we seized the opportunities brought by climate change and leveraged Vanke's business development advantages in energy conservation and carbon reduction, encouraging more value chain partners to jointly build a harmonious, beautiful and sustainable life.

We disclose relevant information with reference to the requirements and recommendations of the IFRS S2 Climate-related Disclosures, the Shenzhen Stock Exchange Self-discipline Regulatory Guidelines for Listed Companies No. 17 - Sustainability Reporting (Trial), and Appendix C2 to the Listing Rules of the HKEX: Environmental, Social and Governance Reporting Code under four core elements - Governance, Strategy, Risk Management and Metrics and Targets.

During the year, we continued to conduct identification and assessment of climate change risks, and response management, formulated and complied with the Climate Change Response Policy to finalize significant climate-related matters that have an impact on the Company, and gradually improved Vanke's performance in climate change management. For more information on Vanke's response to potential climate change risks and opportunities, see the Climate-related Risk and Opportunity section. Vanke actively responds to and undertakes the country's solemn commitment to "reach a peak in carbon emissions by 2030 and be carbon neutral by 2060", and will continue improving its climate change resilience and adaptability measures to promote its high-quality and sustainable development.



Goals **Progress**



- Since 2022, all self-operated hotels will implement the "zero-waste" project and become "zero-waste hotels".
- We will vigorously carry out more pilot projects of "zero-waste" recycling and organic cultivation in the hotel and resort business.
- · All self-branded hotels have implemented the "zero-waste" project and Yangcheng Lake Youxiong Hotel (阳澄湖有熊酒店) newly opened in 2024 has implemented the "zero-waste" project.
- In 2024, through innovative practices, we transformed waste linens into rags and created innovative Christmas trees using recycled mineral water bottles, carrying out more "zero-waste" recycling projects.



Housing industrialization

Goals **Progress**



Property development

- For newly commenced projects under construction during the year, the housing industrialization projects accounted for 93%.
- For newly commenced projects under construction in 2024, the housing industrialization projects accounted for 95%, and we will continue to follow up in the



100% achieved

Climate change response

Goals

- Vanke will take energy efficiency, carbon emissions, water resources, ecology and other environmental goals as tracking targets and metrics related to climate change.
- We will continue to identify climate-related risks and their impact on the Group's business, and formulate Vanke's climate change management route with reference to TCFD recommendations.

Progress

- We continue to track the performance of various indicators, and discuss the impact of climate risks on business;
- This year, the potential financial impact of climate-related risks was further addressed.



In progress

Overview of GHG



In 2024, the total GHG emissions of Scope 1 and Scope 2 within Vanke's operation were 275,897.03tCO₂e

The specific data distribution and annual trend of Scope 1, Scope 2, and Scope 3

Total greenhouse gas emissions in 2022-2024 Unit: tCO,e 1000,000 900.000 800.000 700,000 600,000 400.000 300,000 354.395.52 200,000 100.000 14.570.20 Scope 1 Scope 2

Greenhouse gas emissions by region in 2024 (Scope 1&2) Unit: tCO₂e





Green Design Commitment

RESPONSE TO SDGs



SDG 9 - Development, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 - Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Energy Utilization
- Water Resource Utilization
- Circular Economy

HKEX

A2、A2.3、A2.4、A3、A3.1

301-1, 301-2, 302-4, 302-5, 303-1, 303-2

Green building philosophy

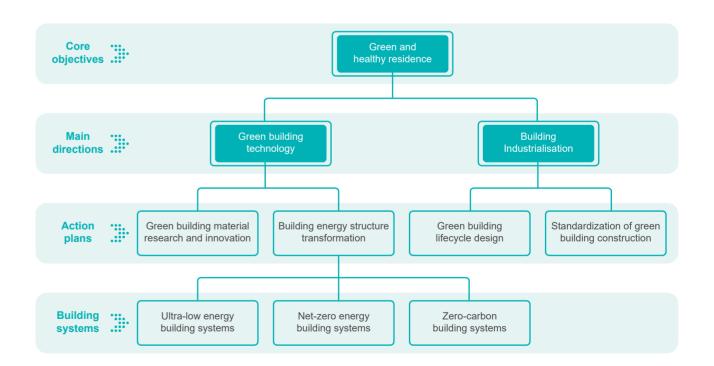
Vanke, with its vision of "being an excellent green enterprise", firmly adheres to the green development philosophy of "industrialisation, green architecture, and full decoration". On this basis, Vanke Group has internalised its green building philosophy. Our aim is for all new projects within the Group to achieve 100% compliance with national green building evaluation standards.



During the reporting period, the Group invested

RMB 508 million in R&D

Vanke Green Building Philosophy



We aspire to see the green building philosophy take root extensively within the Group. Through technological research and development, we aim to enhance the overall energy efficiency and green standards of our buildings. We are committed to strengthening green management across the construction, operation, maintenance, and management phases of our buildings. Additionally, we are dedicated to elevating the green building awareness among Vanke employees and relevant stakeholders.



Vanke conducts training on green building philosophy and technologies to enhance employees' awareness of green building management

These measures are part of our concerted effort to fulfill the specific requirements of the green building philosophy.

We provide in-depth training on green building philosophy, technologies, and case studies for employees involved in the issue of green building philosophy at our headquarters. We invite both internal partners and external experts to offer training courses and case study tours that focus on green building technologies and highlights. Simultaneously, we host multiple international technology forums such as the Sino-Swiss Zero Carbon Building Forum and the Sino-US Climate Fund Seminar, actively promoting international exchange and cooperation in the field of green and low-carbon development.







Zero Carbon Building Technology Exchange Site of the Sino-Swiss Zero Carbon Building Forum

Green building objectives and certification

Vanke strictly follows national and industry green building standards such as the Assessment Standard for Green Building, and continuously optimizes the Vanke Guideline for Green Building Standards according to the green building and energysaving requirements of local governments. At the same time, Vanke has established a higher standard of green building objectives on top of the green building objectives specified in the 14th Five-Year Plan for Building Energy Conservation and Green Building Development, to further provide customers with eco-habitat products in terms of safety and durability, health and comfort, daily convenience, resource conservation, and the liveability of the environment.



China Green Building Objectives:

in accordance with the requirements of the 14th Five-Year Plan for Building Energy Conservation and Green Building Development issued by the Ministry of Housing and Urban-Rural Development,

by 2025, all newly constructed urban buildings will be built according to green building standards. The energy efficiency of buildings will be steadily improved, the structure of energy use in buildings will be gradually optimized, and the growth trend of building energy consumption and carbon emissions will be effectively controlled. A green, low-carbon, and circular construction development model will be basically formed, laying a solid foundation for achieving the carbon peak in the urban and rural construction sector before 2030.

Vanke Green Building Objectives: develop high-star and high-quality green buildings, and gradually increase the star-level standard of new buildings by stages and types: 100% of all new projects of the Group have reached the national green building evaluation standards, promotion of the upgrading and compliance of projects under management with green building standards will be carried forward and encouragement is given to obtain higher level certifications (e.g., the national green building two-star, three-star, LEED certification, and WELL certification).



- New projects have met the green building evaluation standards
- for 11 consecutive years, and by the end of 2024, Vanke's cumulative GFA meeting the green building standards
- exceeded 335 million m².
- The number of new Green Building Standard compliant projects reached **56**, with a GFA of **6,997,100** square metres, the area and number of projects covered by green building standards is 100%. Of which 2,787,600 m² of the GFA met the green building standards with a high star rating (2-
- In 2024, there were 8 new 2-star certified green building projects (including residential/public/logistics and warehousing), 2 new 3-star certified green building projects (including

star and above), accounting for **39.84**%.

- residential/public/logistics and warehousing), new project obtained LEED Gold certification, and I new project obtained
- LEED Platinum certification. In 2024, the proportion of GFA designed with renewable energy reached **62.50**%

Vanke projects with green three-star and LEED certification

| Project name | Green building certification | Building type (residential/public) | GFA (10,000 m²) | Туре |
|--|-------------------------------|---------------------------------------|-----------------------|-------------------|
| VX Wuhan Huangpi Shekou Park | LEED Platinum | Logistics and warehousing | 11.91 | Design |
| VX Kunming International Import and Export Trade Port East Area | Green warehouse three-star | Logistics and warehousing | 4.02 | Operation |
| VX Kunming International Import and Export Trade Port West Area | Green warehouse three-star | Logistics and warehousing | 6.57 | Operation |
| VX Logistics' cold chain logistics parks at Longquan Chengdu | LEED Gold | Logistics and warehousing | 9.16 | Existing building |

Green building design

Vanke adheres to the green building design philosophy of "people-oriented" and "harmonious coexistence," continuously refining the overall product design. We are committed to creating a greener, healthier and more sustainable living environment by promoting ultra-low energy consumption and net-zero emission technologies, building healthy communities through intelligent management and public space enhancement, and improving the safety and durability of buildings against extreme weather.

Green building system

Vanke has continued to deepen the construction of its green building system and is committed to a more comprehensive green building model. We have not only consolidated the foundation of ultra-low energy buildings, net-zero energy buildings and zerocarbon building systems, but also further explored new paths for the harmonious coexistence of buildings and nature, and promoted the cohesion between business development and the green environment.

The McDonald's Meisha Vanke Franchise is promoted to be the nation's first quick-service restaurant to achieve all four LEED Net Zero certifications

Zero Carbon | Zero Energy | Zero Waste | Zero Water

- Carbon-sequestering bricks are used as the core building materials, which are produced using CCUS technology to inject carbon dioxide into concrete bricks for sequestration, realizing carbon reduction and sequestration;
- 70% of refrigeration equipment in restaurants uses low GWP refrigerants.
- At Vanke Biosphere Park III, rooftop photovoltaic systems have been installed, complemented by over 400 smart electricity meters. Concurrently, all electricity used within the McDonald's restaurant is sourced from green energy, and mature building material construction and energy management solutions are employed to minimize environmental impact throughout the entire process.



· Further reducing carbon footprints other than energy use, contributing to "zero carbon" certification.



Zero Energy The nation's first



 Currently, 85% of the park's electricity used is sourced from green energy, in the future, when the renovation is completed, the percentage of green energy in the park will reach 100%.

the McDonald's Meisha Vanke Franchise, the quick-service restaurant to achieve all four LEED



· The rainwater collecting system and the recycled water treatment system achieve comprehensive water savings of up to 50,000 tons per year for the Biosphere Park III.



· A rainwater collecting system and a recycled water

treatment system have been set up in the Biosphere Park

III to help the McDonald's restaurant carry out kitchen

water recycling and maintain net-zero water utilization.





- Achievements
- The Black Soldier Fly Workstation can process up to 200 kilograms of food waste per day, achieving 100% green recycling of food waste in the park.
- · The Biosphere Park III utilizes the "Black Soldier Fly Food Waste Processing Technology", establishing a Black Soldier Fly workstation covering a mere 70 square meters. This facility localizes the resource recovery of food waste, achieving "zero-waste operations".



Ribbon cutting ceremony for the opening of the McDonald's Meisha Vanke Franchise to achieve all four LEED Net Zero certifications

The flexible livable system

While engaging in the urbanization development, we are committed to exploring new lifestyles in the process of urbanization. This enables even large-scale urban communities to avoid pain points such as high-density living, long-distance commuting, and poor ventilation, thereby promoting greener, more flexible, and livable cities and communities.

We have studied the "Nine Principles of Livable City Density" and integrated them into our new generation of human settlement construction systems, such as the "NEXUS project". With a genuine focus on the client perspective, we aim to enhance capacity for high density and diversity, enabling residents to interact with their surroundings at their own pace. This approach contributes to building flexible cities that foster harmonious interactions between the Earth, people, and places.

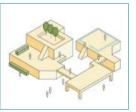
"Nine Principles of Livable City Density"











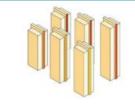
Built Environment Diversity

Diversity of outdoor spaces

Flexibility

Human-centered Scale

Walkability



Sense of mastery and place attachment



Pleasant microclimate



Smaller carbon footprint



Higher biodiversity



Shanghai Haishang Yingxiang project – The integration of human-centered design and space

The Shanghai Haishang Yingxiang project is actively advancing the development of a flexible urban environment by integrating principles such as "diversity of outdoor spaces", "flexibility", and "human-centered scale" into the community. Through micro-landscape renovations, the project aims to foster a positive community mindset. The "Waterfront Living Room", open to urban residents enhances the adaptability of the urban functions. By increasing the emphasis on "human-scale" design and refining its aesthetic details, the project strives to improve the visual appeal centered on human needs. These efforts collectively enhance the project's adaptability, making it more aligned with residents' daily lives.



Landscape Renderings of Shanghai Haishang Yingxiang Project

TOD is an integrated urban development model centered around public transportation. By combining residential, commercial, office, and other functions, it achieves flexible and comprehensive use of housing and surrounding land. At the same time, it is closely integrated with transportation hubs, promoting sustainable transportation options. TOD is an effective solution for enhancing urban efficiency and sustainable development, addressing issues such as urban traffic congestion, insufficient land use, and environmental pollution.

Since 2015, Shanghai Vanke has explored a localized TOD approach through its Uni-City project. By integrating community spaces, commercial offices, and supporting facilities within the project's boundaries, as well as coordinating with external resources such as transportation networks, roads, green spaces, plazas, and public amenities, the project maximizes the efficiency of land use and public transportation. This approach has successfully revitalized the surrounding area.



The Shanghai UNI-CITY – TOD project promotes the integrated development of urban "production, ecology and living" in a trinity

Four major business scenarios



Vitality-driven consumption scenario



Future-oriented living scenario



International business scenario



High-quality rental scenario

Five value-driven scenarios



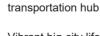
Consumer-office center



Green and healthy space



Vibrant big-city life



Multi-mode

Urban services

led by the dual attractions of convenient transportation and park-centric living.

Xuhui Vanke Center – A Comprehensive Urban Functional Hub

Located on the northeast side of Shanghai South Railway Station, Xuhui Vanke Center is directly connected to Shanghai Metro Line 1, Line 3, Line 15 and Shanghai South Railway Station. Meanwhile, Xuhui Vanke Center incorporates functions such as office buildings, commercial areas, serviced apartments, parks, stadiums, and urban ventilation corridors, fully demonstrating the flexible and mixed use of urban land. Adhering to the design concept of "TOD+Park", Xuhui Vanke Center has fulfilled many hub functions such as urban connection, urban growth, and public art. It has created a more "pedestrian-friendly" and "pleasant micro-climate" flexible community for nearby residents, property owners, and tenants, contributing to the improvement of the overall urban functions of Shanghai.

Vanke's TOD continuously iterates and upgrades its products, evolving from TOD to TOD+PARK, presenting an urban lifestyle



Green Axis Floor Plan

Real-life View of the Green Axis at Vanke Center



Aerial View of Xuhui Vanke Center

Climate adaptation

Climate adaptation is an essential pathway for Vanke to proactively address the challenges of climate change. Vanke has implemented a holistic risk analysis and management process to tackle climate-related risks, as detailed in the section titled "Climate-related Risk and Opportunity". Through innovative design and the adoption of cutting-edge technologies, we enhance the climate resilience of our buildings, ensuring they provide safe and comfortable living environments even during extreme weather events. We are committed to embedding climate adaptation into every stage of our production and operations, aligning with our long-term vision for sustainable development.



VX Logistics has initiated climate adaptation design and renovation efforts

In 2024, VX Logistics has taken steps to address critical climate-related risks, such as extreme weather events and policy transitions, by conducting scenario analyses. The company has integrated risk factors, including urban heat island effects, typhoon preparedness and flood prevention, into the design of warehouses and the operation of logistics parks. Additionally, VX Logistics has incorporated advanced energy-saving and carbon-reduction technologies, such as smart carbon information management systems, photovoltaic technology, and charging piles, as essential components of its building design and renovation efforts. These measures ensure that VX Logistics is not only adapting to the impacts of climate change but also actively contributing to its mitigation.



Roof Photovoltaic System at VX Wuhan Dongxihu Cold Chain Park



Certificate of VX Hangzhou Qiantang New District Cold Chain Park for purchasing green power



The Vanke Architecture Research Centre in Dongguan has initiated a comprehensive building pilot project focused on "solar photovoltaic, energy storage, direct current and flexibility" ("PEDF") system

In 2024, the Vanke Architecture Research Centre in Dongguan initiated a comprehensive building renovation project for PEDF system within its own park, which was expected to be completed in the future. The project adopted a bidirectional interactive AC/DC hybrid power supply architecture, prioritizing the use of DC power supply and combining intelligent charging and discharging technologies and smart grid energy and carbon management systems to monitor PV storage and DC power supply information in real time. Upon completion of the project, the PV system is expected to generate an average of 1.795 million kWh per year, thereby reducing carbon emissions by 547 tonnes per year.



Aerial view of Vanke Architecture Research Centre in Dongguan (with a large area of rooftop photovoltaic panels installed)

Green building technologies

Green building technologies are the core driver for internal transformation and achieving low-carbon development. In 2024, we continued to advance innovation in green building technologies, making breakthroughs in areas such as insulation materials, PEDF system and waterproof materials. Vanke is a member of green building committees such as the Hong Kong Green Building Council. In 2012, Vanke established the Vanke Beijing Green Building Park Green Technology Alliance, engaging in extensive exchanges and collaborations with numerous national green building organizations.

Vanke Architecture Research Centre in Dongguan applies a Plan-Do-Check-Act cycle management for green building technologies. It continuously improves the level of green building technologies and the degree of their implementation and promotion, facilitating the application of green building technologies in more Vanke projects under construction.

Technology R&D and testing, and introduction Sufficient market research and technical feasibility assessment and assessment of new products Based on the market-based feasibility Based on market demands, we determine the direction of green assessment, we deeply integrate building technologies, and conduct our internal technology R&D feasibility assessments at the capabilities and gradually Plan Do enhance the quality of building application level. materials by leveraging databases. Evaluate the gap between the Assessment of product successful implementation performance and of the project and the goals craftsmanship Act Check Based on a systematic analysis Based on technical requirements and summary of R&D projects and oriented towards goals, in multiple aspects such as goalwe conduct multi-dimensional setting, R&D management and the evaluations of the performance and implementation of results, we clarify the craftsmanship of newly developed improvement directions and strategies with products to ensure that the products can the implementation results as the orientation, maintain good expected performance under and comprehensively enhance the future R&D complex environments. efficiency.

Vanke Architecture Research Centre in Dongguan conducts research and development of green building technologies

Vanke Architecture Research Centre in Dongguan has carried out in-depth research on the green building system. This year, Vanke Architecture Research Centre in Dongguan conducted extensive research by focusing on technologies such as acoustics, thermal insulation, waterproof bonding materials. Regarding acoustic sound-insulating coatings, in order to improve the sound-insulation performance against floor impact noise, Vanke Architecture Research Centre in Dongguan has successfully developed an acoustic soundinsulating coating. A 5-mm-thick sound-insulating coating can achieve a sound-insulation performance of reducing noise by more than 15dB, meeting the sound-insulation requirements for the floors of three-star green buildings.



Site applying with sound-insulating coating

Ultra-low energy building technology

In 2024. Vanke continued to deepen the application of ultra-low energy building technology, actively adopted holistic ultra-low energy building design, implemented and applied high-performance building materials, and adopted efficient energy systems, intelligent control technologies and other measures to minimize energy consumption and carbon emissions in the overall operation of buildings.

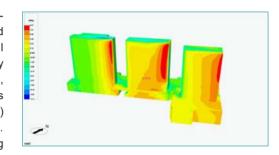


In 2024, Vanke added One ultra-low energy building project, with a GFA of

124,600 m².

Construction Technology of Zero-Carbon Building in AUTHOR

We vigorously promoted the construction of a zerocarbon building at the Shanghai AUTHOR project, and comprehensively improved the energy efficiency level of the building through setting high standards for energy consumption metrics, passive energy-saving indicators, envelope enclosure performance indicators, airtightness standards, heating, ventilation, and air conditioning (HVAC) system efficiency, and renewable energy utilization. Meanwhile, the project deployed an energy monitoring system and energy management platform to achieve realtime tracking and in-depth analysis of operational energy consumption. In the future, we plan to introduce light storage direct-supply technology and other advanced zero-carbon building technologies in order to ensure that residential products are energy-efficient and carbon-reducing and create a more comfortable, healthy and high-quality living experience for our customers at the same time.



Ventilation Simulation for AUTHOR



Advancing Green Construction

RESPONSE TO SDGS



SDG 9 - Development, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



SDG 11 - Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and HKEX



SDG 15 - Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Pollutant Emissions
- Waste Treatment
- Environmental Compliance Management
- Circular Economy

A1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1

301-1, 301-2, 302-4, 302-5, 303-1, 303-2, 306-1, 306-2

Green environmental governance

Vanke Commitment on Avoiding Greenfield Development

Vanke adheres to the commitment on avoiding greenfield development. We refrain from initiating projects in national nature reserves, farmland, green field, agricultural land and other greenfield areas. Prior to project development, we conduct assessments considering key factors such as wastewater, waste gas, solid waste, noise, and ecological impacts. Subsequently, we proactively implement measures to minimize these impacts



Vanke adheres strictly to the policies of all levels of government. For new projects, it conducts comprehensive environmental impact assessments and in-depth feasibility studies. The approval results of the environmental impact assessment reports will be published on the government website in accordance with the regulations. This not only ensures transparency but also enables public supervision. In 2024, in line with the requirements of government departments, Vanke commissioned third-party entities to conduct environmental impact assessments for newly acquired land parcels. Development and construction procedures commenced only after the relevant reports were obtained. Moreover, in all of the thirdparty environmental impact assessment and analysis, biodiversity indicators were integrated into both internal and external analyses. strictly following the mandates of government departments.



During the reporting period,

the Group did not commit any major violations of environmental laws and regulations, no legal action was taken against the Group for environmental issues, and no fines were paid by the Group.

We are committed to continuously enhancing our overall green environmental governance and have established both internal and external audit mechanisms for our environmental management system, adhering to the ISO 14001 Environmental Management System standards. Regular internal audits are conducted to ensure the system remains compliant and keeps improving.



Comply with the ISO 14001 environmental management system standards and continuously increase the overall coverage rate of ISO 14001.



We actively implement relevant environmental management measures in accordance with the ISO 14001 environmental management system standards. For eligible subsidiaries, we actively encourage them to obtain the ISO 14001 environmental management system certificate.



Check

For companies that have obtained ISO 14001 environmental management system certification, internal audits are conducted at least once a year, and external third-party audits are carried out every three years.



Continuously improve the overall environmental management performance step by step in accordance with the requirements of the environmental management system.

In 2024, Onewo, SCPG, Port Apartment, Wanchuang Qingly all obtained the ISO 14001 environmental management system certificate. In compliance with the standard requirements, internal audits are conducted at least once a year and external third-party audits are carried out every three years.

Meanwhile, to effectively respond to environmental accidents, we have formulated a comprehensive emergency response plan that encompasses the identification of environmental impact factors, the screening of risk points, the rectification of potential hazards, and preventive measures. This is aimed at standardizing emergency management work, reducing the occurrence of incidents, mitigating their impacts, and minimizing harm to the greatest extent possible.



During the reporting period, the coverage rate of the ISO 14001 environmental management system certificate within the Group

was **66.7**%

In 2024, Vanke has undertaken systematic efforts in soil remediation, contaminated site restoration and water quality rehabilitation. Vanke's subsidiary, Wanchuang Qinglv (Beijing) Environmental Technology Co., Ltd. ("Wanchuang Qinglv"), has initiated a three-pronged transformation to address current challenges in remediation work: "Operational Transformation", "Digital Transformation", and "Marine Transformation". By adopting more structured processes and intelligent technologies, the company aims to deliver stricter and higher-quality land and water remediation services.

"Five Guarantees" operation and maintenance system

Wanchuang Qingly has conducted a comprehensive review of its environmental remediation efforts, refining the overall framework for operation and maintenance services. This has led to the establishment of the "Five Guarantees" Operation and Maintenance System, which includes surface cleaning, water quality maintenance, ecological protection, facility upkeep, and emergency support. To ensure the standardization of maintenance services, the company developed operational procedures, implementation standards and an issue database tailored to this system.



Water Ecosystem Restoration and Intelligent Operation & Maintenance of Rongdeli Lake

Wanchuang Qingly has applied ecological management and intelligent operation and maintenance technologies at Rongdeli Lake and employed underwater forest restoration technology and a proprietary 3D rapid filtration system for water body ecological governance when conducting ecological rehabilitation, which absorbs nutrients from the

water, purifies the water, increases the biodiversity of the water body. Following the completion of the water body treatment, we adopted the "Five Guarantees Method" (surface cleaning, ecological protection, water quality maintenance, facility upkeep, and emergency support) based on the aquatic ecological digital operation and maintenance system for intelligent operation and maintenance. This system monitors the water quality status, allowing for the timely detection and resolution of water quality issues.





A Chinese-chic Qixi Festival Carnival was hosted after the restoration of Rongdeli Lake



Intelligent operation and maintenance of water rehabilitation at the Haoxiang Lake in Shenzhen

The water in the Haoxiang Lake looked turbid with high suspended solids due to its daily water replenishment coming from highly turbid river water. Wanchuang Qingly innovates to create a new model of operation and

maintenance for water rehabilitation. It adopted a selfdeveloped 3D operation and maintenance machine for fast water filtration, and applied Wanchuang Qinglv's digital operation and maintenance system and the "Water Rehabilitation Stewardship" service throughout the process, ensuring the long-term health and stability of water environment as well as promoting the development of the local aquaculture and helping the Shenzhen Haoxiang Lake to create a charming oyster township by focusing on the theme of 'Bicheng Hub - Oyster Township New Life'.



A part of Haoxiang Lake undergoing environmental governance

Remediation of contaminated sites

We actively carry out redevelopment of brownfield contaminated sites and incorporate it as a regular practice of Wanchuang Qinglv's operations, continuously facilitating the enhancement the overall quality of the soil environment.



Soil remediation of Plot 01-01 of the urban renewal unit in Zhukeng No.1 Industrial Zone and Laowei Area, Pingshan District, Shenzhen

In 2022, we conducted the preliminary survey on soil contamination risk for the urban renewal unit in Shenzhen. The outcome of the Detailed Investigation Report indicated that the nickel and hexavalent chromium content in parts of brownfield soil exceeded the Class II land use screening value in the GB36600-2018 Soil Environment Quality Risk Control Standard for Soil Contamination of Development Land (Trial) and the hexavalent chromium exceeded the control value in some areas. Wanchuang Qinglv cooperated with its partners to undertake the task of formulating the Soil Remediation Plan based on the Detailed Investigation Report to carry out the relevant soil remediation engagement with an aim of passing environmental assessments.



Green building materials applications

Leveraging a green building innovation management system, we have focused on achieving breakthroughs in key technologies such as waterproof putty, polymer clay, aerogel insulation materials and PEDF. We are actively advancing the research and development process and pilot projects to enhance the energy-saving and carbon-reduction performance of Vanke's real estate development products throughout their entire lifecycle.

| Name of technology | Progress during the year | Specific highlight performance |
|------------------------------------|--|--|
| Waterproof putty | Developed a new type of wall decoration material that features waterproofing and leveling performance, integrating waterproof material and putty into a two-in-one material. This innovation allows for a thinner application layer, a decrease of material usage, and a minimization of additional environmental impact associated with material production and transportation during construction; | Preliminary estimates indicate that the use of waterproof putty per square meter can reduce carbon dioxide emissions by approximately 0.5 kg compared to traditional waterproof leveling systems; |
| Polymer clay | By incorporating polymer-modified additives, a new waterproof material has been developed that integrates both waterproofing and veneer tile adhesive functions. This advancement reduces overall thickness, shortens the construction cycle, and replaces the traditional combination of "tile adhesive + interface agent + waterproof material" into a three-in-one solution; | The utilization rate of mineral resources has doubled, and energy consumption in the transportation process can be reduced by over 30%. Initial estimates show that the use of polymer clay can reduce carbon dioxide emissions by approximately 1.5451 kg per square meter compared to traditional tile adhesive; |
| Aerogel insulation materials | The aerogel insulation coating utilizes aerogel, a solid material with low density and low thermal conductivity, as its main structural component. This synthesizes a new type of lightweight insulation material with ultra-low specific gravity, ultra-low thermal conductivity, high strength, and Class A fire resistance. When paired with reflective insulation coatings, it can improve the energy efficiency of building envelopes by 30%. | The 2mm aerogel energy-saving system can reduce the load on the decorative layer by more than 90%, and the insulation process has been streamlined from the traditional 7 steps to just 2 steps, improving project delivery efficiency. |



Vanke Architecture Research Centre in Dongguan has initiated its research and development of polymer clay to establish a waterproof tiling system for kitchens and bathrooms

To address the waterproof tiling system for kitchens and bathrooms, Vanke Architecture Research Centre in Dongguan has developed a polymer clay product that integrates both waterproofing and adhesive properties into a two-in-one solution. This innovation simplifies the construction process for wet zones in residential kitchens and bathrooms and enhances waterproof performance. Currently, Vanke Architecture Research Centre in Dongguan has completed tile laying and sampling construction at Shanghai INCITY, and passed both bond strength and water spray tests, which satisfy the inspection requirements. This advancement not only improves the overall bonding performance of tiles but also reduces the risk of hollowing and detachment.



Polymer clay product

Advancement of green construction

We strictly adhere to the relevant regulations of the Environmental Protection Law of the People's Republic of China and conduct green construction fully in accordance with the requirements set by governments at all levels. Throughout the entire construction process, we rigorously implement the principles of "Four Savings and One Environmental Protection" (energy conservation, land conservation, water conservation, material conservation, and environmental protection). Through scientific management and technological innovation, we aim to create a clean, safe, and civilized construction environment, achieving coordinated development between engineering construction and environmental protection, and comprehensively promoting the standardization of green building practices.

| Risk points in environmental impact | Risk identification and response plans (P) | Specific response measures (D) | Review of the effectiveness of the measures (C) | Subsequent enhancement measures (A) |
|-------------------------------------|---|---|--|--|
| Soil | Implement routine and | In construction site, exposed land and concentrated piles of soil are fully covered with shelter to effectively control dust pollution. | Vanke conducts regular unannounced inspection of project, incorporating | We consistently implement targeted improvements based on review and evaluation outcomes, progressively enhancing and refining our environmental performance. |
| Air | comprehensive management of dust and other pollutants, with targeted response plans for key locations such as enclosures and entrances/exits. | prehensive management of t and other pollutants, with eted response plans for key itions such as enclosures and ances/exits. Soil transport vehicles must be fully enclosed and cleaned before leaving the site to ensure road cleanliness; An intelligent dust suppression system is deployed, a coordinated operation of fog cannons and spraying equipment is applied for achieving scheduled activation/deactivation and automatic dust detection and suppression. environmental factors into the standardized requirements for safe and civilized construction; We provide multidimensional training on green construction | environmental factors into the standardized requirements for safe and civilized construction; We provide multidimensional training on green construction | |
| Lighting | Conduct risk identification for surrounding light pollution and establish appropriate lighting schedules. | Tower cranes and large-scale lighting equipment are equipped with directional spotlights and light shields to strictly control light pollution. | practices and specific environmental requirements in all respects, including but not limited to weekly meetings | |
| Noise | Conduct risk identification for surrounding noise pollution and determine working schedules accordingly. | A noise source identification system is established, and a specialized noise reduction plan is tailored based on project characteristics to define clear noise reduction indicator for each phase. | and daily morning briefings; Additionally, we maintain regular communication | |
| Waste | Perform graded and classified identification of waste materials to develop distinct waste management procedures. | In construction site, construction waste is managed under a four-category classification system, ensuring centralized collection, proper storage, and timely removal; Fine-grained building materials are stored in dedicated enclosed storage facilities, while high-altitude waste is handled via a vertical transport system; Construction company must dismantle enclosures and temporary facilities within specified timeframes and conduct comprehensive remediation of the surrounding environment to ensure site cleanliness upon project completion. | and engagement with stakeholders in project vicinity to avoid any negative impacts on their legitimate concerns (refer to the table below for details of the stakeholder communication process). | |
| Electric power | With an aim to reduce electricity consumption during project construction, we implement a specialized electricity metering plan at the construction site. | We implement a special electricity metering program to conduct real-time monitoring and intelligent control of large-scale power-consuming equipment. | | |
| Water | We review overall water usage process and establish a specialized water metering plan at the construction site. | For pile foundation construction, we reduce the external transportation of slurry by equipping mud separation equipment and adopting a three-stage sedimentation system for construction vehicle cleaning, thereby achieving water resource recycling. | | |



| Environmental issues | Stakeholders | | Specific communication issues |
|----------------------------------|--------------------------------|-------------|---|
| Pollution prevention and control | Residents community government | | In response to construction noise, light pollution, dust pollution, and other related issues, Vanke ensures compliance with government regulations, actively engages in communication with residents and the community, files necessary documentation with the government, and guarantees that projects near residential areas do not conduct construction activities at night. |
| Waste management | Governments | • | Solicit opinions from the government and complete the task in accordance with its requirements. |
| Resources management | Governments | | Solicit opinions from the government and complete the task in accordance with its requirements. |
| Energy management | Governments | | Solicit opinions from the government and complete the task in accordance with its requirements. |
| Waste management | Governments | > | Solicit opinions from the government and complete the task in accordance with its requirements. |

Environmental accident prevention and emergency plan

Vanke implements environmental management measures in advance of, during and after a project construction. In light of the environmental risks commonly associated with ongoing construction projects, we adopt targeted preventive measures, including the installation of water spray equipment for dust suppression and washing

facilities for vehicles at construction sites to prevent the spread of environmental risks. Furthermore, we ensure meticulous management across all project phases and develop emergency response plans tailored to specific environmental risks to reduce the occurrence of incidents. This ensures that, in the event of an accident, effective control measures can be promptly enacted.



Passage of washing equipment for construction vehicle



The safety management quidelines for heavy rain and typhoon seasons

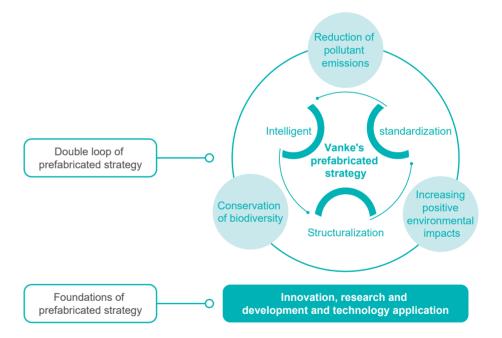
Housing industrialization

Vanke, with its green development philosophy of "industrialization, green architecture, and full decoration", clarifies "Housing industrialization" as its primary focus. From the perspectives of reducing pollutant emissions, increasing positive environmental impacts, and biodiversity protection, we continue to promote the adoption and implementation of prefabricated construction through several approaches, such as standardization, intelligentization and structuralization. With "95% of newly started construction projects applying housing industrialization" as our main goal, we continue to enhance the overall prefabrication rate for the purpose of advancing the resource-efficient development of the construction industry.



In 2024, **95%** of newly started construction projects applied housing industrialization.

Double loop of Vanke's prefabricated building strategy



Vanke Shanghai Company achieved full coverage of prefabricated buildings for all residential projects.

