

vanke



2020

Vanke

SUSTAINABILITY
REPORT

About this Report

Introduction

Vanke Group has continuously issued 13 corporate social responsibility reports since 2007. Based on the original social responsibility report, this report is an iterative update of the *2020 Sustainability Report of China Vanke Co., Ltd.* (the “Report”). It provides detailed disclosure of Vanke’s practice and performance in responsible areas such as operation, environment and society in 2020 based on the principles of objectivity, normativity, transparency and comprehensiveness.

Reporting period

This Report covers the period from January 1 to December 31, 2020. To make this Report more comparable and complete, some parts of it may trace back to previous years.

Release cycle

This is an annual report. The most recent report was released in June 2020.

Reporting scope

This Report covers China Vanke Co., Ltd., all subsidiaries of Vanke in the People’s Republic of China and Vanke’s businesses in the United States, the UK, Malaysia, and Hong Kong, China.

Preparation basis

- The Ten Principles of the UN Global Compact
- *Guidance on Social Responsibility (ISO 26000:2010)* issued by International Organization for Standardization (ISO)
- *GRI Sustainability Reporting Standards (GRI Standards)* issued by Global Sustainability Standard Board (GSSB)
- The Chinese Social Responsibility Standard GB/T36001-2015 *Guidance on Social Responsibility Reporting*
- Real Estate Industry Standards issued by SASB (Sustainability Accounting Standards Board)

- *Environmental, Social and Governance Reporting Guide (HK-ESG)* in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited
- *Guidelines of the Shenzhen Stock Exchange for the Standard Operation of Listed Companies*
- *Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-CSR 4.0)* issued by the Chinese Academy of Social Sciences
- *Corporate Social Responsibility Guidelines of Real Estate Enterprises in Guangdong Province* issued by the Guangdong Real Estate Association

Sources of data and reliability guarantee

This Report follows the principles of Materiality, Quantitative, Balance and Consistency in the *Environmental, Social and Governance Reporting Guide*. Sources of data used in this Report include data made public by governmental bodies, Vanke’s relevant internal statistical reports, third-party questionnaire surveys, administrative documents and reports and third party evaluations and interviews. This Report has been reviewed by the Board of Directors before its release. Vanke guarantees that this Report is free of any false information, misleading statements or major omissions.

References of names

To facilitate presentation and reading, “China Vanke Co., Ltd.” in this report” is also referred as “Vanke Group”, “Vanke”, “the Group”, “the Company” or “We”.

Report access

You may download the Chinese and English editions of this Report from Vanke’s website at www.vanke.com. In case of any discrepancy between the Chinese and English versions, the Chinese version shall prevail. For any questions or suggestions concerning this Report, please send an email to p-vkesg@vanke.com, or call us at (86) (0755) 25606666.

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Message

The year 2020 had just passed, and it was destined to be an extraordinary year. In the torrent of time, everyone experienced some remarkable things in a lifetime. For the real estate industry, the year 2020 had left an indelible mark on its development history. It's a closing of an era and a beginning of another new era.

For Vanke, the year 2020 was also an extraordinary year. We experienced, reflected and grew with the times, worked together to overcome difficulties. We have experienced the "crisis" and ushered in the "opportunity" hand in hand. In 2020, Vanke specified "long-term maximization of market value" as its business evaluation scale, the core of which is insisting on long-termism. In 2020, we renamed the Corporate Social Responsibility Report as Sustainability Report to give a comprehensive manifestation to our sustainability practices and firmly implement sustainable strategy.

Long-termism and sustainability have been the path and direction that we have always believed in and will adhere to in the future. Under this guidance, we reflect on our products, services, capabilities, responsibilities, and other aspects in an attempt for improvement and practice to strive to cover a long journey by small steps.

Good products are the best gift. In the face of the pandemic, residents' demand for residence has expanded from simple housing to health and safety, living experience, the interaction between city and nature and other aspects. This year, we have been practicing our basic skills, focusing on developing technology for healthy residence and upgrading the health product system. The technical index requirements and impeccable solutions were put forward in respect of air, thermal comfort, water, light, sound, activity, spirit, material, structural comfort, community mobility, intelligence, property service and innovation. The customers' demand for health has been integrated into the product system in an all-round way, paying tribute to the new era with good products.

Growth starts with solving every customer's pain point. This year, we pondered over the pain points of customers and tried our best to understand the needs of customers to identify opportunities of capability improvement. We put in place the "6+2+2" CRM approach through eight steps: residence subscription, contract signing, waiting, home delivery, house moving, moving in, settling down and utilizing, to identify and respond to customers' needs attentively and provide caring services to customers. We set up a chief customer officer at the front line facing customers to gain insights into customer needs and pain points, promote project approval and solution, and resolve the "blocking points" of good customer experience. We initiated the Beautiful Community Event and completed the renovation and upgrading of 1,103 old projects. We offered housekeeper service in advance to serve the customers immediately after contract signing. We established the Vanke'er Customer Service Festival to inspire our employees to provide customers with satisfactory services.

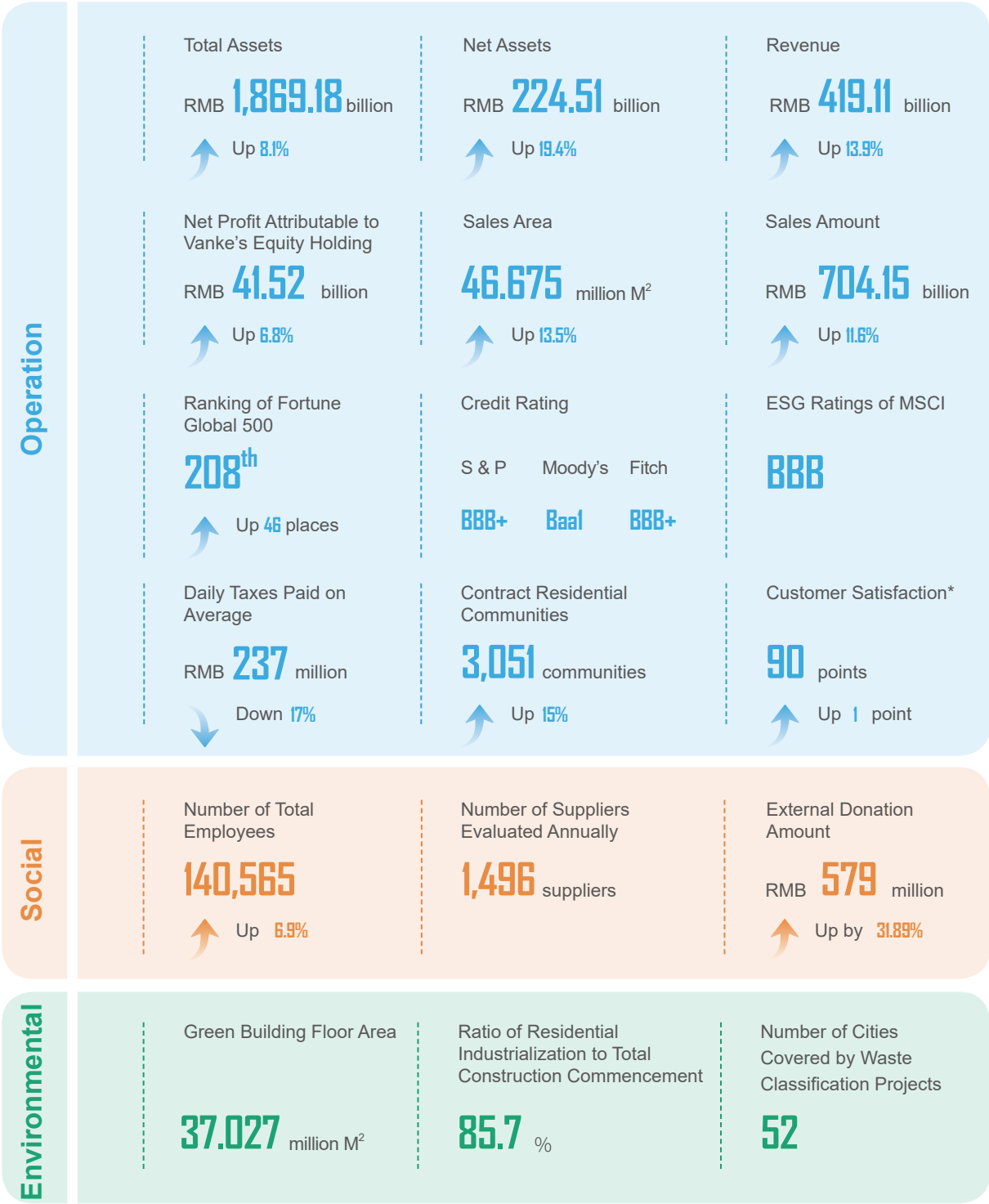
Technology is used to unleash the imprisoned values. We understand the strong power of technology, and we have worked on introducing technology into multiple business scenarios. We have established the Vanke 5G+AIoT intelligent construction site system integrating front-end devices, communications, functional applications, and platform presentation, and have introduced 4+12 functional applications. Vanke Service has been renamed as Onewo Space Technology Service Co., Ltd. and is committed to promoting the digital upgrading of the space service industry with technology, continuously accumulating digital copies of physical space, constructing digital twins, and taking on the path of high-quality growth together with industry partners. VX Logistic Properties is determined to provide services to intelligent logistics parks and has developed OTWB system, IoT platform and other intelligent systems to provide customers with a full range of efficient services. Based on the intelligent office building solutions, we have launched an intelligent renovation scheme. AIOT+ big data technologies have been used to empower personnel access, energy consumption management, equipment monitoring and security management of the office buildings as well as to reduce energy consumption and improve management efficiency.

The lesser self is integrated into the greater self for a mind as vast as the ocean and as lofty as the mountain. The year 2020 was the final year of the endeavor to build a moderately prosperous society in an all-round way. This year, we continued to support targeted poverty alleviation and rural revitalization, carrying out activities in education, health, rural development, and other aspects. A total donation of RMB 579 million was made throughout the year to support the victory of the battle against poverty. Well aware that lucid waters and lush mountains are invaluable assets, we are convinced that only each of us takes actions can the greater self of humankind be well treated by the environment. This year, we continued to promote green architectural design, green building and construction, continuously upgraded the "5+2" construction system, focused on energy efficiency management, water resources management and waste management, and put into practice the concept of green business comprehensively. We launched the Snow Leopard Conservation Program and Chinese White Dolphin Conservation Program to actively help with the conservation of the marine ecological environment and safeguard the balance of ecosystems.

The year 2021 marks the first year of the 14th Five-Year Plan and the first year after the completion of building a moderately prosperous society in all respects. China will embark on a new journey to fully build a modern socialist country and march towards the second centennial goals. Standing at a new starting point, Vanke will continue to comprehensively improve our operation and management capabilities, take the people's good life as our own responsibility, take the lead in high-quality development, actively respond to the goal of "achieving carbon neutrality in 2060" proposed by the country, practice the green business concept, and embrace the new journey together.

About Vanke

Figures of 2020



* Property Sales

Company Overview

Company profile

Founded in 1984, Vanke has grown into a leading domestic urban and rural developer and life services provider over the past three decades. The Company focuses its business operations on China's three most economically vibrant areas and key cities in central and western China. In 2020, Vanke ranked 208th on the Fortune Global 500 companies.

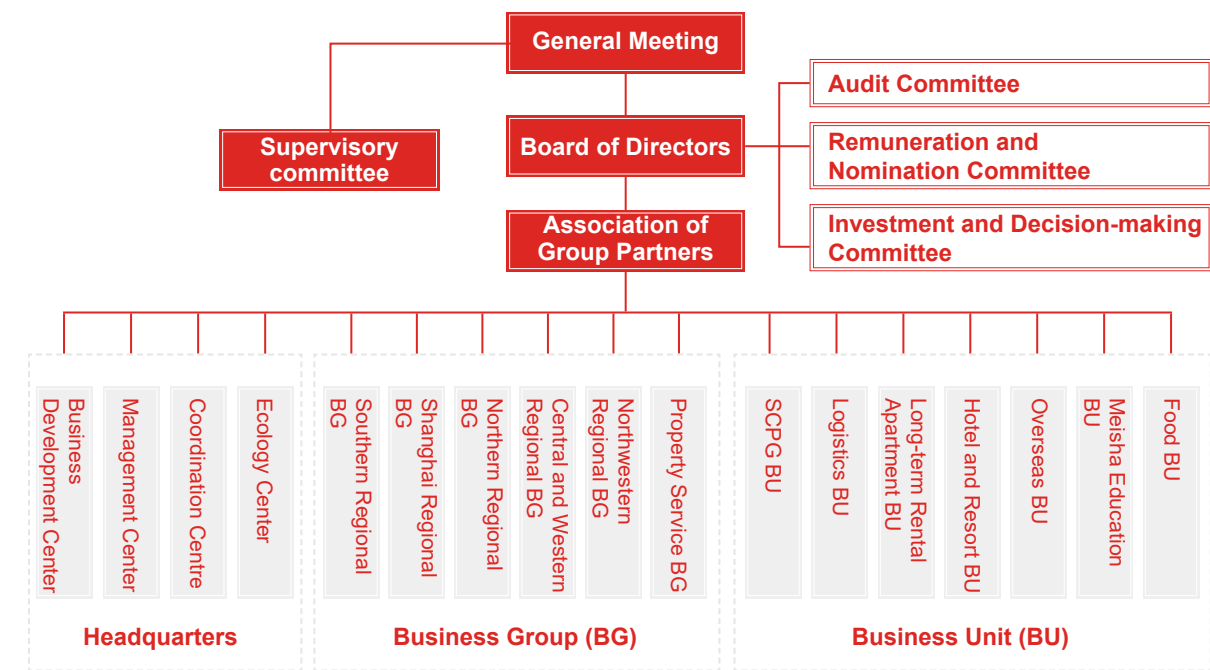
Vanke has always insisted on providing good products and services to common people and made its best contribution to satisfy the people's ever-growing needs for a better life in all aspects. In 2014, Vanke has extended its position of "a three-good housing supplier" to "urban supporting service provider". In 2018, Vanke positioned itself as an "urban and rural developer and life services provider", and the establishment of the corresponding ecosystem had basically taken shape. In the field of housing, the Company has always adhered to the residential attributes of housing, and continued to "build quality houses for common people and build houses that are truly applicable". At the same time, on the basis of consolidating the inherent advantages of residential development and property services, our business has extended to commercial properties, long-term rental apartments, logistics & warehousing, hotels and resorts, education, and other fields, continue to create real value, better serve the people's needs for a better life, and strive to become a good enterprise worthy of the great new era.

Corporate governance

In compliance with the *Company Law of the People's Republic of China* and other relevant laws, administrative regulations and rules, Vanke has formed a corporate governance structure with checks and balances among a wide range of functions, and formulated policies and rules in line with its development pursuits. The General Meeting, Board of Directors, Board of Supervisors and senior management exercise rights and fulfill obligations strictly in line with the Articles of Association, and play the role of specialized committees and independent directors, to effectively perform corporate governance, and protect the interests of shareholders and the Group, with a view to sustain the Group's healthy development. Vanke won a number of awards in 2020, including "Best A-Share Listed Company of Real Estate Industry Award" granted by Asiamoney, "China Best Listed Company" granted by New Fortune, and "Best Listed Company" of China Securities Golden Bauhinia Awards granted by Hong Kong Tai Kung Wen Wei Media Group. For more information, please refer to the *2020 Annual Report of Vanke Group*.



• Organizational structure



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

The Board of Directors reports to the General Meeting and exercises the rights of operation and management over the Company. It sets up three specialized committees on audit, remuneration & nomination, and investment & decision-making to enhance operating efficiency. Of its 11 directors, four are independent directors, including one woman. These independent directors are responsible for the convening of the specialized committees and hold a majority in the audit committee and the remuneration & nomination committee. In order to make independent directors play a better role, matters within the functional scope of each specialized committee should be adopted by the latter before they are submitted to the Board for deliberation.

The Board of Supervisors reports to the General Meeting. It conducts financial checks and oversees directors and executives in performing jobs. It also organizes patrol inspections of subsidiaries to tighten oversight and safeguard the interests of the Company, shareholders, and employees. In 2020, Vanke had three supervisors, including one woman.

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

The diversity of Board members is one of the important elements to maintain the advantages of the Company and promote sustainable corporate development. In 2020, the Company revised the *Rules for the Implementation of the Board of Directors Remuneration and Nomination Committee*, which specified that the remuneration and nomination committee should fully consider the diversification policy of the board of directors, including but not limited to gender, age, culture, educational background, professional experience, skills, knowledge and service tenure, when it reviews the structure and composition of the board of directors, studies the selection criteria and procedures of directors and senior managers, and searches for qualified directors and senior managers. At the same time, the remuneration and nomination committee should consider the contribution of candidates to the qualifications, skills, experience, independence and gender diversity of the board of directors in combination with the company's business model and development plan.

In 2020, Vanke was invited to the second China (Shenzhen) Board of Directors Diversity Forum and initiated the Xiangmi Lake Female Board Member Initiative as one of the first listed companies. It was an advocate for increasing female representation on the Board of Directors, empowering women, and promoting gender equality.

• Business layout

To cater to people’s needs for a better life while building on strengths in core businesses—residential property development and property management services, Vanke has extended into rental housing, commercial property development & operation, and logistics & warehousing. We have strategically positioned ourselves as a “city and town developer and service provider”, and aims to become a lifestyle creator, a mainstay of the real economy, an innovator and pioneer, and an advocate of man-nature harmony.

Real estate development

The real estate development business of Vanke is centered on the better life of people, and focuses on good products and services based on the positioning of “city and town developer and service provider”, and adheres to the full-cycle and full-category development and operation strategy. With business activities involving comprehensive residential areas, EPC& agent construction, urban renewal (old area reconstruction) and TOD, we are committed to continuously improving urban living quality and pursuing synchronous development with the city and common growth with customers.

In 2020, Vanke realized the total sales area of **46.675 million M²** and total sales revenue of **RMB 704.15 billion**, generated a year-on-year growth of **13.5%** and **11.6%** respectively, and **4.03%** of the market share.

Property management services

In 2020, Vanke Service was renamed as Onewo Space Technology Service Co., Ltd. (“Onewo”) for digital connection of the property service facilities, equipment, assets, people and commercial activities to serve more customers in more aspects from property service to space science and technology service. Residential property focuses on high-quality residential property services. Through a series of measures such as setting up a chief customer officer and a four-level management and control system, it constantly reviews the nature of business and improves service quality. In terms of enterprise business service, Onewo launched the brand of “Cushman & Wakefield Vanke Service”, making it the only domestic property company setting up a strategic alliance with global property service companies. In terms of urban space services, Onewo launched the brand of “Onewo City”. Through digitalized, mechanized, and professional operation means, it integrates urban resources, leads various professional operation ends, and improves the efficiency and level of urban services. In terms of technology empowerment, Onewo released the “Stardust System” during the reporting period, in combination with Vanke property operation experience to provide Business Process as A Service (BPaaS).

Onewo operates and manages **3,051** residential property service projects in **100** medium and large-sized cities in service of **3.55** million households and over **1,700** enterprise property service projects, and makes its presence known in **16** urban space projects across **10** cities.



Rental Housing

Port Apartment, a long-term rental housing brand under Vanke, aims to provide young urban tenants with one-stop residential solutions. In light of diversified living needs of young tenants, Port Apartment has launched different apartment types such as studios, Loft, one bedroom and one living room, two bedrooms and one living room, determined to deliver “convenient, reassuring, healthy and vibrant” high-quality residential spaces, and creative and stylish lifestyles.

By the end of 2020, Port Apartment has been launched in 33 cities across the country, offering more than 140,000 high-quality rooms, serving more than 400,000 urban youths.



Taiyuan INCITY



Ningbo Haishu INCITY Rental Housing

Case

Courtyard-Chengshou Temple Community Creates Personalized House Types to Meet Requirements of Residents

Port Apartment | Courtyard-Chengshou Temple Community is China's first rental housing project constructed on collective land with a total construction area of 47,498.67 square meters, designed with 961 standard open-room apartments. The project team innovatively established the product system of “courtyard - house/hall/alley”, and completed the functional prototype of rooms and modular packaging of furniture and equipment for the products within the apartments, taking the lead in the pilot of personalized house type.

Through the study on the living habits of young people, Chengshou Temple Community has developed products meeting their personalized needs. For example, five categories of single-room products have been designed, including girl-themed rooms, SOHO-themed rooms, fitness-themed rooms, pet-themed rooms and live broadcast-themed rooms. The shared living room centered on trendy cultural content operation offering three supporting service spaces: library, stress relief gym and happy home party hall, which are available to tenants free of charge.

In addition, the functional partition prototype of single room products is completed through the functional research on small apartment space. The modular technology is adopted to combine decoration and furniture design, and the 155-part modular standard is developed and formulated, which effectively improves the space utilization efficiency and living comfort in small spaces. In terms of material selection, eco-friendly materials such as bamboo and wood fiberboard and plastic flooring that do not contain harmful substances such as formaldehyde and benzene have been used to create a greenliving space.



Port Apartment|Courtyard-Chengshou Temple Community



Cloud Library

Commercial property development and operations

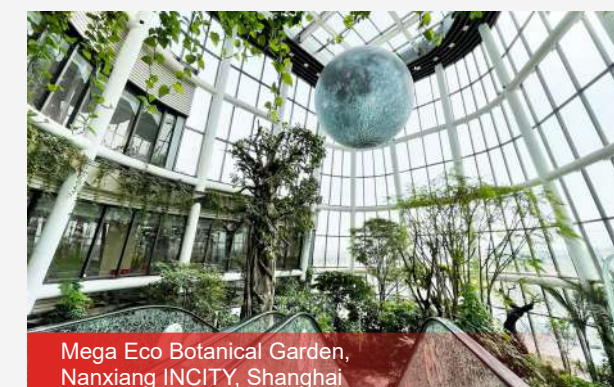
With an international vision, SCPG focuses on the investment, development, and operation of shopping malls, and extends the business activities across the whole value chain of commercial real estate. The Group has built a full-line product matrix of INCITY, INREACH and INPLACE, gradually forming a reputation in the region and industry. Upholding a “customer-centric” philosophy, SCPG continues to create real value for consumers and merchants, provides a quality experience for the better life of mainstream urban families, and contributes to the promotion of urban and rural construction and consumption upgrading. In 2020, SCPG opened 3 new shopping malls and re-opened 3 commercial projects after a major transformation. Among them, Taiyuan INCITY was China's first regional shopping mall opened during the 2020 COVID-19 pandemic, and Shanghai Nanxiang INCITY MEGA is Shanghai's largest single-building shopping mall. Meanwhile, SCPG had over 8.7 million registered members, completed the raising for 2 funds and issued 2 asset securitization products in 2020, forming a benign development model of revitalizing the stocks of high-quality commercial properties.

The commercial area cumulatively opened by Vanke (including SCPG) achieves **9.8982** million M², and the overall occupancy rate of opened projects reaches **87.4%**, and the occupancy rate of commercial projects in the stable development period (more than 3 years of operation) is **92.0%**.

Case

Shanghai INCITY MEGA Built into a Green Ecological Commercial Project

On August 25, 2020, Shanghai Nanxiang INCITY MEGA was opened. Themed with green natural ecological botanical garden, the INCITY MEGA was built into three immersive ecological botanical gardens of wetland, mountain, and forest. Supported by daylight lighting, the project introduced the green plants to present a commercial green ecological experience. The Mijing Forest Ecological Botanical Garden covers an area over 500 M², with more than 200 tropical plants, creating a natural oasis free from the city for consumers.



Mega Eco Botanical Garden, Nanxiang INCITY, Shanghai



VX Logistic Properties Shanghai Songjiang Xinbang Cold Chain Park

Logistics and warehousing

Adhering to the original aspiration of making society more efficient, VX Logistic Properties is committed to providing enterprises with high standard, diversified multi-temperature zone integrated logistics services. Thus far, VX Logistic Properties has formed a nationwide high-standard warehouse network with its core logistics nodes of China, serving more than 850 customers in e-commerce, courier services, manufacturing, food & beverage service, retail and supermarket industry. Focusing on good products and services in 2020, VX Logistic Properties advanced its business development through the business strategy of Service + Technology and completed the industry's first Fast Construction high-standard refrigeration house. At the same time, VX Logistic Properties established a standardized customer service system for high-standard warehouse and cold chain business, and constantly improved the application of scientific and technological means in the standard service process.

Case

Build Centralized Supervision Cold Chain Warehouse to Ensure the Safety of Imported Cold Chain Food

VX Logistic Properties Xiamen Haicang Phase 2 Park consists of a 10,272.53 M² high standard warehouse building and an 8,970.9 M² cold chain warehouse building, both of which are single-story warehouses. Built according to the Fast Construction model of VX Logistic Properties, the two warehouses have a shortened construction period of 5 months, demonstrating the pioneering construction efficiency in the logistics and warehousing industry.

At midnight on November 20, 2020, Xiamen Haicang Phase 2 Cold Chain Warehouse was officially appointed as government centralized supervision warehouse for imported cold chain food. The warehouse rented out 5,000 pallet places for the temporary storage of imported cold chain food, ensuring the safety of 70% of imported cold chain food in Xiamen.



VX Logistic Properties Xiamen Haicang Phase 2 Park

Vanke operates **148** logistics and warehousing projects in **44** cities, including **128** high-standard warehouses and **20** cold chain warehouses. The leasable properties are over **11.48** million M² in construction area.

VX Logistic Properties was honored as **China's Advanced Logistics Enterprise in the COVID-19 Fight** by the China Federation of Logistics and Purchasing, **AAA Credit Enterprise** and **2020 Best Warehousing Service Enterprise** by the China Communications and Transportation Association.



Long Cheer Zanyee Hotel

Hotels and Resorts

In 2020, Vanke established the Hotel and Resort Business Unit based on the former Ski Resort Business Unit to better manage our existing hotel and resort property assets. Vanke has 23 hotels in operation currently, covering core cities such as Shenzhen, Guangzhou, Suzhou and Hangzhou, as well as tourist destinations such as Huangshan, Lijiang and Yangshuo; the Group has developed two self-owned brands: "Zanyee" oriented to high-end business and "Youxiong" focused on urban culture. Vanke has further worked with Banyan Tree Hotels & Resorts Group to jointly set up an asset management platform for the management of 17 Banyan Tree resorts in China.