In 2024, Vanke Shanghai company strictly adhered to the industrialization/prefabricated building requirements of Shanghai for all residential projects in both design and construction progress. We progressively adopted PC prefabricated laminated floor slab, prefabricated staircases, prefabricated balconies, prefabricated bay windows, and partially prefabricated vertical structures and other building structures in various projects, achieving a prefabrication rate of over 40%. Meanwhile, we extensively utilized centralized factory processing for elements such as cabinets, wood veneers, storage solutions, and stone slabs of fully decorated housing. For projects that adopted shanghai ultra-low energy consumption and energy-saving residential requirements, we emphasized to use prefabricated components integrating with sandwich thermal insulation PC in exterior wall and thermal insulation in external wall structures.

Practicing Green Operation

RESPONSE TO SDGS



SDG 12 - Responsible Consumption and Production

Ensure sustainable consumption and production patterns



SDG 13 - Climate Action

Take urgent action to combat climate change and its impacts



SDG 15 - Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Pollutant Emissions
- Waste Disposal
- Environmental Compliance Management
- Energy Utilization
- Water Resource Utilization
- Circular Economy

HKEX

A1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1

302-1, 302-2, 302-3, 302-4, 302-5, 303-1, 303-2, 303-3, 303-4, 303-5, 306-1, 306-2, 306-3, 306-4 306-5

Energy management

In terms of establishing a top-down energy management system, Vanke Group has formulated the Vanke Group Environmental Protection Policy and the Vanke Group Water Resources Policy. In terms of retail property development and operation, we have formulated the Energy Conservation and Emission Reduction Management System, the Energy Conservation and Consumption Reduction Methods and Measures and the Operation Manual for Refrigeration Strategies for Air Conditioning Systems. In terms of property services, we have formulated the Management Code for Energy Conservation and Consumption Reduction. In terms of logistics and warehousing, we have formulated the Guidelines for Energy-saving Operation, the



In 2024, the share of renewable energy use in total energy consumption

was 10.31%. representing an increase of

6.82% year-on-year

Operation Procedure for Staggered Peaks of Photovoltaic Utilization and the Standard Operating Procedure for Staggered Peaks of Electricity Consumption and other internal policies. In 2024, we have set energy usage targets to comprehensively advance efficient energy management across all business operations of the Group, promote the use of clean energy, and continue to facilitate the transition towards green operations. At the same time, Onewo has obtained the ISO 50001 Energy Management System Certification.

Group



- Set annual management objectives
- Provide energy management recommendations and technical support to each BG and BU

Each of BG, BU



- Establish force task and assign dedicated personnel to centrally manage and analyze energy usage
- Decompose and delegate self-energy consumption management targets and annual plans

Front-line projects



Regional energy management personnel and experts regularly conduct energy specialisation and implement energy-saving renovations for the projects charged in the areas under their management

Retail property development and operations

In terms of retail property operation, we have formulated the Energy Conservation and Emission Reduction Management System, the Energy Conservation and Consumption Reduction Methods and Measures and the Operation Manual for Refrigeration Strategies for Air Conditioning Systems and other internal policies, making clear energy conservation and consumption reduction management requirements for projects that have opened, are under construction and planned. In 2024, we have completed the compilation and release of the "Guidelines on Engineering Due Diligence for Inventory Renovation Projects", which includes the contents of inspection and investigation on the structural, electrical, HV (heating and ventilation), air-conditioning, water supply and drainage, fire fighting and other performance of inventory projects, as well as recommendations on risk assessment. The guidelines can effectively guide us to comprehensively assess the healthiness of the functions of the inventory projects through systematic inspections, so as to facilitate strategic demolition, renovation and preservation of old buildings during renovation projects, therefore enhancing our ability on lean energy efficiency management of commercial assets.

The energy efficiency management of retail property operations relies on an intelligent management platform and continuously improves the ability to manage commercial assets in a green and low-carbon manner through enhancing refined management and applying renewable energy.



Intelligent energy management platform

We continue to expand the use of energy management platform and apply computer technology, communication technology, automated technology, and so on for remote monitoring, unified control, automatic billing and data analysis of electricity, water, energy and other systems, providing data and information support for normalised energy management.



Regular energy use analysis and facilities and equipment modifications

We make annual energy consumption reduction targets by formulating energy consumption management plans and programmes for corresponding facilities and equipment to determine the direction of energy retrofitting, and track the effectiveness of management measures through data comparisons. In 2024, retail property BU and Office BU have completed the energy-saving retrofitting of BA for central air-conditioning and lighting systems, and the retrofitting of energy-saving lamps and lighting fixtures at a number of project sites.



Increased use of renewable energy

We actively promote and utilize photovoltaic power generation and PEDF technologies. We installed photovoltaic power generation equipment on the roofs and parking lots of shopping malls to expand the application of green energy. As of the end of the reporting period, retail property BU has 27 photovoltaic power generation projects, including 5 new projects in 2024, generating a total of 18,950 MWh annually.

Shanghai Hongqiao Vanke Center is advancing the use of renewable energy. The photovoltaic power generation

system produces **24.75** KW of electricity daily, saving

7.01 tons of carbon emissions annually. The solar hot water system in public areas saves 21,954.75 tons of carbon emissions per year, while the reclaimed water

equipment room saves approximately **2,271.36** tons of carbon emissions annually.



Energy consumption review and energy-saving plan for Urban Frontline projects of Retail Property BU

In 2024, in collaboration with city companies, we conducted an in-depth analysis on project energy consumption data. We reviewed projects with a GFA over 60,000 square meters and ranked in the top 20 for energy costs per unit area. A tailored "one-store-one-strategy" energy-saving plan was developed, with an expectation to save RMB7.759.600 across the 20 projects, achieving a reduction rate of 5.6%. We meticulously analyzed the energy consumption proportions of various systems and effectively reduced energy consumption in shopping mall through various measures, such as refined management of the air-conditioning system, control of the use of access doors, optimization of the opening and closing times of entrance/exit doors, and the addition of crystal door curtains. Additionally, based on fluctuations in customer traffic, we flexibly adjusted parking garage usage strategies by closing off certain areas and turning off lighting, further achieving our energy-saving goals.



Effectiveness of energy-saving renovation



Energy-saving retrofit priority project of Office BU



Renewal and renovation of old equipment: it replaced energy-efficient lighting fixtures, and adopted intelligent control system so as to achieve automated operation and energy-saving control of equipment. In November 2024, renovation of energysaving light was carried out in car parks through replacement of 1,080 IoT energysaving lights to reduce power and regulate the luminance of lights and fixtures through area sensing, with a saving rate of more than 80% in daily energy consumption and an estimated saving of RMB12,500 per month on the energy consumption of the car parks.

Launch of energy consumption platform: it realized the monitoring of tenants' electricity consumption and electricity consumption of VRV air-conditioners, and launched the prepaid and meter reading system, deployed 77 smart meters to realize the functions of remote meter reading, prepaid, remote valve control, etc., for commercial tenants of the ground floor, helping to accurately manage the consumption of electricity and energy.

02 Siyou Vanke Center

Construction of the power monitoring system: the system features several functions, such as real-time data collection, on-site wiring diagram display and operation, event alarm/recording, and chart statistics. It enables operation and maintenance personnel to monitor the operational status and parameters of high and low-voltage power supply equipment in real time, enhancing power supply stability. Additionally, it integrates with end-point meter reading systems to achieve comprehensive monitoring and analysis of electricity consumption flows across the entire project, enabling precise management of power usage and energy consumption

03 Guangzhou Sanyuanli Center

Replacement of High-Efficiency Lighting Tubes in Parking Lots: we adopted ultra-high luminous efficiency technology resolution, which has a luminous efficiency more than three times that of conventional tube. Compared to standard fluorescent or LED tubes, they can save 50-80% in energy consumption. This upgrade is expected to save 6,500 kWh annually, helping project companies reduce costs and improve efficiency.



Power monitoring system of Siyou Vanke Center



Intelligent lighting system for car parks of Hightech Chuanghe Centre

Property services



Business Enterprise Services: Energy Management Pilot Demonstration Project

Combining the advantages of scenarios and technology, we have explored the way of efficient energy saving through three main products, namely precise adaptation, energy-saving operation and maintenance and energy-saving technical reform, helping commercial buildings save energy and reduce consumption, and practicing the strategy of "carbon peaking and carbon neutrality" with professional services. In 2024, the first batch of energy management pilots of Cushman & Wakefield Vanke Service has been implemented in 15 demonstration projects in Beijing, Shanghai, Guangzhou, Shenzhen and other cities, with an energy-savings of 421MWh in the first month and a reduction of approximately 210,000 tonnes of carbon emissions.



Residential Services: Specialized **Energy Saving and Consumption** Reduction for Transformers in **Residential Areas**

Through technological innovation, we have implemented energy-saving and consumptionreduction programs for transformers on 4,060 transformers in 1,936 projects under our management. We have implemented an alternating mode of operation for transformers with a load factor of less than 30% and made sure the power supply reliability when reducing energy consumption, and significantly improved the efficiency of energy management.





Photovoltaic power generation scheme for Long-term Rental Apartment BU

The Long-term Rental Apartment BU has established a dedicated task force to develop strategic documents such as the Framework Considerations for Photovoltaic Power Generation Projects Based on Apartment Business and the Investment Projections for Photovoltaic Power Generation Projects Based on Apartment Business. In 2024, a rooftop photovoltaic power generation project was implemented at the Guangzhou Port Apartment Science City, with an estimated annual generation of 700,000 kWh of green electricity. Additionally, Port Apartment is collaborating with internal and external partners of Vanke Group to advance the implementation of a 1.8 MW photovoltaic power generation project in Xiamen Bay Community, which is expected to generate 1.2 million kWh of green electricity annually.

Hotel and resort

In terms of hotel operations, we implement a comprehensive energy management programme, including the establishment of energy comparison tables for the same period, equipment file lists, area energy usage statistics, and data analysis tables, as well as the implementation of intelligent regulation strategies for equipment like central air-conditioning, public area lighting, and water heaters, to achieve refined energy-saving measures based on varying air temperatures, occupancies, and seasonal demands.



Hotel Energy Conservation and Photovoltaic Management Initiatives

- · During the operation and maintenance process, we continued to promote energy-saving renovation, gradually replacing damaged parts with energy-efficient equipment. In 2024, the Yun Resort Shenzhen Longcheer completed the upgrading of its lighting system, with LED fixtures used in all rooms and the hotel's machinery room motors been uniformly equipped with frequency conversion controllers, meanwhile, optimized the operation strategy of the central air-conditioning system to avoid the heating of domestic hot water during the peak hours of electricity consumption. In addition, the usage rate of energy-saving light fixtures in the Songhua Lake project has been increased to 98%, significantly reducing operational energy consumption.
- The Yun Collection Sanya installed 18 sets of solar panels for hot water supply, with an annual hot water usage of 1,423 tonnes and electricity savings of 85.336MWh.



The photovoltaic installation of the Yun Collection Sanya

Logistics and warehousing

Focusing on the theme of reducing energy consumption and improving efficiency. VX Logistics is committed to building intelligent modules for the logistics park, and enhances the overall management effectiveness by refining the management measures. It also optimizes its operational processes, debugging methods and energy saving strategies through comprehensive technological and equipment upgrades. We have issued documents such as the Guidelines for Energy-saving Operation, the Guidelines for Parameter Settings, and the Energy-saving Operation of Refrigeration Systems. It also improved the effectiveness of the park's refrigeration system through the implementation of staggered peaks, standardised parameter settings of each unit, and energy-saving operations for the refrigeration system, achieving the goal of energy conservation and reduction of energy consumption.



Cold Storage Energy Consumption System

VX Logistics has independently developed the VX-EOS (Energy Operation System) cold storage energy consumption system, which consists of a local cold storage operating system and a cloud-based energy consumption analysis system. It features several functions, such as automatic control over the cold storage refrigeration system, equipment inspection, fault alarm, and energy-saving analysis. We are currently piloting the test of system, with plans to conduct real-time energy consumption monitoring and automatic data collection through this system. By integrating Al algorithms, the system generates and issues energysaving strategies. When the equipment operation mode does not achieve the optimal energy consumption state, it provides adjustment suggestions for equipment operation parameters to the administrators of various enterprises in the park, such as optimizing the start-stop time of compressors and intelligent control of fan speed, to help intelligently reduce energy consumption in cold storage.



Innovative Practices for Zero (Low) Carbon in the Transport Chain

VX Logistics has independently developed the intelligent transport routing platform "Xiao Ma Jia", which optimizes transport routes, efficiently customizes delivery plans, and flexibly allocates vehicles, thereby improving logistics efficiency while reducing carbon emissions in supply chain transportation. Additionally, the Company has pioneered the pilot use of new energy refrigerated transport vehicles in several cities and is actively collaborating with transport partners to explore the expansion of the new energy vehicle fleet. In 2024, technical standards for new energy charging piles have been established, and the management platform for enterprise and park charging piles has been launched. Plans are underway to gradually install charging pile facilities in cold chain logistics parks to provide convenient charging services for new energy vehicles. This initiative, combined with distributed photovoltaic power generation projects within the parks, further enhances the utilization rate of clean energy.



Organization-based Zero (Low) Carbon Innovation Practices

VX Logistics has conducted comprehensive carbon audits across all scenarios for three consecutive years, covering cold chain logistics parks, ambient storage, and office spaces. Leveraging clean energy and green operations, In 2024, the greenhouse gas emission intensity of cold chain logistics parks (including transportation) decreased by 29.97% as compared to 2023. Through its carbon management platform, VX Logistics collects, records, monitors, and analyzes relevant carbon emission and reduction data. By integrating measures such as energy conservation, emission reduction, and new energy applications, the platform enables real-time statistics and tracking of overall carbon emissions measurement in the parks, achieving integrated monitoring, quantification, analysis, and traceability of carbon data.





Schematic Diagram of the Carbon Management Platform and Photovoltaic Management Platform

vanke

On May 2024, VX Logistics was awarded the "2024 LOG Low Carbon Supply Chain Logistics Outstanding Contribution Award" for its green innovation practices in the field of low-carbon supply chain logistics. This accolade recognizes VX Logistics' zero (low) carbon innovation practices at both the transport chain and enterprise organizational levels, as well as its contributions to digital carbon management.



The certification of "2024 LOG Low Carbon Supply Chain Logistics Outstanding Contribution Award"



- With 2023 as the base year, VX Logistics achieved a
- decrease of **5%** in the cold storage energy consumption indicator by 2024;
- As of December 2024, 27 VX Logistics rooftop distributed PV projects were connected to the grid, an
 - increase of 8 projects year-on-year, with a total installed capacity of **80.26**MW and a cumulative power generation capacity of more than 83 million kWh.
- VX Logistics' photovoltaic power stations have introduced N-type modules and BC batteries. The VX Logistics' cold chain logistics parks project at Huangxing Changsha, which adopted N-type BC batteries, achieved

32.7% higher actual photovoltaic power generation than design expectation. The Dongguan Wanjiang and Wuhan Shekou projects, which utilized N-type modules,

achieved 13-20% higher actual photovoltaic power generation than expectation.



VX Logistics parks obtained renewable energy certificate to engage in green power trading

- VX Logistics' cold chain logistics parks in Hangzhou Qiantang New Area have cumulatively obtained 447 tradable green certificates issued by the National Green Certificate Issuance and Trading System of the National Energy Administration.
- · VX Logistics' cold chain logistics parks at Longquan Chengdu and Xinjin Chengdu engages in Chengdu's green power trading (hydropower). Through direct procurement of hydropower, the carbon footprints of the logistics parks have been significantly reduced. At the same time, by fully leveraging the abundant hydropower resources in Sichuan Province, the initiative has promoted green energy consumption in the region, contributing to the achievement of the carbon peaking and carbon neutrality goals.



Renewable energy certificate (REC) of VX Logistics' cold chain park in Hangzhou Qiantang New Area

Data centre

Vanke continuously pays attention to carbon emission management of data centres and actively promotes the construction of green and low-carbon data centres via usage efficiency optimisation, business upgrading, and management measures improvement. In 2024, Vanke's data centres continued to implement the ISO 14064-1 international greenhouse gas emissions standard to improve resource efficiency and reduce greenhouse gas emissions.



The PUE(Power Usage Effectiveness) of Vanke's leased data centres in 2024 was 1.45

Water resources management

Vanke attaches great importance to the use and management of water resources, and relevant water conservation policies are implemented with reference to the water conservation policies advocated by the local governments of each project. We focus on water conservation and water recycling in the whole process of operation and continue to strengthen our efforts in water conservation management to ensure the improvement of water resource utilisation efficiency.

During the reporting period, all of Vanke's water resources originated from municipal water supplies, and no difficulties were observed in the water extraction process. We focus on and have identified, assessed, and addressed risks that may arise in areas where water resources are under stress. We have also undertaken targeted initiatives to manage water conservation and reuse and to continuously improve water efficiency and reduce water consumption.

Water resources targets



Property services:

Actively promote water conservation. Continuously improve water conservation measures in our daily business and operations through fine management and application of technical means. Strengthen the recycling of water resources and reduce water pollution.

Hotel and resort:



We consider water-saving solutions for projects under construction. For example, we prefer choosing water-saving bathrooms for guest rooms and public toilets, configuring direct drinking systems for some hotel rooms, and using reclaimed water systems for some projects. We continuously carry out watersaving renovation for projects in operation, enhance employees' awareness of water conservation, increase publicity to in-house customers, and introduce watersaving incentive policies.

Through the joint adoption of various measures, we have continuously improved water utilisation efficiency and reduced water wastage:

Source management

We give full consideration to water use in project investment, development, design, construction, and operation, as well as minimise resource wastage and wastewater generation through water reuse.

Water-saving publicity

We set up water-saving reminders and publicity signs at water points in our business and office areas.



For the hotel business, we formulate "ten key points" to focus on at work to increase awareness of water conservation and establish the value of water conservation



Process management



Hotel and resort business:

We advance water-saving renovation as planned. In 2024. by optimizing the management of dishwasher usage and implementing centralized washing of tableware for projects in operation, we effectively enhanced the efficiency of our water resource utilisation and elevated the water-saving awareness among employees and customers.



Wuhan Vanke The Yun Hotel recycling air-conditioning condensate water

Wuhan Vanke The Yun Hotel recycles the air-conditioning condensate water in each region, and the recycled condensate water is redirected to cooling towers, where it serves as supplementary water and simultaneously lowers the temperature of the cooling water, achieving energy savings.



Condensate water recycling tank

Property services:

The water quality conditions within our service area are closely monitored, and testing and improvement measures are implemented to address water quality issues. Intelligent methods are utilized to establish integrated management, creating a long-term mechanism for water environmental protection to alleviate water resource pollution.



Water System Purification, Surface Adsorption and Circulation System Renovation Project of Vanke Service

In Tangshan Vanke King Metropolis Project, Vanke Service implemented water system purification, surface adsorption and circulation system renovation regarding issues such as poor water quality and excessive floating debris within the community. Based on the principles of aquarium filtration, the system was divided into functional areas for surface adsorption, sedimentation, filtration and circulation, which automatically adsorbed floating materials and purified water with gravel and activated carbon. After the renovation, the wastewater from the water system was used for green watering, and the cleaning cycle has been extended from once a week to once a month, effectively saving water resources





Renovation effect of water systems



Retail property development and operations business:

Through the procurement of water-saving equipment, installation of sensor water-saving equipment, regular inspection and maintenance of bathroom water facilities, and implementation of optimized maintenance and watering schedules, we improve overall water efficiency.



Reclaimed Water Utilisation of Shanghai Nanxiang Project

The Retail Property BU Shanghai Nanxiang Project has added 60m3 rainwater collection tank and 30m3 water purification tank to collect roof rainwater, which is used for green watering as well as garage and road washing after precipitation and filtration, with an annual recycled water volume of 2,150m3. It is expected to reduce water consumption by about 2% in the public area.





Rainwater recycling device

Rainwater recycling device

Waste management

Vanke has begun to explore "zero-waste" management since 2005. Based on the project management experience and public charity resources of the Vanke Foundation. Vanke collaborates with governments, research institutions, NGOs, enterprises and other stakeholders to explore and promote innovative solutions for domestic waste management of urban and rural communities. In 2024, we partnered with more than 230 partners in the office, campus, community, cultural tourism and other scenes to explore the sustainable mechanism for waste sorting in over 600 communities and 10 commercial office buildings in more than 40 cities, which reached more than 1,500,000 individuals, making the concept of a "zero-waste" low-carbon lifestyle take root and flourish within Chinese communities.

Zero-waste office

Vanke Group has continuously implemented the "The Zero Waste Office Handbook", raised the awareness of "zero-waste office" among all employees through cultural cultivation and publicity, and made efforts in promotion together with various parties.

In 2024, Vanke Foundation took the lead in joining hands with multiple universities and enterprises to compile and publish the first group standard of the Guidance for the Zero-waste Office Implementation and Evaluation in China, which provides guidance for office scenarios to practice zero waste and for third parties to carry out zero-waste office evaluation. In September of the same year, Vanke Foundation, in collaboration with Cushman & Wakefield Vanke Service and R Cube, tailored pilot schemes and tutored 10 projects in 8 cities to explore the effectiveness of the implementation of the Guidance and continued to track the impact on carbon reduction. The COE expert team from Cushman & Wakefield Vanke Service also participated in establishing the benchmark for a "zero-waste office". At present, the project baseline investigation and plan preparation have been completed.



VX Logistics green operation waste management practice

VX Logistics has formulated the Waste Management Policy to decrease waste generation and strengthen pollution prevention throughout the project cycle to reduce environmental impact. The park has fully utilized 100% recyclable pallets to minimize routine operational consumption. Hazardous waste is harmlessly treated by a qualified third party, and non-hazardous waste is classified and handed over to municipal units for disposal. Meanwhile, a green packaging material procurement system is implemented, giving priority to recyclable, easyto-recycle and biodegradable materials, and implementing packaging standardization and optimization, such as replacing wrapping film with reusable straps and adopting paperless billing. We advocate green office, use electricity on demand, and share excellent cases in an effort to enhance employees' awareness of energy saving and environmental protection.



Zero-waste campus



Published the Guidance for zero-waste campus development - High schools, primary schools and kindergardens

In 2024, the group standard Guidance for zero-waste campus development - High schools, primary schools and kindergardens spearheaded by Center for Environmental Education and Communications of Ministry of Ecology and Environment and Vanke Foundation, and jointly compiled by Beijing Academy of Educational Sciences, Meisha Education Group and Pepsi Group is officially promulgated. This represents the first group standard specifically tailored for middle, primary schools and kindergartens to build zero-waste campuses in China, covering key points in the implementation of zero-waste campus construction, including the management of solid wastes, education and teaching, teacher training and teaching and research, school events and social publicity. The management process of zero-waste campus construction in middle, primary schools and kindergartens holds significant importance in guiding zero-waste cities to carry out zero-waste campus construction and provide effective guidance for middle, primary schools and kindergartens to achieve the reduction, resource utilisation and harmlessness of solid waste management.

Zero-waste community

We continued to deepen the practice of zero-waste management in the community. Vanke Foundation has commenced 56 community waste management projects. The public participation model was promoted in Xishan Courtyard with on-site resource utilization of organic waste and activities involving composting garden renovation, horticultural exchanges and sustainable community open days. Through initiatives such as building flower beds and establishing composting societies, hundreds of kilograms of food waste and organic waste such as fallen leaves generated by the community every day are converted into fertilizer for growing flowers. The campaigns not only effectively maintained residents' attention and enthusiasm for building zero-waste community, but also helped them to develop green habits, supporting the standardization and development of onsite organic waste recycling technology in the community. The process of waste reduction, resource utilization and harmless treatment in the community was accelerated through composting of food waste and biological treatment by black soldier fly, so as to lay a solid foundation for building a sustainable community.

As of the end of 2024, the community-based on-site resource treatment initiative, "Spring Mud Action", has been piloted in 12 residential communities across 11 cities. By adopting aerobic composting to transform organic waste, the initiative has promoted waste sorting and soil improvement within these communities. To date, the initiative has assisted over 200 communities in managing organic waste and enhancing soil quality. A total of 4,662.8 m³ of green waste has been processed, resulting in the production of 2,331.9 m³ of compost. Additionally, the soil quality of nearly 10,000 m² of green spaces has been improved.







The Preparation of the Group Standards and Research Report for the Resource Utilisation of Kitchen Waste Using Black Soldier Fly

Vanke Foundation played a role in the preparation of two group standards – the Food Waste Composting Product and the Technical Specifications for the Resource Utilisation of Kitchen Waste Using Black Soldier Fly, which were approved at the review conference in November 2024, and will be officially released soon. The Food Waste Composting Product proposes to convert food waste into organic fertilizer or organic soil conditioner to achieve hazard-free recycling, reduce environmental pollution and improve soil nutrient vitality. Focused on the specification of the core technology process for treating kitchen waste by black soldier fly, the Technical Specifications for the Resource Utilisation of Kitchen Waste Using Black Soldier Fly helps to avoid the generation of "three wastes". namely waste water, waste gas and waste residue in the process to the greatest extent, optimise the process of waste sorting and treatment.

In the same month, the Report of the Development Status and Prospects of Black Soldier Fly Technology for Kitchen Waste Treatment was jointly published by Vanke Foundation and other organizations. According to the research, the black soldier fly industry has established a good resource base and operates within a policy-driven environment that fosters growth, demonstrated unique advantages in kitchen waste treatment and alternative protein production, and is expected to advance the recycling of resources and injecting new momentum into ecological sustainable development.



Exploration Project of Organic Waste On-Site Resource Treatment in Qingdao Vanke Service Chengyang Onewo Towns

From July to the end of November 2024, the exploration of organic waste on-site resource treatment across 10 residential communities was completed in Qingdao Vanke Service Chengyang Onewo Towns. Vanke Service collaborated with neighborhood committees to establish a multi-party resource utilization loop, transforming residents from "service recipients" to "community co-creators". By composting kitchen waste and leaf litter in the garden, the community has achieved a "visible cycle" of waste reuse, driving a "green transformation". Between 2021 and 2024, a total of 100 tons of kitchen waste and leaf litters were composted, creating a 300m² composting ecological garden and three shared green spaces co-developed by residents. According to the decentralized composting carbon reduction tool, this initiative has reduced carbon emissions by 53.7 tons compared to incineration.

During the period, Qingdao Vanke Service shared the case of "Green Transformation - Resourceful utilization of Wastes Empowering New Value of Property Services" online at the seventh Property Management Innovation and Development Forum, and Vanke Rose Lane and Fugen Meilin Community were reported and introduced by CCTV.









Zero-waste hotel

Vanke Hotel and Vacation BU have formulated the Zero-waste Hotel Management System. The Zero-waste Team consisting of a Chief Environmental Officer, Executive Officer, Secretary General and other members was established to enforce zerowaste hotel management practices. We have formed a "1+2+1" model, standing for a set of systems, two core tasks, and one consensus and action (publicity) in zero-waste management practices. Since 2022, all self-branded hotels have implemented the "zero-waste" project, including the Yangcheng Lake Youxiong Hotel, which commenced operations in 2024.

In 2024, we implemented multiple "zero-waste" recycling initiatives, including the Clean Plate Campaign, used clothing donations, and the replacement of individually packaged dental kits to minimise the use of disposable items. Additionally, we engaged in negotiations with long-stay guests to reduce room cleaning frequency, replaced paper items with QR codes, repurposed discarded linens into cleaning rags, and crafted creative Christmas trees using recycled mineral water bottles, and implemented several "zero waste" circulation projects. Among them, the Youxiong brand rewarded guests through the gift of V card points for continuous stays without changing linens. The points can be redeemed for hotel accommodations, food and beverage or participation in activities. Meanwhile, the Foshan Nanhai Yun Hotel organised a 50-kilometre walking charity event to pick up litter and alleviate the burden of mountains and forests, and launched initiatives such as zero-waste restaurants.



Yun Resort Shenzhen Longcheer "Zero-waste Hotel" Project

The Yun Resort Shenzhen Longcheer has established a highstandard resource recycling centre and added integrated equipment for food waste collection, grease separation and dregs removal to achieve waste reduction, resource utilization and harmlessness. At the same time, the hotel has completed the comprehensive upgrade of the rooftop farm and put it into operation. A special green waste composting area has been set up to realize the resourceful utilization of green wastes, which are converted into organic fertilizers and used to plant organic tomatoes in Yun Farm for guests to purchase. In Addition, the hotel has carried out zero-waste activities with guests and the community, popularized waste classification, and actively participated in used clothing donations.

In April 2024, the Yun Resort Shenzhen Longcheer was rated as the first batch of "3R Zero-waste Hotels" in Shenzhen in the "Zero-waste Hotel" activity jointly organized by the Shenzhen Urban Management and Comprehensive Law Enforcement Bureau and other departments.



Award for "3R Zero-waste Hotels"





Yun Farm



Garbage Classification Publicity

Encouraging the public to engage in zero-waste management practices

We advocate for "Zero-waste Management" to the public, encourage them to participate in waste sorting and "Zero-waste Management" practices in person, and cultivate sustainable community leaders and organizations through Vanke's influence, fostering a deeper understanding of zero-waste living among the public.



In 2024. Yun and Youxiona

brands used 100% biodegradable guest consumables.

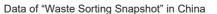


Vanke Foundation in Cooperation with the IPE to Promote Urban **Waste Sorting**

Waste Sorting Snapshot: Since 2020, the Institute of Public and Environmental Affairs (IPE) and Vanke Foundation have jointly launched the "Snapshot: Illuminate Community Waste Sorting" campaign, which has garnered sustained public engagement. In 2024, 9 special events for Waste Sorting Snapshot were held, attracting over 1,800 volunteers to participate in waste sorting snapshot surveys, A total of 50,687 photos have been captured, covering 27,036 communities across 150 cities.

Annual Report on Garbage Sorting Index: In 2024, Vanke Foundation and the Institute of Public and Environmental Affairs (IPE) jointly released the Annual Report on Garbage Sorting Index of 102 Cities. The results show that Suzhou and Shanghai scored the lead in the waste sorting index, while the average score for 102 cities in China was only 12.59, and most of the cities were still in the initial stage. It is recommended to involve consumer industries in recycling systems for plastic packaging and other materials.







Annual Report on Garbage Sorting Index

2024 Zero-waste Day Public Advocacy Series of Events

Promotional Activities

In March 2024, under the auspices of the UN-Habitat China Office, Vanke Foundation and other organizations jointly initiated a national public advocacy event "Start Light, and Life Naturally Feels 'Zero' Sense". The event invited "zero-waste life advocates" to encourage the public to examine their life according to the 3Rs, standing for reducing, reusing, and recycling, tapping into the potential of waste, and enjoying an easy life. On the occasion of the 2024 Zero Waste Day, a collaborative effort with Shanghai's Dragon TV was undertaken to release the thematic video A Sustainable Day, which promotes the ethos and practical approaches of a "zero waste" lifestyle. A total of 184 partners including non-profit organizations, enterprises, schools and government units from 73 cities across 26 provinces in China, registered to participate. A variety of online activities and innovative offline immersive experiences were introduced, relevant cases of which were included in the United Nations' 2024 Zero Waste Day Global Activity Map, significantly enhancing the international visibility of China's zero waste initiatives. Items repurposing

Items repurposing

Vanke Foundation joined hands with various organizations to launch the online theme check-in of "Sharing Experience of Repurposing Items" to advocate green living practices, achieving offline linkage in more than 50 communities in five cities. By sharing skills of utilizing and repairing old items in daily life, we raised residents' awareness of sustainable consumption, and explored more possibilities for recycling.

Zero-waste Day - Summer Special

Vanke Foundation and other organizations initiated the 2024 Zero-waste Day - Summer Special from 7 to 21 August with the theme of "Our Zero-Sense Summer". A total of 39 departments including public welfare organizations, enterprises, schools and government departments from 15 provinces/directly administered municipalities in China joined in this effort. They released the video series of "Adventures in Meisha Ecological Garden", developed a multi-scenario guide evoking a "zero" sense summer, provided the public with sustainable tips for everyday life.



Enhancing the social influence of "Zero Waste"

In 2024, Vanke Foundation continued to carry out projects such as the "Zero-waste Forbidden City", "Zero-waste in Islands" and "Meisha Carbon Neutral Community", and on this basis, continued to explore specific scenarios of zero-waste to enhance public awareness.



Zero-waste in Islands



Zero-waste Island Construction:

Since 2019, with the support of the UNDP/GEF SGP Small Grants Project and Vanke Foundation, the Beihai Civil Volunteer Association has carried out waste management projects such as the "Demonstration on Reducing Garbage Pollution on Weizhou Island and the Surrounding Sea" and the "Resourceful Treatment of Food Waste" in Weizhou Island. The project has built more than 50 demonstration sites for processing food waste, processed over 200 tons of food waste, and produced 20 tons of organic fertilizer on Weizhou Island annually. It is estimated that the disposal of each tonne of food waste on Weizhou Island can result in a reduction of approximately 1.47 tonnes of carbon dioxide emissions.

After three years of development, the exploration of Zero-waste Initiative in Islands was selected into the "2023 Green and Low-Carbon Exemplary Cases" by the Ministry of Ecology and Environment of China in May 2024, becoming the only selected case in Guangxi. In addition, the project unveiled the Zero-waste Island Construction Guide, which outlines the implementation of the project, the formation of a multi-stakeholder participation mechanism and key action points. This guide serves as a reference for other islands seeking to embark on the zero-waste journey.



Launching the First Marine-Themed Live Broadcast:

On 16 August 2024, during the third season of the Discover Meisha Campaign, Vanke Foundation, together with Xinhuanet and Meisha Sub-District Office, and a panel of experts specializing in marine biodiversity conservation and marine litter research, jointly launched a marine-themed live broadcast "Let's go! Unlock a different summer 'SEA WALK'". The broadcast showcased the story of Meisha's marine conservation efforts and garnered over 1.5 million views across the network. The live broadcast introduced special exhibits such as wave sculptures made of discarded plastic bottles and jellyfish tanks made of discarded plastic bags, shared the highlights of the Survey Summary Report on the Current Situation of Coastal Waste Management in Meisha Carbon Neutral Pilot Demonstration Community of Yantian District, Shenzhen, and reviewed the background survey and science outreach event themed urban biodiversity conservation conducted in the Meisha Carbon Neutral Community. During the event, low-carbon practices were showcased at the Vanke Centre Carbon Neutral Experimental Zone, including green buildings, smart energy systems and organic waste treatment by black soldier fly. The live broadcast called on the public to pay greater attention to climate change and marine conservation, to view nature from a more sustainable perspective and to practice a "zero waste" lifestyle.

Zero-waste Forbidden City

The Palace Museum, in collaboration with the Vanke Foundation, initiated the "Zero-waste Forbidden City" project on 16 January 2020. The "Zero-waste Forbidden City" project is continuously committed to achieving the vision of minimizing landfilling or incineration of waste to an infinitely close approximation of zero through the adoption of scientific and precise waste management practices. The project is composed of "Zero Waste Office" and "Zero Waste Visiting". Based on the principles of reduction, resource utilisation and harmlessness, the waste of the Palace Museum is reasonably managed. Meanwhile, the project calls on the audience and the public to pay attention to and respond to climate change actions, so as to build the Palace Museum into an international leading zero-waste museum, and to innovate solutions to address climate change in the cultural tourism and museum industry.