In terms of ski resorts, Vanke now operates Jilin Songhua Lake, Beijing Shijinglong and Beijing Xishan Ski Resort. While insisting on regular pandemic prevention and control, Vanke received 620,000 ski tourists during the ski season in 2020. The construction of the Winter Olympic Village and the Mountain News Center for the Beijing Winter Olympic Games Yanqing Division was completed on December 29, 2020. After the conclusion of the Beijing Winter Olympic Games, the Yanqing Division venue will be opened to the public as a high-quality tourist destination to support the construction of the Beijing-Zhangjiakou sports culture tourism belt.

Vanke now operates **23** hotels in total, and has built and operated **51** ski tracks with a total length of **38** km in operations.

Case

Growing an Alpine Sea of Flowers via Ecological Restoration

In combination with the sustainability requirements of ecological restoration and mountain greening, Vanke Songhua Lake Resort has been developing the summer IPs centered on an Alpine Sea of Flowers and Green Mountains and Red Leaves Festival. In the summer of 2020, the Alpine Sea of Flowers was further upgraded by growing 244 species of wild plants from 74 families, including 20 wildflowers fit for northern alpine growth, which will bloom in staggered peaks corresponding to the flowering period. Vanke Songhua Lake Resort has cumulatively received 200,000 tourists, and Green Mountains and the Alpine Sea of Flowers has become a new signature tourist attraction in Jilin Province and the second most visited tourist spot in summer in Jilin Province.



Vanke Songhua Lake Resort

Education

Vanke has forged specialty education brands such as Meisha Education and DTD Education, and has actively explored various education paradigms, striving to cultivate future leaders who possess strong learning abilities, international mindset, and specific passions.

Meisha Education has expanded to 10 cities, including Shenzhen, Guangzhou, Dongguan, Nanning and Xiamen, covering K-12 full-time schools, preschool education, outdoor education and curriculum research and development. Under Meisha Education are 9 full-time schools and 16 kindergartens with 12,000 students. Over the past five years, Meisha Education has established many high-quality schools with reputation and achievements, and initially established an innovative cross-regional and multi-business model. Included into the Hurun Education Top Schools Ranking for three consecutive years, Vanke Meisha Academy was ranked the third place among private international schools in Shenzhen in 2020. The prospective graduates of 2021 have received 391 offers from TOP10 universities, across 7 countries, including the United States, the United Kingdom, Australia, and Canada, with a total scholarship of over RMB 16 million.

Always at the forefront of quality-oriented education, Meisha Education has achieved a grand slam in the enrollment rate of visual arts in the world and sent many students to the world’s top-notch art universities for further study. Always upholding the educational philosophy of “mastering a lifelong sustainable outdoor sport”, Meisha Education offers nearly 20 kinds of intramural sports courses and advanced outdoor professional sports products. Mesha students won the first place in the laser 4.7 class long-distance race of the 2020 National Sailing Championship.

By the end of 2020, DTD Education had participated in the teaching management of 16 schools and kindergartens, with over 8,000 active students enrolled and a full capacity of nearly 10,000 students. The opening of the second international high school—Shanghai Pudong New Area Private Vanke School IB High School marks DTD Education’s realization of K-12 education and offering of IBDP/A Level/AP international education courses, laying a solid foundation for its leadership in international education. In 2020, DTD Education welcomed its first international high school graduates after its establishment three years ago. As of January 2021, the first 30 graduates had received 94 offers in total. Among the applicants to universities in the UK, about 40% of them received the offers from top 5 universities, including the University of Cambridge, Imperial College London and University College London; among the applicants to universities in the United States, one applicant received an offer from the world’s leading music college—Berklee College of Music, with an annual scholarship of USD 8,000, and multiple applicants won scholarships of different amounts.

Meisha Outdoor Education



Vanke Meisha Academy under Meisha Education was included into the **Hurun Education Top International Schools in China** for three consecutive years since its establishment five years ago, and ranked among the top three international schools in Shenzhen and top six international schools in South China in 2020.

DTD Education was rated **Parents Trusted International Education Brand 2020** by Tencent Education, and DTD Academy was honored as one of China Top 10 **New International Schools 2020** by Newschool Insight Media.



Meisha Academy

Overseas

In respect of overseas operations, Vanke has adhered to the concept of building green and high-quality eco-friendly housing for society. Vanke Le Pont Project in Tuen Mun, Hong Kong received BEAM Plus Gold certification from the Hong Kong Green Building Council; Vanke Ryder Court Office Project in the UK was rated Excellent in BREEAM In-Use ratings; Vanke Mira Project in San Francisco received the Best Tall Building Award and Urban Habitat Award 2021 from CTBUH.

Le Pont Project in Tuen Mun, Hong Kong



Food

Under the tenet of “Rural Vitality, Green Agriculture and Healthy Food”, Vanke is exploring sustainable business paths in safe food, intelligent catering, ecological agriculture, and rural revitalization, and building a three-dimensional business structure of “science and technology advancement, from farm to table”.

Topics

Support the Victory of the Battle Against Poverty and Closely Connect with Rural Revitalization

Taking people's better life as its own responsibility, Vanke has actively engaged in targeted poverty alleviation and rural revitalization, contributed to the revival and development of rural education, infrastructure, industrial development, cultural heritage and other fields, supported the construction of Beautiful Countryside projects, and given back to the community with the expertise and strength.

Targeted Poverty Alleviation

According to China's strategic tasks, 2020 is the final year for completing the building of a moderately prosperous society in all respects. During the critical period of poverty alleviation, Vanke actively responded to the call of the CPC Central Committee, stayed true to its original aspiration, vigorously participated in targeted poverty alleviation, and made contributions to winning the battle against poverty and building a moderately prosperous society in all respects.

- On June 30, 2020, Vanke donated RMB 200 million on Guangdong's Poverty Alleviation Day for targeted assistance programs inside and outside the province.



2020 Guangdong's Poverty Alleviation Day

- On September 18, 2020, Vanke participated in the 8th China Charity Fair and announced to donate RMB 150 million to help with the east-west poverty alleviation cooperation in Shenzhen for targeted poverty alleviation projects in Hechi and Baise of Guangxi Province. During booth inspection, officials from the Ministry of Civil Affairs and the Leading Group Office of Poverty Alleviation and Development of the State Council fully recognized our poverty alleviation achievements, including aid in the construction of Shouning Middle School, and highly praised our successful assistance to Shenzhen in completing the poverty alleviation task.



The Leading Group Office of Poverty Alleviation and Development of the State Council Visited Vanke Booth



Vanke Booth at the 8th China Charity Fair

Poverty alleviation through education development

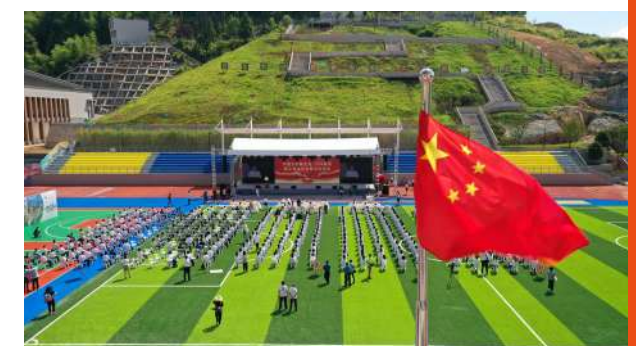
Vanke, based on the reality of poverty-stricken areas, introduces advanced teaching experience and practices in a practical, continuous and in-depth manner to help address the issues of insufficient educational infrastructure, facilities and seasoned teachers to boost rural education and cultivate talents for the future of rural areas.

Supporting the construction of Shouning Dongqu Middle School

Shouning County, located in Ningde city, east of Fujian Province, suffers from a severe shortage of education infrastructure. With the support of the China Foundation for the Guangcai Program, Shouning County, Ningde City and Fujian Province, Vanke invested RMB 120 million in the project. Vanke sent professional teams, overcame challenges such as difficulties of mountain area construction, long rainy season and lack of workforce and mechanical resources, finally completed the largest education poverty alleviation investment project in Fujian Province.

Affected by the COVID-19 pandemic in 2020, workers' return-to-work and resource supply was severely hindered, resulting in a project delay of up to 2 months. In order to ensure that the children could attend classes in the new campus on time, the project team worked closely with the local government to carry out special researches on site pandemic prevention, application for work resumption and material support to guarantee that the overall project duration wouldn't be affected.

On September 1, Shouning Dongqu Middle School rang the bell for the new semester. After nearly 650 days and nights of hard work, Vanke has delivered a beautiful campus with both a modern charm and a traditional cultural vibe to Shouning.



Shouning Middle School

Funding the basic education of the five counties in Guizhou and Gansu

With regards to educational resources, Guizhou and Gansu are among the most deficient regions in China with extremely insufficient education infrastructure. In partnership with China Foundation for Guangcai Program, Vanke cumulatively invested RMB 75 million from 2018 to 2020 to support the basic education of the five poverty-stricken counties designated by the United Front Work Department of the CPC Central Committee, namely, Qinglong County, Hezhang County, Wangmo County and Sandu County of Guizhou Province and Jishishan County of Gansu Province. The funds have been used to improve the basic conditions of local kindergartens and primary schools, centering on teaching buildings, student dormitories and canteens, and complemented by auxiliary facilities such as libraries, electric classrooms, and playgrounds.



Central Primary School in Dayi Town, Wangmo County

By the end of 2020, the construction project of Chuimatan Primary School in Jishishan County, the student dormitory and canteen construction project of Central Primary School in Dayi Town, Wangmo County, the construction project of No.2 Primary School in Pingshan Town, Hezhang County, and the construction project of Dayu Ethnic School in Sandu County had been completed. The main structure of the kindergarten construction project of Guimo Village, Guangzhao Town in Qinglong County and Datu Village, Chama Town had been completed. To build the United Front Work Department of the CPC Central Committee's designated assistance programs into high-quality poverty alleviation programs through education development, Vanke used the donation funds in 2019 and 2020 together under the guidance of China Foundation for Guangcai Program. The bidding invitation for the infrastructure construction project of secondary vocational schools in Qinglong County, student canteen and dormitory construction project of Hezhang County Experimental Middle School, and the fifth kindergarten construction project in Sandu County, has been completed, and the projects in other counties are planned to be completed in 2021.

Supporting the Reconstruction of Zundao School

In response to the Wenchuan earthquake on May 12, 2008, Vanke supported the reconstruction of anti-seismic grade 9 Zundao Elementary and Middle School in Mianzhu, Sichuan Province. It's the first permanent building delivered and put into use after the earthquake. For the past 12 years, Vanke and many people have paid close attention to the development of the school and children's growth. Through teacher incentive plans, student awards and grants, academic campus construction, and physical quality improvement of teachers and students, Vanke has continuously injected new impetus into the development of the school.

In 2020, Zundao School made abundant achievements in talent cultivation and achieved a record high in the middle school entrance examination for primary school students; the enrollment rate of Mianzhu Middle School and Nanxuan Middle School exceeded 60% for the first time, ranking third in Mianzhu.

On November 27, the Promotional Presentation of Educational Cooperation and Development of Mianzhu, Sichuan Province themed with A Bright Future in Shenzhen and an Educational Dream in Mianzhu was held in Shenzhen. More than 30 public welfare organizations, international organizations and industry leaders attended the event. Together with Shenzhen Charity Association, Vanke facilitated the signing of cooperation agreements between Mianzhu and BYD, Tencent, UNESCO International Council of Organizations of Folklore Festivals and Folk Arts, Guoyu Future Education Research Institute, the Vanke Foundation and other institutions to carry out cooperation projects in culture and arts, teacher preparation, talent training, etc.



XIE Dong, President of Vanke's Board of Supervisors, attended the Event and made a speech on behalf of Vanke



Signing ceremony between Zundao School and the Vanke Foundation

Case the First Online Class after Zundao School Resumed Classes: The Health Concept from the Perspective of COVID-19 Prevention and Control

On April 16, 2020, at the invitation of Vanke, Ms. ZHOU Xiaomei, vice President of Shenzhen Futian District Second People's Hospital and Head of Medical Expert Team of Futian District Anti-pandemic Leading Group, gave a webcast class "The Health Concept from the Perspective of COVID-19 Prevention and Control" for the teachers and students of the Zundao School. Based on students' daily commuting and campus life, the class introduced the basic knowledge of pandemic prevention and control and "the definition of health" to convey the health concept and health literacy to the students of the Zundao School. Students and parents participated in the webcast course at school or at home.



Ms. ZHOU Xiaomei Giving the Webcast Class "The Health Concept from the Perspective of COVID-19 Prevention and Control" to the teachers and students of Zundao School

Case Drive the Involvement of Social Forces in the Development of Zundao—Ten Years of Mr. Wu

While supporting the Zundao School on its own, Vanke has exerted the influence and driven the involvement of social forces in the development of this rural school. Entrepreneur Mr. Wu Jiangang has started to supported the Zundao School since 2011, and founded Mr. Wu Education Fund to subsidize the outstanding junior high school graduates to complete their senior high school education. In 2017, Mr. Wu further set up the "Zhuxin Lodge" to look after the stay-at-home children. In a span of ten years from 2011 to 2020, 78 poverty-stricken children had continuously pursued their dream with the help of Mr. Wu Education Fund, and 120 left-behind children had been well taken care of.



Mr. Wu Student Grant Awarding Ceremony



Family visits of Mr. Wu Student Grant Recipients

Supporting fundamental education for the relocation project in Nujiang, Yunnan

In active response to Shenzhen's counterpart assistance work to Zhaotong City, Yunnan Province, Vanke donated RMB 100 million to support the city's poverty alleviation through education development. The funds would be used to construct 8 kindergartens in the relocation sites of Jing'an Village of Zhaoyang District and Maojiawan Village of Ludian County to create a safe and comfortable living growing environment to meet the diversifying developmental needs of children. By the end of 2020, 6 kindergartens had been completed and delivered, and scheme design for the remaining 2 kindergartens had been underway.



The First Kindergarten of Jing'an New District, Zhaotong City, Yunnan Province

Vanke • Green & Shine Rural Education Support Program

On March 3, 2020, the government of Guizhou Province announced that 24 counties (districts), including Zheng'an, have been removed from the list of poverty-stricken counties, and Zhenfeng County in Qianxinan Prefecture has been included in the list, signalling that it has successfully got out of poverty. In November 2016, Vanke cooperated with Beijing Green & Shine Foundation to launch the five-year Vanke-Green & Shine Rural Teacher Support Program. As part of poverty alleviation action through education development in Zhenfeng County, the project has contributed to the overall poverty alleviation in the county.

In view of the education situation and requirements of Zhenfeng County, the project focuses on the professional ability, professional identity, physical and mental health of rural teacher groups, and provides the teachers in the county with systematic training and learning support regarding reading promotion and science class learning and research in addition to book donation and scientific exploration experimental equipment, to improve the environment and quality of elementary education in Zhenfeng County.

Mainly focusing on the two major influences of "publicizing independent reading" and "promoting teaching transformation" in 2020, Vanke led, drove and motivated the involvement of more schools and teachers in independent reading and campus reading for teachers and students. Efforts were also made to promote the change of schools and teachers in the concept, method, behavior and other aspects of science class teaching and research, and facilitate the change from the past focus on the transmission of knowledge to the cultivation of children's scientific literacy and comprehensive ability.

Change from reading—promoting independent reading

- Vanke funded the construction of Green & Shine Rural Reading Space for 6 rural schools, donated and updated the book packages for 30 village-based schools, and donated 26,670 books in total. Thus far, 60 primary schools of Zhenfeng County have been built with Green & Shine Library and donated with over 200,000 quality books, basically realizing the full coverage of libraries in all primary schools of Zhenfeng County.
- Vanke supported the Caterpillar Reading Union, a reading organization independently initiated by rural teachers in Zhenfeng County, and encouraged teachers in Zhenfeng County to carry out reading concept promotion and reading practice activities. A total of 40 reading-themed activities were held throughout the year.



Joyful Reading Space of Zhexiang First Primary School, Zhenfeng County

Provide good scientific literacy for every child—to promote the transformation of teaching

- Science education experts were invited to Zhenfeng County for field visits and teaching diagnosis, and professional training was conducted for 160 principals and teachers in the county.
- Vanke funded the construction of Green & Shine Little Scientist Laboratory to two central schools in Zhenfeng County that were built into innovative experimental schools for rural education, helping rural teachers with good science teaching.
- Vanke further supported Zhenfeng science teachers to initiate and found Green & Shine Zhenfeng Science Education Studio, effectively gave full play to the leading role of science backbone teachers, and promoted the introduction of *Zhenfeng County Primary School Science Curriculum Evaluation Reform Plan (Trial)*.

Furthermore, Vanke continued to render its support to rural teachers' health care program by donating RMB 20,000 in a lump sum to one rural teacher with severe illnesses in the county; Vanke granted one-time scholarships of RMB 165,000 in total to 33 students who are children of rural teachers in the county and have been admitted to undergraduate programs in the universities to relieve pressure on rural teachers' families; an online learning platform was established to offer 61 online teacher learning exchange sessions in response to their actual needs, generating 49,418 times of participation.

In 2020, programs on teacher growth, online learning, vocational ability, and student interest were developed based on the program achievements and overall work in Zhenfeng County in the past few years, benefiting **40,524** teachers and students in Zhenfeng County with **112,512** times of participation.

Poverty alleviation through relocation

We support the relocation of people in poverty-stricken areas, donate money and essential facilities and supplies, and improve local public services, education, medical care, and other infrastructure, to meet the primary production, household and education needs of relocated residents.

Supporting daily necessities for the relocation program in Nujiang, Yunnan

During the "Guangcai Program in Nujiang" campaign in 2018, Vanke donated RMB 80 million for the implementation of the "New Era, New Life" public welfare project for relocation in Nujiang Prefecture, Yunnan Province. Necessary furniture such as beds, dining tables, closets and sofas were provided for 25,040 poverty-stricken relocated residents in Lushui, Fugong, Lanping and Gongshan in Nujiang Prefecture to maintain a fundamental quality of life. The project is implemented in three phases. As of the end of 2020, 23,410 sets of furniture had been properly supplied and distributed.

In addition to the furniture donation project in 2020, Vanke spent the project balance of RMB 8.96 million to purchase TVs for 11,200 poverty-stricken households in Lushui City, Fugong County and Lanping County to further improve the living standards of the relocated households.



Relocation Program in Nujiang, Yunnan



Donating public facilities for the "Shenzhen Town" relocation program in Baise, Guangxi

The "Shenzhen Town" project is a demonstration project of the national east-west cooperation in relocation and poverty alleviation, a model project of the Guangdong-Guangxi cooperation in poverty alleviation, and a landmark project of Shenzhen-Baise poverty alleviation support and collaboration. To build the "Shenzhen Town" into a fully functional, well-equipped, green, beautiful and livable model community for poverty alleviation through relocation, Vanke donated RMB 100 million to support its construction. The community health center, daycare center and Party-mass service center of Phase I Project have been completed and put into service in 2018. For the second phase, the township kindergarten, sewage treatment facility, waste compression and transfer station and other infrastructure are still in progress. Among them, the township kindergarten was completed and delivered in 2019; the infrastructure, equipment procurement and installation of the sewage treatment facility project have been completed, and the facility has been put into use; the construction bid invitation for the waste compression and transfer station as well as site earthwork leveling, retaining wall, foundation and main structure have been completed. At present, the decoration and outdoor landscaping are underway.

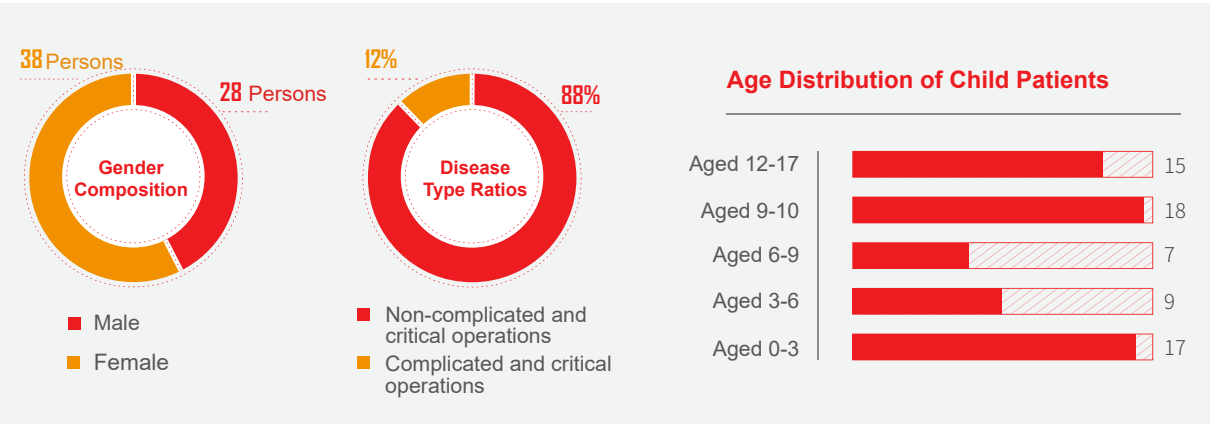
Poverty alleviation through healthcare improvement

Vanke is concerned about the health of children, and cooperates with public welfare partners to care for children from poverty-stricken homes and with special needs, and helps them to access medical treatment and recover as soon as possible.

Surgery and treatment of poverty-stricken orphans with congenital heart disease

The Vanke Foundation has worked with Aiyou Charity Foundation in the public welfare assistance project for poverty-stricken children with congenital heart disease since 2009, with the aim to help children with congenital heart disease aged 0-18 from less fortunate families. Relying on the network platform and using the cooperation mode of designated hospitals, the Aiyou Child Care project selects hospitals with relatively better medical conditions as cooperative designated hospitals across China to provide treatment for children with congenital heart disease.

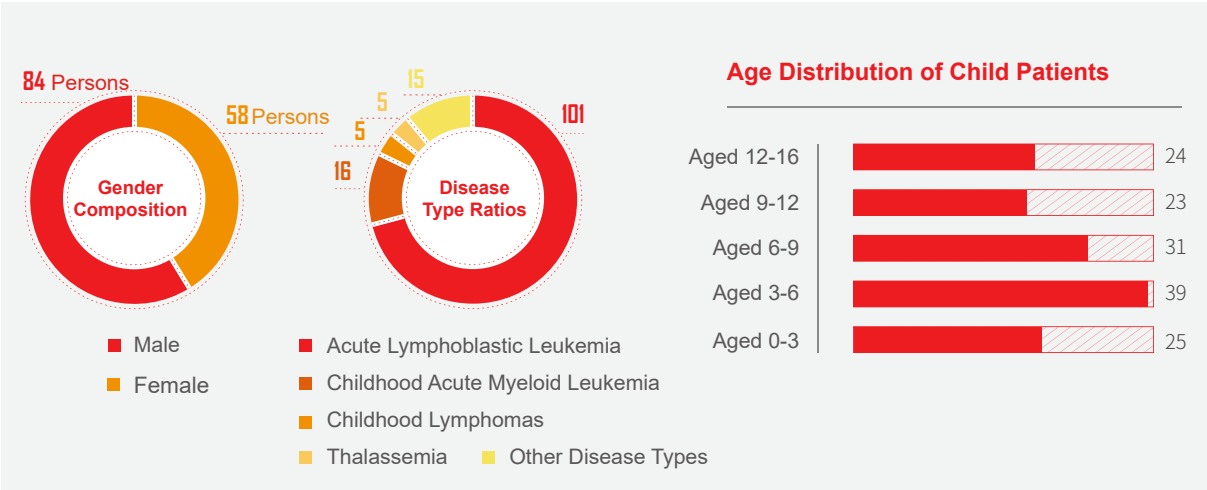
In 2020, the Vanke Foundation donated RMB 1 million to provide medical examinations and surgical treatment for poverty-stricken orphans with congenital heart disease, and funded a total of 66 children with congenital heart disease.



Surgery and treatment of children with hematological diseases and tumors

Pediatric leukemia occurs at a rate between three and four per 100,000 children and is the second leading cause of death among children under 15 years of age. Since 2020, Vanke has been supporting children with hematologic diseases. Vanke has aided children with solid tumors in the National Children's Medical Center, aiming to treat children aged 0-18 from poverty-stricken families suffering from hematologic diseases and solid tumor diseases.

In June 2020, the Vanke Foundation donated RMB 3 million to treat children from poverty-stricken families who suffer from hematologic diseases and solid tumors. Thus far, 142 children had been provided with treatment.



Funding the construction of Vcare Space for Hospitalized Children

In 2020, Vanke, together with Shenzhen Children's Hospital and Aiyou Charity Foundation, initiated the humane medial project "Hospitalized Children Care Space." The project is expected to create a more friendly medical environment and more abundant hospital experience for children and families, thereby reducing their psychological burden of the illness and the medical process and the environment. The co-construction mode of "Children's Hospital + Foundation + Enterprise" is adopted for the project to create an exclusive activity space for children. Professional medical social workers are also employed to provide children and family-centric professional medical social work services through thematic activities, medical adaptation support, and casework.

In 2020, Vanke started constructing Vcare Space for Hospitalized Children in Shenzhen, Taiyuan, Wuhan, Chongqing, and other places. The Vcare Space for Hospitalized Children in Shenzhen and Taiyuan have been completed and put into operation.

Case Vcare Space—Cozy Rehabilitation Center for Hospitalized Children

Located on the 11th floor of the Inpatient Department, Building B, Shenzhen Children's Hospital, Vcare Space has an area of 50 M². The space set up in a concise style with welcoming colors mainly serves the hospitalized children with kidney disease, traditional Chinese medicine and cardiovascular medicine department as well as their family members. Due to the complexity of the diseases, the children's physical discomfort and emotional fluctuations may bring tremendous pressure to them and their parents. Hence, the project plans to provide hospitalization support through interactive games and fun courses to help children relieve physical and mental stress and promote their recovery progress.