In the past five years since the implementation of the project, the project has directly engaged around 3,000 staff, 40,000 tour guides, and 40.67 million visitors in the collective effort to build a green Forbidden City. Over 460 important quests at home and abroad have visited the Forbidden City to exchange practical experiences in green development.

· In 2024, the Palace Museum, including its main and northern areas, had processed 29 tons of green waste, generated 12.43 tons of compost, equivalent to a reduction of 25.11 tons of carbon dioxide equivalent.

Envoys' Forbidden City Tour:

On 15 October 2024, the Palace Museum and Beijing Diplomatic Service Bureau jointly hosted the "Envoys' Forbidden City Tour" event, inviting 60 diplomats from 28 embassies in China and 4 international organizations and institutions to participate. By visiting the zero-waste themed route of the Forbidden City and experiencing the creative handicrafts of cans, etc., the diplomats gained insight into the positive efforts of the zero-waste project of the Forbidden City carried out by the Palace Museum in cooperation with Vanke Foundation. At the same time, they exchanged insights with colleagues worldwide to jointly pay attention to and foster engagement in the sustainable development of museums.



Welcome Ceremony for the Event

Roundtable on Green Development of **World Heritage Sites:**

On 25 October 2024, the Palace Museum, in collaboration with Vanke Foundation and other parties, held a Roundtable on Green Development of World Heritage Sites. Centred on the theme of "Conservation, Inheritance and Sustainable Development", the roundtable explored the strategies and pathways of green development of heritage sites, published the Zero-waste Action Handbook for World Heritage Sites and Museums (Trial Version) to offer practical guidelines for the sustainable development of heritage sites, promoting the sustainable development of heritage sites.



Publication of the Zero-waste Action Handbook for World Heritage Sites and Museums (Trail Version)

Zero-Waste Forbidden City

"Zero-waste Forbidden City" Project Debuts at COP29:

From 11 to 13 November 2024, representatives of the Palace Museum and Vanke Foundation brought the results of the "Zero-waste Forbidden City" project to the China Pavilion at the 29th Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change for the fourth time, showcasing China's active exploration of cultural heritage preservation and response to climate change. At the Climate Action Achievement Exhibition organised by Vanke Foundation, participants witnessed the Forbidden City's green cultural and creative products made from recycled plastic bottles, apple peels and other environmentally friendly materials. Those products were favoured by the participants as they were a clever blend of traditional Chinese culture and green concepts. During the conference, the "Zero-waste Forbidden City" project was included as a typical case in the report Selected Case Studies on the Impact of Climate Philanthropy released by the China Environmental Grantmakers Alliance (CEGA). It is of innovative and leading significance.







Debut of the results of the "Zero-waste Forbidden City" Project to the China Pavilion at the COP29 for the Fourth Time

Offline Art Research and Learning Workshops:

In 2024, we launched the third "Zero Waste in the Forbidden City" art research and learning workshops. A total of 12 days of activities were held, and 178 groups of family audiences were recruited. The winter holiday themed art research and learning courses integrated ancient architectural venues, thematic exhibition halls, course activities, art experiences, and other resources, showcased the "Zero Waste in the Forbidden City" themed tour routes, and set up course activities such as sustainability in the Forbidden City architecture and palace life, so as to stimulate students' interest in Chinese traditional culture and awareness of the protection of the environment.

· Online Video Courses:

In 2024, we released 10 video courses on the theme of zero-waste, each 15 minutes long, to analyze the other side of the Forbidden City's conservation and environmental protection for the audience from the perspective of social and economic history, with a total view of 20,865,000. The courses were released on 16 platforms such as the "The Palace Museum Publicity and Education" WeChat Official Account and Channel, with a wide coverage and remarkable dissemination effect.

Circular economy

Vanke is actively advancing circular economy initiatives during its operational processes. For construction waste, we encourage contractors to engage in circular economy practices by implementing categorized management of construction waste generated, and then hand over to specialized agencies for recycling and reuse. Additionally, we actively promote the backfilling of earthworks and the recycled use of various construction materials, such as scaffolding and aluminum mold, to foster the development of a circular economy. At the operational level, a management ledger for office and domestic waste has been established in Vanke's headquarters. Through the classification, registration, recycling tracking, and resource utilization of waste, we ensured the effective treatment and recycling of resources, thereby reducing resource wastage.

Green leasing

We are actively pursuing green and net leases, which requires all tenants to pay for their own energy and resource costs arising from production and living, thereby encouraging tenants to implement green operation measures and develop a green lifestyle. At the same time, we continue to incorporate ESG initiative clauses into the standard lease contract covering commercial development and operations business and the rental housing business.

We are committed to maintaining long-term, mutually beneficial partnerships with our tenants and working closely with them to advocate green malls, green offices, energy-efficient operations, and the use of environmentally friendly renovation materials, etc. We steadily deepened our green leasing efforts to help them incorporate sustainable practices into their operations throughout the leasing lifecycle. We required that hazardous waste within our operations be segregated and disposed of separately, and ensured that the transfer and disposal of which are dealt with by licensed waste handlers who meet the qualification requirements.

Rental housing

For our rental housing business, in 2024, Port Apartment's individual rental contracts remained 100% paperless and 100% incorporated the terms of ESG-related initiatives. Tenants were required to adhere to energy-saving and environmental protection principles, and green leasing practices were deepened through the introduction of renewable energy, enhancing monitoring of tenants' water and electricity consumption data, and incentivizing tenants to improve property performance of energy and resourse.

In 2024, the Vanke Long-Term Rental Apartments BU Energy Consumption Management Special Working Group unified and smoothed the management of energy consumption of all stores nationwide through the establishment of a system, technical support, and transparent release of data, releasing tools such as the One Page for Energy Consumption Management to help property management staffs in the stores strengthen the awareness of energy consumption management and behavioral habits, and cultivate energy consumption management skills. In the staff dormitory of Haier Group in Hefei, Port Apartment held weekly activities of different themes such as cleaning up goods, cost-effective energy saving. Additionally, the energysaving performance of tenants was assessed weekly. The best-performing tenants were commended and incentivized tenants with living supplies and other incentives, while underperforming tenants were promptly reminded and fined. These reward and penalty measures were designed to motivate tenants to engage in energy-saving practices.

In cities such as Beijing, Shanghai, Guangzhou, Shenzhen and Hangzhou, the Long-Term Rental Apartment BU strictly implemented waste sorting in accordance with urban management regulations. Over half of our stores have replaced waste bins with categorized ones. In several locations in Shenzhen, old clothing recycling bins and battery recycling stations have been installed. Community activities are regularly organized to promote environmental protection initiatives and values among tenants

Retail property development and operations

In our retail property operations, in accordance with the requirements of the retail property agreement, retail property tenants are required to comply with documents such as the Tenant Handbook, the Fitting-out Handbook and the Fitting-out Material Brand List. Tenants are required to choose building materials and equipment that meet national or local environmental standards. We digitally manage the entry and exit of tenants' materials. The odor and noise shall be controlled during fitting-out works. We aim to ensure that the facilities comply with national norms and standards through regular inspection. We demand tenants to closely monitor the use of fire and electricity in the fitting out process to ensure civilized and safe construction. The newly fitted-out or refurbished tenants have responsibilities to refer to the green fitting-out and green construction related guidelines and suggestions provided by us. In addition, Retail Property BU has incorporated green leasing initiatives into all contracts to incentivize tenants to improve their property performance of reduction of the environmental impact, energy and water efficiency, reduction of waste and the physical and mental health of their employees.

In 2024, during retail property project operations, we introduced a smart electricity metering system to create a comprehensive solution for merchant electricity management that combines operational and financial functions. This system has already been deployed across 21 shopping malls. Merchants can access real-time electricity usage details, monitor their consumptions, and identify opportunities for energy savings. Moreover, we have strengthened waste management by directly recycling more than 90% of food waste and promoted the development of a circular economy by advocating the recycling of used items according to the characteristics of our tenants in the catering industry.



Retail Property BU Renovation Project Enhances Recycling

The Shenzhen New City Plaza project has adopted a refined demolition and renovation approach by repurposing the electrical systems, plumbing and air conditioning systems, fire protection systems and elevator systems under the premise of ensuring the building's functional performance. The approach fully leveraged the functional value of the original materials and systems, with a reuse rate of equipment reaching 62%-80%. Additionally, we collaborated with construction waste management units to implement classified recycling of construction debris. Dust and noise control measures were also put in place, effectively minimizing the environmental and residential impact during the project's demolition and renovation process.







Retail Property BU Advocates for Green Leasing Campaign

Ningbo Yinzhou In-City

We held a Sustainable Art Festival offering multiple interactions involving art installation using plastic bottles, a recycling science popularization zone and a recycling store. On the festival, we promoted the Treasured School Uniform Program, which encouraged plastic bottles collection to make school uniforms and donate to schools in mountainous areas.





Shenzhen Bay Rail In

We participated in the organization of "Green Shahe Science and Technology Setting Sail - 2024 National Science and Technology Activity Week and Carbon Seeking Natural Life Season", set up a low-carbon science and technology creative bazaar, intriguing carbon neutrality lectures, low-carbon handicrafts classes and green low-carbon science popularization exhibition. The parents and children were encouraged to make low-carbon daily necessities together, cultivate environmental awareness, reduce the use of disposable items, and promote consumers to live a green life together.



Green Initiatives for Office Real Estate BU Tenants

The Office BU in West Region continued to implement a series of environmentally themed public welfare activities in 2024, including Book Sharing Initiative, Coffee Grounds Upcycling Workshop, the Used Battery Recycling Program and Smoke-free Office for a Happy Life. As a "practitioner" of the carbon peaking and carbon neutrality goals in the green building sector, we delved deep into public welfare projects to build a sustainable ecosystem. These efforts aim to enhance tenants' awareness and engagement in green and eco-friendly practices, collectively creating a low-carbon working environment to share benefits of green ecology.





Book Sharing Initiative

Used Battery Recycling Program





Coffee Grounds Upcycling Workshop

Special Program for 531 World No Tobacco Day

Green finance

In the context of the national "carbon peaking and carbon neutrality" goals, green, low-carbon and healthy buildings are expected to be developed at a fast pace, and green finance will help accelerate the development of the green real estate market. The companies with good ESG performance have greater advantages in the field of green financing. Vanke will continue to grasp the opportunity to expand green and sustainable finance.

As the sole Chinese real estate enterprise in the Green Finance Working Group ("GFWG"), Vanke has always adhered to the philosophy of green and low-carbon and has long been committed to the carbon emission reduction and green sustainable development of property development to explore and support the construction of low-carbon ecology in an innovative crossborder way by public welfare organizations.

Green Financing Framework

Vanke has established the Green Financing Framework ("GFF") in 2021. Under the GFF, Vanke can issue green financing instruments, including green bonds and green loans. The proceeds are used to finance and refinance existing and future assets that improve Vanke's environmental performance. We specify that the net proceeds will be used for green buildings, renewable energy, pollution prevention and control, and sustainable water and wastewater management. For more information on the GFF, please refer to our website: Vanke Green Financing Framework.



The GFF received a Second-Party Opinion from Sustainalytics in 2021 based on the Green Bond Principles 2018 and the Green Loan Principles 2020.

Green medium-term notes

Vanke has issued three tranches of green medium-term notes with a total size of RMB7 billion:

| | 2022 Phase I Green Medium-term Notes | 2022 Phase II Green Medium-term Notes | 2022 Phase III Green Medium-term Notes |
|-----------------------|---|--|---|
| Size (RMB100 million) | 30 | 20 | 20 |
| Issue date | 2022-07-19 | 2022-08-10 | 2022-09-19 |
| Maturity date | 2025-07-21 | 2025-08-12 | 2025-09-21 |
| Maturity (years) | 3 | 3 | 3 |
| Coupon rate (%) | 3.0 | 2.9 | 3.2 |

Green investment

We firmly believe that a company's ESG performance fully demonstrates its excellence in environmental protection, social responsibility, governance model, and risk control, and ensures that the organization is capable of creating long-term value in a stable and sustainable manner that meets the growing concerns and expectations of society, investors, and customers regarding corporate sustainability.

Vanke places a high priority on its sustainable investment tasks, establishing a fund management company, Vansek Evergreen Fund, in 2022 together with Temasek Holdings Private Limited in Singapore, that focuses on green real estate equity investments in China. Vansek is committed to promoting the application of ESG practices in the Chinese real estate market through green investments in projects that meet the Chinese Green Building Evaluation Standard's "two-star" rating or higher.

Biodiversity (TNFD)



Vanke is committed to reducing dependence and impact on nature, promoting biodiversity and ecological conservation, and leveraging Vanke's positive impact on nature in strict accordance with the Law of the Law of the People's Republic of China on Environmental Impact Assessment, the Programme for Natural Protection of the People's Republic of China, the Regulations on the Administration of Construction Project Environmental Protection, the Kunming-Montreal Global Biodiversity Framework of the Convention on Biological Diversity (CBD), and China's strategy for ecological civilization construction.

Governance

Biodiversity conservation is an important initiative for Vanke to actively address climate change and practice ecological conservation. We have established a three-tier ESG governance structure, the Board of Directors - ESG Working Committee - ESG Executive Team, and included climate change and biodiversity conservation in their responsibilities. In accordance with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), we are progressively establishing a management process to identify, assess, prioritize and manage nature-related dependencies, impacts, risks, and opportunities across our direct operations and the entire value chain. This involves reviewing Vanke's existing policies on managing nature-related issues and determining the priorities for managing nature-related risks and opportunities. Concurrently, we are integrating management process into the Company's overall risk management framework to ensure continuous attention and effective management of nature-related risks and opportunities. To focus on environmental governance and ecological remediation, we have established Wanchuang Qinglv to join efforts in impact assessment, management and remediation of natural dependencies.

Strategy

We implemented the nature-related risk and opportunity management process, used biodiversity tools such as ENCORE (Exploring Natural Capital Opportunities, Risks, and Exposure) and collected data of the ecological carrying capacity and biodiversity around our business operations and projects under construction, analyzing the dependence and impacts of Vanke's assets on the natural environment and biodiversity. The ecologically sensitive areas were identified in terms of environmental carrying capacity, materiality of ecosystem and resource scarcity of the located regions. The relevant environmental assets and ecosystem services on which Vanke relies or on which it has an impact were assessed according to the LEAP approach, and the priority of nature-related risks and opportunities were determined based on their degree of materiality. The short-term projections were implemented based on the extent of impacts, likelihood of occurrence and potential impacts on our businesses, and the results were incorporate into Vanke's risk management strategy to ensure that relevant issues are effectively managed.

Vanke primarily engages with urban ecosystems and has established a set of metrics to prioritize the management of assets that are highly integral in biodiversity and critical to the ecosystem.



Ecosystem integrity

Biodiversity integrity index

Assess the biodiversity integrity of each project and its surroundings



Level of water scarcity

Metrics of water scarcity

Ratio of water demand to water supply



Importance of biodiversity

Identifying biodiversity

1. Distance from protected areas

Assess the distance of the project from protected areas and the proportion of protected areas within a designated radius around the

2. Distance from critical habitats

Assess the distance of the project from critical habitats, whether it is located within the range of critical habitats and the proportion of critical habitats within a designated radius around the project

3. Threatened species

Survey the number of threatened species within a designated radius around the project and the abundance of threatened species at the project compared to hundreds of randomly selected sites within a designated radius around the project

4. Species abundance

Consider the number of special species that can be found within a designated radius around the project and conduct baseline analysis at hundreds of randomly selected sites within a designated radius around the project



Identify the environmental footprints of the value chain



Real Estate Development

- Extracted and manufactured materials, such as concrete, steel and rebar as well as timber
- Water used in construction and replacement works. construction waste
- Changes in land use and impacts on ecosystems
- Air. noise and light pollutions



Property Services

Potential impacts

- Greenhouse gas emissions Waste
- Sewage discharge Noise and light

Potential dependencies



operations

Potential impacts

- pollutions Urban biodiversity

Water usage Food supplies



development and

- Greenhouse gas
- Waste Sewage discharge

- (e.g., seafood)



Retail property Hotel and Resort, Rental housing

Potential impacts

- Greenhouse gas emissions

Potentia

Water usage

Potential dependencies

Water usage Food supplies (e.g., seafood)

Waste

Sewage

discharge



Logistics and warehousing

Potential impacts

- Greenhouse gas emissions
- Waste

Potential dependencies

Water usage

Assess the dependence of Vanke's assets on the natural environment and biodiversity:

| Ecosystem Services | Real Estate Development | Property services and retail property | Rental housing, Hotel and Resort | Logistics and warehousing |
|---|----------------------------|---------------------------------------|-------------------------------------|---------------------------|
| Cultural services | | | | |
| Visual amenity services | • | • | • | |
| Recreation services | | | • | |
| Educational, scientific and research services | | | • | |
| Spiritual, artistic and symbolic services | | | • | |
| Provision services | | | | |
| Water supply | | • | | • |
| Animal energy | • | | | |
| Regulation and maintenance services | | | | |
| Global climate regulation service | | • | • | • |
| Rainfall pattern regulation service | • | | • | • |
| Local (micro- and meso-) climate regulation service | • | • | • | • |
| Air filtration service | • | • | • | • |
| Soil and sediment conservation service | • | • | • | |
| Solid waste management | • | | | |
| Water purification service | | | • | |
| Water flow regulation service | | • | • | • |
| Flood control service | | • | • | • |
| Storm control service | • | • | • | • |
| Noise reduction | • | • | • | |
| Biological control service | | | • | • |
| Other regulation and maintenance services | | | | |
| Mitigation of sensory impacts (other than noise) | • | • | • | |
| Atmospheric and ecosystem dilution | • | | | |

Assess the impacts of Vanke's assets on the natural environment and biodiversity

| Impacts | Real Estate Development | Property services and retail property | Rental housing, Hotel and Resort | Logistics and warehousing |
|---|----------------------------|---------------------------------------|-------------------------------------|---------------------------|
| Disturbances (e.g. noise, light) | • | • | • | • |
| Fresh water intake area | | | • | |
| Greenhouse gas emissions | • | • | • | • |
| Seafloor use area | | | | |
| Air pollutant emissions of non-greenhouse gas | • | • | | • |
| Solid waste generation and discharge | | • | • | • |
| Land use area | | • | • | • |
| Discharge of hazardous pollutants to water and soil | • | • | • | • |
| Water use volume | • | • | • | • |
| Introduction of invasive species | • | | • | • |

Legend for materiality levels Extremely high
High
Medium
Low
Extremely low

Risk management

We identify risks in the course of our business operations, and proactively resorted to responses. For instance, we adopt architectural design philosophy that harmonizes with nature through conducting environmental assessments for the project development process and material selection process with proactive environmental protection plans and measures, to provide customers with natural and environmentally friendly green products with minimum environmental risk, thereby safeguarding the health of ecosystems. Before project commencement, we undergo strict environmental impact assessment and approval procedures, carry out earnest feasibility assessments and environmental impact assessments and register new projects, and make development arrangements with the approval of local environmental authorities, and announce them on government websites for public scrutiny.

We investigated the environmental compliance of core suppliers to reduce supply chain risks and strengthen suppliers' awareness of environmental compliance management. We conducted environmental compliance reviews of suppliers with risks regularly and required them to respond to the causes resulting in risks and rectification status. Meanwhile, through efforts made by the Vanke Foundation, we have supported local environmental protection activities, worked closely with local communities to enhance their conservation capacity, carried out ecological and environmental education for residents, and promoted community participation and awareness of conservation, in order to harmoniously develop economy while protecting ecology.



| Risks and Opportunities | | | Potential Financial Impacts | Responses of Vanke |
|--------------------------|--|---------------------|---|---|
| Physical Risks | Ecological and environmental changes | >>> | Climate changes in areas where our projects are located can lead to changes in the ecological environment, resulting in adverse conditions for the supply of natural resources and ecosystem services. These changes may affect the operations of residential communities and other businesses, leading to increased maintenance costs. | Implement ecological conservation and restoration projects to mitigate the impacts of climate change; monitor climate change trends and adjust construction plans accordingly. |
| | Supply chain disruptions | >>> | Natural disasters may cause disruptions in transportation and services. Construction production costs and product quality may fluctuate due to unstable raw material supplies, affecting sales and revenues. | Diversify procurement sources and build strategic reserves; invest in green building technologies to increase material recycling; optimize the logistics network to improve the ability and stability to respond to emergencies. |
| Policies and regulations | Policy restrictions on activities | >>> | The government may introduce stricter nature-related policies with increasingly stringent public disclosure requirements. Restrictions may be placed on certain business operations with increased costs and certain activities may be limited. | Keep abreast of policy developments and plan compliance strategies in advance; promote green finance and investment; cooperate with government and environmental organizations to carry out natural ecological public welfare activities and seek policy support. |
| Market | Trends in sustainable development | >>> | Demand for green finance from investors increase. Consumers are increasingly mindful of the environmental friendliness and sustainability of products with increased demand for green consumption. | Promote green building, green leasing and green finance, and strengther public engagement through charitable activities to enhance brand image and attract environmentally conscious consumers. |
| | Damage to brand reputation | >>> | The Company's reputation may be damaged due to mismanagement of environmental issues, affecting consumer trust and leading to a loss of market share. | Ramp up internal ecological and environmental education to ensure that all business operations comply with environmental standards; establish a rapid response mechanism to deal with environmental crises. |
| Technology | Ecological restoration projects | » | Ecological restoration projects can increase revenue and enhance brand image, and improve the Company's market competitiveness in the field of sustainable development. | Adopt environmental technologies to elevate service standards. Develop restoration projects that integrated with ecological conservation through collaboration with multiple parties to drive positive impacts on the ecological environment. |
| | | | | |

Metrics and targets

We have completed comprehensive statistics of biodiversity conservation, such as soil restoration and water body restoration. We have set operational targets related to natural environment.

Goals of Vanke

- 01 Propel business development in an eco-friendly manner;
- 02 Bolster the sustainable use and conservation of natural resources through measures including promoting housing industrialisation and increasing the application of renewable energy;
- 03 Leverage Vanke's influence to advocate the concept of biodiversity conservation to the public.

Highlights of Performance

- 01 As of the end of the reporting period, the Vanke Foundation has cumulatively invested RMB **27.1066** million in biodiversity conservation, with an investment of RMB **2.4034** million during the year.
- 02 In 2024, the 3D fast filtration technology and equipment of Wanchuang Qinglv have been popularized and applied in 10 projects in 4 provinces, namely Heilongjiang, Jiangsu, Jiangxi and Guangdong, greatly enhanced the effectiveness of water ecological restoration.
- 03 In 2024, our efforts in water restoration covered an area totalling **20,000** square meters.





- Striving for The Best as a Team
 Shared Development
- Win-win Partnership

RESPONSE TO SDGs



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all



SDG 4 – Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 5 - Gender Equality

Achieve gender equality and empower all women and girls



SDG 8 - Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 10 - Reduce Inequalities

Reduce inequality within and among countries



SDG 11 – Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 17 - Partnerships for the Goals

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE **SZSE**

Employees, Supply Chain Security, Equal Treatment of SMEs, Social Contribution, Rural Revitalization

CORRESPONDING KPI OF THE HKEX

B2. B2.1. B2.2. B2.3. B3. B3.1. B3.2. B4. B4.1, B4.2, B5, B5.1, B5.2, B5.3, B5.4, B8, B8.1, B8.2

Relevant GRI indicators

2-30, 201-3, 203-1, 203-2, 204-1, 308-1, 401-2, 401-3, 403, 404-2, 404-3, 406-1, 407-1, 408-1, 409-1, 413-1, 414-1, 414-2





Our Strategy

Philosophy

We uphold the culture of "striving for the best as a team", prioritising the creation of a healthy and safe working environment for employees and contractors, cultivating an equal, respectful, inclusive, and diverse professional atmosphere, and providing ample opportunities and space for talent growth. We advocate a "win-win partnership" to build a sustainable supply chain system, and lead the industry towards high-quality and sustainable development. We promote "shared development" strategy, empower rural revitalization with Vanke's strength, support urban and community renewal, and fulfill corporate social responsibility with concrete actions.

Goals and progress

Health and safety of employees and contractors

| Goals | Progress | |
|---|--|---------------|
| Goals | Progress | |
| Group | | |
| Enhance production safety capacity to ensure no general and above grade production safety accidents under our responsibility. The production safety accidents with a general and above grade under the responsibility of related parties (including contractors) decreased by 10% year-on-year. | In 2024, we achieved zero work-related fatalities among Vanke employees; There were no production safety accidents with a general and above grade under our responsibility; There were no production safety accidents with a general and above grade under the responsibility of related parties (including contractors). | 100% achieved |
| Maintain the lost time injury rate ("LTIR") caused by employees' occupational injuries at 1.2 or lower and continuously track employees' LTIR. | In 2024, the LTIR caused by occupational injuries was below 1.2. | 100% achieved |
| Ensure safety training covers all employees and all contractors. | Vanke organized regular safety training with 100% coverage of safety training for the our employees and contractors' employees. | 100% achieved |

Supply chain management

| Goals | Progress | |
|---|---|---------------|
| Ensure 100% due diligence coverage over suppliers. | In 2024, the due diligence coverage rate over suppliers was maintained at 100%. | 100% achieved |
| We ensure that 100% of purchased aluminium alloy profiles use a chrome-free passivation process and 100% of the purchased wood is from known sources. | In 2024, we ensured that 100% of the purchased aluminium alloy profiles use a chrome-free passivation process and 100% of the purchased wood is from known sources. | 100% achieved |

Striving for The Best as a Team

Response to SDGs



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages



SDG 4 - Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



SDG 5 - Gender Equality

Achieve gender equality and empower all women and girls

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

Employees

B2. B2.1. B2.2. B2.3. B3. B3.1. B3.2. B4. B4.1, B4.2, B5, B5.1, B5.2, B5.3, B5.4, B8, B8.1, B8.2

2-30, 401-2, 401-3, 403, 404-2, 404-3, 406-1, 407-1, 408-1, 409-1



SDG 8 - Decent Work and Economic Growth

Promote continual, inclusive and sustainable economic growth, guarantee abundant productive employment, and provide decent jobs for all employees



SDG 10 - Reduce Inequalities

Reduce inequality within and among countries

Protection of employees' rights and interests

Vanke adheres to the principle of fair, just, and open employment, ensuring that employees and job candidates have equal opportunities, and respecting and protecting the rights and interests of employees. Vanke has continued to optimize the quality of human resource management. In 2024, Vanke was awarded the "Outstanding Contribution Award for Human Resources (Central and South China)" by Liepin and the "Outstanding Employer of 2024" by 51job.

Compliant employment

Vanke strictly abides by the Company Law of the People's Republic of China, the Labour Law of the People's Republic of China, and other relevant laws and regulations, and has always upheld international standards related to human rights, such as the Universal Declaration of Human Rights, the Guiding Principles on Business and Human Rights, the International Labour Standards of the International Labor Organization ("ILO"), and the Voluntary Principles on Security and Human Rights. Based on this, Vanke has formulated and strictly implemented human resources policies and procedures such as the Vanke Human Resources Manual and the Code of Conduct for Employees, to ensure that employees enjoy the legitimate rights and interests of freedom of association and statutory holidays, such as marriage leave, maternity leave, parental leave, breastfeeding leave and others. Our internal system explicitly prohibits any operating units and partners from employing child labour and forced labour. Meanwhile, Vanke resolutely eliminates discriminative behaviours due to gender, age, ethnicity, nationality, religious beliefs, or other social and personal factors, guaranteeing equal employment and development opportunities for employees. In 2024, the Work Manual of Vanke Group for Human Resources Operations was updated to the 2024 version, mainly involving clarification of dispute clauses and optimisation of approval rules for long-term personal leave and resignation processes, with supporting attachments to internal system, to guide the daily human resources operations of various units.

Vanke insists on democratic management by establishing the labour union and staff representative meeting of Vanke in accordance with the law, to understand employees' demands and safeguard employees' rights and interests. The responsibilities of the labour union include participating in the formulation of regulations on employees' rights and supervising the implementation of these regulations; communicating information between employees and management; and supervising violations and illegal activities that infringe upon the interests of the Company and employees. In 2024, the labour union of Vanke participated in the revision



By the end of 2024. the coverage rate of labour union and/or staff representative meeting of the Group and various BG and BU has reached

100%

of management measures and other regulations of the Group on welfare, work support and travel standard, coordinated the communication between the management and employees, and actively handled labour disputes and warning events.

Management Procedure for Employees' Interest Risk of Vanke Group

| Management process | Procedure Procedure |
|---|--|
| Risk assessment | Regularly conduct assessments of employees' rights and interests risk to identify potential risks, including labour conditions, work environment, employees' health and safety, discrimination and harassment, compensation and benefits, and others. |
| Management policy | Human resources policies and procedures such as the Work Manual of Vanke Group for Human Resources Operations, the Vanke Human Resources Manual and the Code of Conduct for Employees, the Employees Articles of Association of Vanke's staff representative meeting. |
| Preventive measures and appeal channels | Develop standard management procedures for recruitment and resignation, with the system automatically identifying information on identity and age; Conduct quarterly audit of human resources operations to promptly identify and correct potential risks; Strengthen the role of the labour union to actively participate in the handling of labour disputes and response to warning events; Establish a diversified appeal channel and clarify the appeal process and standards to ensure the institutionalisation and standardisation of protection of employees' interests; Designate an employee relation specialist to ensure that a response is given within 36 hours during normal business days and that the identity of employees is strictly kept confidential. |
| Remedial measures | Encourage employees to report any instances of unfair treatment and establishes a complete reporting process and strict confidentiality mechanism. Upon receiving a report, our internal inspection department will conduct an independent investigation and take remedial measures in a timely manner, including providing timely psychological counseling and support to the victims; Develop remedial plans based on the nature of the accident and impose severe disciplinary sanctions on relevant responsible persons; The management will be responsible for overseeing the subsequent resolution process, updating and improving preventive measures in a timely manner to prevent the recurrence of similar incidents. |

In 2024, Vanke conducted regular audit of human resources operations across the entire group by implementing special audits on key processes such as salary and benefits, personnel outsourcing, and onboarding and offboarding of employees, to supervise all subsidiaries strictly comply with the rules and regulations of the Company, and effectively safeguard the legitimate rights and interests of employees in terms of remuneration receipt, rest and vacation and welfare benefits. In 2024, there were no cases of employing child labour or arranging employees to engage in hazardous work in any business of the Group. There were no significant risks of violating the right to freedom of association or collective negotiation, forced employment or labour in all business locations, suppliers, and partners.

Vanke takes various measures to ensure the fairness and professionalism of the recruitment system. The Group has formulated internal regulations and policies such as the Recruitment Manual to regulate the recruitment process from all aspects. Vanke respects the experience of candidates. Through our online recruitment management system, we have achieved online, paperless, and self-service of the whole process from application to onboarding, which significantly improves the efficiency and experience of new employee onboarding. We strictly choose interviewers and require them to receive training and pass examinations to ensure the fairness and professionalism of the interview.



Long-term Rental Apartment BU: Empowerment and certification training of business interviewer

In 2024, the Long-term Rental Apartment BU conducted a one-day empowerment training and assessment certification for business interviewers in Shenzhen, which was divided into three stages: theoretical course learning, online testing, and simulated practical operation, to ensure that participants have a comprehensive understanding from theory to practice. Specifically, the theoretical course of the offline "Empowerment and Certification Training of Business Interviewer" covers key professional skills for recruitment such as correct questioning and structured interviews. In addition, the training also shared multiple inclusive recruitment suggestions, including carefully reading resumes in advance, preparing courses adequately, following interview etiquette and others, to enhance the comprehensive abilities of interviewers and help them demonstrate higher professionalism and fairness in the recruitment process.

Fair performance-based remuneration

Vanke adheres to the philosophy of "providing competitive remuneration in the industry in accordance with market-oriented principles to retain and attract outstanding talents", and upholds the compensation orientation of "create more, share more, pay more for more work", and constantly improves the management system of performance-based remuneration.



Since 2024, Vanke officially published the General Salary Scale (2024), which increases the median salary while maintaining job band and stable salary scales to enhance the competitiveness of its salary in market. It also introduces a "city adjustment coefficient" mechanism to flexibly adapt to the differentiated needs of salary scales in different cities. Vanke and its subsidiaries timely pay salaries to their employees and make contribution to social security in accordance with the requirements of local laws and regulations as well as Vanke's internal systems. In 2024, the social insurance coverage rate of Vanke employees was 100%;



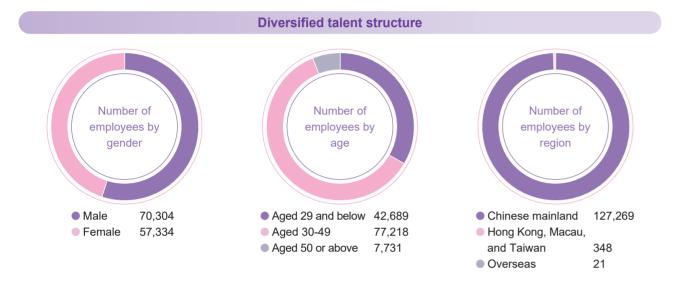
Vanke has established a sound management mechanism and process for evaluation performance, and adopted diversified methods such as departmental performance evaluation and 360° assessment to comprehensively evaluate employees' performance. Employees' compensation is linked to individual performance, team performance, and the Company's performance. Employees set their performance goals annually and are subject to interim and annual performance reviews. Based on performance evaluation results, the Company ensures the reasonable flow and allocation of talents through the matching of abilities and positions. Vanke strengthened the management of key cadres and will implement regular 360° evaluations of cadres and organize atmosphere surveys to enhance management efficiency. In 2024, 100% of employees received regular performance evaluations.



We actively boost our performance communication with employees to ensure that the performance evaluation of the employees is fair and just, and accurately reflect their work performance, while providing timely feedback and support for the clarification and growth of their abilities. After the completion of performance evaluation, the Company adopts interviews to promptly provide feedback on the performance evaluation results to employees and discuss performance and year-end rewards with them. Each department/project partners will provide one-on-one feedback on employee work performance and offer guidance to give employees the necessary guidance and support for their career development path. To protect employee performance rights, we have established the performance appeal process to ensure that the ideas of employees can be effectively fed back and promptly replied to.

Diversity, equity and inclusion

Vanke believes that sustained vitality of a corporate depends on a diversified, equal and inclusive workplace environment. In our corporate culture, we advocate gender equality, emphasise the creation of a diverse talent team, and respect and embrace diverse perspectives.



Vanke has formulated policies to safeguard employment equality, providing equal salary and promotion opportunities for all employees. We regularly review the salary scale and remuneration of employees annually and apply the principle of equal pay for men and women.

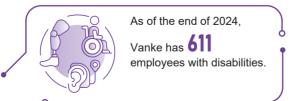
Vanke continued to provide necessary career development support for female employees. In November 2024, Vanke established its first session of female workers committee, comprising of three members. The committee will be committed to safeguarding the rights of female employees and providing them with health and care. The female support projects such as the establishment of maternity and child care rooms and scientific parenting courses have been included in the 2025 Work Plan. In addition, the Group takes into account the health needs of female employees and customises special physical examination packages for female employees in its coordinated physical examinations. In 2024, in conjunction with the care work for female employees, Vanke held health lectures on breast and cervical cancer, and coordinated with community hospitals to provide screening services of breast cancer and cervical cancer for female employees.