Initiated on October 15, 2020, Vcare space is initiated on October 15, 2020. Up until January 2021, Vcare Space has been safely operated for over 80 days, holding 76 events and receiving 1,092 families. The one-to-one ward nursing service has provided companionship to 27 cases.



Rural Vitalization

Rural vitalization is underpinned by pleasant living environments, social etiquette and civility, effective governance and prosperity. Therefore, poverty alleviation is the prerequisite for everything. Vanke responds to the arrangement of the Guangdong Provincial Party Committee and Government regarding Shenzhen's pairing assistance to Heyuan and Shanwei, with the intention to improve the look and infrastructure of villages, drive the economic, social and cultural growth of rural areas in a sustainable way, and build a beautiful countryside.

Invigorating and rejuvenating Xiankeng

Xiankeng village is located 60 kilometers east of Dongyuan County, Heyuan City, Guangdong province, and has a history of more than 400 years. Vanke fully leverages its expertise in preserving and repairing ancient buildings, and contributes to inheriting history and traditional culture, creating cultural and natural tourist attractions, and incorporating artistic elements, with Hakka culture at the core of all these efforts. We have successfully launched the project of renovating ancient Hakka octagonal buildings and tetragonal buildings and the project of rebuilding the Dengyun Academy to restore the traditional look of ancient Hakka buildings; we also made minor rectification of the village without damaging the original landscape to improve local infrastructure; meanwhile, Hakka culture is explored and kept alive to enrich the villagers through the cultural tourism industry.

In October 2020, the Tetragonal Building Revitalization and Utilization Project in which Vanke participated was selected into the list of **Guangdong Province Model Cases of Revitalization and Utilization of Cultural Relics and Historic Sites**.



Duqingtang, a Main Hall of the Tetragonal Building



A Restored Scene of Hakka Life

Building a rural mobile library

With the reconstruction of Dengyun Academy, Vanke has introduced about 4,000 books in partnership with Heyuan Municipal Library, making Dengyun Academy a mobile library of Heyuan. Dengyun Academy Library has become the second classroom of Xiankeng Primary School, which enriches the children's after-school life. The academy, which has been around for nearly 200 years, will continue to nourish students in Xiankeng.



A Rural Teacher Guiding a Child through Reading



Children studying in Dengyun Academy Rural Library

Planning the industrial prosperity of Xiankeng Village

"Industrial prosperity" is the focus of rural revitalization. Through analysis of Xiankeng Village's resource endowment, we have planned two industrial paths for Xiankeng Village, research cultural tourism and sales of organic agricultural products. In the promotion of the research and cultural tourism industry, we have organized historical data mining and interviews with the elderly in the village; in reference to the suggestions of experts in ancient architecture, Vanke organized exhibitions in two ancient buildings, which attracted tourists, elementary and secondary school students from surrounding areas to embrace the architectural beauty and cultural heritage of Hakka round houses, and carry forward Hakka traditional culture and Hakka spirit. Thus far, the project has received over 200,000 tourists. In terms of organic product sales, we have actively worked on Xiankeng tea leaves, and endeavored to double the sales volume and sales price by upgrading the original product packaging.



Xiankeng Tea Garden



Upgraded Packaging of Xiankeng Tea Leaves



Students Visiting the Exhibition in an Octagonal Building

Characteristic Red Culture Landscape in Jinxiang Town

Jinxiang Town is located along the Jieshi Bay in the southeast of Lufeng, Shanwei City, Guangdong Province. After a systematic survey and analysis on Jinxiang Town and an interpretation to successful domestic and international cases, Vanke starts the renovation of the rural landscape from public spaces based on red culture. Through the planned advancement of the protective repair of Jinxiang Red Site and the construction of related supporting facilities, the "T" tourism spatial pattern with Jinxiang beach as the horizontal axis, and Zhou Enlai's Former Residence, Zhou Enlai's Sea-crossing Route and Zhou Enlai Monument as the vertical axis has been established.

In 2020, Xiapu Village of Jinxiang Town was selected as "Famous Cultural Tourism Village in Guangdong."

Constructing the Zhou Enlai Memorial Park

Zhou Enlai Memorial Park is located in Zhouzhu Village, Jinxiang Town, Lufeng, Shanwei City. The park faces the sea in the south and Zhouzhu Village in the north.

The relief sculpture of Comrade Zhou Enlai crossing the sea takes into account both historical narrative and artistic expression. The diversified language of sculpture tells the glorious historical chapter of the Jinxiang people who protected Zhou Enlai and other leaders of the Nanchang Uprising in crossing the sea with their sincerity. Red historical and cultural resources have been incorporated into the public spaces and people's daily life, realizing the close connection between history and reality, meeting the functional needs of culture and education, and helping to create the signature landmark of Jinxiang Red Culture.



Comrade Zhou Enlai Sculpture Wall



Zhou Enlai Memorial Park

Enhancing the living environment

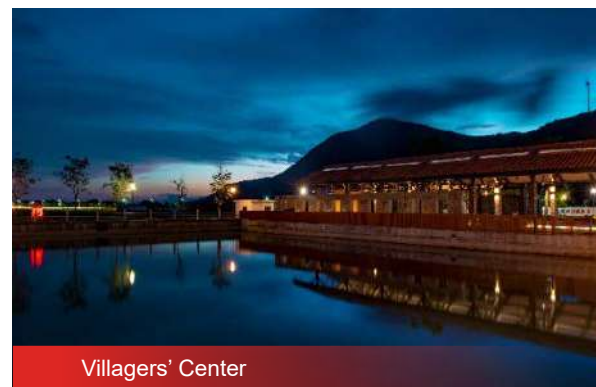
Through several surveys on the existing public resources of Xiapu Village and Zhouzhu Village, Jinxiang Town and the requirements of villagers, we have made rational use of the current empty spaces, squares and public buildings for “Acupuncture style” micro renovation. While the village’s original features and historical memory have been kept, the living environment of the villagers has been improved and their spiritual life has been enriched.



Ancestral Temple Restored to Former Glory



Banyan Tree Plaza of Huangcuoliao Village



Villagers' Center



Football Field of Xiapu Village

Funding the construction of Xiapu Primary School

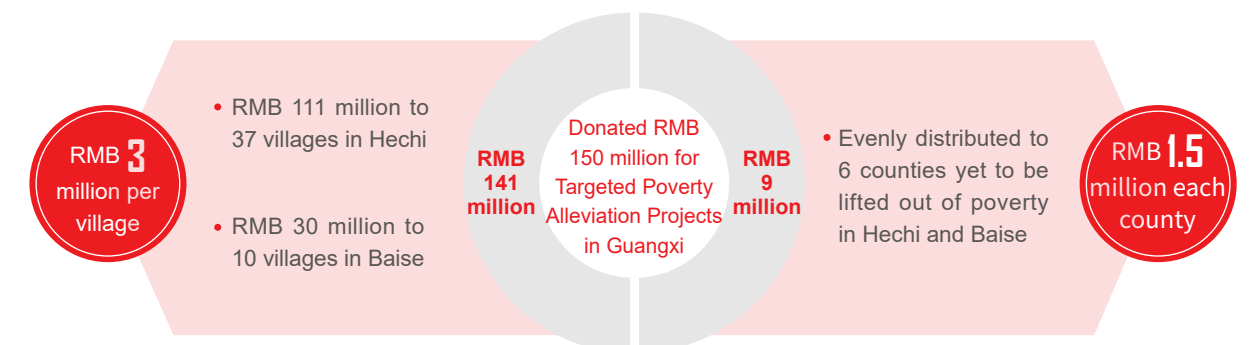
We have funded the Xiapu Primary School Reconstruction and Expansion Project according to Shenzhen standards, and constructed the new teaching building, teachers' offices and rest rooms of 1,600 M² in total. The old teaching building is renovated, a steel structure connecting the corridor between the new and old buildings added, and the landscape trees and rotating slides through the two-story teaching buildings installed. And multimedia teaching machines, computers, electronic class cards and other equipment have been purchased. The project is constructed in stages without disruption to the normal curriculum and fully completed and put into use in June 2020. Xiapu Primary School is invigorated and highly favored by local teachers and students.



Xiapu Primary School

Supporting the rejuvenation of the charming Guangxi

On June 11, 2020, Vanke pledged a donation of RMB 150 million to Shenzhen Eastern and Western poverty alleviation collaboration in 47 villages under the supervision of the State Council Leading Group for Poverty Alleviation and Development and 6 counties yet to be lifted out of poverty in Hechi and Baise, Guangxi. The funds were to improve the local infrastructure, enhance industrial development, promote steady employment, labor service cooperation, and lift the livelihood of people and welfare level.



OPERATIONAL PRACTICES

Sustainability Management

Compliance Management

Good Products

Good Services

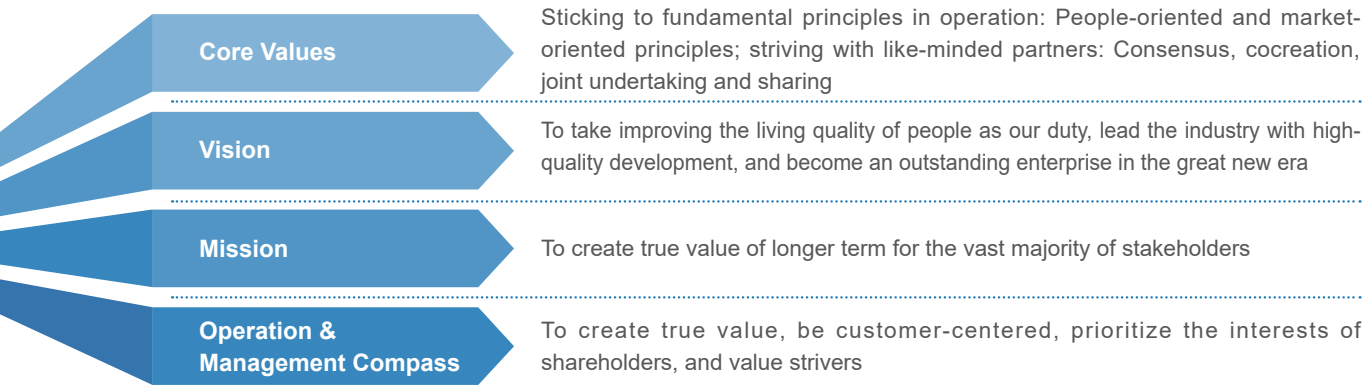


Sustainability Management

Vanke has been actively pursuing the concept of sustainability and continuously improving the management of environmental, social and governance (ESG) performance. We review the performance of Vanke ESG regularly, formulate ESG strategies and policies and implements studies on specific ESG topics on a regular basis to gradually enhance the ESG management level and responsible practices.

In 2020, Vanke was once again included in the Hang Seng Corporate Sustainability Benchmark Index, and for the first time incorporated into Hang Seng ESG 50 Benchmark Index; the MSCI-ESG Index was upgraded from BB to BBB.

Philosophy and strategic positioning



Vanke has strategically positioned itself as a “city and town developer and service provider”, and aims to become a lifestyle creator, a mainstay of the real economy, an innovator and pioneer, and a contributor to harmony. We are committed to becoming an ecological platform that contributes to the harmonious growth of both urban and rural areas, and meets customers’ needs for a better life.

Lifestyle creator: Centering around people’s needs for a better life, we have given full play to our strength and advantage in scenario adaptation, and provided high-quality products and services applicable to diverse life and workplace scenarios.

Mainstay of the real economy: We remain steadfast in developing industries, and always provide genuine products and services at fair prices for true customers and true needs. We work diligently in our domain, keep a low profile and create true value with our integrity, pragmatism and expertise.

Innovator and pioneer: We stay in a leading place in the independent development and application of technologies in our business domains, and are bold to seek constant institutional innovation in corporate governance and management.

Contributor to harmony: We value harmony not only between man and nature but also among people. Committed to green and sustainable growth, we have fully incorporated ecological conservation into our business activities and CSR efforts. Based on the business partnership mechanism, we form a win-win collaborative community with extensive stakeholders, to jointly build a society for all.

Management structure

• ESG Management Structure

In 2019, Vanke's Board of Directors deliberated and clarified the environmental, social and governance (ESG) management system, and established the ESG working organizations in order to gradually incorporate sustainability issues into the corporate agenda. In March 2020, The ESG Working Committee reported to the Board of Directors on the identified material issues, reviewed and evaluated the sustainability risks of Vanke, and provided recommendations on the final determination of material issues.

In 2020, Vanke won the **first** place in the list of “China Top 50 Listed Real Estate Companies in ESG Best Practice 2020” assessed by ESG Evaluation Center of China Index Academy.

The Board of Directors is the highest decision-making body of ESG management. It decides the ESG management framework and management strategy of the Company, ensures that Vanke establishes appropriate and effective ESG risk management and internal monitoring system, and is responsible for reviewing and approving the ESG annual report of the Company.

The ESG Working Committee is composed of senior executives of the Group and relevant leaders of functions. Its work includes: deciding the management objectives, policies and implementation approaches of ESG; identifying the ESG risks and opportunities as assessed; determining the relevant ESG management system and workflow; deciding on the ESG work plan and evaluating the completion of the work; conducting a preliminary examination of the annual ESG report and submitting it to the Board of Directors for review.

The ESG Execution Team is composed of contact personnel of related functions/departments of Vanke ESG management. It is mainly responsible for assessing and identifying ESG-related risks and opportunities, following up with updates/notifications regarding regulatory changes, assessing the gap between ESG work and standard requirements, and the differences between advanced peers companies towards excellent practices, making improvement plan and promoting the implementation, implementing annual work content, preparing annual sustainability report according to ESG management objectives, and reporting the ESG work of each function /BG/BU to ESG Working Committee via email or meeting regularly.

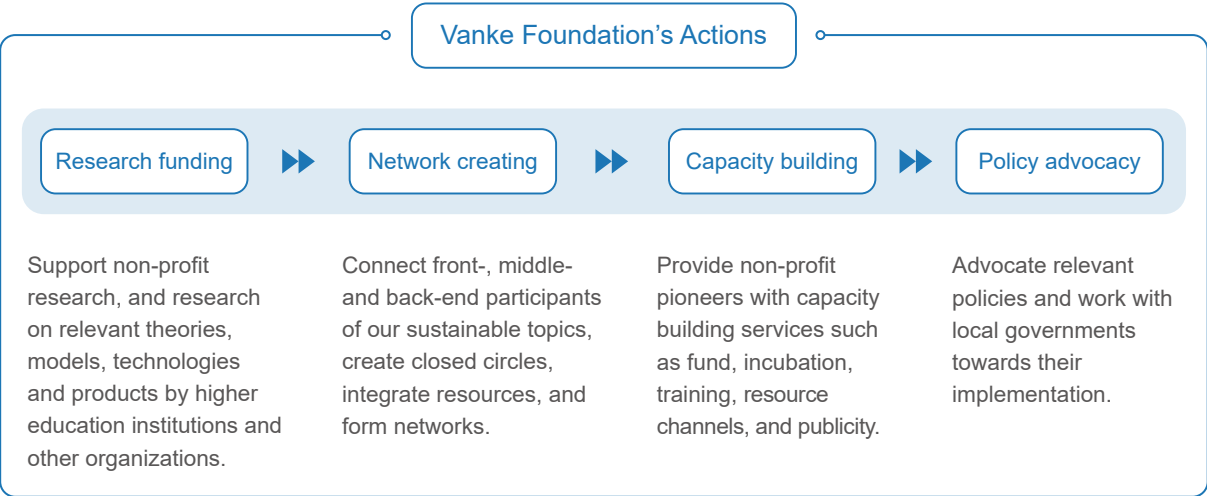
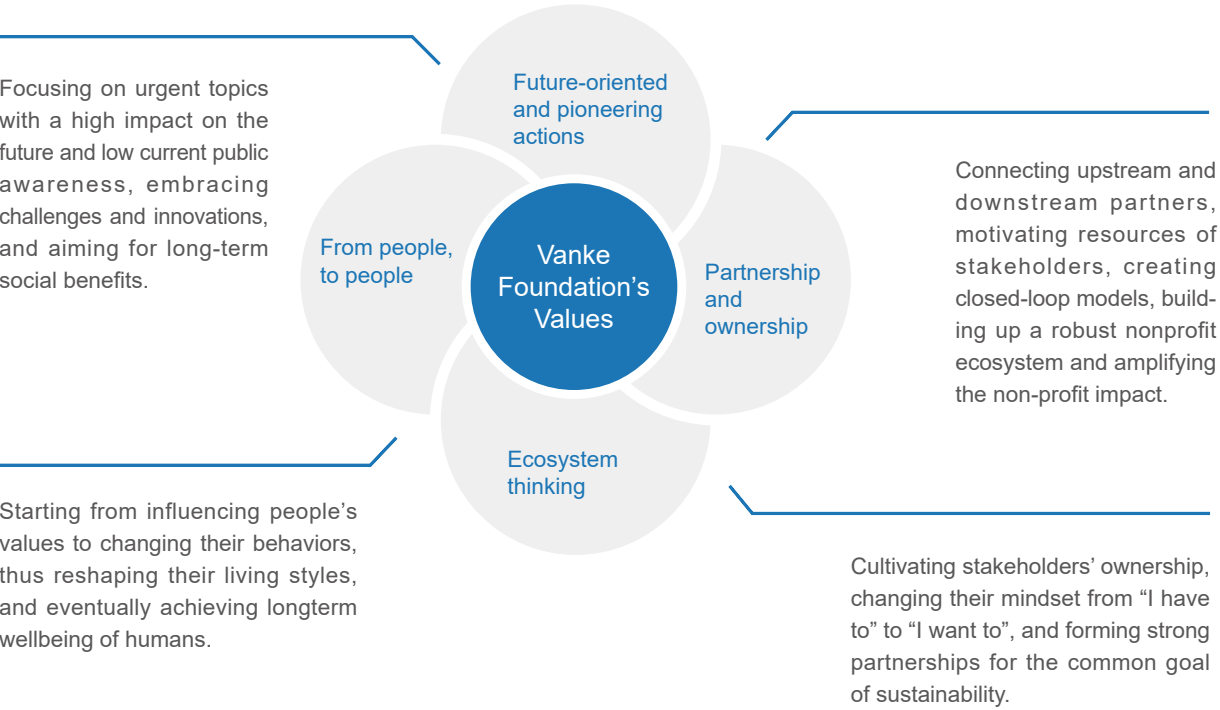


• Vanke Foundation

Founded in 2008, the Vanke Foundation is a national non-public foundation initiated by China Vanke Co., Ltd., approved by the State Council and the Ministry of Civil Affairs which also acts as its supervising authority. In 2017, it was recognized as a charity organization.

Based on professional management, the Vanke Foundation concerns issues that have a profound influence on the future and aims to create “sustainable communities”. It joins hands with stakeholders such as employees, the government, community residents, experts, volunteers, and suppliers, to address problems facing environmental protection and community development, and create sustainable, responsible communities with mutual support.

In 2020, the Vanke Foundation spent a total of RMB 160 million, cooperated with 43 public welfare organizations and organized hundreds of public welfare activities.



Vanke Foundation strategy and development

In 2018, the Vanke Foundation released the *Vanke Foundation Strategic Plan 2018-2022* and charted the course for future development and priorities. The public welfare actions have been planned from four aspects: supporting research, network building, capacity building, and policy advocacy. Vanke would give full play to our professional capabilities, leverage the superior resources of stakeholders, release public interest influence, and commit to creating long-term social benefits.

In 2020, the Vanke Foundation focused on building professional capability in environmental protection and community development areas and built the robust public welfare ecosystem with community waste management as the flagship projects.



Stakeholder management

We have always insisted on building diversified communication mechanisms and close relationships with the stakeholders for exchanges and communication through more channels and methods.

Stakeholders	Expectations & Requirements	Vanke Response
The Government	<ul style="list-style-type: none">Legal complianceTax payments according to lawSupport of economic development	<ul style="list-style-type: none">Compliance managementProactive tax paymentResponding to the call of national policy
Shareholders	<ul style="list-style-type: none">Corporate governanceReturns and growthRisk control	<ul style="list-style-type: none">Establishing a scientific and reasonable governance structureRegular disclosure of business informationGeneral meetingsContinued growth to ensure shareholder returns
Employees	<ul style="list-style-type: none">Wage and benefit securityHealth and safetySmooth communicationFair promotion and development opportunities	<ul style="list-style-type: none">Timely full wage payment and social insurance paymentEstablishment of occupation health and safety management systemCarrying out physical examination and fitness testing for employeesEstablishment of 12 communication channelsSmooth career development channels and employee training
Customers	<ul style="list-style-type: none">Product quality assuranceQuality management service	<ul style="list-style-type: none">5+2 Industrialized productionProviding quality serviceProtecting customer privacy
Partners	<ul style="list-style-type: none">Honoring commitmentsFair, just and open procurementExperience sharing	<ul style="list-style-type: none">Contract execution according to lawOpen bid invitation, issuance of List of Qualified SuppliersEstablishment of A-UPUP E-commerce PlatformProject cooperationPromotion of sound industry development
Environment	<ul style="list-style-type: none">Effective use of resourcesEmission reductionAddressing climate changeBiodiversity conservation	<ul style="list-style-type: none">Responding to carbon neutrality goalsHousing industrialization, green buildingEnergy management, water resources management, waste management (including community waste management)Participation in United Nations Climate Change ConferenceEnvironmental GovernanceVegetation conservation, Snow Leopard conservation, Porpoise conservation, Mangrove Wetland conservation and Coral conservation
Communities and the Public	<ul style="list-style-type: none">Support of social developmentCare for disadvantaged groupsHealth culture	<ul style="list-style-type: none">Supporting targeted poverty alleviation and rural vitalization strategyCharity undertakingsVolunteer services

Management of material topics

We attach great importance to the identification and management of sustainability topics, and conduct surveys on stakeholders regularly to understand the opinions of the government, shareholders, employees and customers and their feedback in a comprehensive manner, and thus identify material topics of sustainable development, and disclose relevant information in this Report. By so doing, we hope to effectively improve the pertinence and responsiveness of this Report, and enhance the sustainability management of Vanke on an ongoing basis. In 2019, we conducted offline group interviews with online surveys on stakeholders, and updated the materiality matrix according to the results. In 2020, we conducted interviews with the functions and business divisions highly related to ESG works within the Group, reviewed and evaluated the material topics, and further sorted out the materiality matrix for 2020 based on the actual business conditions and development planning of Vanke.

1

Identifying topics and developing a topic list

- We sorted out major sustainability issues as well as concerns of stakeholders, benchmarked ourselves against peer companies at home and abroad and eventually defined key material topics in the real estate industry.
- Through consolidating the assessment requirements of ESG ratings and indexes such as MSCI, DJSI and GRESB in the capital market and reviewing the industry standard SASB related to sustainability management, we identified frontier objectives and potential risks of sustainability in the industry.

2

Conducting a stakeholder survey

- We researched on the evaluation results regarding material sustainability topics of Vanke from our internal and external stakeholders, including directors, senior executives, employees, customers, investors, partners, media, industry associations, regulatory authorities, academic institutes and the general public.

3

Prioritizing the topics

- We followed the materiality principle to prioritize topics from two dimensions – “importance to Vanke’s development” and “degree of stakeholder concern”.
- The shortlisted topics were reviewed and confirmed by Vanke’s Board of Directors and external experts.

4

Matrix of Significant Issues

● Environmental protection ● Customer management ● Community prosperity ● Employee care ● Business operations

Topics

1

Guaranteeing the safety and health of customers

2

Protecting customer privacy and information security

3

Improving customer service quality

4

Promoting green and sustainable supply chains

5

Establishing enterprise and supplier behavior standards

6

Reducing water waste

7

Perfecting customer opinion and satisfaction management

8

Fair hospitality and marketing

9

Protecting the occupational health and safety of employees and labors

10

Protecting the rights and interests of employees and employee diversity

11

Coping with climate change risks and opportunities

12

Improving environmental awareness and participation ability of stakeholders

13

Providing training and career development opportunities

14

Preventing and combating corruption and unfair competition

15

Adopting green and sustainable building design

16

Ensuring the well-being of employees and creating a decent employment environment

17

Reducing and properly managing waste and sewage discharge

18

Increasing energy efficiency and using renewable energy

19

Improving community infrastructure and supporting services

20

Enhancing employee participation and satisfaction

21

Biodiversity conservation

22

Reducing greenhouse gas emissions

23

Protecting intellectual property rights

24

Promoting community integration and coordinated development, and building a people-centered new town

25

Supporting regional economy and targeted poverty alleviation

26

Promoting industry exchange, cooperation and innovation

*Note: The bold topics in the table are high importance topics.

Compliance Management

Risk management

Vanke has strengthened the functions to identify, monitor and guard against risks at the Board level and internal management level on an ongoing basis. The Board authorizes the Audit Committee to assess and determine the Company’s maximum exposure to risks in achieving its strategic objectives and the nature of such risks, and examine and assess the effectiveness of the Company’s risk management system. The Internal Risk Management Committee is responsible for the identification, prevention and control of risks at the company level, gradually establishing the risk management function in business groups/units and front-line companies, as well as risk identification and assessment.

Meanwhile, the Board is responsible for establishing, improving and effectively implementing internal control in accordance with the requirements of internal control standards as well as assessing its effectiveness. The Audit Committee under the Board is responsible for risk management, reviewing the internal control of the Company, supervising the effective management and self-assessment of internal control, guiding and coordinating the internal audit and other related matters. For more information about internal control and risk management, please refer to Vanke 2020 Annual Report.

Code of Conduct

We have established and improved the financial management system and auditing and supervision system, and compiled internal management and control policies such as *Code of Conduct for Employees at Different Positions*, *Internal Home Purchase Regulation for Employees*, *Guidelines for Employees to Report Potential Conflicts of Interest* and *Sunshine Policy*. Applicable to Vanke and all its affiliated companies, the *Code of Conduct for Employees at Different Positions* is to regulate employees’ behaviors in such aspects as staff behaviors and activities, utilization of company resources, confidentiality obligations, norms for internal and external exchanges, handling of conflicts of interest, complaint & whistleblowing, and accountability.

Vanke has urged all employees to sign the *Letter of Integrity and Self-discipline Commitment* online or offline to ensure 100% compliance. At the same time, we have immediately investigated and followed up the known violations or cases, conducted an internal audit on anti-fraud behaviors, and actively identified the risks of employee violations and taken remedial measures.