Vanke and its various BGs and BUs continued to evaluate positions suitable for the disabled group, and organised special recruitment activities for employees with disabilities. As of the end of 2024, Vanke has 611 employees with disabilities.



In 2024, the salary ratio for male and female employees at the same

level in Vanke was 11, and the proportion of female executives was 50%.



Vanke adopted a zero tolerance policy towards discrimination and harassment, and has formulated policies such as the Diversity, Equity and Inclusion Policy in Vanke Group to clarify the definition of discrimination and harassment. It actively promoted training for all employees on workplace discrimination and harassment, and facilitated reporting channels for employees. In 2024, Vanke Group had no incidents involving discrimination or harassment towards our employees. Vanke actively encourages its employees to report any instances of unfair treatment and clearly defines the reporting process in its internal system. Upon receiving a report, our internal inspection department conducts an independent investigation to ensure that each case is handled fairly. The management body will be responsible for overseeing the subsequent resolution process, making sure that employees' legitimate rights and interests are fully protected and respected through procedures being gradually upgraded.

Health and safety

Employee health and safety is the top priority in Vanke's operations management. We strictly abide by the laws and regulations such as the Work Safety Law of the People's Republic of China and the requirement of OHSAS18001 Occupational Health and Safety Management Certification. We continue to improve corporate policies and assurance systems regarding occupational health and safety management. Occupational health and safety goals are an important component of Vanke's sustainable development safety goal performance. We perform regular supervision and inspections on target achievement, promote the achievement of the goal through measures such as the safety system improvement, safe construction and operation assurance, health and safety risk investigation, and health and safety training and assessments, to create a zero-harm working environment.



Vanke firmly believes that safety is the cornerstone of corporate development. To this end, we commit that we will spare no efforts to maintain a safe and healthy working environment to ensure the well-being of every employee and partner. We set quantitative safety production targets as follows:

- · No production safety accidents of general and higher levels under our responsibility; reduce the number of production safety accidents of general and higher levels under the responsibility of related parties (including contractors) by 10% year on year;
- · Maintain a Lost Time Injury Rate ("LTIR") at 1.2 or lower and continuously track employees' LTIR.

To achieve these targets. Vanke will continue monitoring quantitative health and safety metrics and performance of employees and related parties from the following four aspects of "improving assurance measures for construction safety, intensifying production safety inspections, carrying out routine health and safety management of related parties, and strengthening the safety awareness of related parties (including contractors)". This will ensure improvements in our production safety capacity.

We believe that production safety is more than a commitment and is our responsibility to every employee and partner. Vanke will work hand-in-hand with all stakeholders to create a zero-harm working environment



Safety Production Targets Annual Progress No production safety accidents of general and higher levels under our responsibility; Reduce the number of production safety accidents of general and higher levels under the responsibility of related parties (including contractors) by 10% year on year; 100% achieved Maintain a Lost Time Injury Rate ("LTIR") at 1.2 or lower and continuously track employees' LTIR.

Health & Safety Performance from 2022 to 2024

| | unit | 2022 | 2023 | 2024 |
|--|------|--------|--------|--------|
| Number of days lost due to work-related injury | day | 234 | 536 | 1,453 |
| LTIR* (per 1 million working hours) | % | 0.0061 | 0.0099 | 0.0227 |

Lost time injury rate ("LTIR") (employee) represents the number of injuries per 100 employees per year. It is calculated as "total number of injuries multiplied by 200,000 and then divided by total hours worked". The factor 200,000 is the annual hours worked by 100 employees, based on 40 hours per week for 50 weeks a year.

Safety management assurance system

Safety management structure

The Board of Directors of Vanke is responsible for supervising and coordinating occupational health and safety strategy and performance and set up health and safety production committee. The Board member acts as the chairman of the committee. and safety management executives from the engineering departments of the development and operation act as members. The committee reports health and safety performance to the general manager (CEO) and the Board of Directors regularly. According to the Work Safety Law of the People's Republic of China, the Chairman and CEO are the first responsible persons for the Company's safety production, responsible for managing health and safety strategies and performance. Meanwhile, we have established the "Group-regional, directly managed companies and BGs-projects" three-level safety management structure, with the Group responsible for centralized health and safety management.

We have set up production safety management committees composed of the safety experts and safety engineers of business units, covering regional, directly managed companies and BGs under Development and Operations BG. Meanwhile, Vanke assigns safety management heads to subordinate regional, directly managed companies and BGs, who form a production safety management team with personnel from the engineering department of the Group to communicate specific safety issues of regional, directly managed companies and BGs and the Group. Vanke links improvements in health and safety performance to executives' and relevant employees compensation, which is assessed and reviewed on a yearly basis to continuously improve the occupational health and safety performance of Vanke.

To ensure the effectiveness of the top-down centralized safety management system, Vanke has established an information reporting system that requires safety incidents to be reported to the Company's top management as soon as they occur. An incident report should include seven main elements, including the cause of the incident, and it should be emailed to the relevant management of the Group within 24 hours from the occurrence of the incident. Health and safety production committee hold monthly safety production meetings to standardise our safety management system guidelines and bottom-line standards of the Group and regional, directly managed companies and BGs, conduct enhancement training for safety pain points, participate in accident investigation and handling, and carry out iterative enhancements on safety management measures.

Safety management policies

Vanke adheres to the principle of putting the health and safety of all employees first, and has formulated the Health and Safety Policy of Vanke Group that applies to all employees and contractors in all business lines of the Group. We insist that all employees and contractors of Vanke should enjoy the same health and safety standards.

Our health and safety policy clearly requires:



All employees and contractors of the Group's business lines must comply with the health and safety policies of Vanke.



The health and safety standards, tracking indicators, and reporting requirements of the contractor shall be aligned with those of Vanke's employees.



Annual internal audits and triennial external audits are conducted on the implementation of systems and health and safety measures, enforcing contractors' adherence to health and safety standards equal to those of Vanke's employees.

In addition, we ensure the effective implementation of health and safety policies through a strict review system, and promptly correct any violations of regulations to safeguard the health and safety of every employee and contractor. We are committed to creating a zero-harm working environment, continuously improving our health and safety management standards, and striving for the common well-being of employees along our value chains.

Compensation linked to health and safety performance

Vanke highly values health and safety performance and regard it as one of the important indicators for measuring performance of the management. Accordingly, we have specifically incorporated health and safety performance into the compensation systems of senior management such as the CEO, ensuring that compensation of the management is closely linked to maintaining or improving the Company's health and safety performance.

According to laws and regulations such as the Work Safety Law of the People's Republic of China and internal systems such as the Management Regulations on Production Safety and Quality Incidents in Development and Operation Business of Vanke, the senior management (including the CEO) and middle management of Vanke are responsible for safety production indicators. Key performance indicators (KPI) for health and safety, as performance evaluation coefficients, affects compensation. Compensation of the management is directly linked with improvements in health and safety performance. This serves as an incentive mechanism to promote management's attention and investment in health and safety work.

Vanke has established a supporting safety management system and implements the accountability system for safety incidents. We have formulated the group-wide health and safety policy, the Measures for the Control of Production Accidents and required all business lines of the Group, suppliers, contractors, and other partners to abide by this policy. This group-wide health and safety policy defines liability for production safety accidents and adopts the one-vote veto mechanism for responsible management personnel and responsible cooperative units.



Occupational health and safety management system certification

Vanke keeps standardising occupational health and safety management, and actively promoting safety accreditation. As of the end of 2024, Onewo, SCPG, Port Apartment, Wanchuang Qingly and other companies obtained the ISO 45001 occupational health and safety management system certification, covering 66.7% of the Group's business operations. Vanke conducts annual internal audits and triennial external audits of health and safety policy implementation.



In 2024, the amount of contributed work-related injury insurance amounted to RMB50.7760 million, with an employee coverage

rate of 100%

Vanke purchases work-related injury insurance and safety production liability insurance for employees of key position, and requires contractors to purchase work-related injury insurance and safety production liability insurance for their employees in accordance with laws and regulations, so as to protect the vital interests of employees and contractors' employees, improve the safety production standard of the enterprise, and create a safe and healthy working environment.

Safe construction and operation assurance

Four Aspects of Construction Safety Management

Management

Bottom line management



Emphasise the engineer culture of "protecting the life of workers at Vanke's construction sites", respect life, track and hold accountable for accidents within the cycle in accordance with the Management Regulations on Production Safety and Quality Incidents in Development and Operation Business, and strengthen the awareness of bottom line for safety management.

Evaluation and optimization



Update the assessment rules based on typical accidents and historical evaluations nationwide to form a comprehensive and realistic evaluation conclusions on the safety and quality of the project.

Promotion of awareness



Conduct safety training through themed activities such as Engineer's Day and Safety Production Day to enhance the awareness of safety management.

Closed-loop execution



The projects under construction comprehensively implement daily inspections, morning meetings and other management practices to achieve a closed-loop of risks according to the requirements of safety management.

Health and safety risk investigation

Production safety risk management



Production safety hazard identification:

Vanke requires all business segments to systematically identify safety hazards, and formulates internal systems such as the Management Regulations on Production Safety and Quality Incidents in Development and Operation Business to comprehensively identify safety risks and carry out corresponding response measures. We regularly review existing safety management systems every year, update them in a timely manner, and ensure the effectiveness of the systems. In 2024, the development and operation segment added two identified hazard sources to the Identification of Hazard Sources, Risk Assessment and Risk Control Measures for Construction Sites of Projects in 2024: transportation hazards at construction sites and use of climbers at construction sites. Meanwhile, the risk factors for projects along rivers and projects on slopes during flood season were revised to "special weather hazard sources".



Production safety risk assessment:

We require construction projects to submit risk assessment tools such as the Identification of Hazard Sources. Risk Assessment and Risk Control Measures, and formulate the Comprehensive Inspection and Work Review Manual to conduct quarterly comprehensive online and offline inspections for all projects within the unit, including safety compliance. We continue to implement safety risk assessment tools such as the Safety Rating Scale and the Traffic Light Mechanism Checklist, and conduct analytical evaluation of different risk points of projects under construction and delivered projects with the services of professional third-party organisations, and promote the implementation of improvement measures. We require developing a closed-loop plan for safety risks at project level based on the safety management requirements of each project and the level of safety risks. Specifically, for Class I and Class II risks, a rectification report must be replied within 24 hours, and for non-Class I and Class II risks, a rectification report must be replied within 72 hours.



Response to production safety risks:

Clear safety bottom line

- Safety warning: Post safety warning posters in prominent locations on the construction site, guiding employees to wear helmets, correctly use safety ropes and other basic safety protection measures; and set up an experience area for risky accidents to enhance the safety awareness of all staff and prevent production accidents.
- Safety meeting: Hold a safety morning meeting every Monday, covering employees of projects under construction and contractors, to clarify the safety bottom line.

Regular safety inspections for projects

- · Regular safety inspections: Conduct monthly full coverage safety inspections, meanwhile, complete quarterly full coverage inspections and evaluations of large equipment such as tower cranes and construction elevators.
- Dedicated safety inspection: Establish a dedicated position for safety management inspection, responsible for carrying out daily inspection and continuously strengthening safety awareness at construction site.

Third party safety inspection

Engage external third-party organizations to conduct safety assessments on all projects under construction, achieving 100% coverage. The evaluation adopts an integrated online and offline mode, conducting online construction safety assessments every guarter and conducting in-depth offline inspections every six months; and collect and analyse data online using tools such as the Vanke Smart Construction Site System, and arrange professional personnel to conduct on-site risk inspection offline. The assessment scope covers various critical safety risks such as falling from heights, object strikes, and lifting injuries, supported by analytical evaluation of critical risks across all operations to ensure 100% safety compliance.

Production safety assurance mechanism

Risk protection mechanism: According to the relevant provisions of the Law of the People's Republic of China on Work Safety and the Measures for the Implementation of Work Safety Liability Insurance, high-risk industries should take out work safety liability insurance. Although the industry in which the Vanke Group and its subsidiaries are engaged is not a highrisk industry and is not within the scope of the safety liability insurance that should be taken out, the Group attaches great importance to construction safety risk management. The construction of the real estate development projects undertaken by the Group and its subsidiaries are contracted out to construction contractors with appropriate qualifications in accordance with the law, and the contractors are expressly required to perform their work safety responsibilities such as the purchase of safety liability insurance through the general construction contract. At the same time, the Group purchases its own third party liability insurance during the course of the development of its property projects, covering accidental injuries to third party personnel arising from the construction works in an effort to further strengthen the risk protection.



In 2024, the Company organized third-party safety unannounced inspection and evaluation, covering

100% of the projects

under construction. 4 online safety inspections

and **2** offline safety inspections have been conducted and a total of

1,243 sections were assessed to ensure the safety of production.

- Production safety assessment: Formulate and implement the Management Regulations on Production Safety and Quality Incidents in Projects under Construction of Vanke to clarify the bottom line of the Group's safety and quality accountability, and impose corresponding penalties based on the level of safety production accidents in annual assessments.
- Acceptance of hazardous projects: For hazardous projects, the relevant construction parts in the project need to undergo stop-point acceptance. On-site construction will undergo strict safety inspections in stages, and construction can only continue after passing the acceptance inspection, ensuring safety as the top priority.



Establish an instant monitoring system and implement 24-hour monitoring of the construction site to ensure timely detection and recording of safety hazards, and take necessary corrective measures.

Production safety risk communication:

Establish an effective risk communication mechanism, including regular safety meetings, safety briefings, and rapid response channels in emergency, to ensure that all relevant personnel have a clear understanding of safety risks and can communicate information in a timely manner.

We have established an accident investigation mechanism in respect of production safety, including conducting a comprehensive investigation of the risk points involved in the accident, solidifying the operation management process, making detailed recording of accident reports and etc. to ensure that all operations comply with safety regulations and provide a basis for subsequent analysis and improvement on the production safety. We carry out the comprehensive safety promotion to workers of projects under construction, including strengthening safety operation training and safety disclosure, to ensure that each employee deeply understands the causes of accidents and operational risks, and masters the correct safety operating procedures to prevent the recurrence of accidents.

Occupational Health and Safety Risk Management

Vanke has established a mechanism for identification of occupational hazards, assessment of risks, and investigation of accidents, ensuring that all workplace facilities and management comply with the requirements of the Work Safety Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, and other relevant laws and regulations in the places where our operations are located.

| Management process | Management content |
|-----------------------|---|
| Hazard identification | The Group requires each business segment to independently identify occupational hazards, improve the risk classification and control list for each business segment. In particular, potential factors include noise, dust exposure, ergonomic factors, and mental health factors. |
| Risk assessment | Assess the identified occupational disease risk factors to determine the severity, likelihood, and frequency of potential injuries caused by occupational disease hazards, and rank the risks accordingly. |
| Risk response | Require all business segments to develop a list of hidden dangers for governance based on risk assessment results, and carry out corresponding risk response measures, including but not limited to: Control of hazardous factors such as noise and dust: reduce equipment noise, ventilation of workplace, wearing of personal protective equipment, etc.; Optimization of work environment: regularly inspect the optimisation of the office environment. In 2024, the headquarters of Vanke Group gradually completed the maintenance of office lighting, improving office brightness and achieving eye protection and energy conservation; and equipped all employees with ergonomic seats to reduce physical discomfort and occupational disease risks caused by long working hours; Health consultation activities: provide free diagnosis and treatment services for employees; Occupational health and safety training: the production safety morning meeting covers all projects under construction, popularises occupational health and safety to employees, provides AED first aid training, fire safety training, etc.; Care for employees' mental health: provide mental health examinations and training, and pay attention to the mental health of employees. |
| Risk monitoring | Indicator monitoring: collect employees' health information and work experience through employee physical examinations, physical fitness tests, questionnaire surveys, etc. and continuously monitor occupational disease risks and the effectiveness of risk response measures. |
| Risk communication | Employee participation: encourage employees and contractors' staff to proactively report potential health and safety risks and arrange dedicated personnel to follow up; and regularly communicate and train employees and contractors' staff to enhance their awareness and understanding of risks. |

Vanke has established an accident investigation mechanism for occupational health and safety to conduct detailed investigations into accidents, analyse the causes, determine responsibilities, and develop corrective measures accordingly, including increasing warning signs, strengthening safety training, and enhancing regular safety inspections, so as to improve the safety of the work environment and employees' self-protection abilities. In 2024, there were no occupational diseases.

Health and safety management of related parties

Vanke pays keen attention to the health and safety assurance for contractors, tenants, suppliers, and other related parties. We require all BGs and BUs that in their contracts with contractors and other partners, it explicitly proposes health and safety requirements of the same extent as internal management standards of Vanke Group. We also convey to contractors the same health and safety policies as those for its employees and require contractors to strictly abide by national, local, industrial, and corporate laws, regulations, and rules on occupational health, safety, and environment and input all human, financial, and property resources necessary for health and safety assurance.

In setting statistical indicators for employee health and safety performance such as the employee health management plan of Vanke, we also include the health and safety performance of contractors' employees in the statistical scope, and maintain consistency with the statistical standards of the Company's employees.



Health and safety management practices of related parties



Property Service BG

For suppliers of cleaning services, the Property Service BG explicitly requires contractors to sign the Safety Management Agreement for Cleaning Operations, which stipulates that operators are required to wear the necessary safety equipment, such as safety belts, safety hooks, safety helmets and rubber shoes, and to stop working at heights under adverse weather conditions. When using hazardous cleaning products such as hydrochloric acid and razor blades, operators are required to receive professional training and wear protective equipment (e.g. rubber gloves, masks and cuffs) to ensure that the employees of contractors maintain a high standard of safety management at all times during the operation.



Retail Property BU

For decoration personnel of tenants, the Retail Property BU has conducted a safety technical briefing to the on-site construction managers before entering the site, requiring them to strictly follow the relevant entry materials signed before entering the site. Key materials such as the Fire Safety Agreement and Construction Violation Punishment Rules are placed on the board hanging on the fence of stores, and a system with key information posted on the wall is adopted to ensure civilized and safe construction.



Cultivation of health and safety awareness

Health and safety training

Vanke is committed to enhancing the awareness of production safety among all related parties in the industry chain, regularly conducting health and safety training that covers all employees and contractors. In addition to regular education and training on production safety, it also covers special training such as fire safety, first aid skills certification, and emergency drills. On 12 November of every year, Vanke Group holds the Production Safety Day event, and each BG, BU independently carries out the Production Safety Month event to strengthen the production safety awareness of all employees, contractors, tenants, property owners, and other stakeholders, and jointly create a safety culture.

In 2024,

- the Health and Safety Production Committee held safety training sessions **89** times, and organised exams
- Production Safety Month event was carried out throughout the Group to achieve 100% coverage of business lines;
- The coverage rate of health and safety training for employees of the Group and contractors is 100%



Promotion of workplace health and safety culture

Sunshine and Health are Vanke's corporate culture and also the gene embedded in Vanke's continuous pursuit of excellence. In 2024, Vanke Group led various BGs and BUs to organise and carry out a series of promotion activities on occupational health and safety culture, enhancing employees' awareness of and participation in proactive health management.

Promotion of healthy life

Facility construction and health promotion



Free gym and shower room provided in the office area



Free gym and shower room provided in the office area



Office BU in southwest region carries out "Rooftop sunshine yoga experience on March 8 Women's Day" activity



Vanke Clouds, Xiamen Project launches vertical marathon activity

In 2024, Vanke Group and various BGs and BUs extensively carried out CPR (cardiopulmonary resuscitation) training and AED first aid training, and taught emergency rescue knowledge and skills in an easy-to-understand way, including the use of automatic external defibrillators, to enhance employees' ability to respond to medical emergencies and provide pre-guarantee for their own and others' safety. We continued to promote first aid certification of employees and increase the proportion of employees with first aid certification.





We collaborated with the Red Cross Societies of various cities to hold a health education lecture for employees under the theme of "Care and Save the Life Around Us", popularizing knowledge on public health and safety, infectious disease prevention and control, mental health in workplace, and major diseases, and enhancing employees' awareness of health. Meanwhile, we also collaborated with others to organize a series of health check activities, including the Company's blood pressure and blood sugar measurement, breast cancer and cervical cancer screening for women, free TCM diagnosis, etc., to comprehensively care for the physical health of employees.





Employee training and development

Upholding the philosophy of "highly unified cultural heritage and diversified talent training", Vanke has built a general training system for the headquarters and BG/BU-based distributed training systems, linked by the V-LET'S SHARE Learning Platform.

Headquarters' training system

At the headquarters level, we made comprehensive deployment for talent development and formulated the "Talent Training Plan of the Group" to create a "3+1" training system. The training plan at the headquarters level focused on professionalization and specialization by developing courses that combine corporate culture and technological improvement, and deepened employees' understanding of the culture and values of Vanke and enhanced their general professional skills through activities such as Learning Day at Headquarters. At the Development and Operation BG level, we have established a leadership development system with the aim of cultivating future business management talents who can "respond at any time and devote themselves to the management

In response to the demand of front-line employees for a "clear growth path", Vanke established a professional growth path to provide a sense of professional advancement and support employees in setting professional growth goals in daily work, so as to continuously improve their professional abilities. For the management, Vanke awarded titles of academic experts to them based on their professional achievements, creating a strong academic atmosphere that encourages the management to lead and overcome challenges in their professional fields and supports business success.

Vanke's "3+1" training management system

Talent training infrastructure of the Group

Online + offline training resources "Centralised and distributed" training capacity building

Training operations

Distributed training system

The training system of Vanke Group is carried out in a distributed manner according to Development and Operation BG, Property Service BG, Long-term Rental Apartment BU, Logistics BU, and Hotel and Resort BU and other segments.

Annual training progress and highlight projects of each BG and BU

| Segment | Annual training progress |
|------------------------------|--|
| Development and Operation BG | In 2024, we conducted a series of training on performance ability to enhance the stability of our employees' practical skills and cadres' ability to perform their duties: Professional training on performance ability: We conducted 15 sessions of the "Grain Rain Operation Series Training" in 2024, with participation of over 900 individuals. The training covered multiple business lines such as products, marketing, and costs. By exploring excellent practical experience on the front line and adopting diversified training forms such as project observation, job-shadowing learning, practical sharing, workshop problem-solving, practical exercises, and action planning, the rapid transformation of knowledge to skills was achieved, helping to make changes on construction site and improve performance. Focusing on the unification of working language and standards, we have completed the promotion of 13 courses on product management measures and budget management measures, with participation of 3,000 individuals in total from multiple professional fields such as product, cost, and marketing. Furthermore, we completed the first promotion of new regulations on the management of cadres, covering 60 individuals; Training on performance ability of cadres: In response to new business challenges, we launched training on performance ability of cadres for general managers of development business, with the first training covering 20 individuals. The training focused on strengthening cash flow management, anti-corruption and risk response capabilities, implemented the concept of "integrating training and practical operation" by using modular teaching methods according to theoretical requirements, case analysis and practical exercises. We adopted practical tools and in-depth case reviews with the aim of enhancing the practical operational skills of cadres. |
| Property Service BG | Property Service BG carried out staff training and empowerment programs around the three core competencies of "Leadership", "Growth Power" and "Professionalism" in a systematic manner to support talent growth and organizational development. Leadership: It has set up graded leadership training camps, including senior manager coaching, MPP (Reserve Director Training Program), TPP (Reserve Manager Training Program), DPP (Reserve Management Training Program) and other programs to help new managers transform successfully; Growth Power: It has conducted training covering business products, sales strategies, customer relationship management and other areas to help staff with market development position improve their abilities and support rapid business development; Professionalism: It has released the Standards of Onewo Competency Certification System, covering training management, effect evaluation and service quality assurance, and conducted regular annual reviews to assess staff competency and training quality and promote competency optimization in each business unit. |

Segment **Annual training progress** We continuously optimized the training programs for various positions according to the growth needs of coordinators throughout their career path. In 2024, on the basis of the original four ability pillars of "service ability, sales ability, leadership, and self-motivation ability", we added an ability pillar of "management ability" to popularize financial knowledge to coordinator talents, forming an overall training system based on culture and supported by the five abilities. We promoted the comprehensive and diverse career development of coordinators through the practice of rotation between front line and back office. Highlight training program: For new employees: we carried out the "Port Apartment Student (万寓生)" offline training, Long-term Rental covering a total of 14 courses such as strategic culture, coordinator business, and general **Apartment BU** knowledge of career, to lay the foundation for new employees;; For in-service coordinators: we promoted the "5-minute everyday" learning product to enhance coordinators' standardised service capabilities with fragmented time; For management positions: we conducted leadership training such as reserve manager training camps and apartment manager training camps to promote the rapid growth of front-line apartment managers. Hotels and resorts have conducted a series of training to enhance employees' professional skills and service standards, so as to strengthen their sense of acceptance and belonging to the Company:



- · Training on brand and culture: we assisted employees in fully understanding the business scope and development direction, and strengthened their understanding and recognition of core values;
- Training on service and etiquette: we promoted the standardisation of basic service and etiquette while focusing on improving service details:
- Training on practical operation and skills: we carried out training on practical operation such as cardiopulmonary resuscitation, Heimlich first aid, posture change and trauma management to ensure that employees can master basic first aid skills;
- Specialized training: we carried out training on sports and health culture of Vanke and training on transforming to zero waste to help employees establish sustainable work and living

Logistics BU adopts a method combining theory and practical operation to help new employees lay a foundation, improve the quality of management positions, and provide continuous talent support for business growth.

Highlight training program:

- For new employees: we continuously carried out the "VX Students" school-enterprise cooperation project for cold chain talents, and collaborated with top vocational and technical colleges to provide stable supply of front-line talents for enterprises. In terms of the management trainee program, we continued to promote the "VX Stars" project, laying a solid foundation for the Company to reserve future cadre management team;
- For management positions: in the third session of this year's "Voyage Programme", students have delved into the knowledge of logistics warehouse product design, construction, and maintenance, received systematic training on refined operations, warehouse opening and preparation, and customer service. In addition, the students went to Xi'an in person for practical operation at front-line positions, effectively enhancing their practical skills through jobshadowing learning at operation, transportation, sales, management, and other positions.

Logistics BU

vanke

V-LET'S SHARE Learning: A mobile knowledge sharing platform

V-LET'S SHARE Learning, an online mobile learning platform of Vanke, closely follows our business needs and provides employees with accurate and high-quality learning resources. The platform fully meets the needs of mobile learning through scenariobased and fragmented design while ensuring the refinement and high-frequency updating of knowledge, effectively empowering employees to improve their skills.

In 2024, closely aligned with the trends of digital development, the V-LET'S SHARE Learning Platform launched courses such as the Industry Insights and Innovative Applications of Al Large Models and the Empowering Efficient Work with Al Tools aimed at



In 2024, employee training coverage rate was

00%: and the number of courses uploaded to the V-LET'S SHARE Learning Platform exceeded 8.118.

enhancing employees' innovative capabilities and digital literacy. The platform has established data connectivity with the EHR 2.0 system, further optimizing the mobile experience. Moreover, leveraging the V-LET'S SHARE Learning Platform, we have developed a learning map based on job competencies, ensuring that employees in key positions can complete certifications through online learning and quickly assume their roles, facilitating both personal and corporate growth.

Employees' development

We are committed to continuously optimizing our internal talent flow mechanism on the growth and development path of employees. Through the normalised operation of the "Internal Great Rivers and Seas" platform, we provided broader internal employment opportunities for employees in the development, operation, and service business, ensuring the diversity and smoothness of their career paths.

In the property service segment, for property receptionists and other front-line service providers engaged in simple repetitive work, the Property BG has launched the special "Onewo Dream Development" plan since 2020 to help front-line service providers learn new skills, and facilitate transition to technical, social and emotional communication positions, and help front-line service



As of the end of the reporting period, the "Onewo Dream" development plan has

assisted 9.034 frontline operational service employees to successfully transfer to other positions.

providers to expand their employability. During the reporting period, the Property BG assisted 1,263 front-line operational service employees to successfully transfer to technical, social and emotional communication service employees, such as grid coordinators, asset coordinators, mechanical and electrical experts, and digital operation specialists. Since the inception of the "Onewo Dream" Development plan in 2020, the Company has assisted a total of 9.034 front-line employees to successfully achieve career transformation, move to a larger development stage and gain more labour income.

In the long-term rental apartment sector, we further bolstered promotional efforts regarding learning advancement and reeducation support in 2024. As of the end of the reporting period, 42 individuals have enrolled for academic upgrading. The Group's Human Resources Department continued to offer assistance and guidance in areas such as student enrollment, major selection, school screening and exam preparation processes, striving to help employees obtain their academic credentials more efficiently and swiftly. For those employees successfully admitted, the Company will cover half of the tuition fees, encouraging employees to pursue continuous academic improvement while on the job.

Employee involvement and communication

Channels of employee involvement and communication

Vanke fully guarantees employees' rights to know, participate, express and oversee. We build a bridge of communication between staff and management through the "12 Communication Channels", the "Forefront Voice" Programme and the "Battlefield Report" Programme to enable the management to listen to the voices of employees and understand ground-level situation. At the same time, the Company has improved the management structure of trade unions at all levels and the staff congress, and established a reasonable and effective employee grievance system to ensure that employee opinions can be fully communicated upwards.

12 Communication Channels of Vanke Employee relations specialist Senior Manager Open Door Policy Briefing session: to give staff more Email to anyone right to know I have an appointment with the BBS online forum general manager Trade union/staff congress Employee grievance channels Working discussions and meetings Employee satisfaction survey Information distribution channels of Work interview the Company

In 2024, to enhance employee satisfaction and improve human resources services, Vanke has added two communication channels, including employee care hotlines and email addresses, based on BG and BU units. This initiative enables employees to promptly report issues and seek assistance, thereby fostering a sense of corporate care and support.

In the face of organizational changes and other corporate transitions, Vanke ensures that the rights and interests of employees are fully protected. We have established a robust employee communication mechanism aimed at conveying the plans of changes, expected outcomes, and the potential impacts of these changes on employees. For information that employees need to be aware of, we organized specialized training sessions. Additionally, we will routinely conduct exit interviews to continuously enhance the effectiveness of talent retention measures.



Vanke's Special Task to Safeguard Team Stability and Employee Stability

The real estate sector is entering a new phase of development. Over the past few years, the market has undergone significant adjustments, putting pressure on the operations of Vanke Group and posing challenges to the stability of its teams and employees. In response to the current situation, in 2024, Vanke established a task force dedicated to team and employee stability. This task force, led by three headquarters partners - ZHOU Wei, XIE Dong and ZHU Xu – has been actively engaging with frontline staff, conducting extensive visits and research. These efforts are dedicated to stabilizing morale, boost motivation, identify issues, and highlight exemplary practices within the

Since March, the Employee Stability Task Force has initiated on-site visits across 128 business scenarios in 31 cities, covering various sectors such as real estate, commerce, property management, long-term rental apartments, hotel and resort and logistics. During these visits, partners from the Group headquarters organized over 70 activities, including "Learn from the Best" themed sessions, roundtable discussions and job shadowing. They engaged in communication and exchanges with employee representatives, conveyed the Group's care and appreciation to frontline staff, and listened to their feedback and concerns on-site to gain insights into the challenges faced by employees in their work and daily lives, offering encouragement and support.

Through this in-depth frontline research and exchange, the task force basically grasped the current situation and challenges of team stability. At the same time, the visits and exchanges have enabled more outstanding grassroots strivers to be discovered, seen and inspired, and also made the staff feel the care and attention from the Group.

Employee satisfaction survey

We consistently conduct employee satisfaction surveys and business engagement surveys by BG and BU. These surveys cover various sectors such as property service, hotel and resort, as well as regional segments including head office of Northeast China, Central China Region, East China Region, Southwest China Region and head office of Northwest China. Through these surveys, we gained in-depth knowledge regarding employee satisfaction, stress levels and their recognition towards company culture. Open-ended questions are also included to provide employees with a platform to voice their opinions and suggestions. Based on the survey results, trade unions at all levels, staff congress and the Human Resources Department formulated and implemented improvement plans in a timely manner, and follow up on the effectiveness of these improvements. In 2024, the hotel and resort BU conducted a satisfaction survey targeting both full-time employees and interns, focusing on their working conditions, dining and accommodation. Based on the survey findings, an improvement plan was developed, which included timely coordination with food and accommodation suppliers to address and follow up on employee concerns.

Employee care and well-being

We have developed the Vanke Partner Welfare System centred on strengthening body and mind, promoting a healthy lifestyle, and ensuring safe and sound environment.



In 2024, **100%** of Vanke's regular contract employees were covered by medical checkups.

Strengthen body and mind

At Vanke, a culture of health is deeply embedded within our organizational ethos, earning us the nickname "Vanke Athletes Co., Ltd.". We actively promote initiatives aimed at enhancing employee fitness and well-being, fostering a vibrant atmosphere of physical activity. This not only boosts the overall health of our workforce but also enhances workplace happiness, cultivating a positive team that champions the spirit of athleticism.

The Group arranges annual health check-ups for all employees, ensuring 100% coverage. We offer a variety of health examination options, including institutional and hospital-based check-ups, to cater to the diverse health needs of our employees. In the realm of mental health, we have partnered with EAP to conduct psychology workshops for business development staff to enhance their awareness of mental well-being. Furthermore, as part of the annual health check-up, we provide psychological assessment services to encourage employees to pay attention to their mental health.

Promote a healthy lifestyle

Vanke's management and staff actively participate in a wide range of sports activities, including running, cycling, badminton, football and rowing. We help employees maintain a healthy work-life balance by encouraging them to participate in all kinds of sports and providing free gyms, showers and fitness stations in office buildings.

Since the implementation of the Vanke Association and Club Operation Measures in 2022, the Group's labour union has kept on preparing monthly club calendar, ensuring that club activities are organised with progress and planning. The calendar has effectively facilitated information sharing among various clubs, boosting member participation. In 2024, the Vanke Long-Distance Running Association organised two sessions of "First Aid Training", while the other 14 associations echoed the call to sign up. The training target of 200 participants was achieved, demonstrating resource sharing and a spirit of collaboration.



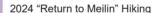
As of the end of 2024, the 15 clubs at Vanke's headquarters conducted

518 activities with a total

of **5,373** participants. The clubs participated in

11 competitions with 136 participants.









Vanke Badminton Association



Vanke Cycling Association

Ensure safe and sound

Vanke purchases commercial insurance for all new employees, including medical insurance for critical illnesses and accident insurance, to establish a supplementary commercial insurance plan covering all employees. Four insurance packages, namely A, B, C, and D, were devised, focusing on accident and disease support tailored to the varied work scenarios of employees. This approach optimizes insurance coverage and highlights the protection attributes of insurance. Meanwhile, we assist employees in applying for medical insurance for their family members based on group discounts as well as voluntary insurance.

To enhance employees' work flexibility, we offer flexible work options and additional paid leave benefits, while providing employees with care such as gift of money on the congratulatory or funeral occasion. In 2024, to further ensure that the off-site staff can work smoothly, we have updated the implementation measures for supporting the Group's staff working off-site, which added travel expense reimbursement for employees to visit their families, covering cross-city transportation costs between the employee's work location and their family residence for the employee or their immediate family members.

The Vanke Mutual Aid Society, established in 1998 and upholds the principle of "keeping an eye out for each other, all for one, one for all", strives to enhance employees' capacities in resisting catastrophic incidents through consolation and material support offered by teamwork. Since the establishment of Vanke Employees' Mutual Aid Society in 1998, a total of 810 members who have suffered major catastrophic events have received assistance from the society, with an aggregate assistance amount of RMB55.393 million. In 2024, 131 members received assistance, with a total assistance amount of RMB8.46 million.



Vanke's Partner Benefit System



Strengthen body and mind

- Free physical examination programme (covering all contract employees)
- Voluntary mental health check-up programme
- Physical tests
- Occupational health lectures



Promote healthy lifestyle Free gyms and showers

Fitness stations in office buildings

Holiday activities

Monthly club activities

Run for Fun



Ensure safe and sound

- Social insurance
- Off-site working subsidies
- Medical insurance for critical illnesses
- Accident insurance
- Commercial insurance
- Employee support programme

Win-win Partnership

RESPONSE TO SDGs



SDG 17 - Partnerships for the Goals

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Supply Chain Security
- Equal Treatment of SMEs

B5, B5.1, B5.2, B5.3, B5.4

204-1,308-1, 414-1, 414-2

Building a sustainable supply chain

Vanke collaborates closely with its suppliers to foster mutual growth, partnering with a wide range of entities including construction contractors, professional consultants, and suppliers offering various products and services. We place great emphasis on our relationships with suppliers, adhering to the principle of integrity, and we aspire to work together with all parties to establish a sustainable supply chain system.

In order to ensure a standardized supply chain management, Vanke has developed and implemented internal management systems, including the Vanke Group Supplier Code of Conduct, the Supplier Management Measures, the Sky-Net Action Management Measures, and the Sunshine Cooperation Agreement. With the full lifecycle management process of supplier admittance, assessment and exit, we strive to effectively identify and prevent potential supply chain ESG risks, empower suppliers to continuously improve product quality and safety and maintain a safe and sustainable supply chain. Highlight performance



In 2024, Vanke had 19.730 qualified suppliers. There were

8,966 suppliers on the AUPUP e-commerce platform

and **220** product categories.



Supplier code of conduct

Vanke believes that a sustainable supply chain management strategy will enable us to effectively manage and control environmental and social risks within the supply chain to build a safer and more solid supply chain system.

Vanke has integrated the concept of sustainable development into the entire process of supply chain management and has formulated the Vanke Group Supplier Code of Conduct, which clearly outlines the minimum standards and measures that Vanke expects its suppliers to adhere to in terms of compliance with laws and regulations, labour rights, health and safety and business ethics. The code applies to suppliers, contractors, and subcontractors of Vanke and its subsidiaries. We encourage suppliers to establish their own ESG codes of conduct, including business ethics management, and require them to adopt and implement relevant policies and procedures. Together, we are committed to promoting environmental protection and the enhancement of labour rights, aiming for continuous improvement in the overall standards of the industry.

| | Compliance with laws and regulations | Comply with all mandatory laws and regulations where they operate. |
|--------------------|--|---|
| | Prohibition of forced labour | No forced labour in any form. |
| (J ² U) | Prohibition of child labour | No official or temporary employment of worker under the legal working age shall be allowed. |
| | Salary and working hours | Suppliers shall sign employment contracts with all employees in accordance with local laws; Employee remuneration paid by suppliers shall comply with laws and regulations on minimum wages, working hours and statutory benefits. |
| | Labour relations | Suppliers shall have appropriate communication mechanisms and appeal procedures for employees to express their grievances to the management. |
| | Anti- discrimination | No employee should be discriminated against their gender, age, marital status, sexual orientation, nationality, race, religion or physical disability. |
| | Anti-corruption and bribery | Create a fair and healthy business environment, and do not tolerate any form of bribery, corruption and unfair competition. |
| ٧ | Occupational health and safety | Provide a safe and healthy working environment for all employees, encourage the establishment of robust policies for health and safety, continuously identify, assess and control risks that may jeopardise the safety and health of employees; Provide employees with specific work health and safety instructions, training and equipment to reduce the risk of work-related accidents; Establish procedures for the prevention, management, tracking and reporting of work-related injuries and illnesses; Identify and assess potential emergencies and develop contingency plans to cover emergencies including, but not limited to, fires and natural disasters. |
| | Environmentally friendly | Advocate the philosophy of environmental protection and low carbon, and strive to reduce the impact on the environment. |
| | Business ethics | Uphold standards of integrity and good faith and prohibit any form of bribery, corruption, extortion and embezzlement; Eliminate unfair competition and comply with applicable anti-money laundering, counter-terrorist financing, and sanctions laws and regulatory requirements. |

Complete lifecycle of supplier management

Process of complete lifecycle of supplier management

| Step | Management methods | Management requirements |
|---------------------|--|---|
| Supplier admittance | Supplier SCI index Supplier due diligence 100% review coverage on suppliers' factories Procurement review working mechanism Skynet unannounced spot check before bidding | Suppliers must pass inspection and certification processes to become a partner. Environmental dimension: Suppliers are required to hold environmental impact assessment documents, government approval documents and acceptance opinions, pollutant discharge permits and environmental management system certification. It is important to comprehend how suppliers handle pollution after it occurs and check that pollutant monitoring sites at their operating premises function normally; Social dimension: The safety performance of suppliers/contractors should be included as part of the screening evaluation, and obtaining the ISO 45001 Occupational Health and Safety Management System certification is considered an optional factor; Governance dimension: corporate governance such as de facto controller, equity structure and assets & liabilities. |
| Supplier assessment | Skynet Action | We conduct regular reassessments of the matters required during the supplier screening phase. This includes reviewing compliance documents, certification status, approaches to pollution treatment, and pollutant monitoring sites. |
| Supplier exit | Group-wide management on shared Red-Yellow-Black List | Suppliers failing to meet Vanke's standards in terms of quality, technical capabilities, progress, and safety may face suspension or termination of cooperation; The criteria and procedures of supplier exit include the Red-Yellow-Black List Management System, which is operated within the system to ensure information sharing across the entire group. Once a supplier is added to the blacklist, their business cooperation with the entire group will be immediately restricted. The decision of whether to restrict a supplier is based on our internal assessments of the supplier's actual business management. If any dishonest conduct occurs and reaches a certain threshold, corresponding disciplinary measures will be applied. |

Tiered management of suppliers

Tier 1 Suppliers (Direct Suppliers)

To ensure project quality, we require suppliers (contractors) that directly provide products and services for us to undergo self-assessment. We organize internal and professional third-party audits to thoroughly review their management procedures and project quality, to enusre they comply with the national qualification requirements.

Tier 2 Suppliers (Indirect Suppliers)

During the admittance process for direct suppliers, we require them to submit a secondary supply chain resource library (list of subcontractors). During our factory inspection on direct suppliers, we also assess their management over secondary suppliers (such as raw material suppliers). Meanwhile, we also require direct suppliers to conduct on-site inspections on key indirect suppliers and verify the completion of audit work.

Additionally, we organize internal and professional third-party audits to thoroughly review their management procedures and project quality.

Tier 3 Suppliers (Raw Material Suppliers)

We conduct regular random inspections of raw materials to ensure their quality meets standards and requirements.

Protecting the rights and interests of contractors' workers

To urge the protection of the legitimate rights and interests of contractors' workers, Vanke has entered into the Letter of Commitment to Timely Payment of Workers' Wages with contractors, delineating the mechanisms for the prompt payment of wages to contractors' workers. The contract requires that Party B open a dedicated account for the wages of migrant workers, which shall be used exclusively for the payment of contract workers' wages for the project. Party B (including Party B and its subcontractors) are prohibited from delaying or deferring payment of migrant workers' wages. Vanke has the right to randomly check the payment of contract workers' wages. In the event of a breach, Party B shall provide full compensation, and Party A has the right to terminate the contract and revoke Party B's eligibility for future projects. In 2024, Vanke disclosed to the public information on overdue payments to SMEs, if any, through the National Enterprise Credit Information Publicity System in accordance with regulations. Please refer to the National Enterprise Credit Information Publicity System for details.

Sustainable supply chain

Supply chain ESG management standards

In 2024, in collaboration with the China Association for Standardization, AUPUP released a group standard named the TCAS 894-2024 Evaluation Criteria for Comprehensive Index of Building Materials Industry Suppliers. This marks China's first comprehensive index evaluation criteria specifically targeting building materials suppliers, which established an ESG evaluation system for suppliers, continuously enhancing the influence of Vanke's green value chain. Known as the Supplier Comprehensive Index (SCI), this index aims to conduct a comprehensive assessment of suppliers, analyzing their performance in economic activities to reflect their overall ESG performance.

Evaluation criteria for the supplier comprehensive index (SCI) Examine factory environmental risks based on factory audit scores, and take national-01 Factory index level green factory as a regular scoring benchmark. 02 Quality index Assess the quality performance of supplier with Skynet inspection results. Evaluate indexes such as sales size, percentage of sales in the project channel and the 03 Transaction index magnitude of sales growth. Assess the number of patents, the degree of participation in national and industry 04 Productivity index standards, R&D investment, laboratory construction, etc. Suppliers that are awarded with green building material certification will receive additional points. 05 Service capacity index Assess the geographic coverage and efficiency of operational services. Scoring is based on annual tax contribution, employee headcount, certification status of 06 Social responsibility index the Occupational Health and Safety Management System (ISO 45001), and participation in charitable activities. Assess the financial conditions of suppliers through financial metrics such as cash flow ⁰⁷ Financial index structure, debt ratios, net profit, etc. Examine supplier's brand influence through evaluation meetings, offline exchanges and 08 Brand index online bidding.



2024 AUPUP Partners Conference Officially Unveils 2024 Building Materials Industry Guideline

The factory index assessment is based on factory audit scores. Currently, through collaborations with third-party certification organizations, AUPUP conducts factory audits for suppliers, which covers 13 dimensions, including business compliance, environmental safety, quality management systems, upstream raw material supplier management, material management, equipment maintenance and customer satisfaction, focusing on evaluating ESG risks related to factory environmental safety, quality management and raw material supplier management.



The Supplier Comprehensive Index (SCI)

Assessment covered 100% of Vanke's suppliers, with a coverage rate of supplier's

annual audit on factor reaching 100%:

The proportion of suppliers certified in quality, environmental, and occupational health and safety management systems

stands at **81.7%**. **69.3%** and 54.3%, respectively.

Environmental safety assessment scores in the factory audit report shall account for a percentage of more than 20% at the factory inspection stage

Environmental safety assessment scores in the factory audit report shall account for a percentage of more than 20% at the factory inspection stage. The assessment points include:

- Possess an environmental impact assessment report, government approval document, and a valid pollution discharge permit;
- Equipped with certified pollution treatment facilities that function normally;
- Government monitoring sites are established at discharge locations and function normally, or the factory engages a qualified third-party organization to conduct regular inspections;
- An annual fire drill plan is formulated, and relevant drill records are maintained;
- Firefighting facilities shall be complete (including fire extinguishers, emergency lights, safety exits, alarm bells, etc.) and ensured to be within their validity period. Maintenance records shall be complete, and no fire safety obstructions should exist on site;
- On-site occupational health and safety inspections shall be conducted. Employees in key positions are examined on a sample basis, and employees must have a medical report on occupational diseases within one year.



Supplier product quality management

In terms of supplier product quality management, we have fully incorporated the Material Quality Co-Management Agreement into our centralized purchasing framework agreement and individual project contracts. In addition, we have provided suppliers with quality management training and value propagation after the contracts have come into effect, offered operating instructions and training materials on a regular basis, and strengthened the hands on training through the on-site morning meetings on the front line of projects.



100% coverage of supplier product quality and safety training.

In 2024, Vanke fully implemented the "Skynet 2.0 Inspection Implementation Plan" to realize comprehensive online management of the inspection process, including the formulation of inspection plans, the issuance and implementation of sampling tasks, the logistics tracking of samples, the testing on order placing and tracking, the searching of test results and rectification and followup, etc., to ensure that the inspection process and data in the Skynet system are managed in a complete closed-loop in order to timely identify problems and supervise the rectification and solution of the problems.

For product quality emergency management, we have implemented special Skynet actions and closed-loop management strategies:



Special Skynet actions:

In 2024, we carried out four special Skynet projects, involving quality issues such as detached tiles, deformation of solid wood composite door sashes, deformation and rusting of entrance doors, and overall fire-resistant performance of fire-resistant windows, among others, and traced source of work quality issues for testing and demonstration;



Closed-loop management:

Based on the analysis results from the dedicated Skynet and professional inspection agencies (including third-party inspections), the procurement team promptly made judgments and adjustments regarding collaboration directions. The relevant suppliers were urged to conduct selfinspections and corrections and be required to extend warranty periods.

Vanke strictly implements the Red-Yellow-Black List Management System shared across the Group, and suppliers who fail to meet the standards in product quality and safety with ineffective rectification will be included in the blacklist for management. Once a supplier is added to the blacklist, their business cooperation within the Group will be immediately suspended, and the partnership may be terminated.

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Green supply chain ESG programme

Vanke is concerned about the impact of supply chain on the local environment during production processes, and has established a green supply chain management mechanism to respond to stakeholder concerns. We have participated in green supply chain initiatives in China's real estate industry and launched the Green Supply Chain ESG Programme.

In the selection of suppliers, priority is given to those that provide low-carbon and environmentally friendly materials. Regarding the objectives of the green supply chain, Vanke requires that all suppliers use aluminium alloy profiles that are 100% processed with chromium-free passivation technology and that 100% of the wood used is traceable to its source. During the Reporting Period, we have achieved all targets related to the green supply chain.

| Use of Materials | Environmental Requirements |
|-------------------------------------|--|
| Aluminum alloy | Aluminum alloy profiles shall be 100% processed with chromium-free passivation technology. |
| Wood | 100% of the wood used is traceable to its source. |
| Floor | Several core performance indicators of engineered wood flooring products, such as moisture content, formaldehyde emission and surface abrasion resistance, shall exceed the requirements of the current national standards. Several core performance indicators of laminate flooring products, such as moisture content, formaldehyde emission and volatile organic compounds, shall exceed the requirements of the current national standards. |
| Interior door | The formaldehyde emission levels of raw materials such as wood-plastic surface materials and finger-jointed cedar panels, as well as the heavy metal content in PVC films and the formaldehyde and benzene series content in adhesives shall exceed the requirements of the current national standards. |
| Interior and exterior wall coatings | The environmental standards for interior wall coatings, including requirements for total volatiles, formaldehyde and soluble heavy metals shall exceed the requirements of the current national standards. |
| Wallpaper/Cloth | The restrictions on harmful substances in wallpapers, such as heavy metals and formaldehyde shall exceed the requirements of the current national standards. |

Sunshine procurement

Vanke proactively implements the principle of sunshine procurement to ensure transparency and fairness throughout the procurement process. All suppliers are required by us to sign the Sunshine Cooperation Agreement annexed to procurement agreements and contracts, which includes our requirements for suppliers to comply with anti-corruption policies. Through in-depth self-inspections, cross-checks and specialized initiatives, we aim to identify potential risks early and implement preventive measures. Additionally, we strengthen integrity education and training to keep vigilant, safeguarding a clean and ethical business environment.



Vanke's Sunshine Cooperation Agreement demands that suppliers adhere to anticorruption policies. We require

all contractors, suppliers and other partners to sign this agreement with mandatory compliance integrity certification and corporate credit review.

To address supply chain compliance risks, we have established a supplier supervision and management system. This system encompasses two key components: external supplier supervision and internal audit supervision, which together form a compliance control and restraint mechanism for procurement.

Vanke Group Supplier Monitoring and Management Mechanism

External supplier supervision



Offer feedback channel for bidding and O procurement: the procurement announcement and public notice shall clearly specify the contact person and their contact details for receiving objections. The procurement evaluation subcommittee shall ensure that objections are responded to and addressed within three days.



100% signing of the Sunshine Cooperation Agreement: all suppliers are required to sign the Sunshine Cooperation Agreement annexed to contracts. The agreement explicitly stipulates that suppliers are obligated to assist in monitoring the honest duty performance of personnel involved in Vanke's procurement activities.



Transparent integrity whistleblowing channel: the procurement agreement and the Sunshine Cooperation Agreement clearly specify Vanke's departments responsible for accepting reports and complaints regarding honest performance and their respective

Internal audit supervision



Special procurement audit: the audit Q function shall organise irregular special procurement audits annually to review procedural compliance and contract execution for key procurement projects.



Reporting and investigation: the supervisory function shall thoroughly investigate procurement violations and misconduct based on the reported clues, with a focus on addressing prominent issues and driving targeted remediation.

In 2024.

7,303 suppliers underwent due diligence;

contact information.

the comprehensive audit programmes focusing on key areas such as procurement

were implemented, ensuring 100% completion of all required rectifications.



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Supply chain risk management

We have established a supply chain risk management mechanism to ensure the continuous stability and delivery assurance of the supply chain.



In 2024, number of suppliers included in the high-risk supplier management scope due to non-compliance with environmental, social and other

requirements is $\mathbf{0}$

Risk management sessions

Management initiatives

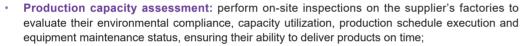


Key risks identified include supply stability risk, product quality risk and environmental safety risk.





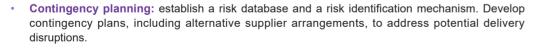
Supplier qualification review: during the supplier entry phase, conduct due diligence on the supplier's financial health, production capacity and historical performance to assess their delivery



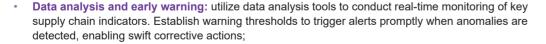
Supply chain stability analysis: analyse the supplier's secondary supply chain resource library to assess the stability of upstream raw material supply and identify potential risk factors that may impact delivery.



Contract management and oversight: clearly define delivery schedules and liability for breach of contract within the agreement. Regularly monitor and evaluate to ensure suppliers fulfil their delivery obligations as per the contract. For product quality and safety, explicitly outline warranty and maintenance responsibilities;









Supplier performance evaluation: conduct regular supplier performance evaluations through engineering assessments and the Skynet Action. Track suppliers' delivery performance, quality control and responsiveness. Suppliers with subpar performance will be categorized as high-risk and subjected to intensified monitoring and guidance, or will be implemented suppliers' red, yellow and black list management system.

Supply chain support programme

Vanke has established a comprehensive evaluation mechanism and management system. Training activities are held to encourage suppliers to continuously enhance their management and performance in areas such as labour rights, environmental protection, health and safety and business ethics, assisting suppliers in improving their capabilities in sustainable development management.

Through AUPUP, we offer a capacity building support programme for suppliers seeking building material certification. Based on our needs for aluminum alloy profiles featuring chromium-free passivation treatment, we, in batches, have assisted suppliers with their certification applications. As of the end of the Reporting Period, we completed the supervision of the initial nine suppliers participating in the building material certification programme and aided three suppliers in their applications for building material certification.



AUPUP spearheaded organizations in hosting a promotion conference for water-based interior wall coatings CCC certification, assisting enterprises in deepening understanding of policy

In response to the China Compulsory Certification (CCC) policy for water-based interior wall coatings issued by the State Administration for Market Regulation, in April 2024, AUPUP took the lead in hosting a promotion conference for water-based interior wall coatings CCC certification in Shenzhen. The event aimed to actively address the needs of coating supplier enterprises, helping them gain a deeper understanding of and comply with policy requirements to ensure the effective implementation of CCC certification.

The conference adopted a hybrid online and offline format, bringing together experts in the field of waterbased interior wall coatings and representatives from suppliers, with over 100 participants in attendance. At the conference, experts provided a detailed interpretation of the implementation system, requirements, procedures and certification standards for CCC certification of water-based interior wall coatings. AUPUP, in collaboration with relevant institutions, offered a one-stop service to enterprises, encompassing platform support, certification, testing and consultation.

Through this promotion conference, suppliers gained an in-depth understanding of the new standards and certification requirements, enabling them to more effectively enhance the safety, environmental protection and health performance of their products to meet market demands. Meanwhile, AUPUP's one-stop service model received widespread recognition, providing substantial support to suppliers in advancing their certification processes.







We have established regular communication mechanisms with our suppliers and offer periodic ESG-related training sessions for contractors and suppliers. In these sessions, we reiterated Vanke's bottom lines and standards, and helped contractors and suppliers acquire essential knowledge on sustainable development. With enhanced awareness of environmental and social responsibilities, a responsible and sustainable operational model is promoted throughout the supply chain.

ESG-related training for suppliers



Product quality and safety training

We conduct comprehensive training and promotion on product quality and safety for all contractors, and provide them with annually updated operational guidelines and training materials. Hands-on training sessions, such as morning meetings at project sites, are also organised to enhance the skills of contractors. In 2024, we held 778 specialized training sessions on product quality and safety, covering 100% of our contractors and their employees.



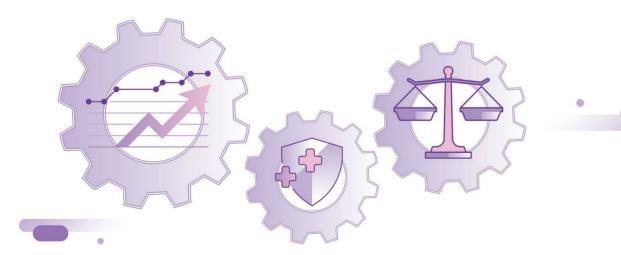
Labor health & safety and human rights training

We require front-line companies independently arrange health & safety and human rights training for all suppliers. These trainings encompass workplace safety standards, occupational health protection, respect for human rights and fair labor practices. In 2024, our health & safety and human rights training covered 100% of our suppliers and their employees.



Business ethics training

Under the framework of the Sunshine Cooperation Agreement, we promote integrity among contractors, suppliers and partners. In 2024, all on-site contractors received integrity promotion, achieving 100% coverage of contractors and their employees in business ethics training. Additionally, to further enhance suppliers' awareness of integrity, Vanke conducted specific training sessions on business ethics in 2024, including the Procurement Red Line and Bottom Line Management Requirements and the Cost Procurement Integrity Training, involving topics of integrity, anti-corruption and anti-bribery, which laid emphasis on business ethics standards.



Advancement of the management of the industrial supply chain

Through AUPUP, Vanke creates a new ecosystem of the upstream industry chain to promote the transformation of the industrial supply chain, advance product standardisation, realise the industry's ecological upgrade, and expand the industry's influence. We have established the AUPUP Certification Alliance ("ACA"), aiming to unify industry consensus on green carbon reduction, promote the green transformation of the industrial chain, and support certification and evaluation businesses such as factory certification, factory three system certification, building evaluation, and calculation of the carbon emission of buildings. To date, we have issued green carbon certificates for more than 600 products produced by 135 companies.

AUPUP continues to conduct "Super Roadshow" events aimed at enhancing the efficiency of joint bidding and procurement transparency. By collaborating with leading joint procurement clients, top-tier suppliers and experts from third-party testing agencies, the platform works to streamline industry products and resources, providing innovative solutions for clients, In 2024. AUPUP hosted a total of five "Super Roadshow" events, covering categories such as waterproof materials, electronic locks of entry doors, wooden flooring, wires and cables and sanitary hardware.



2024 AUPUP Partners Conference Successfully Held in Liangjiang New Area, Chongqing

In April 2024, under the guidance of the Chongging Liangjiang New Area Administrative Committee, AUPUP hosted a Partners Conference themed "Five Lights Together, Stars Shine", attracting over 400 enterprises, including 51 listed companies, with a total market capitalization of RMB1.16 trillion.

During the meeting, the chairman of the AUPUP e-commerce platform emphasised the importance of collaborating with Liangjiang New Area to establish a centralized procurement platform, which serves to enhance economies of scale, reduce costs, attract high-quality enterprises and drive high-quality development of the regional economy. The event witnessed the signing of agreements with 88 supplier enterprises to settle in Liangjiang New Area, collectively building an industrial ecosystem for the construction sector.

In addition, partners contributed to the co-construction of industrial platforms and the digital economy were granted with the "Five Lights Together" award at the conference. The 2023 AUPUP SCI Data and the AUPUP Building Materials Industry Guideline 2024 were released along with the SCI Three-star Units. Compared to 2022, the 2023 AUPUP SCI Data saw a 30% increase in the number of product categories evaluated and a 50% rise in the number of suppliers assessed. The evaluation scope was expanded to include distributors and installers, with data covering over 4,500 factory audit reports, more than 500,000 product test reports, and cumulative transaction amount exceeding RMB1.4 trillion.

The collaboration between AUPUP and the Liangjiang New Area is anticipated to further attract high-quality enterprises, stimulate economic growth and deepen the integration of the industrial chain with urban development through the centralized procurement platform.



Keynote speech at the AUPUP e-commerce platform



SCI Three-star Units Awarding Ceremony

Shared Development

Response to SDGs



SDG 3 - Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages



SDG 11 - Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 17 - Partnerships for the Goals

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Rural revitalization
- Social contributions

HKEX

B8, B8.1, B8.2

GRI

203-1 203-2

Engaging in social welfare initiatives

Founded in 2008, Vanke Foundation embodies the principle of "Looking to the Future, Leading the Way", focusing on issues with far-reaching impacts on the future. With a mission to build sustainable communities, the foundation strives to advance harmonious coexistence between the humanity and society, as well as the humanity and the nature. In 2024, under the five-year strategic plan spanning from 2023 to 2027, Vanke Foundation, with the vision of "Building a Beautiful and Shared Future Home", focuses on three key strategic modules: the demonstration and promotion of carbon-neutral communities, community waste management and the narration of Chinese climate stories. Highlighting biodiversity, it practices and disseminates the concept of sustainable communities, takes on the role of a pioneer in promoting effective cooperation within the international community and encourages everyone to become an advocate for a better life.

As of 31 December 2024, Vanke Foundation had invested over RMB1 billion in total in public welfare projects across various fields, including community waste management, environmental protection, disaster relief, epidemic prevention, ancient architecture conservation, educational development, targeted poverty alleviation and children's health. Vanke Foundation launched 17 employee volunteer activities, engaging 562 participants and contributing a total of 2,022 hours of volunteer service



Employee volunteer activities



Blue Envelope Communication Ambassador Volunteer Activities

Since its building of Zundao School in Sichuan Province in 2008. Vanke Group has continuously supported the educational development of Zundao School through diverse means. In 2021, it introduced a letter-based companionship project, inviting Vanke volunteers to become pen-pals of the children. This initiative enabled more students at Zundao School to receive psychological companionship, and more Vanke employees joined in writing heart-warming stories with Zundao School.



By the end of 2024, a total of 985 person-times of Vanke employees had been mobilized to become pen-pals of rural children. They accompanied rural children from 41 rural schools, including Mianzhu Zundao School in Mianzhu County, Deyang City, Sichuan Province, and Dahu Middle School in Lianping County, Heyuan City, Guangdong Province, and delivered 6,657 loving letters. In 2024, 48 Vanke employees served as correspondence volunteers and paired up with rural children for communication, sending 159 warm reply letters to the children.

Assistance for special groups



Al YOU Series of Children's Medical Assistance Programs

In the past year, the Aiyou-Vanke Children's Paradise jointly established by Vanke Foundation and Aiyou Foundation at the Children's Hospital affiliated to Zhejiang University School of Medicine, has witnessed the laughter and joy of the hospitalized children in this hospital.

Social workers organized a series of themed activities, including those centered around emotional expression, festival celebrations, and parent-child bonding, while maintaining regular hospital ward visits and accompanying medical rounds. They also introduced an innovative initiative, where cards are exchanged to welcome and farewell children during their hospital admissions and discharges. Additionally, the "Lele Checkpoint" project, a philanthropic collaboration featuring a Lego-themed MRI scanner, used medical play therapy to help young patients alleviate anxiety and stress associated with medical examinations.

In 2024, Vanke Foundation was honored with the title of "Outstanding Contributor to Child-Friendly Initiatives" by the Children's Hospital affiliated to Zhejiang University School of Medicine. Five Aivou-Vanke Children's Paradises provided services for hospitalized children and their families. The serviced departments covered pediatric hematology, pediatric cardiovascular surgery, neonatology, general surgery and general pediatric wards. Throughout the year, a total of 705 themed activities were carried out, with 9,549 participants, and 3,839 medical adaptation support services were provided.



The Aiyou-Vanke Children's Paradise of the Children's Hospital affiliated to Zhejiang University School of Medicine



Carrying out Mid - Autumn Festival themed activities jointly with hospitalized children and their parents



Rural green revitalization

To achieve the Two Centenary Goals and respond to the national strategy of transitioning from targeted poverty alleviation to rural revitalization. Vanke has given full play to its professional advantages and invested a total of RMB1.175 billion. It has carried out poverty-alleviation work in various forms in many provinces and autonomous regions across the country, including Guangdong, Guangxi, Tibet, Xinjiang, Gansu, Guizhou, Yunnan, Hunan, and Fujian. Focusing on areas such as infrastructure and rural education, Vanke has been working to beautify rural landscapes, enhance ecological awareness among rural residents, and paint a new picture of liveable, prosperous, and beautiful rural areas through practical actions

Infrastructure



The "Ten-Thousand Enterprises Assisting Ten-Thousand Villages" Initiative: Creating a Demonstration Belt for Rural Revitalization Connecting Multiple Towns in Ruyuan, Shaoguan

In May 2024, the demonstration belt project for rural revitalisation across multiple towns in Ruyuan Yao Autonomous County, Shaoguan City, which had lasted for more than three years, achieved completion and acceptance. The project focuses on county-level revitalisation assistance, centred around the 27-kilometre-long Rugui Highway spanning across Ruyuan County. It establishes a pedestrian greenway connecting the towns of Rucheng, Yiliu, Youxi and Guitou, providing convenient transportation for local villagers, linking multiple scenic spots in the vicinity and creating a beautiful countryside that is green, ecological and livable. Meanwhile, the project improves the quality of many schools and public spaces along the route, carefully creating a more comfortable and high-standard learning environment for local children.





Xinjieshui Greenway in Ruyuan County

Ruyuan Senior High School



The Donation and Construction Project of the Kindergarten and Community Park in Lishi Town, Zhenjiang District, Shaoguan City Kicks Off

In August 2024, Vanke launched an assistance project for a town kindergarten and a community park in Lishi Town, Zhenjiang District, Shaoguan City, a typical town in the "Project of One Hundred Counties, One Thousand Towns and Ten Thousand Villages" Initiative within Guangdong Province. It planned to donate and build a 6-class kindergarten covering an area of about 2,000 square meters and a community sports and leisure park covering an area of about 6,000 square meters for the local area. After the completion of the kindergarten, 180 new places will be added for local children, greatly alleviating the problem of insufficient places for school-age children in the area. At the same time, the construction of the community park also provides local residents with a high-standard sports venue, enriching their daily leisure lives.





Kindergarten in Shaoguan City



The Planning and Design Drawing of Lishi Town Community Park in Shaoguan City

Rural education



Vanke's Educational Support Project in Yongshun County, Hunan Province

In 2024, Vanke's Educational Support Project in Yongshun County, Hunan Province, deeply engaged in rural educational revitalization through a comprehensive approach of "hardware support + teacher empowerment + activity activation + teaching-research incentives". Through teacher empowerment, it gathered key teachers passionate about reading and science education, initially forming an alliance of "local teacher self-organizations", integrating high-quality reading and science education into the in-class and after-class activities of rural children.

The project provided support for the renovation of campus reading spaces and science laboratories in four outstanding schools, aiming to creating demonstration schools for literacy and science education. Influenced by this project, the Education Bureau of Yongshun County organized activities such as reading and science teaching competitions, picture-book drama contests, and teaching to the countryside programs. The project collaborated with the Education Bureau, incorporating the project's models and achievements into the educational research and evaluation system, thus promoting the long-term ecological construction of reading and science education in the county.

In November, two rural reading spaces were inaugurated and put into use at the Fourth Wanquan Primary School in Lingxi Town and the Central Wanquan Primary School in Wanping Town, Yongshun County, Hunan Province respectively. These spaces create a warm and interesting reading haven for rural children, enhancing their reading experience and learning efficiency, and sowing the seeds of reading.



Interior Scenes of the "Joyful Reading Space" at Bangba Primary School



Children are freely reading in the "Joyful Reading





Empowering urban revitalization

Amidst the evolving trends of urban development, Vanke has actively engaged in urban renewal projects and the revitalization of aging communities. It is committed to improving the urban spatial layout and enhancing urban functions, providing a more human-centered Vanke solution for the harmonious expansion of cities.

Yonggingfang in Guangzhou: A Sample of "Micro-revitalization" in Historical and Cultural Blocks

Yonggingfang, formerly known as Yongging Street, is a typical historical block in the historic districts of Guangzhou's Old Town. Located on Enning Road in the center of Guangzhou's Old Town, it is a traditional block that has carried the hundred-year-old history of Xiguan. A large number of traditional residences and cultural relics protection units are preserved in the area, such as the ancestral home of Bruce Lee and the former residence of Zhan Tianyou. With the shift of the urban center, the Yongqing area gradually became disconnected in the process of urban modernization and faced problems such as aging infrastructure, poor living environment and insufficient commercial vitality. Under the innovative revitalization of Vanke, Yongqingfang has achieved the renewal and revitalization of the urban historical block.

 Social integration in new construction and reconstruction: Based on the original texture of the Yongqing area, Vanke carried out organic renewal with meticulous efforts, adopting the "micro-renovation" model and adhering to the principle of "restoring the old as they were and building new ones to fit the old". In the original "three horizontal and five vertical" block pattern, 79 architectural heritages and 6 intangible cultural heritages were preserved, and the traditional style of the 1.2-kilometer arcade street was completely restored. In terms of public spaces, the area along both sides of a river was restored. Through projects such as river regulation and improvement of public facilities, many scenes such as Yongqing Wharf and Moon Bridge were added, providing residents with a comfortable and vibrant community space.



Before the Renovation of Zhongshuge



After the Renovation of Zhongshuge



Before the Renovation of No.2 Jixiangfang



After the Renovation of No.2 Jixiangfang

- The old urban area gradually rejuvenating: Vanke integrates commerce, tourism and culture in Yonggingfang. It promotes tourism through the culture and highlights the culture through tourism, thus driving the in-depth integrated development of cultural and tourism industries. By adhering to "industrial upgrading", Vanke breathes new life into the local economy. Through introducing a rich variety of business forms, Vanke continuously strengthens the "first-store economy" and the "trend economy". In addition, it collaborates with outstanding domestic and international art institutions to hold a series of city-level cultural and artistic events, constantly enhancing the cultural atmosphere. At present, Yonggingfang has become a new cultural and artistic business card of Guangzhou. Continuing to serve as a city's cultural reception hall, Yongqingfang attracts numerous tourists and foreign quests.
- Preserving Traditional Culture: As a hub for Xiguan culture and intangible cultural heritage, Vanke has created "Guangzhou's First Non-Heritage Street" in Yonggingfang. Yonggingfang is one of the 12 national non-heritage tourism routes recommended by the Ministry of Culture and Tourism, encompassing more than 10 non-heritage cultural projects, such as Guangcai, Guangxiu, enamelware, lion dance and Guangzhou-made clocks.