Integrity culture

We take a zero-tolerance stance towards fraudulent behaviors, insist on “zero fraudulence, zero corruption and zero bribery” as baseline requirements for all Vanke employees, and mobilize internal and external resources to create a favorable environment for fair competition, honesty and integrity. 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, and inspecting and evaluating the Company’s risk management system. The audit and supervision function is directly responsible for the integrity management of the Group. We have established a supervision mechanism involving the headquarters, business groups/units (BG/BU) and frontline companies to play a major role in the management of audit supervision and corruption risk screening.

Prevention and control of corruption risk

The Headquarters and business divisions of Vanke carried out audits and inspections to promptly close integrity loopholes. We invited all employees and partners to evaluate our integrity environment, and compiled *Letter of Reminder for Integrity Risks* according to the evaluation results to hold front-line management teams accountable for integrity building. In 2020, we carried out audits and inspections on an ongoing basis. Three comprehensive audits and six specialized audits were organized, and 35 internal control inspections were conducted on high-risk areas such as marketing/finance/cost/procurement, so as to deal with violations of the red line in a high-handed manner.

Cultivating integrity culture

We conduct “Red Line” training every year for all employees including Board of directors, and designate the *Sunshine System - Vanke Red Line Requirements for Employees* as the compulsory course for all new employees for the purpose of normative management on the duties of all employees. Through classroom interaction, the training is expected to enhance 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. In 2020, Vanke organized 7 training sessions for 1,128 new employees.

We organize integrity publicity and implementation activities on a regular basis. The integrity laws, regulations and internal norms of Vanke have been publicized by launching the integrity website, posting a series of integrity posters, starting the “Keep Fighting under the Sunshine” column, and releasing the integrity reports and staff warning cases. In 2020, we interviewed 13 general managers to endorse integrity and set an example of integrity; 18 issues of integrity reports were released with more than 1.1 million readers.

Enhancing partner integrity

We have joined forces with Alibaba, Midea and other companies to launch the China Enterprise Anti-Fraudulence Alliance, share anti-fraudulence experience and blacklists, and ramp up social costs of dishonesty. Please see the *Integrity Procurement* section in this Report for more details regarding standardized procurement and integrity behaviors of related parties during cooperation.

Protecting the rights and interests of the whistleblowers

We have opened up whistleblowing channels such as the Vanke Fraudulence Reporting Website (<http://5198.vanke.com/>), the whistleblowing email box and “Integral Vanke” WeChat official account to handle complaints and reports against employees or units engaging in malpractice, fraudulence and other violations of professional ethics. The whistleblower’s information will be kept confidential, priority will be given to tipoffs filed in real name, and rewards will be provided for the whistleblower after the tipoff is verified to be true. Suppliers, contractors, and other partners may report any potential violations to Vanke through open reporting channels. Upon receiving the confirmed reported cases, Vanke’s supervision, and audit function strictly handle the reported cases of fraudulence and corruption according to the seven procedures: judgment and analysis, establishment of verification team, carrying out verification, issuance of preliminary verification report, feedback to the informant and soliciting the opinions of the investigated object, issuance of formal verification, report and notification. At the same time, we have established regulations on the protection of informants’ information, strictly controlled the scope of information within the Company, strictly kept confidential the materials involved in the investigation, and required the investigated units and persons reported not to retaliate against the informants. Once acts of retaliation are found, we will deal with such acts seriously.

The signing rate of the Letter of Integrity and Self-discipline Commitment is	The coverage rate of Red Line training is	The signing rate of <i>Sunshine Cooperation Agreement</i> is
100%	100%	100%

Protection of intellectual property rights

We strictly comply with the *Trademark Law of the People’s Republic of China*, *Copyright Law of the People’s Republic of China*, *Patent Law of the People’s Republic of China* and *Anti-Unfair Competition Law of the People’s Republic of China* and other governing laws and regulations in China, strengthen the management of patents, copyrights, trademarks and other intellectual property rights, and take legal actions to protect intellectual property rights. In addition, we fully respect intellectual property rights of others, encourage and protect fair competition, prevent unfair competition and strive to protect the legitimate rights and interests of others from being infringed upon. In 2020, Vanke obtained 17 new patents, the total number of patents reached 198.



Good Products

Vanke builds houses for people to live in, not for speculation. We always put quality, health and performance at the core of residential products, and conduct full life-cycle management and control of engineering quality to deliver quality products to customers.

In 2020, we summarized the relevant historical technical standards and management requirements within the scope of Vanke, sorted out, consolidated, and updated four batches of baseline requirements and standards. Vanke's mandatory baseline requirements and uniform standards in product planning, safety and quality, and cost procurement were reiterated.

Vanke baseline requirements and standards for design, safety and quality updated in 2020

Vanke Standard for Quality Management of Concrete for Projects under Construction	
Vanke Design Baseline Management Methods and Operating Guidelines	
Vanke Check List of Baseline Requirements for Residential Design	
Residential Buildings	Vanke Implementation Plan for Safety and Quality Inspection of Projects under Construction (Residential Buildings)
	Vanke Standard for Safety and Quality Inspection of Projects under Construction (Residential Buildings)
Commercial Offices	Vanke Implementation Plan for Safety and Quality Inspection of Projects under Construction (Commercial Offices)
	Vanke Standard for Safety and Quality Inspection of Projects under Construction (Commercial Offices)
Vanke Check List of Baseline Requirements for Electromechanical Technology of Commercial Offices	



Design—return to healthy living environment

Vanke has always been committed to creating a healthy living environment. Building on the existing system of healthy products, Vanke has garnered forces to develop the technology system for a healthy living environment, provide customers with safe, high-quality, healthy residential products, and build people-centered living spaces.

In 2020, Vanke formulated the *Vanke Evaluation Criteria for Healthy Residential Areas* and provided the *Vanke Operating Guidelines for Evaluation Criteria for Healthy Residential Areas*. The technical indicators and solutions in relation to the air, thermal comfort, water, lighting, sound, sports, spirit, material, structural comfort, community mobility, intelligence, property service, innovation and other aspects of the integrated residential areas were specified.

Module value propositions and technical points

Value Propositions and Technical Points		Actions Taken
Provide cleaner indoor air, and stay away from PM _{2.5} , formaldehyde and indoor air pollutants.	◀◀◀  ▶▶▶ Air	Comprehensively upgrade the panel material standards, improve the customer experience of the fresh air system, formulate the research, testing and technical requirements of the basement ventilation system, and the design requirements of the kitchen exhaust fan.
Provide a more comfortable indoor and outdoor temperature and humidity environment, and ensure warmth in winter, coolness in summer, and appropriate humidity.	◀◀◀  ▶▶▶ Thermal Comfort	Specify the design requirements on condenser location for central air conditioning, air conditioning outlet, kitchen air conditioner, temperature and humidity dual control air conditioner, dehumidifier, underfloor heating.
Provide cleaner water and more hygienic and safe drainage.	◀◀◀  ▶▶▶ Water	Put forward requirements on ensuring water quality, improving water purification equipment, drainage system security, and functional design of kitchen and bathroom.
Make full uses of natural light to provide customers with more comfortable indoor lighting and good outdoor ambient lighting.	◀◀◀  ▶▶▶ Lighting	Conduct research on pleasant light environment and healthy lighting, and apply the research results to the projects.
Provide quieter interior spaces, and a tranquil life without being disturbed by noise.	◀◀◀  ▶▶▶ Sound	Focus on and upgrade the sound insulation of building components, equipment, and pipe optimization, and carry out noise acceptance monitoring.
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.	◀◀◀  ▶▶▶ Sports	Provide design guidelines for healthy runways and children's activity areas, and apply them to the projects.
Create a green, picturesque park-like landscape.	◀◀◀  ▶▶▶ Spirit	Enhance the healing function of the landscape to meet customers' spiritual needs for solitude and relaxation; provide a pleasant place for conversation and a public space of friendly neighborhood.
Provide safer, more durable, low-maintenance materials and parts.	◀◀◀  ▶▶▶ Material	Promote the development and application of structural insulation materials, mildew-resistance and easy-to-clean parts, durable waterproof materials, etc.
Create barrier-free, contactless, more hygienic, safer, more convenient, and more comfortable community mobility and logistics system for customers by providing multi-dimensional design guidelines, methods and measures.	◀◀◀  ▶▶▶ Community Mobility	Carry out studies on emergency protection, contactless mobility, community comfort and other aspects.
Visualize the data of healthy environment through the linkage of intelligent devices to realize the connected control of household equipment.	◀◀◀  ▶▶▶ Intelligence	Build a smart home platform and connect to all kinds of performance devices.
Provide more comprehensive healthy environment operation and healthy protection services.	◀◀◀  ▶▶▶ Property Service	Provide event planning, illumination assurance, noise control, garden maintenance, value-added services, etc.

Case Practice Healthy Living Solution

Yantai Yulongshan Yuezhuang project has been meticulously designed in terms of air, water, nutrition, lighting, fitness, comfort, and spirit. Based on the concept of “healthy life” + “technology and intelligence”, we have put in place central air conditioning, IHome fresh air system and 3M whole-house water purification system to promote a healthy diet and integration of sports into life. Efforts were made to construct “healthy buildings based on human body system”, conveying the green and healthy life concept to customers. In 2020, the Yulongshan Yuezhuang project won the precertification of WELL Golden Healthy Residence and became a model of healthy residences.



Health Club of Yulongshan Yuezhuang Project, Yantai



Yulongshan Yuezhuang Project, Yantai was awarded with the WELL GOLD PRECERTIFICATION

Materials—rigorously standardizing the access conditions

We have persistently tightened management and control from the source and comprehensively ensured the quality of products through unannounced inspections on materials and components and project site inspections. Vanke has rolled out the “Operation Skynet” on an ongoing basis to manage and control Vanke products from all perspectives and ensure good products and services.

• Benchmarking standards for material procurement

We have formulated the *Checklist of Benchmarking Standards for Material Procurement*, which applies to the whole Group in reference to industrially leading standards domestically and internationally to standardize fundamental performance requirements on key materials such as mildew-resistance materials, doors and windows, waterproof materials, renovation materials, etc.

Based on the concept of healthy housing, we have established high standards for healthy materials in three aspects: safety, durability, mildew resistance and ease of cleaning to provide customers with safer, more durable and low-maintenance materials and parts. In respect of safety, we have established the external insulation, air conditioning louver anti-falling system, ground anti-skid system to create a safer living environment; in terms of durability, we have put in place a high durability system of anti-seepage materials, doors and windows, floors and decoration materials, to ensure long durability of the product system; in relation to mildew-resistance and easy cleaning, we have developed an indoor renovation mildew-resistance and easy to clean material system to create a clean and hygienic home environment.

For indoor environment such as air quality, we have imposed strict control on the core indicators, such as formaldehyde and volatile organic compounds, in raw material acquisition and home delivery, and put forward requirements higher than the national standards in material procurement to control the content of harmful substances (including formaldehyde) of critical materials like interior wall coatings, flooring and cabinets.

Field	Material Category	International Standards	Vanke Standards
Health	Mildew-resistance Coating Materials	Mildew-resistance grade 0 on Day 28	Mildew-resistance grade 0 on Day 56, with additional testing on Alternaria
Environment	Floors	Limit of formaldehyde emission ≤ 0.124mg/m³	Limit of formaldehyde emission ≤ 0.05mg/m³
	Cabinets	Limit of formaldehyde emission ≤ 0.124mg/m³	Limit of formaldehyde emission ≤ 0.08mg/m³
	Interior Wall Coating Materials	Limit value of harmful substances (formaldehyde) ≤ 50mg / kg	Limit value of harmful substances (formaldehyde) ≤ 30mg / kg

• Operation Skynet

To prevent counterfeit and inferior materials and components from entering construction sites, Vanke has formulated the *Administrative Measures for Operation Skynet*, and has rolled out the “Operation Skynet” throughout the Group since 2015. In 2020, Vanke updated the *Vanke Implementation Plan for Skynet Inspection on Projects* and *Vanke Skynet Inspection Standard for Products under Centralized Procurement*. The building materials used in residential buildings, Port Apartment, logistics and commercial properties have been inspected for quality compliance in factories and on construction sites. We have further conducted unannounced inspections throughout the life cycle of materials, and strictly controlled the quality of materials and enhanced engineering quality through administrative measures like third-party quality inspections and supervised corrections.

Factory monitoring

Fully utilize the advantages of centralized procurement, focus on the quality testing control on production source raw materials, semi-finished products and finished products and reduce the probability of unqualified products shipped out of the factories.

Site monitoring

Carry out full-coverage inspection for projects under construction, dynamically adjust the frequency of sampling inspections every month, and increase the frequency of sampling inspections next month for materials with a low continuous pass rate.

Supervision and rectification

Establish a closed-loop mechanism for nonconformities, and realize 100% closure of nonconformity problems; interview material suppliers with continuous low qualified rates, and require suppliers with key nonconforming indicators to suspend supply, and supervise them to improve the product quality before the resumption of supply.

Within the reporting period, Skynet inspection covered 5 categories of materials supplied by Party A, materials provided by Party B, air quality inspection, engineering quality inspection and project site performance inspection.

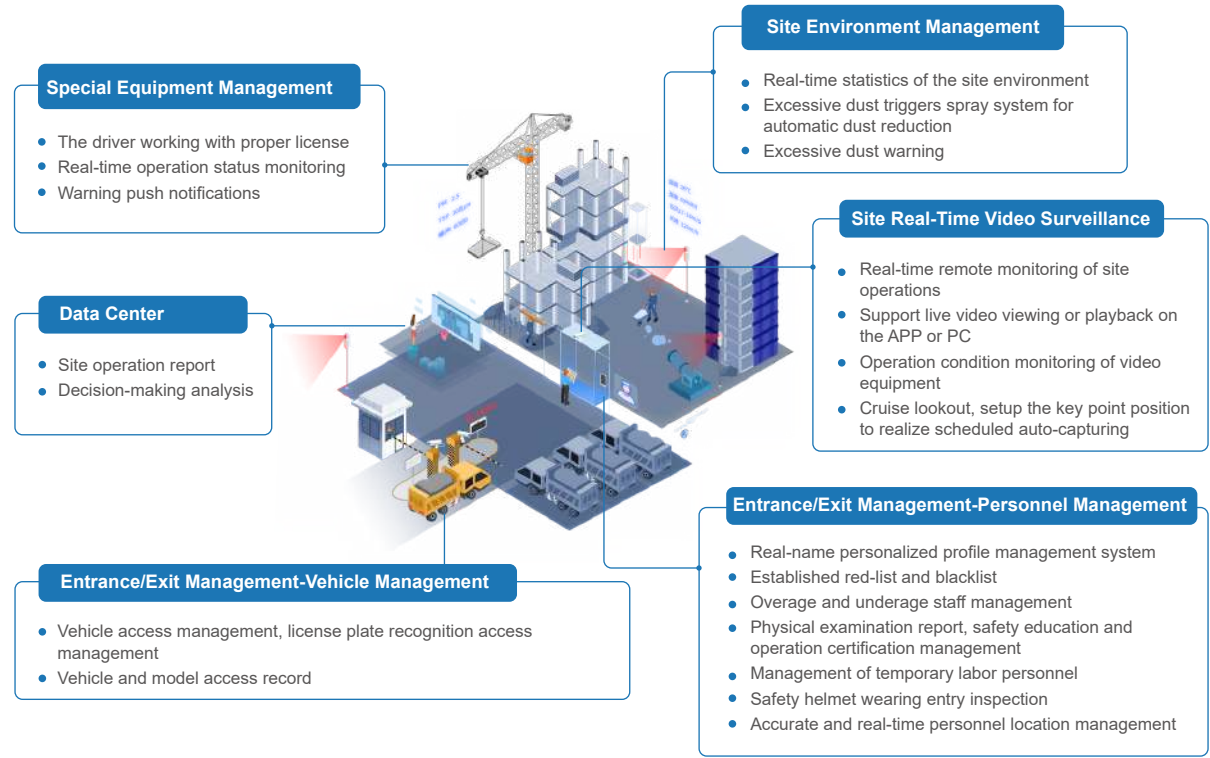
building materials	air quality inspection points	the coverage rate of Skynet inspection items was
25,104 groups	12,857	100%

Construction—intelligent technology integration and assurance

We innovatively apply state-of-art construction technologies and deeply combine engineering construction with Internet technologies to develop a smart environment for project construction and operation, reduce the dependence on humans, and realize safe and high-quality construction. At the same time, we apply technology extensively to achieve a series of information sorting and integration from design to site construction and later operation and maintenance.

For site management in project construction, Vanke has put in place the *Implementation Guidelines for Intelligent Sites of Projects under Construction*, providing institutional guarantee from the Group to the regional companies and the city companies, specifying the construction standards of intelligent sites, standardizing the online evaluation process, and the related requirements for daily application and maintenance. We have built a Vanke 5G+AIoT intelligent construction site system that consists of front-end devices, communications, functional applications, and platform presentation. In terms of applications level, Vanke has defined 4+12 functional applications, including online patrol inspection, HD video monitoring, and AI construction drawing review and other intelligent site baseline configurations, and started to promote them nationwide.

Vanke 5G+AIoT Intelligent Construction Site Application



Case AI Intelligent Construction Drawing Review - Explore Architectural Big Data with Machine Learning and Keep the Baseline of Design

Integrating the professional knowledge and practical experience of experts in the front-line design business, we have developed AI drawing review tools from the actual business scenarios to help business development with science and technology. In 2020, we officially applied AI intelligent drawing review to front-line projects, allowing the machine to assist designers in drawing review and quickly form review reports for further judgment or correction. At the same time, we input design defect cases and draw data over the years into the machine, so that it can learn on an ongoing basis and lay a foundation for automatic management of drawings and automatic entry of project master data and other extended applications.

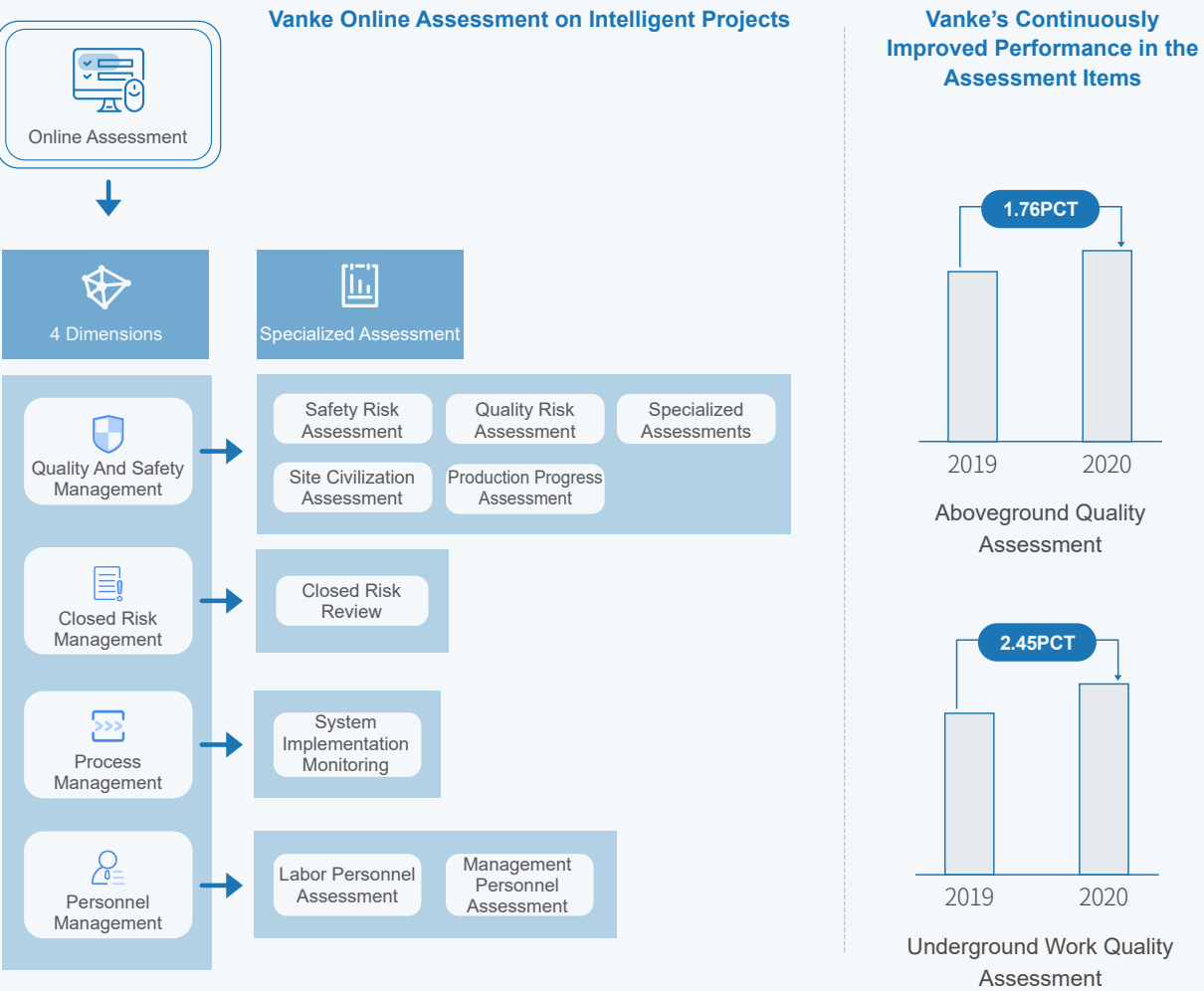
One AI intelligent drawing review machine is estimated to complete the workload of 35 people a year, greatly reducing the cost of drawing review with an accuracy rate over 94%. These machines can help Vanke keep the baseline of product design, significantly improve the quality of drawings and build good products.

Case 5G Intelligent Site Construction Standard for Changchun Sunflower Town

Changchun Sunflower Town has realized intelligent control on the construction site in the combination of the 5G network environment from the six aspects of site risk, personnel management, equipment management, high-risk project management, progress management and remote management. It has reached the high standard for observation of the Ministry of Housing and Urban-Rural Development.

On October 13, 2020, the New Building Industrialization Technology Exchange & Changchun Vanke Sunflower Town Project Observation sponsored by the Technology Innovation Alliance of Prefabricated Building Industry under the Ministry of Housing and Urban-Rural Development came to a satisfactory conclusion. Themed with Intelligent Vanke, Building the Future, the event was extensively reported by mainstream media like people.com.cn. The 5G Intelligent Site Construction Standard for Changchun Sunflower Town was critically acclaimed by the government and the industry.

In 2020, we started the online pilot work. Based on the achievements of intelligent engineering construction of Vanke, we carried out a remote online assessment from four dimensions of quality and safety management, closed risk management, process management and personnel company, and formulated the *Experimental Manual of Online Assessment for Projects under Construction* to specify the rules, standards and procedures of the online assessment. As of the end of the reporting period, the Group had achieved a promotion rate of 100% in intelligent sites.



Delivery—full construction cycle assessment assurance

We have developed an engineering quality and safety evaluation system that comprises five aspects, namely underground engineering assessment, quality assessment, safe and civilized construction assessment, pre-delivery assessment and delivery assessment to ensure engineering quality by combining self-assessment and external assessment. From the construction of the main body of each project, a joint pre-delivery acceptance check team will be set up to exercise engineering construction, design, customer service and other functions, identify defects during the construction process, produce a joint acceptance check report on delivery risks and a closed loop for rectification, so that all the defects could be eliminated before delivery. Meanwhile, we hire professional third-party assessment agencies to assess the whole construction process of 100% of the projects in progress, covering from the groundwork to the delivery, which will ensure engineering quality and avoid defects in delivered projects. In 2020, we formulated the *Construction Site System for Senior Management Personnel*, which requires the general manager of a city company to visit construction sites for projects under construction no less than 4 times per month. The project leader in charge of a city company is required to visit construction sites for projects under construction no less than 8 times per month. Through continuous supervision of construction projects from top to bottom, construction quality is guaranteed.

Before home buyers check on their own, we will produce and send them a "Customer Home Inspection Guidelines Form" to clearly define acceptance criteria and provide professional reference for customers in acceptance check for the purpose of delivering quality products.

In 2020, we organized **1,390** third-party underground work quality assessments, **3,000** process quality assessments, **474** delivery quality assessments, and **451** pre-delivery assessments with **100%** coverage of all delivered projects.

The Guide Sheet for Customer House Acceptance Inspection had a reach rate of	actual measurement had a score of	the year-round delivery assessment delivered a score of
91%	92.02	85.29

Good Services

We adhere to the “customer-centric” philosophy, we have always been honest and pragmatic in serving true customers and their true needs. To cater to people’s needs for a better life and uphold the baseline of guaranteeing customers’ basic rights and interests, we provide customers with cost-effective products and diverse services and continue to create true values.

Baseline—guaranteeing the basic rights and interests

We attach great importance to customer experience and evaluation during the pre-sale, sale and after-sale periods, and have established a professional customer service system integrating the whole customer service process. We endeavor to guarantee the basic rights and interests of customers by protecting customer privacy, safeguarding customer safety and keeping to the baseline of marketing.

Customer information protection

Establishing management regulations and passing security certification

We value the protection of customer and consumer information. In strict compliance with the *Cyber Security Law of the People’s Republic of China* and other laws and regulations, we have formulated regulations and standards applicable to Vanke such as *Administrative Measures for Information Security*, *Management Regulations for Important Confidential Information* and *Management Regulations for the Safety of Customer Information System Data*. Vanke Information Security Working Group is the main responsible agency for information security management. We strictly regulate the operation behaviors of Vanke’s staff in the business processes involving customer information such as housing sales, property services and shopping mall operations. At the same time, we use IT information to fend off the information security risks of online service systems such as Yixuanfang and Serving Home.

Wanyi Technology, the high-tech outfit of Vanke, passed the independent third-party review and certification of ISO 27001 Information Security Management System in 2018, and has implemented the national cybersecurity level protection systems. As of 2020, Wanyi Technology had passed 4 Level 2 protection certification systems and 1 Level 3 protection certification system. System-level protection certification reviews have been carried out on an ongoing basis, and internal and external information security audits are conducted at least once a year to ensure the continuous and effective operation of the information security system.

Personal information security protection

We have issued the *Personal Information Protection Research and Development Practice* to ensure that the design, development and testing of new products/functions comply with relevant laws and regulations on personal information security protection. Customers related products/functions are in strict compliance with the publicity, presentation and operation requirements such as “Consent and Disclosure of Privacy Policy and Service Agreement”, “Authorized Consent for Safe Storage of Personal Information” and “Confidentiality Obligation of Prompt Data Export” to ensure that customers enjoy the right to know. For customer-oriented sales and service APP, if applicable, customers can make a request for modification or deletion of the relevant information filled in/uploaded to the APP according to their actual situation. The Company will respond to the modification of the data to ensure the modification and deletion rights.

We have released the *Vanke Management Regulations for the Safety of Customer Information System Data*. In the document, the safety management and technical requirements have been specified from the perspectives of organizational responsibility, safety process, system security management, data sharing management, supplier qualification review and safety control, information security audit. Specifically, a business system management mechanism should be established under the principle of least privilege rule, and the backend personnel access to the application system should be standardized to check the batch export and replication of personal information. The paper medium, electromagnetic medium and other carriers that record users’ personal information shall be properly kept, and corresponding security storage measures shall be taken to control the access to customer data export and desensitize the data. Employees at relevant positions and suppliers involved in customer data shall sign confidentiality agreements and commitments to ensure that they undertake the corresponding responsibility for data protection and security.

We have also formulated the Emergency Plan for Personal Information Security Incidents, specifying the responsible organization and working principle of information security leakage. Meanwhile, the monitoring and warning mechanism and emergency response process have been put in place to improve the emergency response of data leakage events ,and to prevent and reduce the loss and harm caused by personal information security leakage to individuals and companies.

Case

Yixuanfang Applied for the Pilot Promotion of Information Security Technology – Personal Information Security Specification

In 2020, Yixuanfang, a core Vanke product of digital marketing, applied for participation in applying and piloting the national standard Information Security Technology – Personal Information Security Specification (GB/T 35273-2020) organized by the National Information Security Standardization Technical Committee. We would pilot the operability and implementation steps of the standard to provide experience for the promotion, interpretation and wide implementation of the standard in the future while strengthening the security protection mechanism of the Group for customers’ personal information.

Information Security Training

Vanke’s information security training has been provided for all Vanke staff and long-term resident partners and suppliers. We have carried out special training on a regular basis for business departments highly related to customer data in day-to-day work, aiming to enhance employees’ awareness of information security protection and professional skills. In 2020, Vanke Information Security Working Group officially issued a document to promote the implementation of information security training by the Group’s subordinate units. The *Vanke Administrative Measures for Information Security* was promoted as a unified teaching material, and a total staff information security examination was held, which was taken as an important part of information security assessment on the subordinate units.



• Safeguarding customers’ safety

While abiding by laws and regulations on customer safety, we have strengthened all hardware and software facilities for safety management in property services, commercial services, long-term rental apartments, logistics and ski resorts to reduce customer health and safety risks.



• Upholding the baseline of marketing

In compliance with laws and regulations such as *Regulatory Measures on the Sale of Real Estate* and the *Advertising Law of the People’s Republic of China*, Vanke formulated and promulgated several internal policies, including Notice on Standardizing Operations Relating to Earnest Money/Subscription Money, Requirements of Strictly Prohibiting Illegal Collection of Money in the Sales Process, and Special Administrative Requirements for the Sale of Office Buildings, Commercial Properties and Residential-Commercial Hybrids, and Risk Warnings Regarding Customer Payment. The codes of conduct of marketing personnel in such processes as advertisement release, on-site sales and contract signing are specified, and the dissemination of misleading and ambiguous product information and excessive commitment is strictly prohibited to protect customers’ right to know.

We stick to the baseline of marketing to prevent risks and strictly ensure the competence of marketing personnel through the establishment of marketing personnel training and qualification certification system. In 2020, we carried out the training and certification program of Professional Assessment of Marketing System for all marketing personnel, so that 100% of the marketing personnel is working with proper licenses and control the compliance of external marketing promotion. In accordance with the *Guidelines for Management of Marketing Risk Prompts* and *Guidelines for Standardization of Sunshine Declaration Display* and other action guidelines, we further guided the front-line self-inspection of sales risks, preventing marketing risks, and effectively protecting the rights and interests of customers.

When a product is launched for sale, we will set up a sunshine declaration bulletin to disclose key information, such as adverse conditions, parking space, house types, educational uncertainties, and payment risk alerts, to provide accurate, complete and comprehensible information to customers, and raise customers’ awareness of key information about the product on sale. For newly launched projects, we carry out random inspections to ensure the projects are compliant with our internal policies and relevant laws and regulations concerning marketing, product display, and undertakings to customers, etc.

In 2020, we put forward the service standard of "Honest Marketing with No Trickery", insisted on a true-to-scale display of location sand table and model room without intentional exaggeration on location and space advantage. To practice responsible marketing, the publicity of 187 projects and all newly launched projects had been subject to honest marketing requirements.

Standards—standardizing service requirements

With well-developed and standardized service standards put in place, we listen to customer evaluation, respond to customer demands in a timely manner, and meet customers’ diversified service needs. In terms of system standardization, Onewo and all 35 property service companies in China of Vanke have been certified by ISO9001, ISO14001 and OHSAS18001.

Onewo 100% certified by ISO9001, ISO14001 and OHSAS18001

• Customer service standard

We attach great importance to the whole-process and full-coverage of the CRM, and have developed the “6+2” CRM approach centering around eight steps: home purchase offer, contract signing, waiting, home delivery, house moving, moving in, settling in and use. In 2020, the *Service SOP “1+8” Baseline Standard* (the "Standard") was formulated for long-term rental apartments based on the “6+2” CRM approach. Consisting of 1 basic service standard and 8 contact service standards, the Standard is intended to provide tenants with a good living experience from the 8 processes of phone inquiry, showing, signing, check-in, adaptation, maintenance, complaint, and check-out based on hotel services.

In 2020, we made further efforts to build our product and service competitiveness and launched “6+2+2” good services. To showcase our professional advantages, we identified customer needs and took the initiative to serve for the customers to enjoy an intimate service experience.

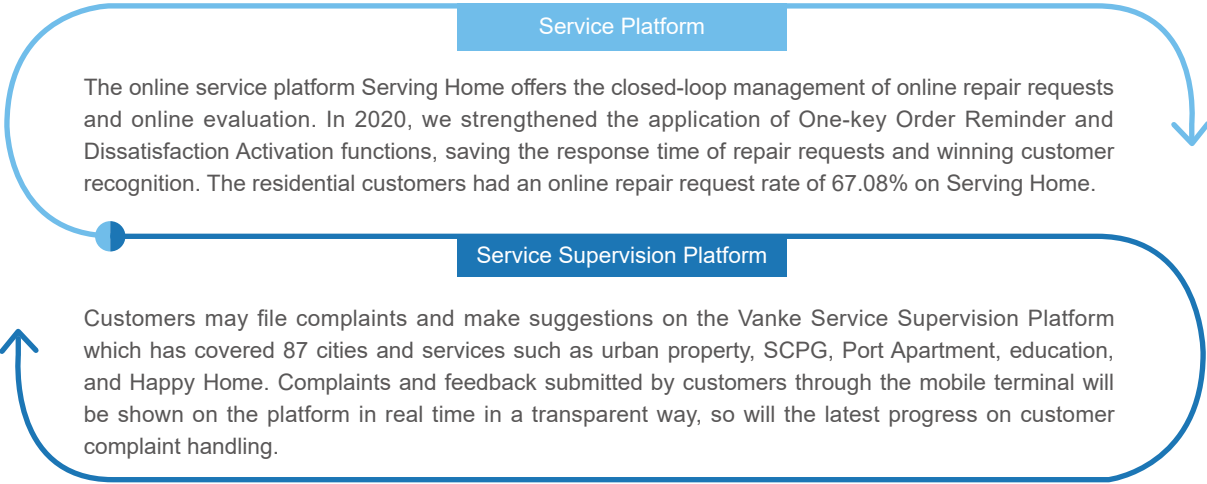
“6+2+2” Action

Service Standard	Action	Progress in 2020
Allocate a certain proportion of the Beautiful Community Fund every year according to the contract amount, give full play to our professional advantages to propose residential improvement points, and jointly fund community building with the owners.	< Build a Beautiful Community with the Owners	> The Beautiful Community Initiative was launched in 43 cities, involving 284 projects and completing 1,103 renovation and upgrading items.
Change the previous service mode in the industry of handover from the real estate consultant to the building housekeeper; start to provide customer service after contract signing, covering five categories, including signing, after-sale, site opening, delivery and activity, with a total of 37 service items.	< Housekeeper Service in Advance	> The Housekeeper Service in Advance was provided to 230,000 customers in 352 projects across 64 cities.
Designate the second Saturday of September as Vanke'er Customer Service Festival in recognition of the grassroots customer service personnel.	< Vanke'er Customer Service Festival	> 203 persons and 5 teams commended at the Vanke'er Customer Service Festival.
The Chief Customer Officer is a professional representative of the customers, instead of a member of managerial staff representative of the customer department; this full-time position for an individual but not for the team is designed to enhance capabilities and pursue excellence, instead of handling complaints and taking things as they are.	< Setting of Chief Customer Officer	> Set up the Chief Customer Officer to identify the points in the organization that may lead to product and service problems, promote project resolution and improve organizational capability.
Adopt an online site opening model and offer transparent production line viewing, construction process video, intelligent site discovery.	< Online Site Opening	> 262 sites of 55 pilot projects in 55 cities opened online, and 242,000 views were generated from 37,000 customers.
Insist on true-to-scale display of location sand table and model room without intentional exaggeration on location and space advantage, and practice responsible marketing.	< Honest Marketing with no Trickery	> The publicity of 187 projects and 100% newly launched projects subject to ethical marketing requirements.
Adhere to the service concept that the repair requests should be initiated and closed by the customers, and the problem should be fixed for the first time.	< Maintenance Service Upgrade	> Enabled the functions of One-key Order Reminder and Dissatisfaction Activation to give customers more initiative.
Add 8 baseline requirements and strengthen customer experience in delivery through baseline management.	< Delivery Baseline Upgrade	> Conformed to the upgraded delivery baseline requirements.

● Response to customer complaints

We attach great importance to customer’s feelings and have established unimpeded customer feedback channels. The service hotline starting with 400 available to all business operations has been put in place to provide more real-time and speedy manual customer service. With the help of technological means, we have built a one-stop customer service platform Serving Home and launched the Text Customer Service Robot to answer customer inquiries 24/7 hours, realizing information-based consultation and complaint management.

The mechanism will forward the customer feedback received through an online system to the responsible business group/unit. To ensure service quality, each business group/unit has developed their respective standard operation procedure guidelines covering the response, handling, complaint closing and follow-up call. The customer complaints are promptly received and effectively solved within a time limit.



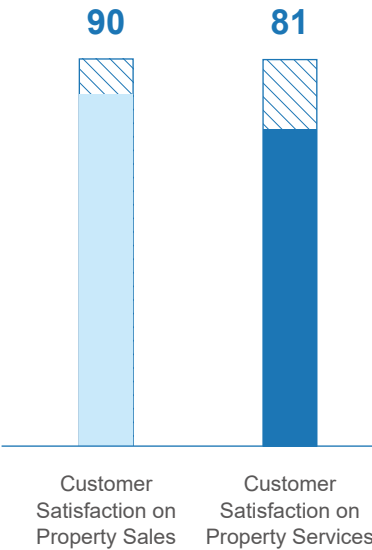
● Customer satisfaction survey

Standing in the shoes of customers as always, Vanke has done its utmost for the benefit of customers and striven for their maximum satisfaction. We highly value customers' comments and feedback on our products and services. We have developed a satisfaction survey system that covers all business stages and customer contact points in light of the characteristics of property sales, property services, long-term rental apartments and commercial services.

To have a more comprehensive understanding of customers' feelings, we have conducted satisfaction surveys on customers one month, half a year and one year after contract signing, and one month, half a year, one year, two years and over two years after delivery. Meanwhile, an online real-time evaluation will be conducted after subscription, contract signing, site opening, delivery, maintenance and customer activities to learn about and improve customer satisfaction anytime. The satisfaction surveys are all built on Vanke's self-owned channels, which help retain customer data.

Vanke has conducted customer satisfaction survey for 19 consecutive years. In 2020, we traced 1.15 million valid customer samples across all our business formats. The customer satisfaction score reached 90 points, and the total number of instant customer reviews added up to 630,000.

Customer Satisfaction by Business in 2020 (Unit: Point)



Upgrading—delivering intelligent services

Driven by data and based on digital thinking, Vanke empowers intelligent services. While creating an intelligent experience for customers, Vanke also improves its management quality and efficiency.

Smart home delivery

Committed to providing an intelligent and efficient living environment for our customers, we have carried out smart home package delivery service in selected communities and enhanced residential experience through smart technology.

Smart Home Front Loaded Delivery Model

We adopted the smart home front-loaded delivery model in the Vanke Jinyu International Fuzhou: the reserved control panel has provided possibilities for homeowners to upgrade to electric curtains; the central air conditioner relies on the AI capability of Vanke Zhiju platform to adjust the indoor environment; the customized voice robot of Vanke is installed on the V-Pad to provide a different intelligent voice experience for the owners.

Smart Home Loaded Delivery Model

We utilized the smart home-loaded delivery model for Changsha Meili P3.3 Project: The six-health-element package consists of safety and security, comfort and ease, healthy environment, healthy kitchen, healthy lighting and healthy sleep. Based on the atomized module function of Vanke Zhiju platform, the modular selection list of smart and healthy residential products is available, so that customers can choose the health package freely.

Intelligent community service

We provide a safe, healthy and secure living environment for the owners through intelligent approaches. Our proprietary intelligent access system—the Black Cat has realized automatic release of the barrier gates, allowing the owners to enter and exit without stopping the car, achieving rapid passage and effective management of intelligent vehicles. During the outbreak of the pandemic in particular, we promoted the community E-pass nationwide to keep enter and exit records of the owners. Furthermore, we launched the intelligent contactless infrared thermal imaging temperature measurement products, and introduced face recognition, as well as visitor and vehicle recognition devices. These measures were taken to guarantee community safety through intelligent monitoring means.

Intelligent business service

On the basis of the commercial property development and operation platform of SCPG assisted by the digital marketing platform In-Star and the asset life cycle management platform IPMP (former known as In-AMP), Vanke has worked to improve its service capability and operation management level and create real value for business owners. Furthermore, AI intelligent shopping guide has been introduced to certain commercial projects, reshaping the new marketing pattern and making the service more convenient and efficient.

In-Star

In-Star features help to improve marketing outlets, tap the potential needs of customers, and provide targeted services to enhance the interaction with customers and the shopping convenience. By the end of 2020, In-Star had covered 62 shopping malls of SCPG's six major city-level subsidiaries, attracting 8.7 million members to communicate and share among themselves across all subsidiaries.

IPMP

Continuously enhance product and service capabilities, improve organizational processes and management methods, boost the effectiveness and efficiency of existing businesses, and promote the level of operation and management. By the end of 2020, IPMP had covered all business scenarios and improved business standardization, generating a contract standardization rate of 76%. The automation and intelligence level of financial settlement had been further enhanced, reducing the average monthly settlement period from 4 days to 3 days. Furthermore, services for business owners have been available online and mobile. More than 11,000 business owners have been provided with services, taking up 98% of all business owners.

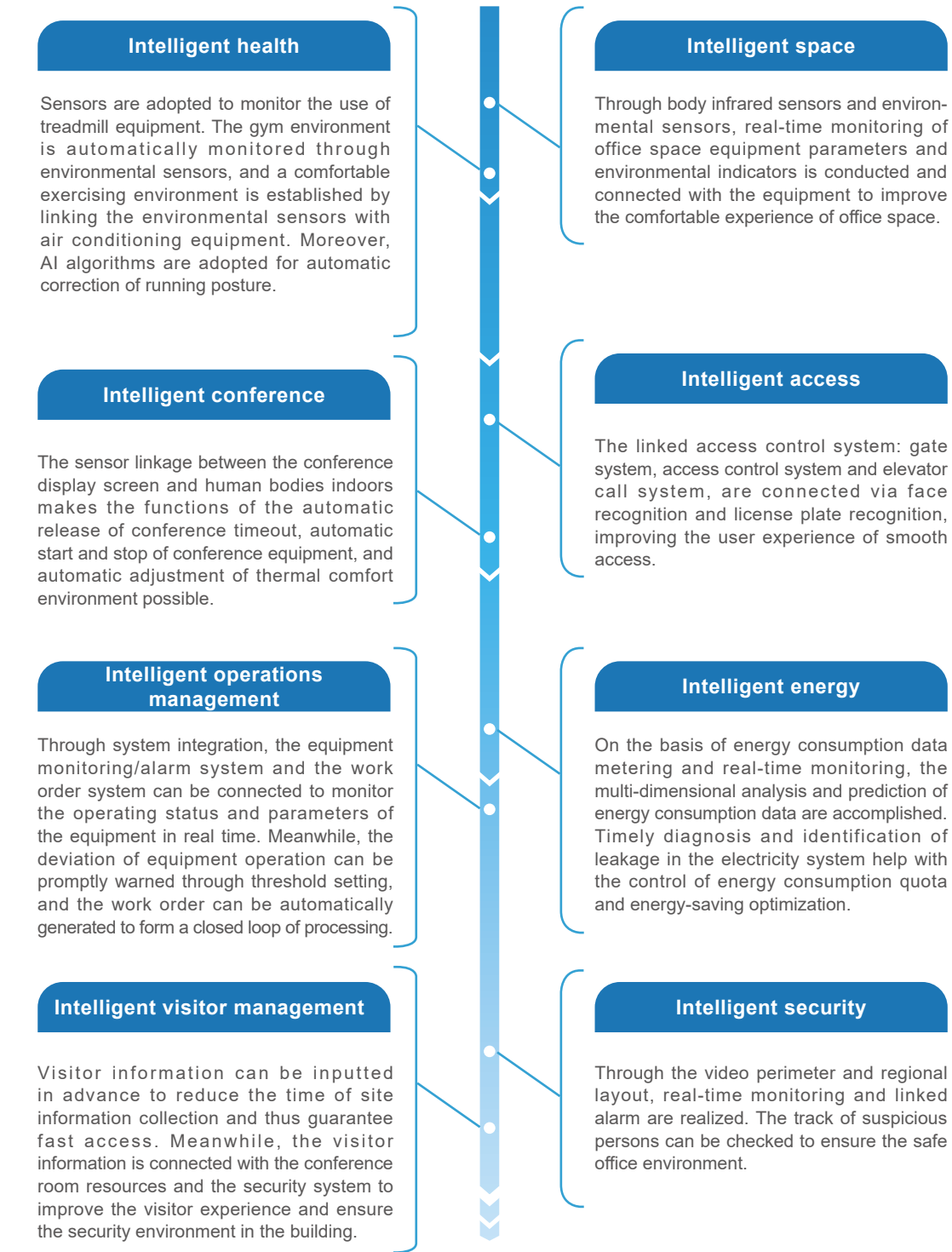
Intelligent logistics service

Vanke Logistics has provided intelligent logistics park services centered on the five core concepts of ensuring safety assurance, quality assurance, energy consumption reduction, customer connection and efficiency improvement. Intelligent systems such as the OTWB system and IoT platform have been developed independently to provide customers with high-efficient services in an all-round way.



● *Intelligent building service*

We care about employees' productivity and experiences through building management quality and efficiency, sorting out the smart experiences of employees, visitors, property management companies and administrative personnel, and creating eight smart scenarios covering fitness, space and conference, etc. In 2020, we further launched the smart renovation plan based on the intelligent office solution, and empowered scenarios such as personnel access, energy consumption management, equipment monitoring and security management of office buildings through AIoT and big data technologies. These efforts are meant to enhance the management efficiency and comprehensive competitiveness of old office buildings.



Case Intelligence Empowers the Management Service of Vanke Binhai Cloud Center Integrated Facility

We provide comprehensive facility management services for Vanke Binhai Cloud Center. On the basis of the intelligent digital twin system, the building has included its public areas and self-use areas of Vanke in the planning scope. The integrated information and data can be used to analyze and optimize the energy ratio structure, as well as improve the efficiency of operations management. The needs for active fault warning, and external display and demonstration can be satisfied as well. Sensors are also installed in the office area to obtain the temperature and humidity data in the office in real time, monitor the use of power, and provide basic data for energy saving in the later stage.

Case Building the Intelligent Experience Centered on People, Equipment and Space

Taking the office of Shenzhen Futian headquarters as the pilot project, Vanke is committed to creating a user-centered intelligent experience centered on people, equipment and space through user portrait and user demand analysis. We sorted out six smart scenarios of smart conference, smart health, smart energy, smart operation and maintenance, smart space and smart traffic, deployed 530 sensor devices, and unified the interfaces of various subsystems through the edge server to achieve data interconnection and ensure the effective implementation of cross system linkage strategy. To meet the long-term needs of buildings, our software system adopts multi-project deployment architecture and achieves the offline operation of subsystem logic through Azure IoT Edge-based edge computing node to ensure the stability of the system.

● *Intelligent city service*

In 2020, we won the bid for the Pingshan River Mainstream Conservation Project. As a practice of our lean management model in river management, we are committed to developing intelligent cleaning robots for property service, building the ability of intelligent space solution of machine + human in the future, and gradually realizing the structural transformation of field business from labor-intensive to mechanized + intelligent.



ENVIRONMENTAL PRACTICES

Green Design Commitment

Practicing Green Operation

Advancing Green Construction

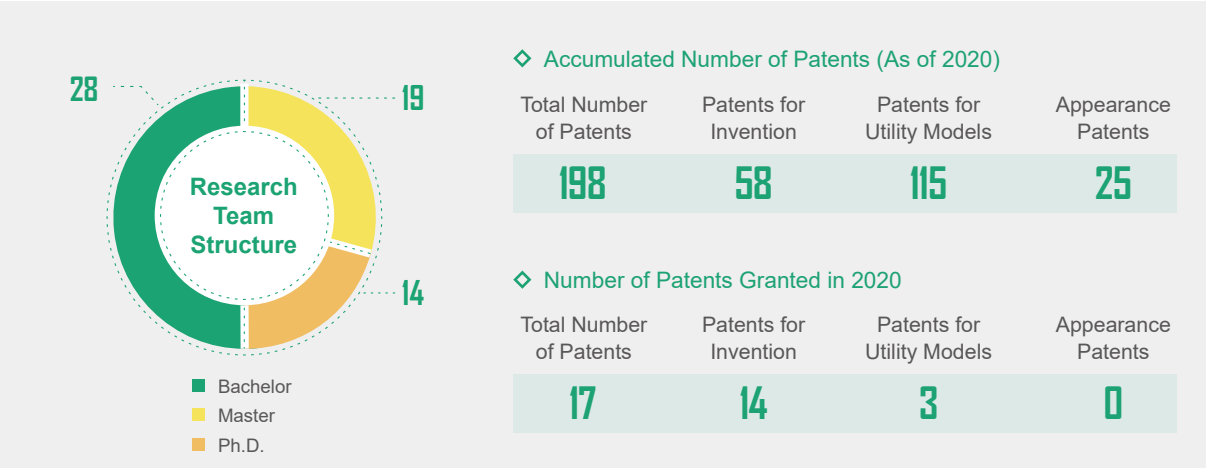
Biodiversity Protection

Combating Climate Change



Green Design Commitment

Vanke attaches great importance to the R&D and innovation of green and eco-friendly technologies, and continuously cultivates innovators. Based on the platforms of Vanke Building Research Center and Xiongan Vanke Green Research and Development Center, we delve into the industrialized construction system, green building, smart operation and maintenance, ecological environment, renewable resources and waste treatment to enhance sustainability of human habitat, lifestyle and environment with the concept and fruits of innovation. In the future, Vanke will strive to build the R&D platform into a more open platform for R&D, commercialization and implementation, and jointly promote technological innovation and landing application with high-quality R&D resources.