Non-heritage Cultural Block



Non-heritage Cultural Block

Vanke has always followed the instructions of General Secretary Xi Jinping, and actively promoted the activation and utilization of the Yongqingfang area to improve the living environment with meticulous efforts. Through tangible achievements, Vanke has demonstrated the "new vitality of old cities" and the "four new glories" to create the most beautiful block that integrates tradition and modernity, is uniquely filled with the charm of Guangdong and can represent Xiguan, Guangzhou. In 2020, Yonggingfang was officially awarded the title of "National 4A-level Scenic Spot". In 2021, it was selected as a provincial-level demonstration zone for the integrated development of culture and tourism. In 2022, it won the honor of "First Batch of National-level Tourist and Leisure Blocks". In 2024, it was selected as one of the first batch of metropolitan-level Guangzhou Night Markets Pilot Areas.



The Current Yonggingfang

Creating a happy and harmonious community

Affordable housing and commercial development

Government-subsidized rental residential property

Since the State Council issued Opinions on Accelerating the Development of Government-Subsidized Rental Housing in July 2023, affordable rental housing has been elevated to a national strategy. Port Apartment of Vanke has actively responded to the national policy of including housing in the affordable housing system. Approximately 120,000 units of its housing have been incorporated into the affordable rental housing category, ranking first in the number of insured units among centralized long-term rental apartments.

Port Apartment of Vanke has been promoting REITs for government subsidized rental housing in multiple cities. It selects highquality "converting non-residential to affordable housing" assets in first- and second-tier cities with mature and stable operation levels, and achieves a commercial closed-loop of "raising, investing, constructing, managing, disposing and servicing" for such assets by revitalizing idle and inefficiently used commercial, office, factory buildings and other non-residential stock houses and converting them into government subsidized rental housing and officially applying for REITs for government subsidized rental housing infrastructure in April 2024. On the other hand, apart from including its own existing projects in the affordable housing system, Port Apartment of Vanke has widely cooperated with local state-owned assets and state-owned enterprises. Many of its government subsidized rental housing projects in various places have been recognized as demonstration projects by the governments, and its comprehensive capabilities have been acknowledged by the governments.

Highlight Projects of Vanke's Government Subsidized Rental Residential

- · In Chongqing, the Luhai Apartment & Port Apartment Hualongqiao Flagship Store stands out as the first newly constructed talent apartment project under the government subsidized rental housing scheme in the Yuzhong District. Guided by the Yuzhong District State-owned Assets Supervision and Administration Commission' philosophy of "revitalizing existing resources and creating high-quality projects," this project explores a new model of integrating government subsidized rental housing with talent housing solutions. As Chongqing's most representative talent apartment, it has been recognized by the Chongqing Housing and Urban-Rural Development Commission as a demonstration project for government subsidized rental housing in Chongging.
- · In Changchun, Port Apartment of Vanke has partnered with Chaoda Talent Housing Co., Ltd. to jointly launch the "Xiang Apartment" rental housing brand. In May 2024, the Phase I of the "Xiang Apartment" project, comprising approximately 2,000 units, officially entered the market, with Port Apartment of Vanke overseeing its operations. An additional 8,000 units are planned to be rolled out in the future. Changchun Housing Security and Real Estate Management Bureau has designated Changchun Port Apartment as one of the first pilot enterprises under the "rent-and-purchase integration" initiative.

In the 2024 National Government Subsidized Rental Housing and Long-Term Rental Apartment Development Summit, Port Apartment of Vanke won the "National Outstanding Brand of Government Subsidized Rental Housing Enterprises" for its active promotion of the construction and operation of government subsidized rental housing in various ways and its assistance in asset revitalization.

Support for commercial office properties targeting small-, medium- and micro-sized enterprises in the cultural sector



Vanke Cloud City Design Community provides affordable commercial properties support for small-, medium- and micro-sized enterprises in the cultural sector

Located in Nanshan District, Shenzhen, Vanke Cloud City Design Community covers an area of 100,000 square meters and has been officially recognized as a municipal-level cultural industry park by the Shenzhen government. The park is strategically positioned to foster a new cluster of design industries, attracting over 100 renowned design institutions to set up operations within its premises. What sets this industrial park apart is its unique layout, which combines "courtyard-style architecture, low-density urban park spaces, and open connectivity." This innovative design provides flexible and diverse office spaces, with 90% of the offices featuring private courtyards

As a municipal-level cultural industry park in Shenzhen, Vanke Cloud City Design Community is committed to providing robust commercial office property support for small-, medium- and micro-sized cultural enterprises. For small-, medium- and micro-sized enterprises in the cultural sector that have been registered in the park for at least one year, the park offers a rental subsidy of up to 50% of the previous year's paid rent, with a maximum subsidy amount of RMB1 million. This subsidy policy can be enjoyed continuously for three years. In addition to substantial rental subsidies, the park is equipped with a wide range of shared industrial spaces designed to fully support the growth and development of its tenants, such as auditoriums and lecture halls, meeting rooms and sports parks.

This project attaches great importance to the clustered development of the cultural and creative industries, and has introduced enterprises from industries such as architectural design, spatial design, industrial design, and new consumption. Meanwhile, the industrial park provides a complete set of operational services ranging from industrial services to lifestyle services. This helps design enterprises meet their non-core business needs, enabling them to focus more on their business development.





Community engagement

Onewo is committed to building a harmonious and livable living environment through an open, transparent and inclusive stakeholder engagement mechanism that establishes communication and collaboration mechanisms with community residents, local governments, community neighborhood committees and other relevant parties, and provides comprehensive coverage to all service communities.



Residents take part in community building:

We invited residents to take part in decision-making and discussion on issues such as waste separation, energysaving renovation and safety management through the "Tiancheng Community Committee" workbench, community bulletin boards and posters. For disadvantaged groups, we adopted door-to-door visits and multilingual support to remove communication barriers.

Fitness-for-all program

Run for fun

vanke

In 2024, Vanke celebrated the 11th anniversary of Run for Fun series, a landmark initiative that has left its mark across 371 cities worldwide. Over the past 11 years, it hosted more than 500 events, with over 6 million participants for the first time. As one of the most deeply engaged, influential and widely recognized fitness-for-all IPs in China, the Run for Fun series have gradually developed into a series including Urban Run for Fun that injects healthy vitality into cities, the Community Run for Fun that promotes family harmony, the University Run for Fun designed for college students and the runner-cantered full marathon centered around runners. Vanke Run for Fun series has always adhered to its original aspiration of "running for health, running for happiness, and running for friendship" and remained committed to its goal of contributing to the construction of a Healthy China, actively engaging in the national fitness strategy.



2024 Vanke National Urban Run for Fun: National Fitness Day, with Run for Fun supporting the Olympics

From May to September 2024, Vanke partnered with the Mass Sports Department of the General Administration of Sport of China and the Mass Sports Department of the All-China Sports Federation to jointly host the 2024 National Fitness Online Games - Vanke National Urban Run for Fun. This event saw participation from 358.000 individuals across 334 cities in China, collectively running distance of 17.27 million kilometers. The event also issued 473,000 official certificates to participants. In July, the event received an official letter of gratitude from the Mass Sports Department of the General Administration of Sport of China and the Mass Sports Department of the All-China Sports Federation, expressing thanks to the event for successfully motivating more people to participate in national fitness activities. On 8 August, on National Fitness Day, Chinese athletes who shone at the Paris Olympics, such as Ma Long, Quan Hongchan, Sun Yingsha and Zhang Yufei, along with Run for Fun, issued a call for "Let's get fit", contributing to the Paris Olympics by means of Run for Fun.





2024 Vanke New Year Marathon

Celebrating its tenth anniversary in December, the Vanke New Year Marathon returned to its inaugural theme of "Run for Fun into the New Year", attracted 458,000 participants from 371 cities nationwide, accumulating a total distance of 8.83 million kilometres with a completion rate of 73%. During the event, a total of 148 offline activities were held nationwide. At the Shenzhen headquarters, the marathon collaborated with Nantou Ancient City, SCPG Centre, Rail In, and Vanke Cloud City to launch the "New Year Fortune Collection" event to benefit fans, creating a lively and enthusiastic atmosphere on-site.



Investor education

Since its establishment in 2015. Vanke Investor Education Base has always been focused on meeting the needs of the vast number of small- and medium-sized investors. It is committed to providing professional investment education and publicity services to enhance investors' risk awareness and self-protection capabilities.

In 2024, based on the development trend of the capital market, Vanke Investor Education Base organized and implemented a series of targeted and wide-ranging investment education activities. For key activity themes such as "Investor Rights Protection", "515 National Investor Protection Publicity Day" and "World Investor Week", we used various activity forms such as beautiful picture-text promotion and special lectures to popularize to investors the latest policies, regulations, investment knowledge and risk prevention strategies. At the same time, through the "Vanke Investor Relations" Wechat Public Platform, Vanke Investor Education Base actively promoted the relevant information of the "Shareholders Are Coming" event, aiming to guide investors to actively participate, practice what they have learned and enhance their market participation.

In 2024, Vanke Investor Education Base was honored with the title of "2024 Outstanding Investor Education Base in the Shenzhen Area" by the Shenzhen Investor Service Center. This accolade not only recognizes Vanke Investor Education Base's exceptional performance in the field of investor education but also serves as a heartfelt acknowledgment of the dedication and support from all participants and contributors.

In the future, Vanke Investor Education Base will keep optimizing its services, closely monitor the needs of investors, offer highquality information dissemination, and strive to create a more stable and transparent investment environment to assist investors in achieving rational investment goals.







vanke

Climate-related Risk and Opportunity

Response to SDGs



SDG 13 - Climate Action

Take urgent action to combat climate change and its impacts

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

Combat climate change

HKEX

GRI

305-1, 305-2, 305-3, 305-4, 305-5

Governance

We have established an ESG management structure with the Board as the highest decision-making level. The Board is responsible for determining the Company's ESG management structure and management strategy to ensure the establishment of appropriate and effective ESG risk management and internal monitoring systems. The Board has integrated climate changerelated risks and opportunities into its ESG management.

| Organisation | Role | Composition | Responsibilities | Frequency of duty performance |
|-----------------------------|--------------------------|--|--|--|
| Board of Directors | Decision- making Body | Members of the Board | 1) Decide the climate change management framework and management strategy of the Company; 2) Ensure that Vanke establishes appropriate and effective climate change-related risk management and internal monitoring systems; 3) Listen to the results of discussions on important climate change issues and monitor the progress of climate change-related goals; 4) Be informed of climate-related risks and opportunities, and review and approve the TCFD annual report of the Company. | Once a year |
| ESG Working Committee | Management Body | The Chairman of the Board is the director, and the secretary of the Board acts as the deputy director. Other members include the responsible persons of relevant functions, BGs and BUs | 1) Decide the management objectives, policies, and implementation approaches relating to climate change issues and integrate climate change-related issues into decision-making and management procedures; 3) Acknowledge the assessed and identified risks and opportunities related to ESG (including climate change); 4) Determine the relevant ESG (including climate change) management system and workflow; 5) Decide on the ESG (including climate change) work plan and assess the completion of the work. 6) Oversee other matters related to ESG (including climate change) of the Company. | Twice a year |
| ESG Execution Team | Executive Body | Composed of ESG contact personnel of related functions, BGs, and BUs; the specific members are assigned by responsible persons of the relevant functions, BGs, and BUs | 1) Conduct internal and external materiality assessment; 2) Prepare the Company's annual ESG report; 3) Assess and identify risks and opportunities related to ESG (including climate change); 4) Assess the gap between ESG (including climate change) work and standard requirements of the two stock exchanges, and the excellent practices of peer companies', make improvement plans and promote their implementation; 5) Implement annual work content according to ESG (including climate change) management objectives. 6) Implement resolutions of and other tasks assigned by the ESG Working Committee. | Multiple times within a year as actually required |

Strategy

Climate scenario analysis

Based on the current situation and analysis of the future, Vanke continues to optimize the original scenario selection, and adds two hypothetical scenarios based on IPCC's RCP8.5 and RCP4.5 Scenarios, as well as the delayed transition scenario and current policy from the Central Bank and Regulators Network for Greening the Financial System ("NGFS") for climate scenario analysis and comparison.

The climate scenarios are detailed as follows:

| | Physical | al Risks | Transition Risks | | |
|--------------------------------|---|--|--|---|--|
| Scenario Name | IPCC-RCP4.5 | IPCC-RCP8.5 | NGFS-Delayed Transition | NGFS-Current Policy | |
| Potential Temperature Rises | 2°C~3°C | ~4°C | 2°C~3°C | ~3°C | |
| Scenario Description | CO ₂ emissions are assumed starting declining by approximately 2045 and reach roughly half of their 2050 levels by 2100. The global temperature is expected to rise between 2°C and 3°C under this scenario. | No significant policies have been introduced, economic growth, and technological progress still heavily rely on fossil fuels. The global temperature is expected to rise by 4°C by 2100 under this scenario. | This scenario assumes new climate policies are not introduced until 2030 and the level of action differs across countries and regions based on currently implemented policies. This scenario assumes a 67 % chance of limiting global warming to below 2 °C in 2100. | It is assumed that the existing climate policies will remain in effect without further enhancement. The greenhouse gas emissions are expected to continue to rise before 2080, so that the global temperature is expected to rise by approximately 3°C under this scenario. | |

In 2024, we conducted short-term and long-term analyses of climate change risks and opportunities respectively in accordance with the recommendations of the ISSB's IFRS S2 Climate-related Disclosures, the Shenzhen Stock Exchange's Self-Regulatory Guidelines for Listed Companies No. 17 -. Sustainability Reporting (Trial), and the Hong Kong Stock Exchange's Environmental, Social and Governance Reporting Code.

Definitions of Current, Short-Term and Long-Term

2024~2025 Current

Short-Term

2025~2030

2030~2050 Long-Term

| | Climate Risk | | Reporting Periods of Primary Concerns | Influence of Value Chain | Business Model Implications | Potential Financial Impacts (Including Current and Prospective Analysis) | Climate Resilience Assessment | Transition Plan |
|---------------------|--------------|---|--|--------------------------------|---|--|--|---|
| Transition Risks | Policy and | Carbon Emission Trading | Long-Term | Upstream Operations | Under the Measures for the Administration of Carbon Emissions Trading (for Trial Implementation), upstream sectors in the construction industry may be included in carbon trading in the future, therefore, steel, cement and other procurement will face higher carbon costs, the General Code for Energy Conservation, Renewable Energy Utilisation requires new buildings to reduce carbon emission intensity, and companies to invest more in energy-saving renovation and green technology applications. | The inclusion of certain energy-consuming industries in the management of the carbon emission trading market will significantly impact Vanke's external development, causing the Company to incur additional costs from carbon emission quotas and trading to fulfil its environmental responsibilities. | Uncertain factors: Fluctuation in carbon emission trading Adjustment capability: Strong resilience, we have gradually reduced its dependence on carbon emissions in the operating process. | Continue to promote the application of renewable energy, develop low-carbon technologies, optimize energy efficiency, reduce carbon emissions, and ensure the competitiveness of enterprises under the carbon pricing policy. |
| | Legal Risks | Environmental Regulatory Requirements | Current Short-Term Long-Term | Upstream Operations | Under the <i>General Code for Energy Conservation and Renewable Energy Utilisation</i> , new buildings are required to fully implement green building standards. Meanwhile, the guidelines of regulators such as the A-share market and the Stock Exchange have progressively improved in line with the International Financial Reporting Sustainability Disclosure Standards, which has also exerted certain pressure on report disclosure. | Stricter requirements for environmental information disclosure and more external services for verification and auditing will increase costs. At the same time, severe pressure from stricter environmental compliance will lead to penalty risk and the risk of extra expenses. | e tightening trend. system amount to resilience, we have established a sound environmental management system. environmental environmental with to environmental environmental with the system. | Establish a rigorous environmental compliance system, further implement green building standards for all new buildings, and ensure that business operations comply with the latest environmental regulations and standards. |
| | Market Risk | Raw Material Costs and Supply | Short-Term Long-Term | Upstream Operations | Steel, cement, and wood are essential building materials in the real estate industry. Since all building materials are energy-intensive and carbon-intensive, under the <i>Assessment Standard for Green Building</i> , new projects are required to use environmentally friendly materials, but the prices of those materials may increase due to capacity and technology constraints. | Fluctuation of upstream raw material prices will increase procurement and management costs. Rising energy prices will increase the operating costs of Vanke. | Uncertain factors: Market fluctuations in supply and demand. Adjustment capability: Moderate resilience, the supply chain's response to climate risks is generally based on legal requirements and less proactive. | Optimize supply chain management, increase procurement channels for alternative materials, further promote supply chain empowerment, ensure the stability and diversity of raw material supply, and reduce the risk of supply chain disruption. |
| | | Changing Customer's Preferences | Short-Term Long-Term | Operations Downstream | Under the Assessment Standard for Healthy Buildings, healthy residential buildings are required to meet the requirements of air, water quality, noise and other aspects. Consumer demand for green and healthy residential buildings has increased significantly. Failure to adjust product lines promptly may result in difficulties in selling off inventory and affect sales revenue. | The initial design and development for customers' needs such as green buildings and healthy residential buildings will increase the initial investment, resulting in cash flow pressure, additional investment risks caused by the uncertainty of green technology, and fluctuations in market demand may affect the speed of selling off inventory and rental returns of green projects. Additionally, if the prediction of relevant green products is incorrect, this could lead to difficulties in selling off inventory, the expected income below expectations, and reduced profits. | Uncertain factors: Under the new circumstance, consumers' choice tendencies are more diversified. Adjustment capability: Strong resilience, we have been active in maintaining sensitivity to the market. | Develop green building products, enhance the brand's image for environmental protection, meet customers' demand for sustainable development, and consolidate market competitiveness. |

| | Climate Risk | | Reporting Periods of Primary Concerns | Influence of Value Chain | Business Model Implications | Potential Financial Impacts (Including Current and Prospective Analysis) | Climate Resilience Assessment | Transition Plan |
|-------------------|---|--|---|--|--|---|--|---|
| Transition | Technology | Green Building Technologies | Current Short-Term | Upstream Operations | At present, in Shanghai and other regions, enterprises are required to increase ultra-low energy building construction step by step, and adopt advanced technologies to achieve ultra-low energy objectives. However, inadequate maturity of some technologies or management methods may lead to construction or operation problems, thereby increasing project risks. | The research, development and application of new energy-saving building technologies will cause extra R&D costs to Vanke. The application of ultralow energy building and zero-carbon building systems will lead to higher costs than now. However, certain ultra-low energy or green building projects could benefit from cost-effective financing channels such as government subsidies and green bonds and loans. | Uncertain factors: The speed of technology iteration. Adjustment capability: Strong resilience, Vanke Architecture Research Centre in Dongguan has the capability to carry out research and development of green building technologies. | Continue to increase investment effort in research and development of green building technologies to enhance the environmental performance of buildings. |
| Risks | Structure and Energy Use Upstream Operations Long-Term | Energy security and the transformation of the energy structure are major strategies in China. China will vigorously develop renewable energy sources like hydropower, photovoltaic, wind power, and nuclear power to replace conventional fossil fuels. Meanwhile, energy stability is being bolstered through the use of microgrids, digital energy, and energy storage technologies. | The development and application of renewable energy technologies will increase costs. The application of renewable energy may increase the upfront costs of individual projects (including R&D input and construction costs in the early stage). | Uncertain factors: Price volatility in new energy markets, and changes in energy markets. Adjustment capability: Strong resilience, we have adopted an energy strategy featuring diversification. | Optimize energy efficiency, develop diversified energy supplies, ensure energy security and sustainable development, and reduce the dependence on traditional energies. | | | |
| Physical Risks | Acute Risks | Tropical Cyclones | Current Short-Term Long-Term | Upstream Operations Downstream | Strong winds and heavy rains may cause direct damage to roofs, windows and facades of buildings, especially high-rise buildings and unreinforced structures. Cyclones may also trigger power outages and traffic disruptions, impacting project accessibility and daily operations. | Property development: They will lead to project suspension, longer development periods, or direct economic losses, thus resulting in extra construction costs. Property services: They will lead to flooding of the garage and broken windows, resulting in extra maintenance costs. Rental housing: Mounting pressure on customer service and initiatives such as public area maintenance will lead to additional operating costs. Hotel and resort: Typhoons and rainfall will lead to a decrease in the number of visitors and wide range operation management, thus resulting in less operating income and more operation and maintenance costs. Logistics and warehousing: Rainfall and strong winds will cause damage to packages and logistics disruption, resulting in extra operation and maintenance costs. Retail property development and operations: Typhoons are prone to reduce pedestrian flow and increase flood prevention materials, resulting in lower revenue and higher operation and maintenance costs. | Uncertain factors: The prediction of the path and intensity of tropical cyclones. Adjustment capability: Strong resilience, the government provides sufficient information and supporting measures. | Strengthen the ability of the building design to resist typhoons and strong winds and optimize the emergency management system to ensure the safety of key infrastructure. |

| | Climate Risk | | Reporting Periods of Primary Concerns | Influence of Value Chain | Business Model Implications | Potential Financial Impacts (Including Current and Prospective Analysis) | Climate Resilience Assessment | Transition Plan |
|-------------------|--------------|---------------------|--|--------------------------------------|--|---|---|---|
| | | Riverside Floods | Current Short-Term Long-Term | Upstream Operations Downstream | Underground facilities, parking lots and low-rise buildings of real estate projects will be flooded, damaging building structures and equipment and affecting normal use. Floods may also cause issues such as water supply interruptions and power failures, disrupting project operations and residents' lives and reducing living comfort and safety. | Property development: Floods will result in project shutdowns and foundation damage, increasing restoration and labor costs, and affecting cash flow and revenues. Property services: Floods will damage facilities, increase repair costs, and may cause customer complaints, affecting service quality and customer satisfaction. Rental housing: Floods will damage houses, reduce subsequent rental income, and raise renovation expenses, increasing operating costs. Hotel and resort: Floods will damage facilities, resulting in customer attrition and reduced income, while requiring plenty of time and funds for repair, affecting the overall cash flows. Logistics and warehousing: Floods will overwhelm warehouses and damage inventories to cause insurance fees and inventory loss, resulting in impairment of assets. Retail property development and operations: Floods will damage facilities and affect merchant business, resulting in reduced rental income, while causing reinstatement costs. | Uncertain Factors: River stream flows and geological conditions. Adjustment Capability: Strong resilience, we have had a good flood defence package and have an emergency plan in place. | Increase the flood resistance of buildings, improve the efficiency of drainage systems, enhance flood control facilities to ensure that the buildings and infrastructure can resist the threat of floods. |
| Physical Risks | Acute Risks | Wildfires | Current Short-Term Long-Term | Upstream Operations Downstream | Wildfires may burn down the real estate projects close to vegetation areas, and damage the building structure and surrounding environment. Smoke and ash will pollute the air, affecting the quality of living environment and residents' health. | Property development: Wildfires will burn down projects under construction, causing significant impairment of assets. The increased reconstruction costs and delayed construction periods will affect sales plans and cash flows. Property services: Wildfires will damage facilities, increase emergency response and disaster relief efforts, and repair costs. In the case of injured personnel, additional labour costs will be needed. Rental housing: Wildfires will burn down houses and cause losses of rental income, affecting profitability. Hotel and resort: Wildfires will pose a destructive impact on the surrounding ecology. The original site of the hotel will be no longer suitable for selection, resulting in increased impairment of assets and reconstruction costs. Logistics and warehousing: Wildfires will burn down warehouses, damage inventories, and increase insurance fees and inventory loss, incurring impairment of assets. Retail property development and operations: Wildfires will damage facilities, affecting merchant business, leading to reduced rental income, while causing high reinstatement costs. | Uncertain Factors: Drought weather and vegetation conditions. Adjustment Capability: Moderate resilience, major fire incidents require the government to carry out emergency rescue and disaster relief. | Strengthen the fire control facilities, optimize the the design of building separation zones, and conduct regular fire safety drills and training to ensure fire safety. |

| | Climate Risk | t . | Reporting Periods of Primary Concerns | Influence of Value Chain | Business Model Implications | Potential Financial Impacts (Including Current and Prospective Analysis) | Climate Resilience Assessment | Transition Plan |
|-------------------|------------------|----------------------|--|--------------------------------------|---|--|--|--|
| Physical Risks | Chronic Risks | High Temperatures | Current Short-Term Long-Term | Upstream Operations Downstream | High temperatures will lead to an increased reliance on air conditioning and other cooling systems for project operations. It may also accelerate the ageing process of building materials, such as roofs and facades, increasing maintenance needs while affecting the frequency of use and experience of outdoor facilities. | Property development: Increased days of extreme high temperatures will lead to more high-temperature allowances and increased labor costs, while reducing work efficiency and prolonging construction periods, with an impact on cash flows. Property services: High temperatures will increase the energy consumption of air-conditioning and increase operating costs. Meanwhile, it may cause the malfunction of equipment, increasing repair costs. Rental housing: Tenants will increase their usage of air-conditioning, leading to higher electricity bills and elevated maintenance costs for air-conditioning, thereby driving up to some extent operating costs. Hotel and resort: High temperatures will lead to customer attrition and reduced occupancy rates, while increasing the energy consumption and maintenance costs of air-conditioning, thereby reducing the profit margin. Logistics and warehousing: High temperatures will increase inventory damages and operating costs of cold chains. Retail property development and operations: High temperatures will increase pedestrian flow, and put pressure on order maintenance in shopping malls, causing more operation and maintenance costs. | Uncertain Factors: High temperature and its duration. Adjustment Capability: Strong resilience, the buildings are of heat-resistant materials or designs. | Continue to implement the energy-saving and environmentally friendly equipment, improve the design for building insulation, and optimize the cooling system to ensure a comfortable working environment and reduce energy consumption. |
| | | Low Temperatures | Current Short-Term | Operations Upstream Downstream | Low temperatures will lead to risks such as pipe freezing, malfunctioning of heating systems and fragile building materials, affecting the normal use of buildings and residents' lives. They may also prevent outdoor facilities from functioning properly, thereby reducing the functionality and attractiveness of projects. | Property development: Low temperatures will lead to construction stagnation, increase labor and equipment costs, and prolong construction periods, affecting project delivery and sales schedules. Property services: Low temperatures will increase heating energy consumption and push up operating costs. Meanwhile, they may also result in the freezing and cracking of pipes, thereby increasing repair costs. Rental housing: Low temperatures will lead to higher heating maintenance costs, affecting profitability. Hotel and resort: Low temperatures will require increased food and room insulation or heating efforts, expanding heating energy consumption and maintenance costs, thereby elevating operating costs. Logistics and warehousing: Low temperatures will affect the work efficiency of employees, and increase labor costs. Retail property development and operations: Low temperatures will reduce the number of visits, causing reduced rental income, while increasing heating maintenance costs. | Uncertain Factors: Frequency of cold waves and degree of cooling. Adjustment Capability: Strong resilience, we have a complete ventilation and heating systems. | Upgrade the heating system, optimize the insulation performance to ensure the normal operation of key facilities at low temperatures, and guarantee the health of employees and production efficiency. |

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| | Climate Risk | | Reporting Periods of Primary Concerns | Influence of Value Chain | Business Model Implications | Potential Financial Impacts (Including Current and Prospective Analysis) | Climate Resilience Assessment | Transition Plan |
|-------------------|------------------|----------|---------------------------------------|--------------------------------------|--|---|---|--|
| Physical Risks | Chronic Risks | Snow | Current Short-Term Long-Term | Upstream Operations Downstream | Snow will mount pressure on the roofs of buildings, resulting in structural damage, especially in unreinforced buildings. Snow may also block roads and entrances and exits, affecting the accessibility and daily operations of projects, thereby degrading the customer experience. | Property development: Snow will result in construction stagnation, increased snow removal and insulation costs, and prolonged construction periods, affecting project delivery and sales schedules, while pushing up the financing costs of projects. Property services: Snow will increase investment and maintenance costs for snow removal equipment as well as the possibility of frozen pipes, which will increase emergency maintenance expenditures and affect annual budget execution. Rental housing: Snowfall may cause the heating system to fail, resulting in high repair costs and impacting net operating income (NOI). Hotel and resort: Traffic congestion leads to a reduction in clientele, while increased heating and snow removal costs compress profit margins. Logistics and warehousing: Delays in logistics and transport increase the cost of inventory, while damaging inventory and driving up insurance costs, thus affecting cash flow. Retail property development and operations: Snow will dampen footfalls, resulting in lower rental income, while increasing snow removal and facility maintenance costs, thereby affecting return on investment (ROI). | Uncertain Factors: Snowfall and coverage. Adjustment Capability: Moderate resilience, the allocation of more snow removal equipment is required. | Increase the allocation of the snow removal equipment and improve the load-bearing capacity of buildings to ensure unimpeded traffic roads. |
| RISKS | RISKS | Rainfall | Current Short-Term Long-Term | Upstream Operations Downstream | Rainfall will cause regional floods, flood low-lying areas such as basements and parking lots, and damage building facilities. It may also cause soil erosion, affect the stability of foundations and increase structural risks to buildings. Rainfall will also cause traffic congestion and damage to certain infrastructure, thereby adversely impacting the customer base of projects and the stability of supply chains. | Property development: Rainfall will lead to construction stagnation, increase the procurement of drainage equipment, and prolong construction periods, thereby increasing costs and simultaneously exerting pressure on cash flows. Property services: Rainfall will increase the burden on drainage systems and push up maintenance costs. It may also lead to water leakage problems and increase repair costs. Rental housing: Rainfall will lead to leakage in houses, incurring renovation fees and increasing maintenance costs. Hotel and resort: Rainfall will cause customer attrition and reduced occupancy rates. Outdoor facilities will require more investment in maintenance. Thus, profit margins will be compressed. Logistics and warehousing: Rainfall will flood warehouses, damage inventories, and disrupt traffic. It will also increase insurance fees and inventory losses, and put pressure on transportation, with an overall impact on impairment of assets. Retail property development and operations: Rainfall will affect the schedule of outdoor activities, and reduce pedestrian flow and the overall revenues of shopping malls. | Uncertain Factors: Rainfall intensity and coverage. Adjustment Capability: Strong resilience, we have sound flood control and drainage systems. | Perfect flood control facilities and enhance the maintenance of drainage systems to ensure that the buildings and infrastructure could resist storms and floods. |

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| | Climate Risk | | Reporting Periods of Primary Concerns | Influence of Value Chain | Business Model Implications | Potential Financial Impacts (Including Current and Prospective Analysis) | Climate Resilience Assessment | Transition Plan |
|-------------------|------------------|--------------|--|--------------------------------------|---|--|---|---|
| Physical Risks | Chronic Risks | Strong Winds | Current Short-Term Long-Term | Upstream Operations Downstream | Strong winds will directly damage the external walls, windows and roofs of buildings, resulting in direct economic losses. In addition, they pose a challenge to the stability of super high-rise buildings. Meanwhile, strong winds may also cause power outages and traffic interruptions, disrupting project operations and reducing the functionality and attractiveness of projects. | Property development: Strong winds will damage the facades and temporary facilities of projects under construction, increase repair costs and delay construction periods, adversely impacting the collection of presale proceeds and capital turnover efficiency. Property services: Strong winds will damage facilities such as roofs and windows and increase repair costs and insurance claims costs, thus adversely impacting the operating margin. Rental housing: Strong winds will damage the housing structure and disrupt rental income, incurring significant reinstatement costs and affecting valuation of assets. Hotel and resort: Strong winds will damage outdoor facilities and landscapes and affect customer experience, resulting in booking cancellations and reduced revenues, while increasing repair costs and the cost of insurance. Logistics and warehousing: Strong winds will overturn the roofs of warehouses and rooftop photovoltaic equipment, damage inventories, and increase inventory loss, insurance fees and energy consumption costs, pushing up operating costs. Retail property development and operations: Strong winds will damage commercial facilities and billboards and affect merchant business, resulting in decreases in earnings such as that from advertising. Meanwhile, they will increase reinstatement costs. All of these factors will adversely affect the return on investment (ROI). | Uncertain Factors: Wind speed and coverage. Adjustment Capability: Strong resilience, the architecture structure has strong resilience against wind. | Optimize the wind-resistant structure of architecture and reinforce the support systems to ensure the stability of architecture and infrastructure during strong winds. |

Climate opportunity assessment

| | opportunity access | | | | | |
|--|--|--|---|--|--|--|
| Climate Opportunity | Business Model Implications | Potential Financial Impacts | Future Plan | | | |
| Investor | Investors will increasingly focus on the impacts of green investment on themselves and will issue various green financing instruments, such as green bonds, green loans, and direct ESG investments, to expand financing channels for the real estate industry. | Regarding green financing, our experience in environmental management and energy building technologies will support our project design, construction, and operation in line with the requirements of green financing instruments. This support will help us expand our financing channels with minimal management adjustments. | We will continue to refine our green financing policies and framework, and implement stricter requirements for information disclosure and transparency regarding green financing to enhance our reliability in the market. | | | |
| Technological system of ultra-low energy buildings | Ultra-low energy building technologies will significantly reduce building energy consumption and their negative environmental impacts through innovative design and construction methods. Vanke is extensively piloting and applying ultra-low energy building technologies to promote energy conservation in general buildings. | These technologies will reduce building energy consumption during operation, thereby reducing operating costs. | We will continue to promote the application of ultra-low energy building technologies in new projects, and pilot and plan the application of zero-carbon building technology systems. | | | |
| Renewable energy use | Energy security and the transformation of the energy structure are major strategies in China. China will vigorously develop renewable energy sources like hydropower, photovoltaic, wind power, and nuclear power to replace conventional fossil fuels. Meanwhile, energy stability is being bolstered through the use of microgrids, digital energy, and energy storage technologies. Distributed energy application also enjoys broad prospects, and the real estate industry is one of the key and important fields of application. We should make early plans for researching and applying relevant technologies and keep enhancing our capacity to cope with climate risks. | The use of renewable energy will save costs during the operation stage of some buildings, thus reducing operating costs. The use of renewable energy will also generate additional benefits for projects, increasing operating income. | Extensive application of renewable energy utilization equipment and specific investment benefit analyses of the use of renewable energy in projects will keep increasing the actual income from business while boosting green development. | | | |
| Green building targets and standards | The state is imposing stricter requirements for green building, and will introduce mandatory policies on green building and energy conservation in the future. Vanke has been applying for further green building certification and formulating its own standards, which will enable it to enjoy leading advantages in the future industry competition. | We will advance the management of green buildings and the progress in green building certification, helping Vanke to effectively respond to mandatory provisions, dilute transition costs, reduce short-term transition costs during the implementation of mandatory provisions, and ensure stable cash flow in the future. | We will pay continuous attention to the changes in policies relating to green buildings and ultra-low energy buildings, speed up the realisation of Vanke's green building objectives, continue to optimise the unit cost of green building projects planned to be formally launched. | | | |

Risk Management

With the approval of the Board, Vanke has established a comprehensive, full-process climate risk identification, assessment, and management progress. For more details, please refer to the Climate Change Policy of China Vanke Co., Ltd. . Through scenario analysis, we have clarified the likelihood and significance of overall risks and prioritized climate-related risks accordingly. For specific information and parameters regarding the scenario analysis, please refer to the section of "Climate Scenario Analysis".

We have fully incorporated climate risks into Vanke's risk management system and regularly review the progress of managing climate-related risks through the overall risk management procedures. For further details, please refer to the section of "Compliant Operation".