Vanke research progress and achievements of building technology in 2020

R&D List	R&D Progress
Healthy Residentials	<ul style="list-style-type: none">The evaluation criteria were put forward in respect of air, thermal comfort, water, light, sound, movement and spirit, material, structural comfort, community access, intelligence and property service of integrated residential projects, so as to advance the development of Vanke health products of integrated residential projects
Industrialization	<ul style="list-style-type: none">Completed the research and practical application of PC stair weight reduction and non-reinforcing laminated floor slabsConducted research on a new prefabricated building systemCarried out large-scale demonstration and application research of prefabricated concrete structure buildings
Electromechanics + Intelligent Building	<ul style="list-style-type: none">Exported the whole process control mechanism and implementation tools that guide the design, construction, delivery and operation of project products based on the common problems of front-line projects. Formed <i>Vanke Electromechanical Whole-process Control System for Commercial Office Projects</i> and the specialized production line control system for commercial office projectsBuilt the intelligent experience centered on people, equipment and space, sorting out the mature and reproducible intelligent scenarios and applications compliant with business needs
Material	<ul style="list-style-type: none">Established the external insulation system and air conditioning shutter anti-falling systemEstablished the indoor decoration mildew-proof and easy-to-clean material systemEstablished the high-durability seepage control, door & window, lawn, and decoration material systems
Integration of Structural Insulation	<ul style="list-style-type: none">Developed the new insulation structure integrated system consisting of fireproof insulation modules, which is to replace the thin plaster system in the construction of passive houses, and promoted the development of local construction industry

Contribution to international, national and industrial standard formulation in 2020

Name	Type
<i>Paints and Varnishes - On-site Test Methods on Quality Assessment for Interior Wall Coatings (ISO 23169:2020)</i>	International standard
<i>Technical Specification for Application of Gypsum Plaster (JC/T60005-2020)</i>	Industry standard
<i>Shower Room (QB/T2584)</i>	Industry standard
<i>Technical Guidelines for the Application of Fresh Air System in Residential Buildings</i>	Industry standard
<i>Test and Evaluation Methods for Formaldehyde Purification Effect of Coating Products (T/CSTM 00228-2020)</i>	Group standard
<i>Polymer Cement Waterproof Decorative Coating (T/CECS 10108-2020)</i>	Group standard
<i>Household Hardware for Full Decoration and Similar Purposes—Drawers and Guide Rails (T/CNHA 1031-2020)</i>	Group standard
<i>Household Hardware for Full Decoration and Similar Purposes—Sliding Door Pulley System (T/CNHA 1032-2020)</i>	Group standard
<i>Household Hardware for Full Decoration and Similar Purposes—Stainless Steel Sinks (T/CNHA 1033-2020)</i>	Group standard
<i>Household Hardware for Full Decoration and Similar Purposes—Guide Supports (T/CNHA 1032-2020)</i>	Group standard
<i>Household Hardware for Full Decoration and Similar Purposes—Blind Hinges (T/CNHA 1033-2020)</i>	Group standard
<i>“Leader” Standard Evaluation Requirements—Intelligent Door Locks</i>	Group standard
<i>“Leader” Standard Evaluation Requirements—Electric Clothing Dryers</i>	Group standard
<i>Quality and Technical Requirements for Material Procurement of Exterior Wall Insulation System</i>	Group standard
<i>Quality and Technical Requirements for Doors and Windows of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Household Air Conditioners of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Central Air-conditioning System of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Fresh Air System of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Solar Water Heating System of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Heating Stoves of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Plastic Pipes for Radiant Floor Heating of Full Decoration Buildings</i>	Group standard
<i>Quality and Technical Requirements for Heating Radiators of Full Decoration Buildings</i>	Group standard
<i>Technical Specification for Application of Solar Water Heating System</i>	Group standard
<i>Assessment Standard for Intelligent Office Buildings</i>	Group standard

Green building concept and goal

Developing green buildings is an urgent need for transforming the growth mode of the construction industry, and an inevitable choice for building an eco-friendly and energy-saving society. We are an active advocate of green building. While complying with national and industrial standards such as *Assessment Standard for Green Building*, we have formulated and promoted the *Vanke Guideline for Green Building Standards* within the Group. We have rigorously conducted environmental management in the entire lifecycle of building from design to operation. While ensuring quality and safety, we do our utmost to save resources and reduce negative impact on the environment to truly realize harmonious coexistence between buildings and nature.

National Policy Requirements:

In 2020, China's Ministry of Housing and Urban-Rural Development and six other ministries jointly released the *Action Plan for Construction of Green Buildings*. This Action Plan mentioned that green building area should have accounted for 70% of new buildings in cities and towns by 2020. The goal and requirement of continuously increasing star-rated green buildings is also specified.

Vanke Goal and Requirement:

Vanke's commitment and goal: Vanke requires that all new projects should meet the minimum standard of one-star green buildings starting from 2014.

Goal completion: In 2020, the area of all Vanke new buildings complied with the green building standard.

Green building standard and technology

On the basis of *Assessment Standard for Green Building* (GB/T 50378-2019), Vanke has formulated the *Vanke Guideline for Green Building Standards*, and established a "people-centric" green technology system to provide customers with a safe, healthy and comfortable building environment. In combination with the climate, environmental and resources characteristics of the area where the building is located, Vanke has specified requirements for the architectural design from safety, durability, health and comfort, convenience of life, resource -saving and livable environment.

• Green building design

Energy conservation design

Vanke adopts the standards that are higher than the current industry standards. It sets high requirements for the heat transfer coefficient of the main parts of enclosing structures such as external walls, roofs, external windows and curtain walls, and heat gain coefficient of solar energy, and specifies guidelines for the water use efficiency of sanitary appliances and the application proportion of green building materials. After analyzing and comparing the existing integrated insulation structure systems, we believe that the existing system still has a large room to improve in terms of anti-falling and durability. Therefore, we have jointly developed a new integrated system of thermal insulation structure with cooperative enterprises. The new integrated system can effectively solve the problem of maintaining and repairing the thermal insulation layer throughout the life cycle of the building.

In view of the feedback on the application of solar water heaters from real estate projects in different cities, we formulated the operating guideline for industrialization—White Paper on Solar Water Heater System in 2020. According to different types of construction projects, such as residential, commercial and apartment projects, the working procedure and acceptance standard of solar water heating system should be standardized. Hence, a consistent, stable and reliable project management system can be formed, providing guidance for real estate development projects to select suitable and cost-effective types of solar water heater systems.

Adaptive design for climate change

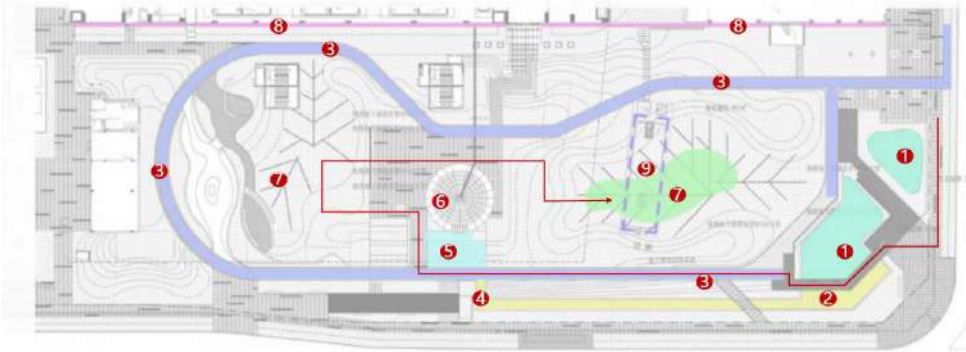
Vanke has included greening rate, green area per capita and the total amount of rainwater drainage into the *Vanke Guideline for Green Building Standards* as required technologies, and promoted the use of rooftop greenery, recessed green spaces and rain gardens in the design to enhance the livability of green building environments and the resilience of buildings to the risks of climate change.

Case

Vanke Shenwan Central Park Adopted Innovative Sponge City Technology According to Local Conditions and Built an Efficient Sponge Landscape System

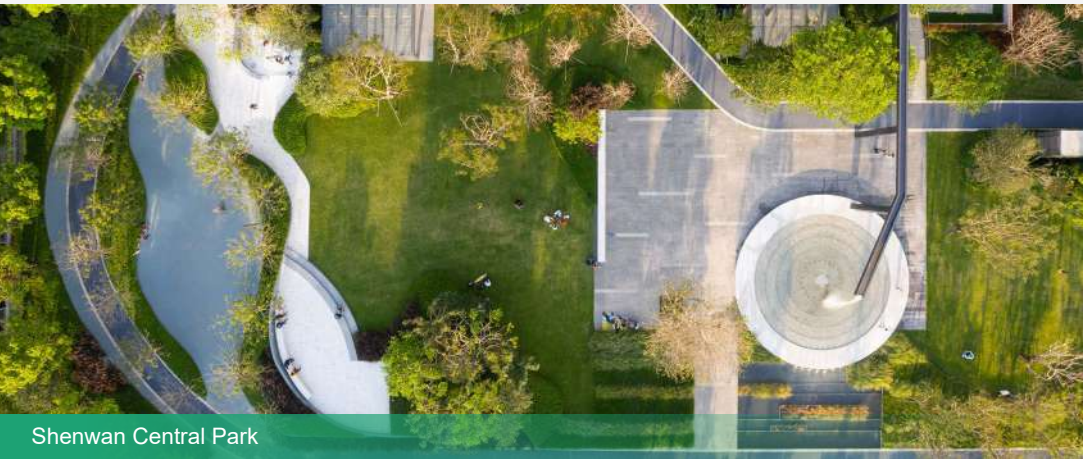
Covering a land area of 1.16 hectares, Shenwan Central Park marks an ingenious transformation of building grey space into a pocket park and a street corner park by establishing "diversified green space + walking block for artists + perfect urban slow traffic system". Ecological methods are adopted to collect, purify and store rainwater from the park and Shenwan Huiyun Centre. The rainwater is eventually used for plant irrigation, road spraying and landscape pumping. The unique signage windmill on the site converts wind energy into kinetic energy and pumps rainwater stored in the wetland to the canal bridge, which makes the starting point of the water landscape. Shenwan Central Park conveys the value and connotation of sponge city, and achieves a truly understandable, perceptible and participatory sponge landscape system.

In Shenwan Central Park, the total annual runoff is maintained at a rate 95% or above. The non-point source pollution is reduced by 67.03% by using surface facilities and underground reservoirs.



- 1 Ecological Wet Pond
- 2 Powered Windmill
- 3 Circular Permeable Concrete Track
- 4 Ecological Dry Pond
- 5 Diequan Rainwater Garden
- 6 Canal Bridge
- 7 Sunken Greenbelt
- 8 Grass Ditch
- 9 Underground Reservoir

Facility Layout of Shenwan Central Park



• Green building post-completion assessment

After the completion of the project, Vanke carries out the green building post-completion assessment by combining site testing with a questionnaire-based survey. The effect of a green building is assessed after it is put into use in terms of energy consumption, water consumption and material consumption in the operation of the building, indoor and outdoor acoustic, light and thermal environment provided by the building, and customer perceptions such as air quality, transportation organization, supporting functions, site ecology, etc. We ensure indoor concentrations of pollutants such as ammonia, formaldehyde, benzene, total volatile organic compounds and radon meet relevant requirements through site tests. Through a random questionnaire-based survey, the customer satisfaction of the green building in terms of safety, health, comfort and intelligence is investigated. Starting from the customer perception, we undertake to provide people with green, healthy, applicable and efficient spaces through design.

Green building size

Vanke is committed to promoting the development of green buildings, putting customers first, and creating safe, healthy, efficient and intelligent green buildings throughout the whole life cycle.

In 2020, Vanke's area of buildings compliant with the green building standards was **37.027** million square meters, accounting for **100%** of the gross floor area. Among them, the projects that meet the one and two-star green standard cover an area of **36.078** million square meters, and the projects that meet the three-star green standard cover an area of **949,000** square meters.

As of the end of 2020, the area complaint with the green building standards had reached **231** million square meters.

2020 Vanke Three-star Green Projects

Project Name	Building Type	Label Type	Gross Floor Area (10,000 m²)
Shenzhen Meilinguan P3	Complex Building	Operation	28.3
Shenzhen Qianhai Energy	Residential Building	Operation	9.0
Guangzhou Siyou Vanke Center	Public Building	Design	12.8
Hefei Vanke Gaodi	Residential Building	Design	12.9
West Area of Plot I, Hefei Vanke Sugaoxin Central Park	Residential Building	Operation	6.2
Plot 11, Kunming Vanke City	Residential Building	Design	25.7

2020 Vanke LEED Certified Projects

Project Name	Building Type	Label Type	Certification	Certified Green Building Area (10,000m²)
Shenzhen Meilinguan P3	Complex Building	Operation	LEED Platinum (Office Building)	28.2
Guangzhou Siyou Vanke Center	Public Building	Design	LEED Gold	12.8
Chengdu Tianhui C	Public Building	Design	LEED Gold	6.6
Shanghai Songjiang INCITY	Public Building	Design	LEED Gold	15.0
Wenzhou INCITY MEGA	Public Building	Design	LEED Gold	23.6

Case

Shanghai Xuhui Vanke Center Certified as Three-star Green Building and LEED CS Gold Building, Setting an Example of Green Buildings

Covering a gross floor area of 500,000 square meters, Xuhui Vanke Center P3 is adjacent to Shanghai South Railway Station. Guided by the design concept of "Park Oriented Development (POD)," we are committed to building the 70,000 m² internal urban open greenbelt into a super-convenient park-style intelligent business district. Taking advantage of the convenient public transportation, we enhance the user-friendly and convenient experience. Meanwhile, we carry out innovative design, energy-saving optimization and system upgrading for single buildings to provide a feasible support path for project operation.

BIM technology is applied to carry out pipeline collision and construction management and effectively save materials. Based on the thermal performance of the building enclosures, the energy consumption of heating and air conditioning is reduced by 15.1%. Efficient water-saving appliances are adopted, reducing the water consumption of sanitary appliances by 23% compared to that of general commercial projects.



Shanghai Xuhui Vanke Center

Advancing Green Construction

We incorporate the concept and practice of environmental protection throughout materials procurement, design and construction in an effort to save energy and resources, reduce pollution, and promote green lifestyle with green human habitat.

Supporting green development

We attach importance to the environmental issues in the land development stage, and promote land development and consolidation, river pollution control, lake and reservoir ecological restoration process environmental protection, and ecological landscape building. All these efforts are to maximize the land resources and ecological value.

• Soil remediation

In response to the state's call to strengthen soil pollution prevention and control efforts, Vanke has actively undertaken its social responsibility as a real estate development enterprise. We conduct a preliminary survey and assessment on the soil environmental quality of the plots previously used industrially to ensure that the soil quality of the project meets relevant national standards and to eliminate soil environmental quality risks.



Remediation of contaminated soil and groundwater of a plot to ensure environmental health and safety

For plots with soil quality risks: conduct a detailed site survey to assess the environmental condition of the site;

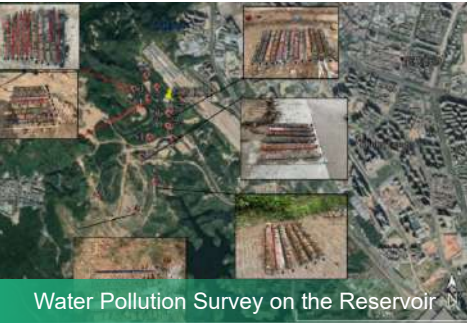
For polluted plots: carry out soil pollution treatment and remediation in strict accordance with the relevant laws and technical guidelines of the state for soil pollution prevention and control, ensure that the restoration effect meets the environmental quality requirements identified by the state before development, and be responsible for the soil environmental quality of the development project;

For developable plots after restoration and remediation: adopt intensifying measures in the development process to ensure the safety and health of residents in production and living.

In 2020, we carried out five soil pollution survey and remediation projects and participated in the compilation of the *Guidelines for the Development and Utilization of Contaminated Sites after Restoration* led and organized by the China Urban Construction Design & Research Institute. After its release, it will serve as a guiding document for the national remediation and utilization of contaminated sites.

• River regulation

We carry out landscape water body construction and maintenance, lake and reservoir environmental risk control and ecological governance, and black and odorous waters treatment to enhance the self-restoration and purification capacity of the water ecosystem. In 2020, we conducted a relatively systematic pollution risk survey on the area through which a tributary flows into the warehouse and the surrounding area of its extension. After a preliminary understanding of each section's water quality, the location distribution of potential pollution sources and their pollution load, discharge direction and diffusion mode, we proposed corresponding measures and suggestions for water quality assurance to the government departments.



Water Pollution Survey on the Reservoir

• Advancing the EOD model

In September 2020, the Ministry of Ecology and Environment of the People's Republic of China, the National Development and Reform Commission and the China Development Bank jointly issued the *Notice on Soliciting Pilot Units for the Eco-environment-Oriented Development (EOD) Model*. Actively involved in the pilot of the EOD model, Vanke has worked with Shenzhen Municipal Bureau of Ecology and Environment, Sichuan Provincial Department of Ecology and Environment, Anhui Provincial Department of Ecology and Environment, Xuzhou Municipal Bureau of Ecology and Environment and other ecological and environmental management departments to organize seminars. These efforts were to promote the comprehensive improvement of the ecological environment and the development of beautiful ecology from the perspectives of regional development and industrial introduction.

Green material supply

On top of fair, just and open procurement, we have added the environmental protection principle for supplier management. Meanwhile, we pair up with like-minded companies to promote the “China’s Real Estate Industry Green Supply Chain Action (GSC)”. We reduce adverse environmental impacts generated by raw materials procurement, production, processing and end-user consumption, improve resource efficiency, and realize green upgrade of the supply chain, so as to provide green and healthy products for end-consumers.

Vanke Participates in the Green Supply Chain Categories

- Environmental compliance of supply chain enterprises
- Non-chromium passivation of aluminum
- Legalization of timber sources
- Formaldehyde control of interior decorative wood-based panels and their products
- Hazard control of HDCD flame retardants for polystyrene insulation materials
- Clean production of stone products
- Water-based paint APEO

China’s real estate industry green supply chain campaign action

China’s Real Estate Industry Green Supply Chain Campaign Action (GSC) was jointly launched by Vanke, the Alxa Society of Entrepreneurs & Ecology (SEE), China Urban Realty Association and the China Real Estate Chamber of Commerce in 2016. The purpose is to promote market-oriented green production and green supply chain management via an industry alliance, and strengthen the competitiveness and cohesion of the industrial chain as a whole. In 2020, GSC continued to deepen green supply chain actions, expanded green procurement categories, released the green procurement white lists and launched the green list. As one of the initiators, Vanke will strictly follow the initiative of the GSC, strengthen its own supply chain management and promote the development of a green supply chain in the industry.

Expanded green procurement categories

In 2020, the green procurement categories were increased from 7 to 10 with the new categories being door and window parts, LED light source blue light hazard control products, chrome-free passivated light steel keels.

Released the green procurement white lists

The first batch of white lists for three new categories were formed, and the white lists of the original seven categories were updated, involving 3,688 environmental compliance suppliers, 12 chrome-free passivated aluminum suppliers, 11 suppliers in relation to formaldehyde control of interior decorative wood-based panels and their products, 8 suppliers in the legalization of timber sources, 13 suppliers of HBCD for insulation materials, 25 water paint APEO suppliers and 61 stone material suppliers.

Launched the green list

In partnership with the Institute of Public and Environmental Affairs, Vanke has established and put into use the green list online application platform, included the supply chain enterprises with excellent performance in energy conservation and emission reduction, and given priority to them in procurement. Suppliers of respective categories may log into the official website of Green Chain Action and sign in for inclusion into the list.

Declaration of the “China’s Real Estate Industry Green Supply Chain Campaign Action”

- Voluntarily join the China’s Real Estate Industry Green Supply Chain Campaign Action, implement at least one plan of the “First Batch of Green Procurement Plans”, actively encourage upstream suppliers to follow through, and regularly inspect the supplier’s performance and urge improvement based on its voluntary participation
- Choose suppliers that meet green procurement standards and release the ranking list of green suppliers when the conditions are mature; jointly propose the rectification requirements for enterprises that fail to meet green standards, and formulate the phase-out plan
- Regularly disclose information on the progress of the green supply chain action and ensure the faithfulness of the information
- Actively participate in the discussion and implementation of the green supply chain schemes in the real estate industry, continuously enlarge green procurement scope, and launch new plans of green procurement
- Closely cooperate with government departments, non-governmental and non-profit organizations, actively solicit national policy support and social engagement, and realize the balance between social benefits and corporate effectiveness

Advancing green construction

Vanke strictly abides by the *Environmental Protection Law of the People’s Republic of China*. During the entire construction process, we will take into account the environment and surrounding neighborhoods’ needs, and focus on the conservation and utilization of materials, water, energy, and land to reduce the impact on the air, water and land, to create a clean, tidy, comfortable and safe construction environment.

Resource conservation

In accordance with the ISO 14000 Environmental Management System, *Construction Site Environment and Health Standards (JGJ146-2004)*, and *Green Construction Guidelines (Jianzhi [2007] Notice 233)*, we have formulated the Management Standards for Safe, Healthy and Eco-friendly Sites applicable to all projects under development within the scope of the Group, prepared water and electricity saving schemes, and designated responsible persons for implementation to standardize site management of environmental protection in the construction process.


Energy conservation

Energy-saving lamps and lights should be used as far as possible, and lights or electrical appliances should be turned off when not in use.


Water conservation

The ball valve water taps should be used and must be turned off after use. In case of water leakage, report it to the relevant staff and repair it.

● Pollution control

We integrate the concept of environmental protection into the planning, design and construction process to make good use of resources and continuously improve environmental management.



Noise

Noise sources in the production area of the construction site are identified; targeted noise reduction measures are formulated according to the characteristics of the project and the surrounding environment; noise reduction goals and requirements are specified.



Air

A dust control plan is formulated in each project before the structure is dismantled, and measures are taken to cover the stacking materials that are easy to generate dust, such as dust-control measures like water sprinkling for materials that may cause dust and construction waste handling in the site.



Wastewater

In respect of different types of waste water in the construction site, corresponding treatment facilities are built for drainage ditches, sinks, sedimentation tanks, grease traps and septic tanks; the waste water discharge in the construction site should meet the requirements of the national standard *Comprehensive Discharge Standard for Waste Water* (GB8978-1996).



Wastes

The wastes in the construction site must be collected according to the categories of hazardous, non-hazardous, recyclable and non-recyclable wastes; construction wastes should be collected and stacked in a centralized manner and cleared away in a timely manner. Construction units should be urged to dismantle construction enclosures and other temporary facilities within the agreed time, clean up the surrounding environment in a comprehensive way and the construction site after completion.



Soil

The surface environment is protected in the construction process to prevent soil erosion and loss. If surface soil loss is likely to occur due to construction, measures should be taken to set up a surface drainage system, stabilize slopes, and cover vegetation to reduce soil loss. Native or other suitable plants will be planted after construction to remedy soil erosion caused by construction.

Housing industrialization

Housing industrialization refers to housing construction in the industrialized way. It can effectively reduce energy and material consumption during construction and has become an important way for the construction industry to go green. We are always committed to environmental protection, and have worked on the industrialized construction system for nearly two decades and gradually figured out a mature path for its promotion and application.

We continually upgrade the “5+2” construction system, and rigorously implemented the *2018-2021 Vanke Industrial System Promotion Measures* to implement industrialized and standardized construction. Moreover, we compiled the *Standard for the Industrialized Construction Quality System* and the *Guideline for the Application of Technology for Seismic Isolation and Shock Absorption*, contributing to the green development of the construction industry.

In 2020, Vanke completed the research and practical application of PC stair weight reduction and non-reinforcing laminated floor slabs, realizing the upgrading of the industrialization system. Vanke further conducted research on a new prefabricated building system, explored the new system of laminated wall panel application, and carried out large-scale demonstration and application research of prefabricated concrete structure buildings.

In 2020, we completed the state’s key R&D researches and built national demonstration projects such as Shenyang Xihuafu, Beijing Emerald Academy, and Changsha City of Charm P2.1. Six projects were presented with Guangxia Award for outstanding practices in advancing housing industrialization and Four-conservation and Environmental Protection. Guangxia Award is a national real estate award approved by the State Council and the most authoritative real estate award in the industry and represents the highest honor in the integrated real estate development industry. Such honor is a full affirmation of the promotion and application of Vanke’s “5+2+X” industrialized construction system.



Vanke Zhongtian City Garden—Guangxia Award Winning Project

In 2020, the area of newly launched housing industrialization projects accounted for **85.7%** of the area of all launched projects.

Case

Practicing the “Prefabricated Construction+ 5G Intelligence + Full Cycle Service” Idea

The City Light Dongwang Project has a gross floor area of 456,435 M², and consists of 26 prefabricated residential and commercial buildings of shear wall structure. It has a plot ratio of 2.5, a prefabricated assembly rate of 50% and a prefabrication rate of 40%. Fully under Vanke’s “5+2+X” industrialized construction system, the project realizes intelligent interconnection site and eco-friendly green site through the intelligent construction system, enhances quality and efficiency, and achieves energy conservation and emission reduction:

- Quality improvement: compared with the traditional sandwich system, the outer surface flatness has obvious advantages, with the error within 3 mm;
- Efficiency enhancement: with the help of aluminum molds and climbing frames, the stability period of standard floors is 5.5 days per floor;
- Energy conservation and emission reduction: reduce construction waste output, effectively save the use of electricity, water and wood formwork.



City Light Dongwang Project

Practicing Green Operation

Vanke actively practices the green development concept and makes good use of resources and energy. Vanke has formulated and implemented *Administrative Measures for Energy Conservation and Emission Reduction*, and introduced green technologies such as the intelligent energy system and the reclaimed water and rainwater utilization, to enhance energy and water resource management from various aspects. We have further taken the lead to promote “zero waste” management in the industry and facilitate the construction of a resource-efficient and eco-friendly society.

Energy efficiency management

Vanke values high-quality project development and operation. We not only work hard to develop low-energy buildings, but also monitor projects held, operated or whose energy costs borne by the Company via the energy management system, so as to increase energy efficiency.

Commercial projects

Vanke has formulated *Technical Requirements for Energy Management System Development*, specifying the corresponding technical requirements for projects opened and for business under construction and planning. An energy management system should be put in place in all projects held and operated by Vanke and projects in which Vanke bears energy costs.

- For new projects:** In the design stage, the monitoring points are set, the original power data of each meter is collected, and the data is uniformly transmitted to the energy management system for energy consumption management analysis.
- For existing buildings:** The data from the power monitoring system or remote meter reading system is used for data quality assessment and inspection, and is uploaded to the energy management system for energy consumption management analysis. Measuring points of temperature and humidity, CO₂, PM_{2.5} and other environmental parameters are set for each project to collect data of environmental comfort, strengthen indoor temperature management of commercial projects, improve the quality of operational environment, and integrate environmental data with energy data to achieve comprehensive optimal operation which takes “energy” and “environmental quality” into account.

Residential projects

As required by *Administrative Measures for Energy Conservation and Emission Reduction*, we have carried out energy-saving renovation of lighting fixtures and daily energy management in an orderly manner, conducted energy consumption data analysis, and made targeted efforts to reduce energy consumption in property operation.

- Energy-saving renovation:** Promote the use of energy-saving lighting and promptly replace lights in underground garages, floor passageways, office areas and equipment rooms with energy-saving ones to save electricity.
- Electricity utilization management:** Install time-control and light-control devices to control the lighting of public areas, i.e. adjusting lighting in different seasons; set a proper temperature for air conditioning in office areas; except for necessary facilities, turn off all the equipment after work; install human motion monitoring sensors in conference rooms and turn them off when the room is empty.
- Energy analysis:** Prepare the energy consumption data analysis report on a monthly base, detect abnormal incidents of energy consumption, hold the meeting of energy conservation and emission reduction at least once half a year, and formulate targeted improvement measures.

Hotels

For hotels, we strictly implement lighting management, air conditioning, heating and refrigeration management, and power distribution standards to achieve energy conservation and emission reduction in an all-round way.

- Equipment management and efficiency enhancement:** For strict lighting control, energy-saving LED lamps are used, saving 90% of the energy in comparison to ordinary halogen lamps and enjoying the life 2-times longer than that of halogen lamps, achieving the best state of energy conservation for hotels; the operation scheme of the hotel air conditioning system is optimized, the corresponding operation modes are specified according to different seasons to maximize the operational efficiency of the units; the temperature control system is inspected and verified every year.
- Energy-saving renovation:** Vanke worked with Tsinghua University in the energy-saving renovation of Songhua Lake Prince Hotel and Jilin One, and the consumption of natural gas per night in the hotels decreased by 45.3% compared with the same period last year.

Water management

Vanke emphasizes water conservation and recycling in every link of its operation, and takes concrete actions to improve the water efficiency.

Water-efficient device installation	Water use anomaly analysis	Introduction of water circulation system	Rainwater recycling
Install water-efficient devices to guarantee the buildings' performance in water conservation and sewage discharge throughout the whole life cycle.	Put up water conservation signs in public areas, promote the use of water-saving faucets and devices, check pipe valves and joints regularly to prevent water bubbling, dripping and leaking, and read the water meter every month to identify abnormalities of the water used for greening and sanitation.	The circulating water system is adopted in the hotels with waterscape areas. The floating ball water replenishing valve is installed, which automatically closes the water replenishing through the floating ball pressure to avoid the waste of water resources.	Research, develop and build green infrastructure for sponge city; design the rainwater garden, green roof, and rainwater recycling system to collect rainwater and filter and disinfect it for reuse to improve the water efficiency.



Waste management

Vanke has been actively implementing China's garbage classification policy, and comprehensively promoting garbage classification in the residential communities, commercial office buildings and offices of the Company. Vanke has begun to explore “zero-waste” management since 2005. Based on the project management experience and public welfare resources of the Vanke Foundation, Vanke collaborates with the governments, NGOs, enterprises and other stakeholders to explore and promote new technologies and new methods for domestic waste management of urban and rural communities, and make “zero-waste” communities a reality in China.

As of the end of 2020, Vanke had implemented waste classification in **52** cities across the country, covering **641** residential compounds, **307** office buildings, **91** zero-waste schools and **52** zero-waste office projects.

• Zero-Waste Offices

In 2020, we continued to implement the zero-waste office plan. About the previous actions taken by Vanke, we developed the *New Zero Sense of Offices—Action Guide for Zero Waste Offices*, which provided sufficient guidance and reference for more enterprises to carry out zero-waste office activities. In the branches under the self-managed canteen model nationwide, the Vanke Celebration—Clean Plate Action Month campaign was launched to oppose daily food waste, drawing the participation of 34 business units in total.

Case One of Shenzhen's First Jointly Built Community Garden

Under the green concept of waste recycling, the Vanke Foundation designed and built the rooftop garden of Vanke International Conference Center. More than 80 percent of the materials used in the construction were taken from existing wastes in the park. Through ecological treatment technologies such as black soldier fly and composting, the high-quality organic matter can be returned to the soil after transformation, and the soil health can be restored. Meanwhile, the Vanke Foundation pays special attention to the restoration of biodiversity and the protection of various species. Furthermore, members of the Vanke Center are deeply involved in the design, planting and maintenance of the rooftop garden in their spare time. In spirit of the joint construction and sharing, they further formulated the Rooftop Garden Convention and Gardener Code after discussion. According to incomplete statistics, there are nearly 100 kinds of roof plants and more than 10 kinds of animals in the rooftop garden.

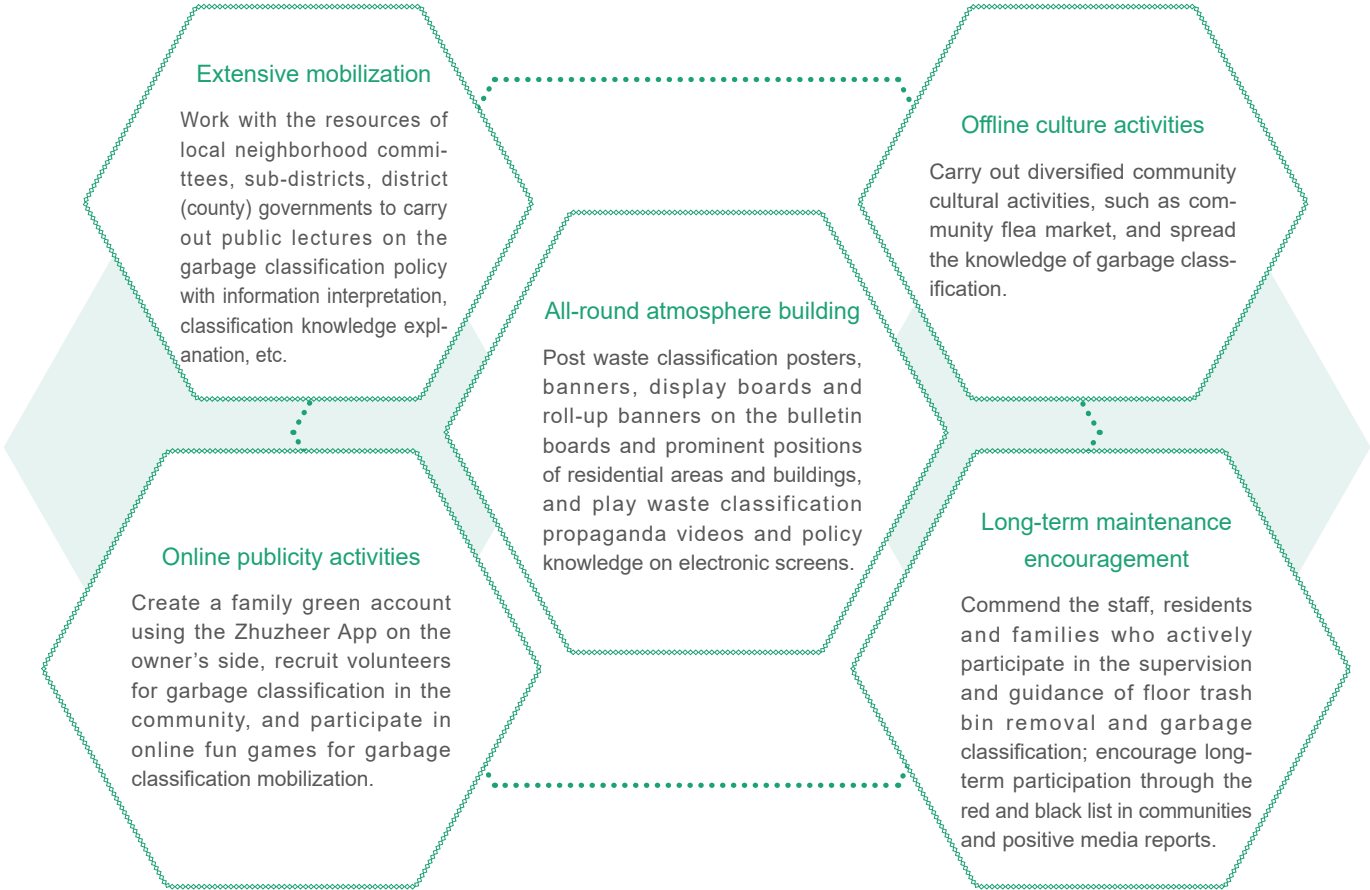


Rooftop Garden of Vanke International Conference Center



• Zero-Waste Community

We actively implement the national policies and requirements on garbage classification, and comprehensively publicize, advocate and promote garbage classification in the residential communities, commercial offices and urban public spaces we serve. We have issued the *Operational Guidelines for the Classification of Residential Domestic Wastes* to further clarify the requirements for the classification, collection, transportation and treatment of community garbage.



To further promote the construction of “green ecological communities”, the Vanke Foundation launched the “Spring Mud Action” to explore the methods of garden waste composting and promote soil improvement in the community. The action is also intended to explore the mode and system of site resource treatment of urban residential greening wastes. In 2020, the Vanke Foundation funded six “Zero Waste” pilot community projects, covering 33 communities in 18 cities and more than 60,000 urban families. The practice of “zero waste” communities was recognized by local government, and 10 communities relating to the cooperative projects are rated as “garbage sorting demonstration communities” by local government.

Case Promoting the Decentralized Disposal Model of Organic Waste in Communities

A number of cities in China have carried out pilot projects of recycling kitchen wastes to varying degrees. However, there are many problems, such as under-developed composting technology, poor quality of mature fertilizers, inability to effectively summarize technical experience, and poor information transmission among different pilot projects. Since 2019, the Vanke Foundation has sponsored Lishui Institute of Ecological Environment, Nanjing University to launch the “Chinese Community Kitchen Waste Composting Pilot Project (Phase 1)”. This sponsorship has successfully facilitated the spark and integration of scientific research and practice. Kitchen waste composting has been introduced to communities, starting a trend of local resource utilization and community governance practice nationwide. Based on the P1 results, we started the P2 project in 2020 and recruited 10 pilot community partners across China. By the deadline of registration, the project team had received a total of 66 applications, and 15 pilot communities up to the requirements of the project had been screened out.



Composting in the Kunshan Pilot Community

• Zero-Waste Campus

In 2020, we focused on exploring an effective path of zero-waste school construction from the perspective of students, teachers and schools. Three projects were launched in Guangzhou, Shenzhen and Beijing throughout the year. A total of 91 schools participated in the zero-waste school initiative, involving 9,625 students.

Promoting the Zero-Waste Campus Construction Guideline

The Vanke Foundation provided financial support to Friends of Nature Foundation to launch *Zero-Waste Campus Construction Guideline* (“Guideline”) Promotion Plan. The animated video “Introduction to Zero Abandoned School Construction” was produced, 5 online/offline Guideline Promotion activities were carried out, and more than 60 school teachers were recruited and chosen.

Initiating the Zero-Waste Campus Challenge

The Vanke Foundation and the Center for Environmental Education and Communications of Ministry of Ecology and Environment jointly initiated the Zero-waste Campus Challenge (Beijing) project centered on pilot construction of waste-free cities. The event was aimed to enhance the level of solid waste treatment and garbage classification on campus, and encourage young people and families to develop a green lifestyle. In 2020, more than 4,000 students from about 80 primary and secondary schools in Beijing participated in the project, and 18 schools were awarded the title of “Excellent Pilot School for the Construction of Waste-Free Campus”.



Teaching Training on Zero-Waste Campus Construction Guideline



Zero-waste Campus Challenge (Beijing) Project Result Exhibition

• Encouraging the public to engage in Zero-Waste Management

The construction of an environmentally friendly urban space requires active public engagement. By comprehensively promoting garbage sorting and continuously spreading the concept of “zero-waste management” to the public, we have made everyone an advocate and activist of garbage sorting. We encourage the public to engage in “zero-waste management”, cultivate sustainable community leaders and organizations, enhance the public’s understanding of zero-waste living, and engage the public in the advocacy and dissemination of waste separation and zero-waste living.

In 2020, the Vanke Foundation made further efforts to empower the platforms by rolling out the Multi-entity Empowerment Plan and Milky Way Plan. These two support plans offered systematic support for different stakeholders such as the government, property management company, public welfare organizations, and residents.

Dandelion Plan

Shenzhen Volunteer Lecture Training Project on the Public Education of Domestic Wastes (3 Phases)

We organized 6 basic course training sessions, 4 online sharing sessions and 2 refresher training activities. After receiving the training, the lecturers entered the community for garbage classification activities and supervised more than 70 garbage classification activities, reaching more than 2,000 people.

Shenzhen Domestic Waste Classification Dandelion Teacher Team Training Project

We recruited and selected 50 in-service teachers from the primary and secondary schools in Shenzhen for dandelion teacher training, developed garbage classification courses suitable for local teaching in Shenzhen, and assisted the teacher trainees in completing their school garbage classification tasks.

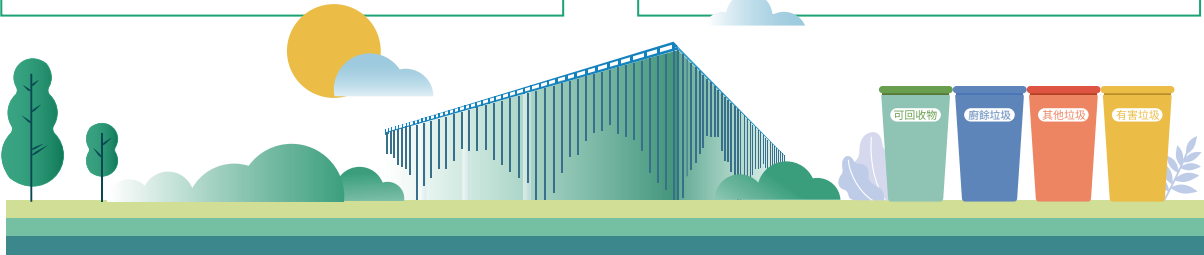
Milky Way Plan

Star Plan: Leader Growth Support Project in Sustainable Communities (P1)

In 2020, 353 organizations from 30 provinces and autonomous regions nationwide submitted applications, and 20 organizations from 15 provinces and autonomous regions were successfully shortlisted as Star Trainees after preliminary screening and review. After empowerment activities for 6 months such as course learning, offline workshop, mentoring, themed practice, topic visit, partnership community fund, partnership joint issue action, 10 organizations from 9 provinces and autonomous regions were eventually chosen as P1 Star Partners.

Planet Plan: Initial Stage Community Social Organization Support Project in Sustainable Communities (P1)

In 2020, 161 organizations from 27 provinces and autonomous regions nationwide submitted applications, and 13 organizations from 11 provinces and autonomous regions were shortlisted as Planet Trainees after several rounds of surveys and reviews. After empowerment activities like course learning, offline workshops, mentoring and co-learning team activities, 10 organizations from 8 provinces and autonomous regions were eventually chosen as P1 Planet Partners.



• **Releasing the social influence of Zero-Waste Initiative**

In 2020, the Vanke Foundation made attempts to combine zero waste with other elements, launched the groundbreaking exploration of Zero-Waste Palace Museum Program based on the pioneering concept. It further set up the Charity Trust of Food Loss and Food Waste Reduction, and Healthy Diet Advocacy, and developed the online waste map platform. A robust environment for public welfare was built to expand the social influence and coverage of the Zero Waste Initiative.

Case Exploring the Zero-Waste Palace Museum Program

In January 2020, the Vanke Foundation and the Palace Museum officially initiated the Zero-Waste Palace Museum Garbage Classification Program. The two-year program will be implemented in three stages: foundation building—publicity—reinforcement. Within the year of 2020, the Vanke Foundation focused on and followed up on the implementation of the first two stages.

Foundation building: Vanke, in partnership with the Palace Museum and School of Architecture, Tsinghua University, conducted a comprehensive survey to know the waste baseline. Meanwhile, we contacted back-end enterprises for waste classification and treatment for different wastes, so that the Palace Museum could truly realize front-end waste classification and back-end classified waste treatment.



New Garbage Classification Bins in the Palace Museum

Publicity: We carried out a series of promotional activities targeted to employees, audiences and the public, such as Zero Waste Day, Ecological Composting Flower Bed and Clean Plate Action. The zero-waste topic publicity in the Shangxinle Gugong Season III program aroused a warm response from the society, generating about 470 million views and making it the greatest environmental protection publicity event of the Vanke Foundation in 2020.



Composting Bin in the Palace Museum



Zero-Waste Palace Museum Day Publicity

In 2020, the Palace Museum recycled 23 tons of recyclable materials, including 11 tons of cardboards, 0.4 ton of paper, 8 tons of plastic bottles and 0.3 ton of metal cans.

Case Developed the Online Waste Map

The Vanke Foundation and the Institute of Public and Environmental Affairs have jointly initiated the Waste Map Project to cope with the increasingly prominent urban waste challenges and promote multi-party participation in the source reduction and recycling of domestic wastes. The Waste Map consists of three sections: city waste map, enterprise waste map and community waste map. These three sections promote the establishment of a long-term co-construction mechanism involving multiple parties through the disclosure and sharing of the garbage industry and garbage classification information by the government, enterprises and communities respectively to realize the reduction, recycling and hazard-free treatment of domestic garbage.

As of December 2020, the urban community section had covered 1,428 communities in 154 cities of 31 provinces, with residents reporting nearly 3,000 pieces of data. The enterprise waste map section had included the environmental evaluation of 49 enterprises related to the waste industry. More than 1,200 enterprises had disclosed the distribution and contact information of environmental protection facilities to the public.



Case Charity Trust of Food Loss and Food Waste Reduction, and Healthy Diet Advocacy

The Vanke Foundation has traced its concern from community waste reduction and on-site resource recycling to food waste reduction. On July 17, 2020, the Vanke Foundation and Ping An Trust jointly established the Ping An—Vanke Foundation Charity Trust of Food Loss and Food Waste Reduction, and Healthy Diet Advocacy. This is an innovation and practice of the two organizations' joint pursuit of the concept of sustainable development and another breakthrough in the exploration of the new model of trust + public welfare.

With RMB 3.2 million of funds in the first year of establishment, the Charity Trust hopes to combine the communities, partners and achievements accumulated by the Vanke Foundation with Chairman Wang Shi's healthy image in environmental protection and sports to lead more public and young students in food waste reduction actions and in the building of a sustainable social ecology. In 2020, the project won the Outstanding Charity Trust Product Award of the 2020 Annual Selection of China Leading Food Waste Reduction Charity Trusts.



Combating Climate Change

As a pioneer enterprise in tackling climate change and promoting green development, Vanke has been actively exploring the possible opportunities and challenges brought by climate change. In response to China’s commitment to reach carbon neutrality by 2060, Vanke has integrated climate change countermeasures into the whole life cycle covering product design, materials procurement, project construction and operation, seeking economic models to deal with the risks of climate change. In cooperation with its partners, Vanke also actively shares its best practices in combating climate change, and calls on the whole society to make contributions.

Climate Change Action Initiative

In September 2020, China committed to reach carbon neutrality by 2060 at the UN Conference. In October 2020, the Vanke Foundation, C Team and China Real Estate Association jointly sponsored the Seminar on Climate Risks for Real Estate Enterprises. Together with the China Real Estate Association, China Real Estate Chamber of Commerce and Architecture 2030, Vanke started the China Business Climate Action (CBCA) Initiative. The Initiative was meant to call on the real estate industry to develop in a low-carbon way, actively respond to climate change and spread the leaders’ initiative.

The CBCA proposes the following action strategies:

- Strengthen carbon management and disclosure, and set greenhouse gas reduction targets in line with the Paris Agreement;
- Promote renewable energy technologies and encourage the use of green electricity and other renewable energy sources;
- Promote practices and technologies in green production and manufacturing and low-carbon and circular development to reduce waste emissions;
- Promote the sustainable development of the upstream and downstream of the industry and build a green supply chain;
- Improve building energy efficiency, reduce energy consumption, and promote green ecological planning and design;
- Promote new energy vehicles and other green modes of transportation;
- Call on the service side to create green consumption options for the public;
- Facilitate carbon markets, carbon trading and green finance.

Participating in research and empowering green transformation of multiple industries

In 2020, the Vanke Foundation supported the launch of the “Study on Carbon Reduction Path of Key Industries in Chengdu” by the Institute of Climate Change and Sustainable Development, Tsinghua University, offering suggestions for Chengdu’s green development. In partnership with the Society of Entrepreneurs & Ecology (SEE) Real Estate Green Supply Chain Project, the Vanke Foundation developed the *Climate Change Action Guide for Real Estate Enterprises* and *2020 Collection of Business Climate Action Cases*, supporting the green transformation of real estate industry. It further encouraged more public welfare organizations to invest in climate change and funded the participation of the Sea World Culture and Art Center in the *V&A Fashioned from Nature* Sustainable Fashion Exhibition.

Furthermore, the Vanke Foundation, C Team and Alxa SEE Foundation jointly initiated the CBCA and promoted the issuance of *Collection of Business Climate Action Cases*. The *Collection* reviews initiatives and innovations of enterprises and industries in green energy, green building, green supply chain and other fields, providing the best practices for the industry to cope with climate change.

Working together to build a climate-resilient future

In 2020, the Vanke Foundation strengthened its partnership with multiple parties to promote climate change issues jointly.

On November 18, 2020, the Vanke Foundation organized the UNFCCC Toward Zero Carbon Online Talk in partnership with the C Team, Global Resilience Partnership and Climate Resilience Network. The event focused on building design for carbon neutrality and climate resilience, sustainable building climate risk, sponge city case sharing, threats to urban biodiversity and potential unemployment from climate change. How the real estate industry can build a fair and climate-resilient future was explored.

Biodiversity Protection

Biodiversity is the foundation for the survival and development of human society, and its loss is the common challenge of humanity. Vanke collaborates with government departments and specialized institutions to protect biodiversity and safeguard the balance of the ecosystem.

Snow leopard protection

The Vanke Foundation and the Mount Qomolangma National Nature Reserve Administration have jointly established the Mount Qomolangma Snow Leopard Protection Center and launched the Snow Leopard Protection Program. Moreover, the Vanke Foundation signed the 2017-2020 Memorandum of Cooperation with the Department of Forestry of Tibet Autonomous Region to protect the snow leopard in four dimensions, i.e., scientific research, community development, talent cultivation and public education. Active efforts have been made to promote the protection and management capacity of the National Nature Reserve Administration, support the building of professional management teams for farmers and herders of Mount Qomolangma, carry out field surveys and design patrol routes, and contribute to the protection of snow leopards on Mount Qomolangma. Furthermore, the Vanke Foundation plans to publish an image survey and biodiversity picture album of Mount Qomolangma to showcase and publicize the unique ecological location and conservation value of Mount Qomolangma to the government, the public and nature conservation organizations, so as to arouse more people’s interest in the nature conservation of Mount Qomolangma.

In 2020, the Vanke Foundation assisted Guizhou Normal University to implement the Mount Qomolangma Administration Publicity Classroom Construction Project, building an external publicity and education platform for the Mount Qomolangma Administration. It further supported its partner Swild in the implementation of Biodiversity Image Survey Project, conducting image monitoring of several flagship protected species in the Mount Qomolangma Nature Reserve for the first time. Image materials were collected, laying a foundation for promoting public communication of Mount Qomolangma in the next step.



Wetland Bar-headed Geese



Himalayan Snowcock

Coastal and marine ecosystem conservation

On November 28, 2020, the SCPG Foundation, together with the Vanke Foundation and One Planet Foundation, initiated the Deep Blue Land, Reshaping the Future public welfare action. SCPG further worked with about 100 commercial projects in China to call on more people to jointly conserve the marine environment through publicity, education, visiting experience and online point donation.

The SCPG Foundation appealed to about 9 million members of its malls across China to donate their bonus points and exchange them for public donations (1 RMB for 100 bonus points). Meanwhile, the SCPG Foundation further donated the same amount of members' donations. The donated funds would be used to support the development, design and implementation of marine environmental education courses to promote plastic and emission reduction and reduce environmental pollution.



Furthermore, we curated the public welfare art exhibition Reshaping the Future at the SCPG Center in Shenzhen. Following the clue of Origin - Reflection - Cognition - Restoration, the exhibition featured ocean garbage salvaged from Shenzhen to demonstrate the hazards of garbage with artistic expression techniques. The exhibition was to call on people to reflect on the relevance between human behaviors and environmental issues, and promote garbage reduction, garbage classification and plastics reduction for the ocean.



Public Welfare Art Exhibition Reshaping the Future

Sousa chinensis protection

The *Sousa chinensis* (Chinese White Dolphin) is classified as a first-class protected animal in China, which has been assessed as VU (Vulnerable) from NT (Near Threatened) in the IUCN Red List of Threatened Species. In recent years, SCPG has paid continued attention to the survival of *Sousa chinensis* active in the Pearl River Delta. Starting from 2019, SCPG has been supporting One Planet Foundation's environmental education courses carried out in primary and secondary schools, communities, hospitals and SCPG Center atrium, educating children and parents about the importance and necessity of protecting biodiversity.

The SCPG Foundation is now supporting One Planet Foundation's underwater acoustic study on *Sousa chinensis* under preparation in the waters of the Pearl River Estuary. Through the collection of underwater sound data, we can further understand the impact of ocean noise on *Sousa chinensis* and their active areas to provide reasonable suggestions for dolphin reserves and marine space planning.

In the future, the SCPG Foundation will further support the filming of a *Sousa chinensis* documentary. The undersea acoustic study is a new research field of *Sousa chinensis*; thus, the documentary will feature the survival threats of *Sousa chinensis* through acoustic study to provide a better understanding on the hazard of underwater noise.



Blue Five-pointed Stars as P1 Project Sites of Underwater Recorders

SOCIAL PRACTICES

Employee Partnership

Win-win Partnership

Shared Development



Employee Partnership

Human resources are the core competitiveness of a company. Always following the employee partnership mechanism based on the principles of “consensus, co-creation, joint undertaking and sharing”, the Company has nurtured employees with a transparent and healthy culture, provided a stage and a platform for them to show their talent and realize their dreams, and encouraged employees to progress with the Company, so as to create and share a better life and value together.

Protection of employee rights and interests

We strictly abide by various laws and regulations and employment policies. The human resources policies and procedures formulated by Vanke are to fully protect employees’ legitimate rights and interests in the principle of fair, just and open employment. What’s more, we strive to create a positive, excellent and healthy employment platform and a diverse and inclusive working environment where employees can give full play to their talent.

Fair and diversified recruitment

We strictly abide by the *Company Law of the People’s Republic of China*, the *Labor Law of the People’s Republic of China* and other Chinese laws and regulations as well as world-recognized conventions, such as labor standards of the *International Labour Organization*. In recruitment and employment, we treat all employees as equals and oppose discriminated treatment based on gender, age, ethnicity or religion. While providing every employee with fair employment and development opportunities, we continue to diversify our employee structure by taking into account their genders, cultural backgrounds, experiences and other professional backgrounds, and improve workplace diversity and sustainability of corporate development.

Total number of employees*

140,565

Prohibition of child labor and forced labor

We extend the employee rights of prohibiting child labor and forced labor throughout the value chain to our suppliers and contractors. We prohibit child labor and forced labor in our recruitment process and business activities. Our suppliers and contractors are mandatorily required to prohibit the employment of child laborers under 16 years old. In 2020, Vanke had no operations or suppliers that employed child labor, arranged young workers to engage in hazardous work, or were at significant risk of forced employment or forced labor. There were no violations of laws or regulations relating to child labor and forced labor throughout the year.