Climate risk materiality management

Through scenario analysis and policy streamlining, we identified six transition risks and eight physical risks for Vanke and prepared a list of climate change risks. Through internal and external analysis, we identified seven high-risk items on the aspects of likelihood of occurrence and degree of impact.

Vanke Group's climate risk matrix High High High Temperatures 2 Carbon Emission Trading Raw Material Costs and Supply Environmental Regulatory Requirements 5 Energy Structure and Energy Use 6 Rainfall Changing Customer's Preferences Moderate 10 8 8 Green Building Technologies Riverside Floods 10 Low Temperatures Tropical Cyclones Strong Winds Snowfall Wildfires High Low Likelihood Chronic risk Policy and legal risk Technology risk Acute risk Market risk

Metrics and Targets

Goals

Vision:Become a pioneer in green development

Vanke Group's Short-, Medium- and Long-Term Management Goals for Carbon Emissions

Carbon peaking and carbon neutrality strategic goals

Bring total carbon dioxide emissions of Scopes 1 and 2 to a peak by 2030 or earlier

Achieve carbon neutrality for total carbon dioxide emissions for Scopes 1 and 2 by 2060 or earlier



Short-term phased goals

Green **Transformation**

Drive the green and low-carbon transformation of BG and BU, enhance energy efficiency and reduce carbon emissions

Property development:

- With 2021 as the base year, a cumulative total of five ultra-low energy, near-zero-energy or low-carbon demonstration zone projects will be certified by 2025.
- For commercial office projects in operation using centralized cooling systems, compared with the energy consumption standards in 2020, the energy consumption of cold sources is reduced by 10% by 2025 and 15% by 2030.

Logistics and warehousing

Take refrigeration energy consumption as an important indicator of power consumption in the park: by 2024, the refrigeration energy consumption will be reduced by 5% against a 2023 baseline.

Retail property development and operations

- By 2025, the electricity intensity of the public areas in 20 SCPG shopping malls will be reduced by 6% against a 2021 baseline.
- By 2025, at least 18 SCPG shopping malls will realize solar power generation, and the power generated will account for 2% of the electricity consumption in the public areas of the shopping malls. We plan to continue to promote the application of solar power generation in the future.

Indicators

| Indicator | Unit | 2024 |
|--|---|--------------|
| Total energy consumption | Tonne (standard coal) | 75,775.3186 |
| Energy consumption intensity | Property development, property services, logistics and warehousing, hotel and resort, retail property: Tonne (standard coal)/person | 0.5937 |
| Total greenhouse gas emissions (Scope 1, 2) | Tonne - carbon dioxide equivalent | 275,897.0313 |
| Area in new construction projects meeting green building evaluation standards | Ten thousand square meters | 699.71 |
| Cumulative number of ultra-low energy and near-zero-energy or low carbon demonstration areas | Project | 9 |
| Percentage of materials purchased from Green Supply Chain Action whitelisted suppliers | % | 100 |

Low-carbon **Development**

Neutrality

Medium-term goal

Bring total Scopes 1 and 2 carbon dioxide emissions to a peak by 2030 or earlier

Long-term goal

Towards

Carbon

Achieve carbon neutrality for total carbon dioxide emissions for Scopes 1 and 2 by 2060 or earlier

General Plan for Carbon Emission Reduction

Green transformation of business Green building Green construction Green property services Green logistics and warehousing Green commercial operations Green leasing

Green supply chain Green assets Green brands Green office

Green and innovative

management



Climate Change Action

Improving Vanke's climate change influence



Narrating China's story in relation to climate well to enhance mutual trust in sustainable strategy

C Team, together with several organizations, such as Vanke Foundation and the SEE Foundation, co-initiated the non-profit collaborative network - China Corporate Climate Action (CCCA). This initiative is dedicated to driving carbon reduction, green transformation, and green innovation across entire industrial chains and clusters through the leadership of industry organizations, encouraging businesses to integrate climate change response into their development strategies and corporate social responsibilities. Meanwhile, with the supports of Vanke Foundation, the "Next-Generation Climate Leadership" network has been established to contribute the "Vanke" strength to empower industries in addressing climate change, promote the international exchange on climate change and the dissemination of awareness about climate change issues.











Highlight Case: Climate Impact – An In-deep and Sustained Initiative

In 2024, Vanke Foundation continued to participate in numerous major climate events. While speaking up for China by consistently sharing Vanke's perspective with the world, we collaborated with more small and mediumsized organizations to engage in various climate change conferences, fostering the exchange of more diverse viewpoints on climate issues.

| Timeline | Name of activities | Major contents |
|------------------|--|---|
| In June | Youth Zero-Carbon Public Welfare Action | The "1 Hour" public welfare initiative, targeting students aged 7 to 18, aims to complete zero-carbon related public welfare activities. This program is designed to efficiently instill a sense of green and low-carbon awareness in students from a young age, within a short period of time. |
| On 30 July | "COP Companion" Workshop | The "COP Companion" workshop was hosted to jointly conduct pre-learning on COP topics, establishing a COP Companion co-construction network, and leading six non-governmental organizations to participate in COP29. |
| In August | CEGA Climate Philanthropy Exchange | A climate philanthropy community was established to enhance the understanding of the urgency in addressing climate change, and to channel more charitable funds into the fields of climate and ecological environmental protection. |
| In September | Symposium on Urban Biodiversity Conservation | The <i>Urban Biodiversity Enlightenment</i> was released to research and discover how cities can maximize synergies in addressing climate change and biodiversity. |
| On 8 October | "I am the doer for beautiful China" Corporate Climate Action Case Collection | The "I am the doer for beautiful China" Corporate Climate Action Case Collection Campaign was launched in 2024 to share outstanding cases with society. |
| On 21 October | PKU-Sciences Po Climate Week | Through various training forms, such as multi-topic seminars, workshops, and field research, students' overall understanding of climate change response was enhanced within one week. |
| | | Participating in various activities: |
| On 11 | China Pavilion of the 29th | Participated in and supported five thematic side events during the Public Day, Digital Day, and Corporate Day hosted under China Pavilion; |
| November | Conference of the Parties | Organized two thematic side events at the UN venue, held 2 press conferences and an exhibition of achievements; |
| | | Being invited to participate in side event sharing at the Asian Meteorological Solutions Pavilion. |



Appendix

ESG Key Performance

Environmental performance

| | | | | | | 202 | 24 | | | | | | | | 2023 | | | | | | | | 2022 | | | | |
|---|--|--------------|-------------------------|----------------------|---------------------|-------------------------|---|---|---|-------------|--------------|-------------------------|----------------------|------------------|-------------------------|---|---|---|--------------|-------------------------|----------------------|------------------|-------------------------|---------------------------------------|---|---|--------------|
| | | | | | | Logis | stics and warehous | ina | Retail pro | operty | | | | | Logis | tics and warehou | sina | Retail property | | | | | Logis | stics and warehous | sina | Retail pro | perty |
| | | | | | | | | 9 | | -p, | | | | | | Shared area of | <u>-</u> | p. op o | | | | | Ť | Shared area of | ,g | 11014111 | , |
| Indicator No. | Unit | Summary | Property development | Property services | Hotel and resort | Headquarters offices | Shared area of high standard logistics park (including project management team office) | Cold chain logistics park (including transportation) | Shared area (including project management office) | Tenant | Summary | Property development | Property services | Hotel and resort | Headquarters offices | high standard logistics park (including project management team office) | Cold chain logistics park (including transportation) | Shared area (including project management office) | Summary | Property development | Property services | Hotel and resort | Headquarters offices | high standard logistics park | Cold chain logistics park (including transportation) | Shared area (including project management office) | Tenant |
| A1 Emissions | | | | | | | | | | | | | | | | · · · | | | | | | | | , , , , , , , , , , , , , , , , , , , | | | |
| A1.1 The types of emissions and respect | tive emissions data | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SO, emissions | ka | 473.6204 | 301.8 | 41.01 | 38.44 | 84.89 | 0 | 3.12 | 4.37 | | | | | | | | | | | | | | | | | | |
| NO _x emissions | kg | 4,837.472 | 6.33 | 6 | 4,090.62 | 0.19 | 189.5 | 479.72 | 65.11 | | 1,641.95 | 10.94 | 4.24 | 214.31 | 0.23 | 320.18 | 1,092.04 | 166.57 | 9,354.5468 | 21.91 | 4.73 | 1,705.95 | 0.04 | 469.58 | 6,997.84 | 154.5 | |
| Particulate matter emissions | kg | 34.8717 | 22.22 | 3.02 | 2.83 | 6.25 | 0 | 0.23 | 0.32 | | | | | | | | | | | | | | | | | | |
| A1.2 Greenhouse gas emissions and inte | ensity | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total greenhouse gas emissions (Scope 1, 2) | Tonne - carbon dioxide equivalent | 275,897.0313 | 6,313.0192 | 1,411.9007 | 40,658.8995 | 244.581 | 27,206.5378 | 89,027.1024 | 111,034.9907 | | 203,732.6222 | 13,784.0963 | 5,207.4465 | 33,496.6719 | 229.9199 | 46,903.7252 | 104,110.7624 | | 379,709.4345 | 12,663.1573 | 8,191.0001 | 35,761.6276 | 152.5884 | 15,937.8278 | 98,483.7983 | 208,519.435 | |
| Greenhouse gas emission intensity (Scope 1, 2) | Property development, property services, logistics and warehousing, retail property: kg – carbon dioxide equivalent/GFA; hotel and resort: kg – carbon dioxide equivalent/guest stay | | 0.0541 | 0.0338 | 0.0443 | 0.0447 | 0.0052 | 0.0644 | 0.0489 | | | 0.0697 | 0.0316 | 0.0423 | 0.042 | 0.0054 | 0.0659 | | | 0.0694 | 0.0496 | 0.0472 | 0.0279 | 0.002 | 0.0941 | 0.0636 | |
| | Property development, property services, logistics and warehousing, hotel and resort, retail property: Tonne - carbon dioxide equivalent/person | 2.1616 | | | | | | | | | 1.5541 | | | | | | | | 2.8806 | | | | | | | | |
| Direct carbon dioxide emissions (Scope I) a),1) | Tonne - carbon dioxide equivalent | 14,570.1977 | 1,489.8172 | 211.9032 | 4,191.0278 | 28.6284 | 866.5387 | 88.1019 | 7,694.1805 | | 7,807.3166 | 2,385.1186 | 511.7288 | 4,312.7844 | 35.5611 | 381.5756 | 180.5481 | | 25,313.9129 | 4,063.0607 | 664.2122 | 4,528.1603 | 5.6825 | 672.4479 | 1,196.3282 | 14,184.0211 | |
| Carbon dioxide emissions from gasoline | Tonne - carbon dioxide equivalent | 1,414.3044 | 978.9246 | 210.2964 | 162.4021 | 28.6284 | 1.1649 | 10.3444 | 22.5436 | | 2,333.942 | 1,662.4177 | 456.4977 | 172.541 | 35.5611 | 3.4059 | 3.5186 | | 4,117.341 | 3,358.3161 | 531.7582 | 60.4076 | 5.6825 | 16.5383 | 10.2672 | 134.3711 | |
| Carbon dioxide emissions from diesel | Tonne - carbon dioxide equivalent | 782.7285 | 0 | 0.7517 | 662.9675 | 0 | 30.7196 | 77.7575 | 10.5322 | | 263.7326 | 0.0313 | 0.2088 | 34.5613 | 0 | 51.9017 | 177.0295 | | 1,512.1657 | 0.0313 | 0.2088 | 276.4908 | 0 | 76.1073 | 1,134.4219 | 24.9056 | |
| Carbon dioxide emissions from natural gas for heating | Toffile - carboff dioxide equivalent | 9,496.266 | 284.4081 | 0.8551 | 715.2439 | 0 | 834.6542 | 0 | 7,661.1047 | | 1,730.3684 | 357.4652 | 0.8551 | 1,045.7801 | 0 | 326.268 | 0 | | 14,643.972 | 298.7607 | 69.6967 | 412.303 | 0 | 579.8023 | 51.6391 | 13,231.7702 | |
| Carbon dioxide emissions from natural gas for domestic use | Tonne - carbon dioxide equivalent | 2,838.4942 | 189.1093 | 0 | 2,649.3849 | 0 | 0 | 0 | 0 | | 3,472.8866 | 358.8174 | 54.1672 | 3,059.902 | 0 | 0 | 0 | | 5,031.1502 | 400.5818 | 62.5485 | 3,778.9589 | 0 | 0 | 0 | 789.061 | |
| Carbon dioxide emissions from pipeline gas | Tonne - carbon dioxide equivalent | 38.4046 | 37.3752 | 0 | 1.0294 | 0 | 0 | 0 | 0 | | 6.387 | 6.387 | 0 | 0 | 0 | 0 | 0 | | 9.284 | 5.3708 | 0 | 0 | 0 | 0 | 0 | 3.9132 | |
| Indirect carbon dioxide emissions (Scope II) b),2),5) | Tonne - carbon dioxide equivalent | 261,326.8334 | 4,823.202 | 1,199.9976 | 36,467.8716 | 215.9525 | 26,339.999 | 88,939.0005 | 103,340.8102 | | 195,925.3055 | 11,398.9777 | 4,695.7175 | 29,183.8875 | 194.3588 | 46,522.1497 | 103,930.2143 | | 354,395.5218 | 8,600.0966 | 7,526.7880 | 31,233.4674 | 146.9059 | 15,265.3799 | 97,287.4701 | 194,335.4139 | |
| Carbon dioxide emissions from purchased electricity ²⁾ | Tonne - carbon dioxide equivalent | 248,647.1862 | 4,622.7414 | 1,058.2375 | 34,227.6731 | 215.9525 | 26,339.999 | 86,598.5012 | 95,584.0815 | | 191,402.9758 | 10,663.9573 | 3,835.4413 | 26,962.0116 | 194.3588 | 46,522.1497 | 103,225.0571 | | 333,320.2122 | 7,920.9334 | 7,222.1885 | 29,234.2516 | 146.9059 | 15,265.3799 | 96,696.1643 | 176,834.3886 | |
| Carbon dioxide emissions from purchased heating power ⁵⁾ | Tonne - carbon dioxide equivalent | 12,679.6472 | 200.4606 | 141.7601 | 2,240.1985 | | | 2,340.4993 | 7,756.7287 | | 4,522.3297 | 735.0204 | 860.2762 | 2,221.8759 | | | 705.1572 | | 21,075.3096 | 679.1632 | 304.5995 | 1,999.2158 | 0 | 0 | 591.3058 | 17,501.0253 | |
| Indirect carbon dioxide emissions (Scope III) cl.1/2/5) Category 6: Business travel - emissions | Tonne - carbon dioxide equivalent | 181,473.9767 | | | | | | | | | 274,948.4837 | | | | | | | | 355,735.9184 | | | | | | | | |
| from employee travel ³⁾ Category 13: Carbon dioxide emissions | Torine - carbon dioxide equivalent | 5,858.8237 | | | | | | | | | 6,846.8777 | | | | | | | | | | | | | | | | |
| from downstream leased assets 4) | Tonne - carbon dioxide equivalent | 175,615.153 | | | | | | | | | | | | | | | | | 355,735.9184 | | | | | | | | |
| Category 15: Investments - SCPG emissions 4) | Tonne - carbon dioxide equivalent | | | | | | | | | | 268,101.606 | | | | | | | | | | | | | | | | |
| Carbon dioxide emissions from gasoline 1) | Tonne - carbon dioxide equivalent | 0 | | | | | | | | 0 | 52.0479 | | | | | | | 52.0479 | 0 | | | | | | | | 0 |
| Carbon dioxide emissions from diese | Tonne - carbon dioxide equivalent | 0 | | | | | | | | 0 | 26.9482 | | | | | | | 26.9482 | 0 | | | | | | | | 0 |
| Carbon dioxide emissions from natural gas for heating 1) | Tonne - carbon dioxide equivalent | 0 | | | | | | | | 0 | 14,116.4183 | | | | | | | 14,116.4183 | 582.4094 | | | | | | | | 582.4094 |
| Carbon dioxide emissions from natural gas for domestic use ¹⁾ Carbon dioxide emissions from | Tonne - carbon dioxide equivalent | 0 | | | | | | | | 0 | 0 | | | | | | | 0 | 28.512 | | | | | | | | 28.512 |
| pipeline gas 1) | Tonne - carbon dioxide equivalent | 0 | | | | | | | | 0 | 2.2483 | | | | | | | 2.2483 | 0 | | | | | | | | 0 |
| Carbon dioxide emissions from purchased electricity ²⁾ | Tonne - carbon dioxide equivalent | 170,345.154 | | | | | | | | 170,345.154 | 232,314.7931 | | | | | | | 232,314.7931 | 344,550.2653 | | | | | | | | 344,550.2653 |
| Carbon dioxide emissions from purchased heating power ^{2),3)} | Tonne - carbon dioxide equivalent | 5,269.999 | | | | | | | | 5,269.999 | 21,589.1502 | | | | | | | 21,589.1502 | 10,574.732 | | | | | | | | 10,574.7317 |
| A1.3 Total hazardous waste produced ar | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Office - hazardous waste | kg | 26,544.1 | 18,206.4 | 3,240 | 3,078.2 | 230 | 82 | 244 | 1,463.5 | 555 | 25,091.9 | 20,406.2 | 2,110.2 | 1,220.5 | 75 | 880 | 400 | 12,383.6 | 176,964.9 | 36,033 | 1,759.5 | 1,665.7 | 80 | 1,015 | 49,405 | 87,006.7 | 1,618.5 |
| | Property development, property services, logistics and warehousing, retail property: kg/GFA; hotel and resort: kg/guest stay | | 0.1561 | 0.0776 | 0.0034 | 0.042 | 0.00002 | 0.0002 | 0.0006 | 0.0003 | | 0.1032 | 0.0128 | 0.0015 | 0.0137 | 0.0001 | 0.0003 | 0.0026 | | 0.1975 | 0.0107 | 0.0022 | 0.0146 | 0.0001 | 0.0472 | 0.0218 | 0.0005 |
| Hazardous waste intensity | Property development, property services, logistics and warehousing, hotel and resort, retail property: kg/person | 0.208 | | | | | | | | | 0.1914 | | | | | | | | 1.3425 | | | | | | | | |



| development, property services, and warehousing, retail property. At hotel and resort: Tonne//. I development, property services, and warehousing, hotel and all property: | Summary 44,526.821 0.3489 1.868.6135 | Property development 8.461.671 0.0725 | Property services | 2,067.821 | Headquarters offices | Shared area of high standard logistics park including project management team office) 19,486.88 | Cold chain logistics park | Retail pro Shared area (including project management office) | Tenant | Summary | Property development | Property services | Hotel and resort | j | project | Cold chain logistics park (including transportation) | Shared area (including project management | Summary | Property development | Property services | Hotel and resort | Headquarters offices | cs and warehous Shared area of high standard logistics park (including project management | Cold chain logistics park (including transportation) | Retail pro | operty Tenant |
|--|--|---|---|--|--|---|---|---|--|--|---|--|--|--|--|--|--|----------------|--|-------------------------|--|--|--|---|--|--|
| development, property services, and warehousing, retail property. A; hotel and resort: Tonne// development, property services, and warehousing, hotel and ail property: | 0.3489 | 8,461.671 | 69.875 | 2,067.821 | Headquarters offices (i | high standard logistics park including project management team office) | logistics park (including transportation) | (including project management office) | | | | | | Headquarters | high standard logistics park (including project | logistics park (including | (including project | Summary | | | | Headquarters offices | high standard logistics park (including project | logistics park (including | (including | Tenant |
| development, property services, and warehousing, retail property: A; hotel and resort: Tonne/ / / / / / / / / / / / / / / / / / / | 0.3489 | | | | | | 1,858.783 | 12,571.336 | 17 810 6 | | | | | | team office) | | management office) | | | | | | team office) | | | |
| development, property services, and warehousing, retail property: A; hotel and resort: Tonne/ / / / / / / / / / / / / / / / / / / | 0.3489 | | | | | | 1,858.783 | 12,571.336 | 17 210 6 | | | | | | | | | | | | | | | | | |
| nd warehousing, retail property: A, hotel and resort: Tonne/ Y, development, property services, and warehousing, hotel and ail property: rson | | 0.0725 | 0.0017 | 0.0023 | 0.0019 | 0.0027 | | | 17,013.0 | 86,960.6373 | 42,951.509 | 712.4065 | 3,526.983 | 24.38 | 38,467.1787 | 1,278.1801 | 55,018.851 | 131,663.3195 | 49,724.3848 | 1,126.137 | 2,589.4392 | 4.18 | 22,329.38 | 2,027.456 | 53,862.3425 | 83,100.9966 |
| ind warehousing, hotel and all property: | | | | | | 0.0037 | 0.0013 | 0.0055 | 0.0111 | | 0.2172 | 0.0043 | 0.0044 | 0.0045 | 0.0044 | 0.0008 | 0.0115 | | 0.2726 | 0.0068 | 0.0034 | 0.0008 | 0.0028 | 0.0019 | 0.0135 | 0.0253 |
| | 1 868 6135 | | | | | | | | | 0.6633 | | | | | | | | 0.9988 | | | | | | | | |
| : | 1,000.0100 | 761.815 | 17.89 | 82.036 | 3.756 | 211.43 | 706.141 | 85.546 | 16.2 | 9,173.9847 | 7,699.286 | 54.2865 | 212.1494 | 18.75 | 820.28 | 369.2328 | 860.891 | 17,407.2881 | 14,017.404 | 34.035 | 86.8561 | 1.36 | 2,193.17 | 565.475 | 508.988 | 3,299.7076 |
| | 38,923.1055 | 7,260.157 | 45.645 | 858.764 | 6.7 | 19,184.95 | 1,137.64 | 10,429.25 | 12,912 | 73,579.0091 | 34,684.75 | 563.67 | 1,106.6298 | 0 | 36,320.812 | 903.1473 | 49,885.4535 | 98,384.8664 | 35,188.0938 | 989.157 | 1,064.8941 | 0 | 19,702.87 | 1,413.941 | 40,025.9105 | 46,774.505 |
| | 3,735.102 | 439.699 | 6.34 | 1,127.021 | 0 | 90.5 | 15.002 | 2,056.54 | 4,891.4 | 4,207.6435 | 567.473 | 94.45 | 2,208.2038 | 5.63 | 1,326.0867 | 5.8 | 4,272.5065 | 15,871.165 | 518.887 | 102.945 | 1,437.689 | 2.82 | 433.34 | 48.04 | 13,327.444 | 33,026.784 |
| | | | | | | | | | | | | | | | | | | | | | | | | | | |
| pe in total and intensity | | | | | | | | | | | | | | | | | | | | | | | | | | |
| andard coal) | 75,775.3186 | 1,945.1094 | 388.9106 | 11,000.6583 | 63.3042 | 6,956.8288 | 25,325.3518 | 30,095.1555 | 40,649.6028 | 47,024.4249 | 3,839.8447 | 1,350.7163 | 9,127.0002 | 59.0804 | 10,252.1449 | 22,395.6384 | 64,194.9278 | 92,625.4224 | 4,039.1727 | 1,981.2966 | 9,658.1783 | 34.4061 | 3,689.9697 | 21,583.9121 | 51,638.4869 | 77,709.6779 |
| development, property services, and warehousing, retail property: hotel and resort: tce/guest stay | | 0.0167 | 0.0093 | 0.012 | 0.0116 | 0.0013 | 0.0183 | 0.0133 | 0.0252 | | 0.0194 | 0.0082 | 0.0115 | 0.0108 | 0.0012 | 0.0142 | 0.0134 | | 0.0221 | 0.012 | 0.0127 | 0.0063 | 0.0005 | 0.0206 | 0.0129 | 0.0237 |
| development, property services, and warehousing, hotel and ail property: n | 0.5937 | | | | | | | | | 0.3587 | | | | | | | | 0.7027 | | | | | | | | |
| 6 | 622,219.2821 | 430,675.1221 | 92,519.32 | 71,448.34 | 12,595 | 512.5 | 4,551 | 9,918 | 0 | 1,026,811.288 | 731,376.0276 | 200,834.9 | 75,908.95 | 15,645 | 1,498.41 | 1,548 | 22,898.3267 | 1,811,412.6685 | 1,477,481.804 | 233,945.53 | 26,576.15 | 2,500 | 7,275.96 | 4,517.03 | 59,116.2 | 0 |
| | 299.895.989 | 0 | 288 | 254.010.55 | 0 | 11.769.98 | 29.792.149 | 4.035.31 | 0 | 101.046.98 | 12 | 80 | 13241.88 | 0 | 19.885.7 | 67.827.4 | 10.325 | 579.373.85 | 12 | 80 | 105.935.18 | 0 | 29.159.9 | 434.644.41 | 9.542.36 | 0 |
| | | 219.221.02 | | | 0 | | 0 | | 0 | 2.408.914.36 | 331.612.29 | 25.473.31 | | 0 | 151.050 | 0 | - | | 323.769.68 | 61.224.62 | | 0 | | 23.907 | | 269,634 |
| | - | | | | 0 | 206 414 | | | | | | | | 0 | 151.050 | 0 | | | | | | 0 | | | | 269,634 |
| 4,3 | 390,419.4322 | 131,070.4 | 393.00 | 331,131.42 | U | 300,414 | U | 3,340,007.7322 | U | 001,090.40 | 100,480.10 | 393.00 | 404,137.47 | U | 131,030 | U | 0,000,010.00 | 0,779,010.00 | 130,313.13 | 32,201 | 190,001 | U | 200,421 | 23,907 | 0,120,019.00 | 209,034 |
| 1,3 | 314,117.7235 | 87,550.62 | 0 | 1,226,567.1035 | 0 | 0 | 0 | 0 | 0 | 1,607,817.88 | 166,119.16 | 25,077.43 | 1,416,621.29 | 0 | 0 | 0 | 0 | 2,329,236.17 | 185,454.55 | 28,957.62 | 1,749,518 | 0 | 0 | 0 | 365,306 | 13,200 |
| | 169,482 | 164,939 | 0 | 4,543 | 0 | 0 | 0 | 0 | 0 | 28,186.06 | 28,186.06 | 0 | 0 | 0 | 0 | 0 | 9,922 | 40,970.82 | 23,701.7 | 0.12 | 0 | 0 | 0 | 0 | 17,269 | 0 |
| Vh 46 | 6,337.530049 | 861.487406 | 197.211608 | 6,378.619663 | 40.2446 | 4,908.68412 | 16,138.371448 | 17,812.911204 | 31,745.276561 | 33,611.742629 | 1,917.696557 | 674.656782 | 4,727.689211 | 34.0801 | 8,157.487226 | 18,100.132753 | 40,735.542104 | 58,495.182878 | 1,436.504025 | 1,267.500488 | 5,126.118105 | 25.7594 | 2,676.728014 | 16,955.315501 | 31,007.257345 | 60,415.617263 |
| 1 | 115,269.5195 | 1,822.3691 | 1,288.7279 | 20,365.4408 | 0 | 0 | 21,277.2662 | 70,515.7155 | 47,909.0822 | 41,112.0889 | 6,682.0038 | 7,820.6931 | 20,198.8716 | 0 | 0 | 6,410.5204 | 196,265.0019 | 186,856.0162 | 1,436.504025 | 2,769.0863 | 18,174.6893 | 0 | 0 | 5,375.5069 | 159,100.2297 | 96,133.9242 |
| 63 | 63,574,607.71 | 5,378 | 0 | 60,004 | 0 | 3,216.66 | 43,018,784.86 | 17,273,780.85 | 0 | 13,363,613.11 | 0 | 689.58 | 3,162,114.51 | 0 | 292,645.6 | 9,219,273 | 15,615,102.46 | 38,126,491.57 | 0 | 2,643 | 21.6 | 0 | 3,912,101 | 16,650,155.51 | 17,561,570.46 | 2,343,611.09 |
| | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4,9 | 908,046.5608 | 86,720.38 | 9,531.101 | 1,150,332.42 | 466 | 467,921.34 | 710,393.24 | 2,482,682.08 | 3,122,668.1 | 2,289,733.126 | 175,034.776 | 70,052.476 | 823,410.339 | 267 | 598,219.69 | 622,748.845 | 5,110,797.69 | 5,397,681.18 | 152,329.76 | 129,598.95 | 695,027.86 | 198 | 291,233.05 | 475,089.99 | 3,654,203.57 | 5,240,781.94 |
| development, property services, and warehousing, retail property: -A; hotel and resort: Tonne/ | | 0.744 | 0.228 | 1.254 | 0.085 | 0.089 | 0.514 | 1.094 | 1.936 | | 0.8851 | 0.4256 | 1.0388 | 0.0488 | 0.0685 | 0.3943 | 1.0659 | | 0.835 | 0.7849 | 0.9166 | 0.0362 | 0.0363 | 0.4537 | 0.916 | 1.5975 |
| development, property services, and warehousing, hotel and ail property: rson | 38.4529 | | | | | | | | | 17.4659 | | | | | | | | 40.9483 | | | | | | | | |
| anda deve ind whotel deve ind wail pin Wh deve ind wh i | rd coal) lopment, property services, rarehousing, retail property: and resort: tee/guest stay lopment, property services, rarehousing, hotel and soort: 5, 4, 1, 4 lopment, property services, rarehousing, retail property: lopment property services, rarehousing, retail property: lotel and resort: Tonne/ lopment, property services, rarehousing, retail property: lopment, property services, rarehousing, hotel and operty: | rd coal) 75,775.3186 lopment, property services, rarehousing, retail property, and resort: fice/guest stay opment, property services, rarehousing, hotel and operty: 622,219.2821 299,895.989 5,710,537.1757 4,396,419.4522 1,314,117.7235 169,482 46,337.330049 115,269.5195 63,574,607.71 4,908,046.5608 lopment, property services, rarehousing, retail property: otel and resort: Tornel lopment, property services, rarehousing, rotel and operty: 38,4529 lopment, property services, rarehousing, hotel and operty: 38,4529 | rd coal) 75,775,3186 1,945,1094 lopment, property services, rarehousing, retail property: and resort: toe/guest stay opment, property services, rarehousing, hotel and operty: 622,219,2821 430,675,1221 299,895,989 0 5,710,537,1757 219,221,02 4,396,419,4522 131,670.4 1,314,117,7235 87,550.62 169,482 164,939 46,337,530049 861,487406 115,269,5195 1,822,3691 63,574,607.71 5,378 lopment, property services, rarehousing, retail property: 0.744 lopment, property services, rarehousing, retail property operty: 38,4529 lopment, property services, rarehousing, netail property services, rarehousing, noted and operty: 38,4529 lopment, property services, rarehousing, noted and operty: 38,4529 | rd coal) 75,775.3186 1,945.1094 388.9106 lopment, property services, rarehousing, retail property: 0.0167 0.0093 and resort: toe/guest stay opment, property services, rarehousing, hotel and 0.5937 0 | rd coal) 75,775.3186 1,945.1094 388.9106 11,000.6583 lopment, property services, parehousing, retail property; and resort: fuelguest stay 0.0167 0.0093 0.012 land resort: fuelguest stay lopment, property services, parehousing, hotel and 0.5937 loperty: 0 | rd coal) 75,775,3186 1,945,1094 388,9106 11,000,6583 63,3042 lopment, property services, rarehousing, retail property: 0.0167 0.0093 0.012 0.0116 land resort: toe/guest stay opment, property services, rarehousing, hotel and coperty: 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5997 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.5999 0.59999 0.59999 0.59999 0.59999999999 | rd coal) 75,775.3186 1,945.1094 388.9106 11,000.6583 63.3042 6,956.8288 lopment, property services, parehousing, retail property: 0.0167 0.0093 0.012 0.0116 0.0013 and resort: fuelguest stay 0.5937 | rd coal) 75,775,3186 1,945,1094 388,9106 11,000,6583 63,3042 6,956,8288 25,325,3518 lopment, property services, parehousing, retail property: | Indicacily 175,775,3186 1,945,1094 388,9106 11,000,6583 63,3042 6,956,8288 25,325,3518 30,095,1555 forment, property services, parehousing, retail property: | Indicacil) 75,775,3186 1,945,1094 388,9106 11,000,6683 63,3042 6,956,8288 25,325,3518 30,095,1555 40,649,6028 forment, property services, ararchousing, retail property: 0.00167 0.0093 0.012 0.0116 0.0013 0.0183 0.0183 0.0133 0.0252 and resort ticelguest stay forment, property services, ararchousing, hotel and operty: 0.5937 0.5937 0.5937 0.5938 0.593 | Indicacial 75,775,3186 1,945,1094 388,9106 11,000,6583 63,042 6,956,8288 25,325,3518 30,095,1555 40,649,6028 47,024,4249 topment, property services, ararchousing, retail property: 0.0167 | rid coal) 75,775,3186 1,945,1094 388,9106 11,000,6583 63,3042 6,956,8288 25,325,3518 30,095,1555 40,649,6028 47,024,4249 3,839,8447 Copment, properly services, are housing, helal properly and resort Legiplest stay operation by the property services are housing, helal and operly: 0.0167 0.0093 0.012 0.0116 0.0013 0.0183 0.0183 0.0133 0.0252 0.0194 0.0 | rid coal) 75,775,3186 75,775,3 | Trigonal property services, partnershousing, Indied and opening property services, property services, partnershousing, Indied and opening property services, property services, partnershousing, Indied and opening property services, | red coal) 75,775,3186 1,945,1094 388,9108 11,000,6583 63,3042 6,956,8288 25,325,3518 30,095,1555 40,649,6028 47,024,4249 3,839,8447 1,350,7163 9,127,0002 59,0804 (opnnet property services, are reducising relating property and resort. Caciguest stary openety, holel and openety. 0.0167 0.0093 0.012 0.0116 0.0013 0.0183 0.0133 0.0252 0.0194 0.0092 0.0115 0.0108 (openety, holel and openety.) 0.5937 0.0367 0.0367 0.0387 0.0387 0.0387 0.0387 0.0387 0.0387 0.0387 0.0387 0.0387 0.03887 0 | red coal) 75,775,3186 1,945,1094 388,9106 1,000,6583 63,342 6,956,8288 25,325,3518 3,0095,1955 40,649,6028 47,024,4249 3,839,8447 1,350,7163 9,127,0002 59,0804 10,252,1449 0,0012 0,0116 0,0013 0,0183 0,0133 0,0252 0,0194 0,0062 0,0115 0,0108 0,0012 0,0116 0,0013 0,0183 0,0133 0,0252 0,0194 0,0062 0,0115 0,0108 0,0012 0,0116 0,0013 0,0183 0,0133 0,0252 0,0194 0,0062 0,0115 0,0108 0,0012 0,0116 0,0013 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0183 0,0184 0,0188 0,0194 0,0062 0,0115 0,0108 0,0012 0,0116 0,0118 0,011 | red coal) 75,775,3186 1,945,1094 38,9106 1,100,0583 63,042 6,956,8288 25,325,3518 30,065,1555 40,649,8028 47,024,4249 3,839,8447 1,390,7163 9,127,0002 99,804 10,252,1449 22,395,8384 comment, properly services, and electric target stay services, and electric tar | red cost) | red coul) 75,775,3186 1,945,1094 388,9105 11,000,0583 63,3042 6,956,8288 25,225,3518 30,095,1555 40,649,6028 47,024,4249 3,838,8447 1,350,7163 9,127,0002 59,0804 10,282,1449 22,385,6334 64,194,9278 92,625,4224 1,000,0000 1,000000 1,000000 1,000000 1,000000 1,00000 1,000000 1,000000 1,000000 1,000000 1,000000 1,000000 | Test coul 75,775,3186 | The Control Processing For Control Processing | The Court of | The case of the ca | Part Part | The column The | Table Tabl |

Scope of Statistics

| Pro | perty development | Property services | Hotel and resort | Logistics and warehousing | Retail property |
|-------------|-------------------------|---|------------------|---|--|
| dire and | Operations BG/frontline | Headquarters offices/ Regional/frontline offices | Hotel | Headquarters offices, high standard logistics park (including project management team office), cold chain logistics park (including transportation) | Shared area (including project management office) Tenant |

Notes

- a) Scope 1 carbon dioxide includes direct emissions from gasoline, diesel, natural gas, and pipeline gas used by each business from within the consolidation scope;
- b) Scope 2 carbon dioxide includes indirect emissions from purchased electricity and heat used by each business from within the
- c) Scope 3 carbon dioxide includes indirect emissions from Category 6: Business travel, Category 13: Use of downstream leased assets and Category 15: Investment. Specifically, emissions from Category 13: Use of downstream leased assets and Category 15: Investment encompass those from gasoline, diesel, natural gas, pipeline gas, and purchased electricity used by retail property in shared area (including project management office) and tenants;
- d) Total energy consumption refers to the total usage of gasoline, diesel, natural gas, pipeline gas, purchased electricity, purchased heat and renewable energy.

Reference standards for data calculation

- 1) Direct carbon dioxide emissions from gasoline, diesel, natural gas and pipeline gas were calculated by referring to the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Operating Units (Enterprises) of Public Buildings (Trial) issued by the General Office of the National Development and Reform Commission:
- 2) Indirect carbon dioxide emissions from purchased electricity and purchased heat were calculated according to the Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Operating Units (Enterprises) of Public Buildings (Trial) issued by the National Development and Reform Commission. The power emission factors in the Chinese Mainland referred to the Announcement on the Release of CO, Emission Factors for Electricity in 2022 by Ministry of Ecology and Environment, and the power emission factors in overseas regions referred to IGES List of Grid Emission Factors (https://www.iges.or.jp/en/pub/list-grid-emission-factor/en);
- 3) For Scope 3 carbon dioxide emissions from Category 6: Business travel (including air and train journeys), the carbon emission factors are derived from the GHG assessment tool provided by the travel service provider;
- 4) The formula and carbon emission factors for Scope 3 carbon dioxide emissions from Category 13: Use of downstream leased assets and Category 15: Investments are consistent with that of Scope 1 and Scope 2 carbon dioxide emissions factors;
- 5) The scope of statistics for purchased heat is central heating, of which the energy consumption is calculated using the formula in Standard CJJ/T34-2022, Design Standard for Urban Heating Network;
- 6) The total energy consumption is converted into standard coal according to Standard GB/T 2589-2020, General Rules for Comprehensive Energy Consumption Calculation.



Social performance

| ESG Indicator | Unit | 2024 | 2023 | 2022 |
|---|-------------------------|---------|---------|---------|
| B1. Employment | | | | |
| B1.1 Total workforce by gender, employment type, age group at | nd geographical region | | | |
| Total number of employees | Person | 127,638 | 131,097 | 131,817 |
| By gender | | ,,,,, | ,,,, | |
| Male | Person | 70,304 | 72,578 | 72,086 |
| Female | Person | 57,334 | 58,519 | 59,731 |
| By employment category | | | | |
| Full-time employees | Person | 127,638 | 131,097 | 131,817 |
| Part-time employees | Person | 0 | 0 | 0 |
| By age | | | | |
| 29 years old and below | Person | 42,689 | 50,088 | 55,252 |
| 30 to 49 years old | Person | 77,218 | 75,196 | 70,756 |
| 50 years old or above | Person | 7,731 | 5,813 | 5,809 |
| By region | | | | |
| Chinese Mainland | Person | 127,269 | 130,852 | 131,573 |
| Hong Kong, Macau and Taiwan | Person | 348 | 198 | 191 |
| Overseas | Person | 21 | 47 | 53 |
| B1.2 Employee turnover rate by gender, age group and geograph | phical region | | | |
| Rate of employee turnover | % | 29.7 | 29.8 | 30.1 |
| By gender | | | | |
| Turnover rate of male employees | % | 30.4 | 29.7 | 29.9 |
| Turnover rate of female employees | % | 29.0 | 29.9 | 30.4 |
| By age | | | | |
| Turnover rate of employees aged 29 and below | % | 37.2 | 34.3 | 36.2 |
| Turnover rate of employees aged from 30 to 49 | % | 25.7 | 25.8 | 24.3 |
| Turnover rate of employees aged 50 or above | % | 20.5 | 27 | 32.9 |
| By region | | | | |
| Turnover rate in Chinese Mainland | % | 29.8 | 29.8 | 30.2 |
| Turnover rate in Hong Kong, Macau and Taiwan | % | 20.7 | 14.1 | 21.4 |
| Turnover rate overseas | % | 41.7 | 18.2 | 19.7 |
| B2. Health and Safety | | | | |
| B2.1 Number of work-related fatalities | | | | |
| Number of work-related fatalities | Person | 0 | 2 | 2 |
| B2.2 Number of days lost due to work-related injury | | | | |
| | Day | 1,453 | 536 | 234 |
| Number of days lost due to work-related injury LTIR | % | 0.0227 | 0.0099 | 0.0061 |
| | 70 | 0.0221 | 0.0039 | 0.0001 |
| B3 Development and Training | | | | |
| B3.1 Percentage of employees trained by gender and employees | category | | | |
| Total number of employees trained | % | 100 | 100 | 100 |
| By gender | | | | |
| Male | % | 55.1 | 55.4 | 54.7 |
| Female | % | 44.9 | 44.6 | 45.3 |
| By employee category | | | | |
| Management | % | 0.8 | 0.8 | 0.9 |
| Non-management | % | 99.2 | 99.2 | 99.1 |
| By training type | | | | |
| New employee training | % | 13.9 | 38.8 | 42.9 |
| Other special training | % | 86.1 | 61.2 | 57.1 |
| B3.2 Average training hours completed per employee by gende | r and employee category | | | |
| The total training hours of workforce | Hour | 28.33 | 25.63 | 25.26 |
| By gender | | | | |
| Male | Hour | 27.06 | 24.11 | 24.05 |
| | | | | |

| ESG Indicator | Unit | 2024 | 2023 | 2022 |
|--|--------------------------------|----------------------------|------------------------|---------|
| By employee category | | | | |
| Management | Hour | 30.11 | 40.35 | 31.30 |
| Non-management | Hour | 28.32 | 25.51 | 25.20 |
| By training type | | | | |
| New employee training | Hour | 6.52 | 6 | (|
| Other special training | Hour | 28.33 | 37.87 | 39.43 |
| B5 Supply Chain Management | | | | |
| B5.1 Number of suppliers by geographical region | | | | |
| Region | | | | |
| Beijing region | Supplier | 2,773 | 3,646 | 3,511 |
| Southern region | Supplier | 4,898 | 4,846 | 6,11 |
| Central China region | Supplier | 2,033 | 2,381 | 2,139 |
| Northwest region | Supplier | 1,164 | 1,484 | 1,296 |
| Shanghai region | Supplier | 5,294 | 6,392 | 6,332 |
| Southwest region | Supplier | 2,056 | 2,455 | 2,226 |
| Northeast region | Supplier | 1,512 | 1,716 | 1,619 |
| B6 Product Responsibility | | | | |
| B6.1 Percentage of total products sold or shipped subject to re- | calls for safety and health r | easons | | |
| Number of total products sold or shipped subject to recalls for safety and health reasons | Time | 0 | 0 | (|
| B6.2 Number of product- and service-related complaints receiv | ed | | | |
| Number of customer (product or service) complaints | Complaint | 1,265 | 1,702 | 2,082 |
| Product and service satisfaction | | | | |
| Overall customer satisfaction of Port Apartment business | Score | 93.03 | 92.81 | 91.2 |
| B6.3 Description of practices relating to maintaining and protect | ting intellectual property rig | hts | | |
| Number of newly obtained patents in the reporting period | Patent | 82 | 90 | 100 |
| Number of accumulated patents held in the reporting period | Case | 449 | 413 | 319 |
| Number of accumulated software copyrights held | Copyright | 179 | 261 | 17: |
| Number of accumulated trademarks held | Trademark | 928 | 832 | 776 |
| B6.5 Description of how to implement and monitor information | guarantee for consumers | | | |
| Average hours of information security training | Hour | 3 | 3 | ; |
| B7 Anti-corruption | <u>'</u> | | ' | |
| B7.1 Number of concluded legal cases regarding corrupt practi | ces brought against the iss | uer or its employees durin | g the reporting period | |
| Number of cases where the Company is regarded as a participant in anti-competitive practices | Case | 0 | 0 | (|
| Number of cases in violation of the anti-monopoly law | Case | 0 | 0 | (|
| Lawsuits regarding corruption, bribery, extortion, fraud or money laundry | Case | 0 | 0 | (|
| B7.3 Anti-corruption training | | | | |
| Number of board members and senior management participating in anti-corruption training | Person | 14 | 22 | 17 |
| B8 Community Investments | | | | |
| B8.2 Resources contributed to the focused area | | | | |
| Number of participants in voluntary activities | Person-times | 562 | 3,192 | 10.55 |
| Hours spent on voluntary activities | Hour | 2.022 | 100.380 | 108.750 |



vanke

| | | ironmental, Social and Governance Scopes and | Corresponding |
|----------------------------|--------------------|--|---|
| | General | Disclosure and Key Performance Indicators (KPIs) | Section |
| Environment | | | |
| | laws an | Disclosure Information on: (a) the policies; and (b) compliance with relevant d regulations that have a significant impact on the issuer relating to air and buse gas emissions, discharges into water and land, and generation of us and non-hazardous waste. | Advancing Green Construction; Practicing Green Operation |
| | A1.1 | The types of emissions and respective emissions data. | Appendix: ESG Key Performance |
| A1: | A1.2 | Total greenhouse gas emissions (in tonnes) and intensity (e.g. per unit of production volume, per facility). | Appendix: ESG Key Performance |
| Emissions | A1.3 | Total hazardous waste produced (in tonnes) and intensity (e.g. per unit of production volume, per facility). | Appendix: ESG Key Performance |
| | A1.4 | Total non-hazardous waste produced (in tonnes) and intensity (e.g. per unit of production volume, per facility). | Appendix: ESG Key Performance |
| | A1.5 | Description of emissions target(s) set and steps taken to achieve them. | Environmental Practices – Our Strategy |
| | 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. | Environmental Practices – Our Strategy |
| | | Disclosure Policies on the efficient use of resources, including energy, water er raw materials. | Green Design Commitment; Practicing Green Operation |
| | 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). | Appendix: ESG Key Performance |
| | A2.2 | Water consumption in total and intensity (e.g. per unit of production volume, per facility). | Appendix: ESG Key Performance |
| A2: Use of Resources | A2.3 | Description of energy use efficiency plan(s), target(s) set and the steps taken to achieve them. | Environmental Practices – Our Strategy |
| Coo di Nossarosc | A2.4 | Description of whether there is any issue in sourcing water that is fit for purpose, plan(s) to improve water use efficiency and the results achieved. | Environmental Practices – Our Strategy; Practicing Green Operation (The Group's daily business does not have any issue in sourcing water that is fit for purpose) |
| | A2.5 | Total packaging material used for finished products (in tonnes) and with reference to per unit produced. | Packaging materials are not required for the finished products of the Group's business, so it is not applicable. |
| A3: The Environment and | | I Disclosure Policies on minimising the issuer's significant impacts on the ment and natural resources. | Green Design Commitment; Advancing Green Construction; Practicing Green Operation |
| Natural Resources | A3.1 | Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. | Green Design Commitment; Advancing Green Construction; Practicing Green Operation |
| A4: | | Disclosure Policies on identification and mitigation to significant climatessues which have impacted, and those which may impact, the issuer. | Climate Change Response; Climate- related Risk and Opportunity |
| Climate Change | A4.1 | Description of the significant climate-related issues that have impacted and are likely to impact the Issuer, and the actions taken to manage them. | Climate Change Response; Climate- related Risk and Opportunity |
| Social | | | |
| B1: Employment | relevant compen | Il Disclosure Information on: (a) the policies; and (b) compliance with a laws and regulations that have a significant impact on the issuer relating to sation and dismissal, recruitment and promotion, working hours, rest periods, portunity, diversity, anti-discrimination, and other benefits and charity. | Striving for The Best as a Team |
| | B1.1 | Total workforce by gender, employment type, age group and geographical region. | Appendix: ESG Key Performance |
| | B1.2 | Employee turnover rate by gender, age group and geographical region. | Appendix: ESG Key Performance |
| | laws and | Disclosure Information on: (a) the policies; and (b) compliance with relevant d regulations that have a significant impact on the issuer relating to providing a rking environment and protecting employees from occupational hazards. | Striving for The Best as a Team |
| B2: Health and Safety | B2.1 | Number and rate of work-related fatalities occurred in the past three years including the reporting year. | Appendix: ESG Key Performance |
| | B2.2 | Lost days due to work injury. | Appendix: ESG Key Performance |
| | B2.3 | Description of occupational health and safety measures adopted, and how they are implemented and monitored. $ \\$ | Striving for The Best as a Team |

| | | ironmental, Social and Governance Scopes and Disclosure and Key Performance Indicators (KPIs) | Corresponding Section |
|--------------------------|----------------|---|---|
| B3: | | I Disclosure Policies on improving employees' knowledge and skills for ging duties at work. Description of training activities. | Striving for The Best as a Team |
| Development and | B3.1 | The percentage of employees trained by gender and employee category. | Appendix: ESG Key Performance |
| Training | B3.2 | The average training hours completed per employee by gender and employee category. | Appendix: ESG Key Performance |
| B4: | laws and | Disclosure Information on: (a) the policies; and (b) compliance with relevant d regulations that have a significant impact on the issuer relating to preventing d forced labour. | Striving for The Best as a Team |
| Labour Standards | B4.1 | Description of measures to review employment practices to avoid child and forced labour. | Striving for The Best as a Team |
| | B4.2 | Description of steps taken to eliminate such practices when discovered. | Striving for The Best as a Team |
| | General chain. | Disclosure Policies on managing environmental and social risks of the supply | Win-win Partnership |
| | B5.1 | Number of suppliers by geographical region. | Appendix: ESG Key Performance |
| B5: Supply Chain | 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. | Win-win Partnership |
| Management | B5.3 | Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. | Win-win Partnership |
| | B5.4 | Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. | Advancing Green Construction |
| | laws an | Disclosure Information on: (a) the policies; and (b) compliance with relevant d regulations that have a significant impact on the issuer relating to health ety, advertising, labelling and privacy matters relating to products and services d and methods of redress. | Good Products; |
| B6: | B6.1 | Percentage of total products sold or shipped subject to recalls for safety and health reasons. | Product recall is not involved in the operations of the Group, so it is not applicable. |
| Product Responsibility | B6.2 | Number of products and service related complaints received and how they are dealt with. | Good Services; Appendix: ESG Key Performance |
| | B6.3 | Description of practices relating to observing and protecting intellectual property rights. | Compliant Operation |
| | B6.4 | Description of quality assurance process and recall procedures. | Good Products |
| | B6.5 | Description of consumer data protection and privacy policies, and how they are implemented and monitored. | Compliant Operation |
| | laws an | Disclosure Information on: (a) the policies; and (b) compliance with relevant d regulations that have a significant impact on the issuer relating to bribery, n, fraud and money laundering. | Compliant Operation |
| B7: Anti-corruption | 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. | Appendix: ESG Key Performance |
| | B7.2 | Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. | Compliant Operation |
| | B7.3 | Description of anti-corruption training provided to directors and staff. | Compliant Operation Appendix: ESG Key Performance |
| B8: | of the c | I Disclosure Policies on community engagement to understand the needs communities where the issuer operates and to ensure its activities take into ration the communities' interests. | |
| Community Investments | B8.1 | Focus areas of contribution. | Topic of the Year: Exploring the Path Biodiversity Conservation Sustainability Management; Shared development |
| | B8.2 | Resources contributed to the focus area. | Appendix: ESG Key Performance |



Index Table of GRI Indicators

| GRI Standard Indicators | Particulars | Reference | | | |
|----------------------------|---|--|--|--|--|
| General Disclosure | General Disclosure | | | | |
| The Organisation and i | ts Reporting Practices | | | | |
| 2-1 | Organisational details | About Vanke | | | |
| 2-2 | Entities included in the organisation's sustainability reporting | About This Report | | | |
| 2-3 | Reporting period, frequency and contacts | About This Report | | | |
| 2-4 | Restatements of information | This report does not restate any information provided in previous reports. | | | |
| 2-5 | External assurance | / | | | |
| Activities & Workers | | | | | |
| 2-6 | Activities, value chain and other business relationships | Company Overview | | | |
| 2-7 | Employees | Striving for The Best as a Team | | | |
| 2-8 | Workers who are not employees | Striving for The Best as a Team | | | |
| Governance | Governance | | | | |
| 2-9 | Governance structure and composition | Compliant Operation | | | |
| 2-10 | Nomination and selection of the highest governance body | Compliant Operation | | | |
| 2-11 | Chair of the highest governance body | Compliant Operation | | | |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Compliant Operation | | | |
| 2-13 | Delegation of responsibility for managing impacts | Compliant Operation | | | |
| 2-14 | Role of the highest governance body in sustainability reporting | Sustainability Management; Compliant Operation | | | |
| 2-15 | Conflicts of interest | Please refer to China Vanke Co., Ltd. 2024 Annual Report for more details | | | |
| 2-16 | Communication of critical concerns | Sustainability Management; Compliant Operation | | | |
| 2-17 | Collective knowledge of the highest governance body | Compliant Operation | | | |
| 2-18 | Evaluation of the performance of the highest governance body | 1 | | | |
| 2-19 | Remuneration policies | Please refer to China Vanke Co., Ltd. 2024 Annual Report for more details | | | |
| 2-20 | Process to determine remuneration | Please refer to China Vanke Co., Ltd. 2024 Annual Report for more details | | | |
| 2-21 | Annual total compensation ratio | l . | | | |

| Strategy, Policies and Practices 2-22 Statement on sustainable development strategy 2-23 Policy commitments 2-24 Embedding policy commitments 2-25 Processes to remediate negative impacts 2-26 Processes to remediate negative impacts 2-26 Mechanisms for seeking advice and raising concerns 2-27 Compliance with laws and regulations 2-28 Membership associations 2-29 Approach to stakeholder engagement 2-29 Approach to stakeholder engagement 2-30 Collective bargaining agreements 3-1 Process to determine material topics 3-1 Process to determine material topics 3-2 List of material topics 3-3 Management of material topics 3-4 Piesse refer to China Vanke Co., Report for more details | ental laws and aken against the and no fines were | |
|--|---|--|
| 2-24 Embedding policy commitments 2-24 Embedding policy commitments 2-25 Processes to remediate negative impacts Processes to remediate negative impacts During the reporting period, the Coany major violations of environmental regulations, no legal action was to Group for environmental issues, a paid by the Group. 2-26 Mechanisms for seeking advice and raising concerns 2-27 Compliance with laws and regulations 2-28 Membership associations Compliant Operation Stakeholder Engagement 2-29 Approach to stakeholder engagement 2-30 Collective bargaining agreements Material Topics 3-1 Process to determine material topics 3-1 Process to determine material topics 3-2 List of material topics 3-3 Management of material topics 3-4 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | ental laws and aken against the and no fines were | |
| 2-24 Embedding policy commitments Sustainability Management 2-25 Processes to remediate negative impacts During the reporting period, the Gany major violations of environment regulations, no legal action was to Group for environmental issues, a paid by the Group. 2-26 Mechanisms for seeking advice and raising concerns Sustainability Management; Com 2-27 Compliance with laws and regulations Compliant Operation 2-28 Membership associations Compliant Operation Stakeholder Engagement 2-29 Approach to stakeholder engagement Sustainability Management 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | ental laws and aken against the and no fines were | |
| 2-25 Processes to remediate negative impacts During the reporting period, the Gany major violations of environment regulations, no legal action was to Group for environmental issues, a paid by the Group. 2-26 Mechanisms for seeking advice and raising concerns 2-27 Compliance with laws and regulations Compliant Operation 2-28 Membership associations Compliant Operation Stakeholder Engagement 2-29 Approach to stakeholder engagement 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | ental laws and aken against the and no fines were | |
| any major violations of environmenter regulations, no legal action was to Group for environmental issues, a paid by the Group. 2-26 Mechanisms for seeking advice and raising concerns Sustainability Management; Com 2-27 Compliance with laws and regulations Compliant Operation 2-28 Membership associations Compliant Operation Stakeholder Engagement 2-29 Approach to stakeholder engagement Sustainability Management 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | ental laws and aken against the and no fines were | |
| 2-27 Compliance with laws and regulations Compliant Operation 2-28 Membership associations Compliant Operation Stakeholder Engagement 2-29 Approach to stakeholder engagement Sustainability Management 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | pliant Operation | |
| 2-28 Membership associations Compliant Operation Stakeholder Engagement 2-29 Approach to stakeholder engagement Sustainability Management 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| Stakeholder Engagement 2-29 Approach to stakeholder engagement Sustainability Management 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| 2-29 Approach to stakeholder engagement Sustainability Management 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| 2-30 Collective bargaining agreements Striving for The Best as a Team Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| Material Topics 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | Sustainability Management | |
| 3-1 Process to determine material topics Sustainability Management 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| 3-2 List of material topics Sustainability Management 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| 3-3 Management of material topics Sustainability Management Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| Economic Performance 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| 201-1 Direct economic value generated and distributed Highlights of 2024 Please refer to China Vanke Co., | | |
| Please refer to China Vanke Co., | | |
| | Ltd. 2024 Annual | |
| 201-2 Financial implications and other risks and opportunities Climate-related Risk and Opportunities due to climate change | ınity | |
| 201-3 Defined benefit plan obligations and other retirement plans Striving for The Best as a Team | | |
| 201-4 Financial assistance received from government / | | |
| Indirect Economic Impacts | | |
| 203-1 Infrastructure investments and services supported Shared development | | |
| 203-2 Significant indirect economic impacts Shared development | | |
| Procurement Practices | | |
| 204-1 Proportion of spending on local suppliers / | | |



| GRI Standard Indicators | Particulars | Reference | |
|----------------------------|--|--|--|
| Anti-corruption | | | |
| 205-1 | Operations assessed for risks related to corruption | Compliant Operation | |
| 205-2 | Communication and training about anti-corruption policies and procedures | Compliant Operation | |
| 205-3 | Confirmed incidents of corruption and actions taken | During the reporting period, there were 0 lawsuit against the Group regarding corruption, bribery, extortion, fraud or money laundry. | |
| Anti-competitive Behav | ior | | |
| 206-1 | Legal actions for anti-competitive behavior, anti-trust, and anti-monopoly practices | During the reporting period, there were 0 case of anti- competition behaviours or violating the antitrust law in which the Group was considered to be a participant. | |
| Materials | | | |
| 301-1 | Materials used by weight or volume | Green Design Commitment; Advancing Green Construction | |
| 301-2 | Recycled input materials used | Green Design Commitment; Advancing Green Construction | |
| 301-3 | Reclaimed products and their packaging materials | Packaging materials are not required for the finished products of the Group's business, so it is not applicable. | |
| Energy | | | |
| 302-1 | Energy consumption within the organization | Practicing Green Operation | |
| 302-2 | Energy consumption outside of the organization | Practicing Green Operation | |
| 302-3 | Energy intensity | Practicing Green Operation | |
| 302-4 | Reduction of energy consumption | Green Design Commitment; Advancing Green Construction; Practicing Green Operation | |
| 302-5 | Reductions in energy requirements of products and services | Green Design Commitment; Advancing Green Construction; Practicing Green Operation | |
| Water and Effluents | | | |
| 303-1 | Interactions of organizations and water as a shared resource | Green Design Commitment; Advancing Green Construction; Practicing Green Operation | |
| 303-2 | Management of water discharge-related impacts | Green Design Commitment; Advancing Green Construction; Practicing Green Operation | |
| 303-3 | Water withdrawal | Practicing Green Operation | |
| 303-4 | Water discharge | Practicing Green Operation | |
| 303-5 | Water consumption | Practicing Green Operation | |

| GRI Standard Indicators | Particulars | Reference |
|----------------------------|---|--|
| Biodiversity | | |
| 304-1 | Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | During the reporting period, the Group analyzed the dependency and impact of Vanke's assets on the natural environment and biodiversity in accordance with the TNFD framework. According to the assessment, the Group did not own, lease or manage operational sites in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, please refer to the section on Biodiversity (TNFD). |
| 304-2 | Significant impacts of activities, products, and services on biodiversity | Biodiversity (TNFD) |
| 304-3 | Habitats protected or restored | During the reporting period, the Group analyzed the dependency and impact of Vanke's assets on the natural environment and biodiversity in accordance with the TNFD framework. According to the assessment, there are no protected or restored habitats within the area where the Group's operations are located, please refer to the section on Biodiversity (TNFD). |
| 304-4 | Species listed on the IUCN Red List or national conservation list in the habitats affected by operations | During the reporting period, the Group analyzed the dependency and impact of Vanke's assets on the natural environment and biodiversity in accordance with the TNFD framework. According to the assessment, there were no species listed on the IUCN Red List or national conservation list in the habitats affected by the Group's operations. |
| Emissions | | |
| 305-1 | Direct (Scope 1) GHG emissions | Climate Change Response; Climate-related Risk and Opportunity |
| 305-2 | Energy indirect (Scope 2) GHG emissions | Climate Change Response; Climate-related Risk and Opportunity |
| 305-3 | Other indirect (Scope 3) GHG emissions | Climate Change Response; Climate-related Risk and Opportunity |
| 305-4 | GHG emissions intensity | Climate Change Response; Climate-related Risk and Opportunity |
| 305-5 | Reduction of GHG emissions | Climate Change Response; Climate-related Risk and Opportunity |
| 305-6 | Emissions of ozone-depleting substances (ODS) | Appendix: ESG Key Performance |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | Appendix: ESG Key Performance |

| GRI Standard Indicators | Particulars | Reference |
|--------------------------------|---|--|
| Waste | | |
| 306-1 | Waste generation and significant waste-related impacts | Advancing Green Construction; Practicing Green Operation |
| 306-2 | Management of significant waste-related impacts | Advancing Green Construction; Practicing Green Operation |
| 306-3 | Waste generated | Appendix: ESG Key Performance |
| 306-4 | Waste diverted from disposal | Practicing Green Operation |
| 306-5 | Waste diverted to disposal | Practicing Green Operation |
| Supplier Environmental | Assessment | |
| 308-1 | New suppliers that were screened using environmental criteria | Win-win Partnership |
| 308-2 | Negative environmental impacts in the supply chain and actions taken | Win-win Partnership |
| Employment | | |
| 401-1 | New employee hires and employee turnover | Appendix: ESG Key Performance |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Striving for The Best as a Team |
| 401-3 | Parental leave | Striving for The Best as a Team |
| Occupational Health and Safety | | |
| 403-1 | Occupational health and safety management system | Striving for The Best as a Team |
| 403-2 | Hazard identification, risk assessment, and incident investigation | Striving for The Best as a Team |
| 403-3 | Occupational health services | Striving for The Best as a Team |
| 403-4 | Worker participation, consultation, and communication on occupational health and safety | Striving for The Best as a Team |
| 403-5 | Worker training on occupational health and safety | Striving for The Best as a Team |
| 403-6 | Promotion of worker health | Striving for The Best as a Team |
| 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Striving for The Best as a Team |
| 403-8 | Workers covered by an occupational health and safety management system | Striving for The Best as a Team |
| 403-9 | Work-related injuries | Appendix: ESG Key Performance |
| 403-10 | Work-related ill health | In 2024, there were no occupational diseases. |

Message About This Report Report Summary Board Statement About Vanke

| GRI Standard Indicators | Particulars | Reference | |
|----------------------------|--|---|--|
| Training and Education | 1 | | |
| 404-1 | Average hours of training per year per employee | Appendix: ESG Key Performance | |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | Striving for The Best as a Team | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | Striving for The Best as a Team | |
| Diversity and Equal Op | pportunity | | |
| 405-1 | Diversity of governance bodies and employees | Compliant Operation; Striving for The Best as a Team | |
| 405-2 | Ratio of basic salary and remuneration of women to men | Striving for The Best as a Team | |
| Anti-discrimination | | | |
| 406-1 | Incidents of discrimination and corrective actions taken | In 2024, Vanke Group had no incidents involving discrimination or harassment toward our employees. | |
| Freedom of Associatio | n and Collective Bargaining | | |
| 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | In 2024, Vanke Group had no operations and suppliers in which the right to freedom of association and collective bargaining may be at risk. | |
| Child Labor | | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor | In 2024, Vanke Group had no operations and suppliers at risk for incidents of child labor. | |
| Forced or Compulsory | Labor | | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | In 2024, Vanke Group had no operations and suppliers at risk for incidents of forced or compulsory labor. | |
| Security Practices | | | |
| 410-1 | Security personnel trained in human rights policies or procedures | 1 | |
| Local Communities | | | |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | Shared development | |
| 413-2 | Operations with significant actual or potential negative impacts on local communities | In 2024, Vanke had no operations with significant actual or potential negative impacts on local communities. | |



| GRI Standard Indicators | Particulars | Reference |
|----------------------------|---|---|
| Supplier Social Asses | sment | |
| 414-1 | New suppliers that were screened using social criteria | Win-win Partnership |
| 414-2 | Negative social impacts in the supply chain and actions taken | Win-win Partnership |
| Public Policy | | |
| 415-1 | Political contributions | 1 |
| Customer Health and | Safety | |
| 416-1 | Assessment of the health and safety impacts of product and service categories | Good Products; Good Services |
| 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | / |
| Marketing and Labelin | g | |
| 417-1 | Requirements for product and service information and labeling | Good Products; Good Services |
| 417-2 | Incidents of non-compliance concerning product and service information and labeling | / |
| 417-3 | Incidents of non-compliance concerning marketing communications | / |
| Customer Privacy | | |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | During the reporting period, there were no complaints concerning breaches of customer privacy or losses of customer data. |

Index of Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange – Sustainable Development Report (Trial)

| Disclosure Requirement | Article | Corresponding Section of This Report |
|---|------------|---|
| Environmental Information Disclosure | | |
| | Article 20 | Green Design Commitment; Advancing Green Construction; Practicing Green Operation |
| | Article 21 | Climate Change Response; Climate-related Risk and Opportunity |
| | Article 22 | Climate-related Risk and Opportunity |
| | Article 23 | Climate-related Risk and Opportunity |
| Climate Change Response | Article 24 | Climate Change Response; Appendix: ESG Key Performance |
| ТСЭРОПЭС | Article 25 | Climate Change Response; Appendix: ESG Key Performance |
| | Article 26 | Appendix: ESG Key Performance |
| | Article 27 | Climate-related Risk and Opportunity |
| | Article 28 | Green Design Commitment; Advancing Green Construction; Climate-related Risk and Opportunity |
| | Article 29 | Topic of the Year: Exploring the Path to Biodiversity Conservation |
| Pollution Prevention | Article 30 | Advancing Green Construction; Practicing Green Operation |
| and Ecosystem | Article 31 | Advancing Green Construction; Practicing Green Operation |
| Protection | Article 32 | Practicing Green Operation; Biodiversity (TNFD) |
| | Article 33 | Practicing Green Operation |
| | Article 34 | Practicing Green Operation |
| Resource Utilization | Article 35 | Appendix: ESG Key Performance |
| and Circular Economy | Article 36 | Practicing Green Operation; Appendix: ESG Key Performance |
| | Article 37 | Practicing Green Operation |
| Social Information Disclosure | | |
| Rural Revitalization | Article 38 | Shared Development |
| and Social | Article 39 | Shared Development |
| Contributions | Article 40 | Shared Development |
| | Article 41 | Good Products; Green Design Commitment |
| Innovation Driven and Scientific Ethics | Article 42 | Green Design Commitment |
| Ocientine Ethics | Article 43 | / |
| | Article 44 | Compliant Operation; Good Products; Good Services; Win-win Partnership |
| | Article 45 | Win-win Partnership |
| Suppliers and Customers | Article 46 | Win-win Partnership |
| Customers | Article 47 | Good Products; Good Services |
| | Article 48 | Compliant Operation |
| Employees | Article 49 | Striving for The Best as a Team |
| Employees | Article 50 | Striving for The Best as a Team |



| Disclosure Requirement | Article | Corresponding Section of This Report |
|--|------------|--|
| Information Disclosure Related to Sustainable Development Governance | | Development Governance |
| Sustainable | Article 51 | Sustainability Management |
| Development | Article 52 | Compliant Operation; Win-win Partnership |
| Governance Mechanisms | Article 53 | Sustainability Management |
| | Article 54 | Compliant Operation |
| Business Conduct | Article 55 | Compliant Operation; Appendix: ESG Key Performance |
| | Article 56 | Compliant Operation: Appendix: FSG Key Performance |

Index to SASB Standards Metrics

| Theme | Indicator | Code | Corresponding section |
|--|--|--------------|---|
| Energy Management | Energy consumption data coverage as a percentage of total floor area, by property sector | IF-RE-130a.1 | Appendix: ESG Key Performance |
| | (1) Total energy consumed by portfolio area with data coverage; (2) percentage grid electricity; (3) percentage renewable, by property sector | IF-RE-130a.2 | Appendix: ESG Key Performance |
| | Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector | IF-RE-130a.3 | Appendix: ESG Key Performance |
| | Percentage of eligible portfolio that (1) has an energy rating; (2) is certified to ENERGY STAR, by property sector | IF-RE-130a.4 | Green Design Commitment |
| | Description of how building energy management considerations are integrated into property investment analysis and operational strategy | IF-RE-130a.5 | Practicing Green Operation |
| Water Management | Data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector | IF-RE-140a.1 | N/A |
| | (1) Total water withdrawn by portfolio area with data coverage; (2) percentage in regions with High or Extremely High Water Stress, by property sector | IF-RE-140a.2 | Appendix: ESG Key Performance |
| | Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector | IF-RE-140a.3 | Appendix: ESG Key Performance |
| | Description of water management risks and discussion of strategies and practices to mitigate those risks | IF-RE-140a.4 | Climate-related Risk and Opportunity; Practicing Green Operation |
| Management of Tenant Sustainability Impacts | (1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property sector | IF-RE-410a.1 | N/A |
| | Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector | IF-RE-410a.2 | Appendix: ESG Key Performance |
| | Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants | IF-RE-410a.3 | Environmental Practices - Our Strategy; Practicing Green Operation |
| Climate Change Adaptation | Area of properties located in 100-year flood zones, by property sector | IF-RE-450a.1 | N/A |
| | Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks | IF-RE-450a.2 | Climate-related Risk and Opportunity |



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