Fair performance-based remuneration and benefits

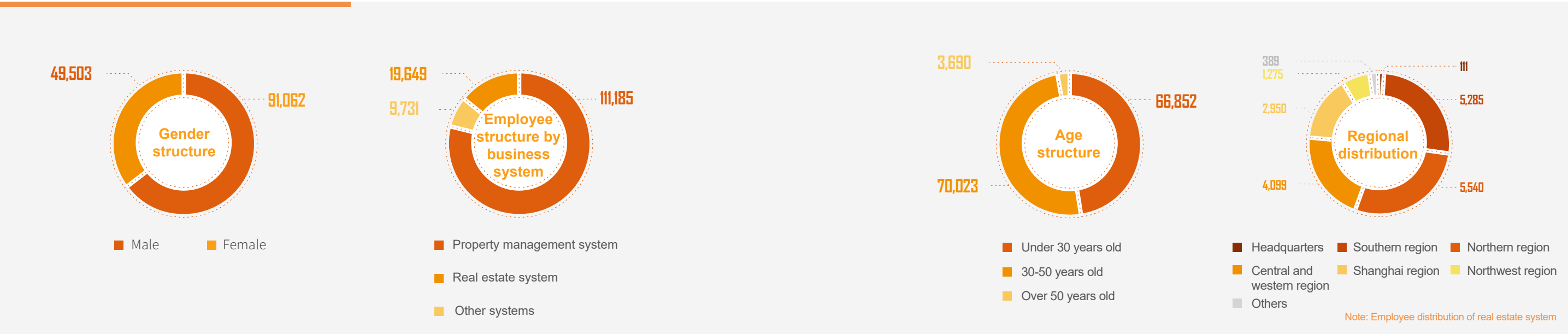
We have formulated the remuneration and benefits system in accordance with national laws and regulations and our *Employee Handbook* and the principles of “market- and post-based salary, pay raise for excellence and pay secrecy” and advocate equal pay for equal work. Meanwhile, we continue to improve the salary growth mechanism and diversify the types of benefits.

In terms of performance-based remuneration, Vanke rewards employees based on individual performance and corporate performance. To ensure that the performance evaluation of the employees is fair and just, and consistent with their actual performance, Vanke will conduct performance interviews and year-end reward interviews with the employees after the performance evaluation to give feedback on their performance. After the performance evaluation, the department/project partners will provide one-on-one feedback on their work performance and offer work guidance. Meanwhile, the human resources department has put in place the performance appeal process to respond to the performance objections uniformly, and to ensure that the ideas of employees can be effectively fed back and promptly replied.

In respect of benefits, Vanke provides employees with practical benefits in addition to statutory benefits. For instance, we purchase commercial insurance against serious illness and accidental injuries for all employees, and offer discounted group commercial medical insurance for their family members. Employees could voluntarily purchase insurances and enjoy extra paid leave, marriage leave and funeral leave.

Employee social insurance coverage rate

100%



*Note: The total number of employees includes 43,673 security guards allocated to Shenzhen Wanyu Security Technology Co., Ltd., an associated company of Vanke, during the reporting period.

Employee training and development

Upholding the philosophy of “highly consistent cultural inheritance and diversified talent cultivation”, we have built the “Joyful Learning” platform and BG/BU-based distributed academies represented by the Strivers University at the Headquarters, Pujiang Academy, and School of Property Knowledge. We encourage all staff to explore their own learning opportunities, support their further study and pursuit of higher academic degrees, and create learning and development opportunities for each and every striver.

Joyful Learning: A mobile knowledge sharing platform

The Vanke Joyful Learning Online Mobile Learning Platform has continuously provided high-quality learning resources for employees. Giving full play to its function of organizational intelligence inheritance on the basis of continuous optimization, it has provided employees with precise learning courses, and more empowerment opportunities. During the pandemic period in particular, we urgently opened the front-line access to the release of courses. From February to April, a total of 263 courses were launched online. Meanwhile, we shared online learning data through the bi-monthly report of Joyful Learning’s operation, which effectively encourages each BG/BU to produce and release learning resources. In 2020, the courses were effectively learned by 369,952 person.

Headquarters’ training system

Based on the Group’s vision, Vanke has established the Strivers University and regularly organizes programs such as the Mount Qomolangma Action, Vanke Lecture Hall and Headquarters Learning Day, to continuously improve employees’ professional skills and expand their vision and ways of thinking.

Mount Qomolangma Action

It is a leadership development project of the Headquarters. In 2020, Vanke carried out training for 140 partners, focusing on Vanke’s competition and digital strategy, business partnership mechanism and culture, Vanke’s management ideas and tools, leadership improvement and management skills.

Vanke Lecture Hall

It is a sharing platform to popularize corporate culture and broaden employees’ horizons. In 2020, we held a total of 6 lectures through Vanke Lecture Hall, including internal topics in relation to Vanke’s management thoughts, culture and concept tools, and external topics concerning the development trends of policies, environment and population. A total of 5,211 participants learned the offline lectures on internal topics and 5,310 participants learned the offline lectures on external topics.

Headquarters Learning Day

The Headquarters Learning Day is a training course focused on working principles and methods for all partners in the Group Headquarters. In 2020, all staff members of the Vanke Headquarters took the courses, such as 29 Working Principles of Vanke, Five Steps and Principles of Vanke Work and Vanke OKR.

The fourth training session of Mount Qomolangma Action



Employee Training Coverage Rate

100%

Average Employee Training Hours Per Capita

19.9 Hours

In 2020, the Joyful Learning Platform launched 792 video courses, with an accumulated user number of over 100,000.

Distributed training system

Our talent cultivation is based on the business partner system and is distributed to address the needs of different organizations. The current distributed training system consists of Sixing Academy in the Southern Region, Pujiang Academy in Shanghai, Jiayi Academy in the Northern Region, the Zhongxi Academy in the Central and Western Regions, School of Property Knowledge, SCPG IN-Academy, Long-term Rental Apartment Xiaobo Academy and Technology Company Technical Academy, etc.

In line with Vanke’s professional requirements, the academies established a comprehensive vocational training system with different characteristics centering on the professional baseline, work skills and general ability in 2020. On the basis of strict prevention of post-related risks, efforts were made to strengthen staff professional ability and business ability, and help them increase their intrinsic value.

Take Pujiang Academy as an example. The training system of “safeguarding the baseline—upholding the professional baseline, strengthening the middle line—professional qualification certification, and building the high line—improving the professional style” has been put in place to deliver diversified training courses and provide employees with professional training.

Average training houses per employee of property service BG

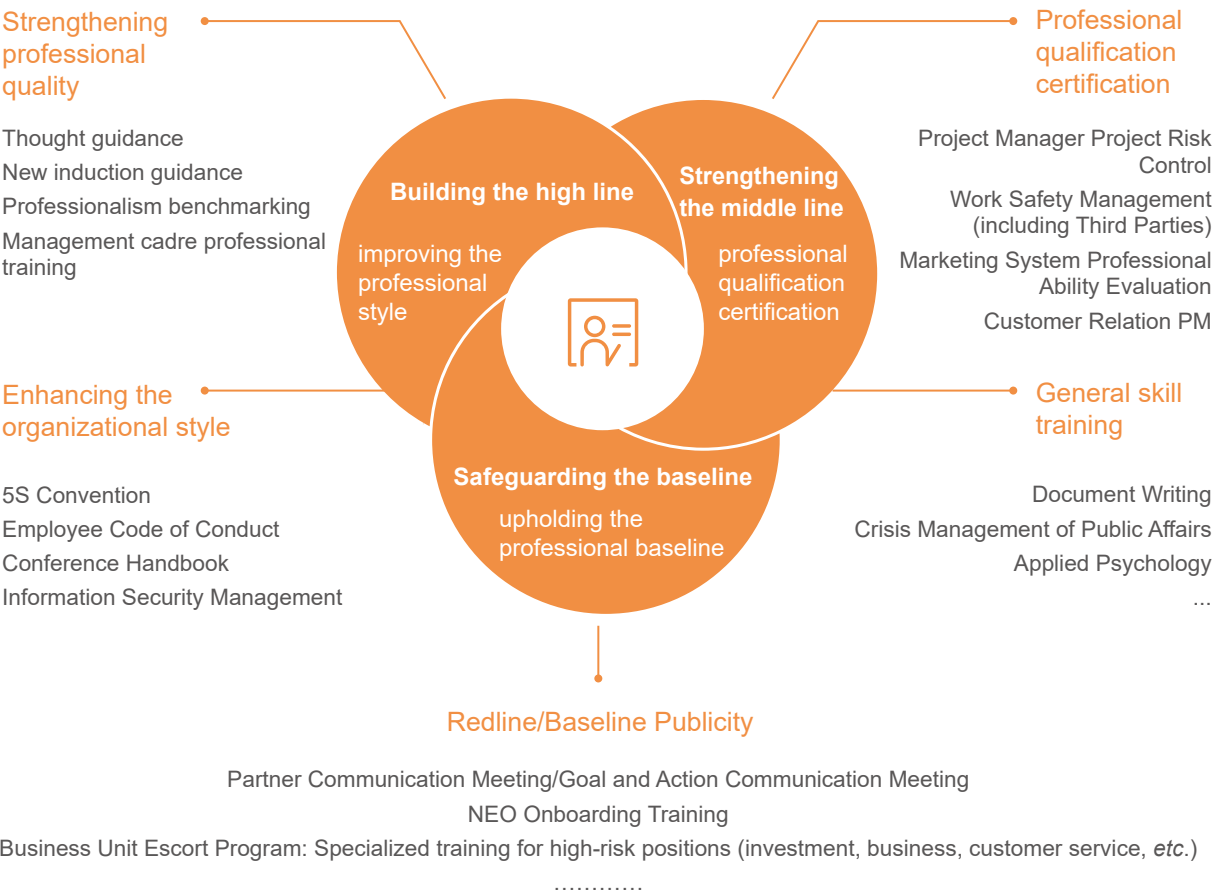
19.1 hours

Average training hours per employee of real estate BG

25.7 hours

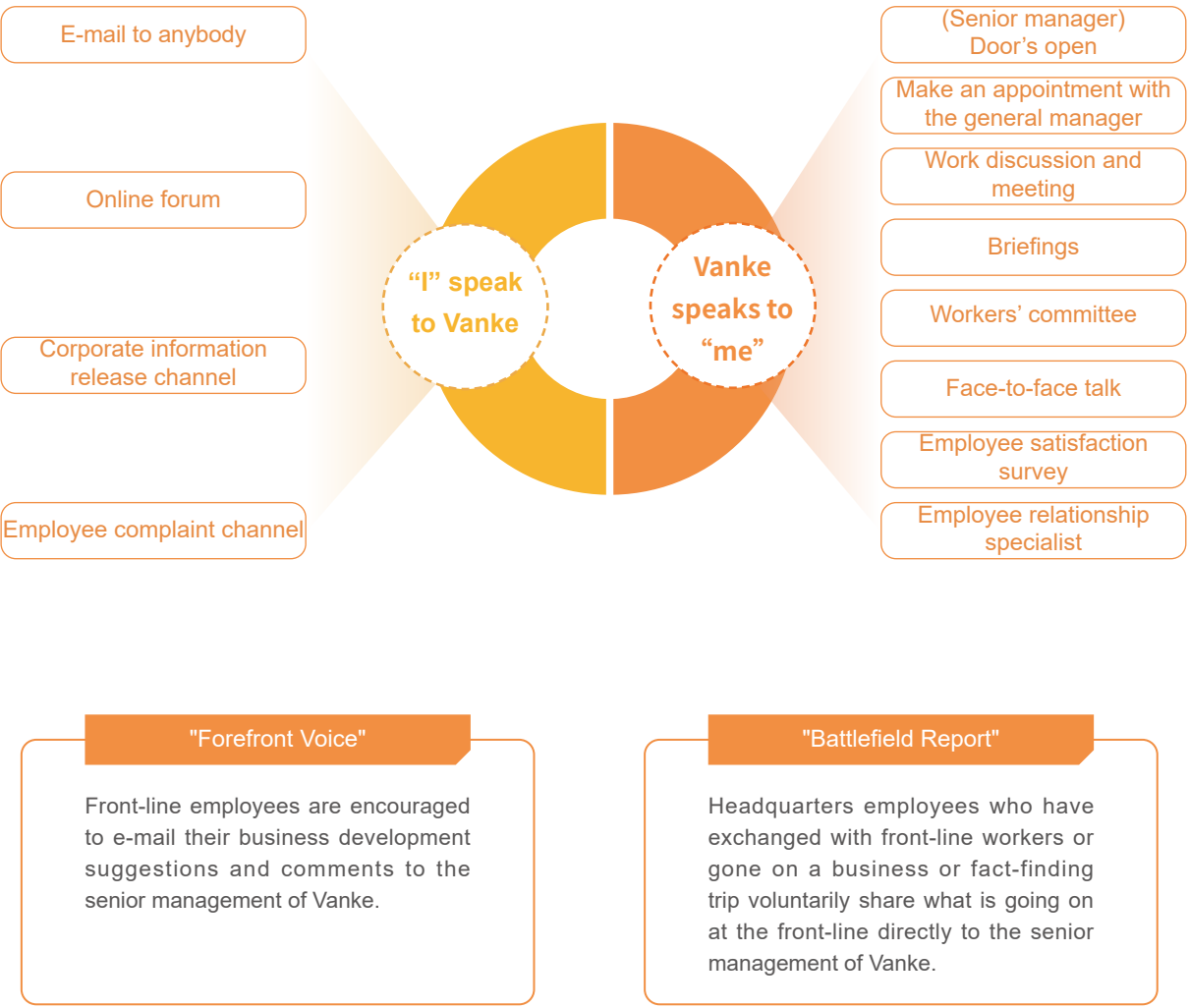
Average training hours per employee of other BGs/BUs

15.4 hours



Employee involvement and communication

Employees are the master of the Company. Vanke offers 12 communication channels and launches the Forefront Voice Program and Battlefield Report Program as a bridge of communication between employees and the management to fully guarantee employees' rights to know, participate, express and oversee. They also allow the management to listen to the voice of front-line employees and learn about the front-line situation.



Occupational health and safety

Employee health and safety is the top priority in our business management. We strictly abide by the *Work Safety Law of the People's Republic of China* and other governing laws and regulations, and the safety and health management requirement of OHSAS18000 Occupational Health and Safety Management Certification. Accordingly, we continue to improve corporate policies concerning occupational health and safety management, carry out daily supervision and inspection, foster a culture that prioritizes safety and health, and raise employees' safety and health awareness, so that they can live a healthy life and work happily.

Employee health and well-being

We care about employees' health and have formulated annual goals to promote employee health and well-being and linked employees' health to the bonus of the management. We not only provide a free physical examination for all contract employees every year, but also collect the physical fitness and health data (BMI index) of employees by organizing physical fitness tests, and evaluate the health conditions of employees on a regular basis.

In 2020, we hired professional third-party institutions to perform physical tests for employees. Test objectives are set based on four central functions, and the participation rate of each function was required to be ≥95% and the excellence rate of each function was required to be ≥95%. If employees' physical performance and health conditions (*i.e.*, the body mass index, BMI) deteriorate or fall below the standard, the management will lose part of the bonus.

We continue to enrich the Company's internal health culture by establishing sports associations/clubs, providing free access to gyms, decorating sports culture walls at the staircase and organizing various health lectures. These efforts are made to encourage employees to participate in all kinds of sports activities, build up physique, enrich their lives and help them live a healthy life. In 2020, we carried out health consultation and conditioning activities in the Vanke Headquarters. TCM acupuncture and massage spots were designated to measure blood pressure and blood sugar, conduct ECG monitoring and provide TCM health consultation for employees; sedentary office workers were checked for common health problems of cervical vertebra and lumbar vertebra. Investment in labor protection supplies was continuously increased and health and safety tools and facilities such as AED first-aid kits were provided for employees, further guaranteeing the employees' health.

We have established the Vanke Fraternal Society under the principle of “keeping an eye out for each other, all for one, one for all, and enhancing Vanke employees' capabilities in resisting catastrophic incidents through teamwork”. It provides consolation and material support for employees hit by misfortune. In 2020, the Vanke Fraternal Society donated RMB 5.113 million to 61 members. Since its inception, the Vanke Fraternal Society has donated RMB 22.353 million to 317 members in the face of major catastrophic events.

Work-related death 0

Workday lost due to work-related injury 0 day

The above data cover only the Headquarters of Vanke

As of the end of 2020, the Company had established 20 sports associations and clubs, and 14 of them are at the Headquarters. The Headquarters had organized 531 events involving 8,816 participants.



● Construction safety

Guided by the principle of “protecting the life of workers at Vanke’s construction sites”, we have formulated *Vanke Group’s Traffic Light Mechanism for Work Safety of Projects under Construction*, *Vanke Group’s Bottom-line Inspection Standards for the Safety and Quality of Projects under Construction*, *Vanke Group’s Work Safety and Quality Incident Management Regulation of Projects under Construction*, and other management policies. These policies specify the safe production bottom-line and require the implementation of safe production procedures. We have realized digital intelligent control empowered by technologies. With the help of the third-party safety assessment, we have conducted scientific assessment of safety risks and supervise the improvement thereof to ensure the effectiveness of safe production. In 2020, Vanke set the safe production target of Zero Occurrence of major accidents, and built itself into an intrinsically safe enterprise.

Safety training coverage rate of employees and construction contractors

100%



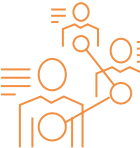
Safety management mechanism

We have put in place safety management organizations. The regional and first-line companies have established the work safety management committee, and employed safety experts and full-time safety engineers to take full charge of work safety management and performance management, and clarified the responsibilities, obligations and rewards and punishments of project personnel, project supervisors and general contractors. We have further released the *Measures for the Control of Production Accidents* to define the liability for production safety accidents, and adopted the one-vote veto mechanism for responsible management personnel and responsible cooperative units.



Safety risk evaluation

We continuously update and apply safety management tools such as the *Safety Rating Scale* and the *Traffic Light Mechanism Checklist* to encourage the implementation of work safety measures. We conduct safety evaluation of all projects every quarter and full-coverage inspection on major risk points and on the implementation of safety management in the construction process. We also hire professional third-party organizations to conduct science-based assessment of different risk points at stages of construction and delivery, and urge rectifications of any risk identified. In 2020, Vanke organized 3,305 unannounced third-party safety evaluations on all projects under construction to guarantee safety.



Safety training and assessment

We promote Japanese-style safety morning meetings among the construction units. The workers’ safety morning meeting has been held every day in all projects under construction to publicize the site safety hazard sources on that day, and enhance workers’ safety awareness. Meanwhile, weekly training has been conducted to identify safety issues and corrective recommendations. Special training on project safety management and safe production certification programs for all engineering managers of regional quality departments, personnel from the engineering department of front-line companies, project leaders, responsible engineers and safety management personnel of relevant organizations have specified the project management code and bottom-line requirements. All staff members are required to participate in the training and pass the safety code examination before working.

Case Practicing the Risk Management First Security Control Strategy

In the preliminary planning stage of Vanke Financial Supermarket project, the risk sources of each stage were sorted out, classified and integrated. Based on the safety management idea of “first universal and then special, technology-centered and management complemented”, the standardization and technical means are adopted to avoid the risk sources in the early stage. In order to reduce the operation risk of large machinery, for example, the number of elevators on the construction site has been optimized, and people and vehicles have been strictly separated after an adequate review on the mechanical capacity; to control the risk of large-sized dangerous projects, the risk sources of all large-sized dangerous projects above a certain scale have been identified and expert demonstration has been completed in the early stage. In 2020, the project was honored as Safe and Civilized Model Site of Guizhou Province.

Win-win Partnership

We have developed our internal policies such as *Supplier Management Measures*, *Sky-Net Action Management Measures*, and *Sunshine Cooperation Agreement*. By clarifying the full lifecycle management process of supplier selection, evaluation and exit, we strive to effectively identify risks, and reduce potential environmental, social and safety hazards, improve Vanke and our suppliers’ product quality and service capabilities and establish a standardized, fair and unified supplier management system.

Meanwhile, we work with excellent companies across sectors to build the VVUPUP E-commerce sharing platform based on consultation and joint contribution. The platform holds the practice results of Vanke in new product R&D, quality control and supply chain management over the past 30 years, and realizes scale effect and complementarity among partners, and enhances the competitiveness of the supply chain.

Improving supplier management

We have formulated and continuously improved supplier management measures, and carried out full lifecycle supplier management covering supplier selection, evaluation, and exit, to help suppliers grow and achieve common development.

Supplier selection: We establish a pool of qualified suppliers, regularly review and analyze suppliers’ overall credit strength, operation status and other aspects, conduct on-site review, and select those having passed the comprehensive evaluation and certification process.

Supplier evaluation: We adhere to the objective and quantitative evaluation system. Suppliers are evaluated based on multi-dimensional indicators such as online intelligent site evaluation performance, third-party unannounced inspection evaluation performance, Skynet material inspection qualification rate and after-sale repair rate. The evaluation indicators cover the business performance of suppliers throughout the whole cycle, making the evaluation quantifiable, comparable and traceable.

Supplier risk management: We assess and manage the operation, safety and quality, environmental and social risks in suppliers, and publish a list of high-risk suppliers. We further follow up the performance improvement of key resources by interviewing suppliers of high-risk key resources and reviewing the quarterly assessment and improvement plan submitted by suppliers.

Supplier exit mechanism (the “red & yellow cards” system): Supplier safety incidents, shoddy work and inferior material, frauds, concrete risks are reviewed regularly. Punishments such as the yellow card, red card or blacklist are issued based on the severity of suppliers’ quality problems or breach of contract.

Supplier communication and training: We provide a communication and training platform for partners. In 2020, Vanke held 1 group level Partner Spring Tea Party, 5 regional level supplier conferences and about 30 city company-level supplier conferences on key resources of key categories. We further provided training to suppliers on topics such as quality assurance, business ethics, construction safety, etc.

In 2020, Vanke had 17,854 suppliers.

By the end of 2020, VVUPUP had attracted 2,535 registered suppliers, with 321,653 SKUs (stock- keeping units) in 1,800 product categories.

In 2020, Vanke assessed

1,496 suppliers

Type A suppliers

295

Percentage of contractors subject to training on quality, business ethics and construction safety topics

100%

Managing the safety and social risks of the supply chain

We constantly improve the safety management of the supply chain, that of contractors in particular. We also work to strengthen labor rights protection and enhance the CSR awareness and ability of the supply chain.

We organize contractor safety training and examination, and achieve a coverage rate of contractor safety evaluation of

100%

- We issued the *A2 Version of Management Regulations for “Non-Accidental Safety Deaths” of Vanke Projects under Construction*, clarifying punishments for contractors in case of safety incidents.
- We continue to improve the management procedures and standards for safe construction and pay for the safety protection and civilized construction measures in accordance with relevant national regulations.
- Employees must receive three levels of safety education, learn Vanke’s workers’ training courses and pass examinations before taking on the post.
- We organize safety examinations for construction units, covering all our contractors.
- Workers in special posts must hold the required work permits.

Standardization of Safety Management

- Safety and health training is conducted on a regular basis, and contractors shall provide masks, noise prevention devices, reflective vests and other protective devices when workers are on the site to effectively guarantee the health and safety of front-line workers.
- We require contractors to use more than ten new technologies to ensure the health and safety of workers, such as facial recognition system, intelligent voice broadcasting system and other intelligent management systems, to reduce accidents on construction sites and improve the health of construction workers.

- We strictly abide by national laws and regulations, require EPC contractors to implement a wage security system for contract workers, and provide social insurance to employees in accordance with the law.
- We set up an emergency response mechanism to coordinate and handle payroll disputes as soon as possible.
- We provide accident insurance for workers in high-risk positions.
- We forbid child labor in any construction unit or partner and protect the rights and interests of minors and female workers.
- We require EPC contractors to provide regular safety and health training to employees, and each new recruit must receive body checks before reporting to work at the construction site.
- The employer must document the safety status of workers.

Protection of Labor Rights and Interests

Case Initiated the Supply Chain Anti-fraud Alliance and Created a Fairer and Healthier Supply Chain Ecosystem

In 2019, VVUPUP and 24 real estate enterprises jointly established the real estate supply chain anti-fraud alliance in an attempt to create a fairer and healthier supply chain ecosystem by disclosing the industry risks and sharing supplier blacklist and risk list. In 2020, the anti-fraud alliance had attracted 46 members, sorted out 197 risk warnings, and provided powerful risk aversion measures for the industry. Major actions and achievements of the anti-fraud alliance in 2020 include:

- Established the criteria of sharing blacklist contents, blacklist application principles, blacklist sharing cycle/mode, communication mechanism of anti-fraud alliance and other organizational building and management strategies;
- Identified material equipment and engineering construction as the categories of concern based on the frequent risks of suppliers in relation to the “quality, safety, service and business”, with the focus on engineering change, subcontracting, site management, safe and civilized construction and other risks;
- Carried out resource sharing and intercommunication for information on insulation quality, galvanized steel pipe quality, artificial plate quality and concrete quality risk, developed and launched related Applets;
- Gave warning and conducted cause analysis on non-conformities of 22 types of high-risk early warning products, including polyurethane waterproof coating, polymer cement waterproof coating, building fire retardant coating and floor coating, to help avoid major risks in the industry and improve product strength.

Clean procurement guarantee

Taking the *Sunshine Cooperation Agreement* as part of the contract, Vanke requires all suppliers, including contractors, to sign the *Sunshine Cooperation Agreement* and acknowledge that they know and undertake to abide by the relevant requirements of Vanke’s anti-corruption policy. We work together with suppliers to build an anti-fraud defense line and create a healthy and honest environment by conducting anti-corruption due diligence on suppliers, disclosing the list of untrustworthy suppliers and carrying out honesty training.

Moreover, we have relied on VVUPUP to select suppliers by qualifications through technological means, and changed the conventional bid evaluation and decision-making system dependent on manual decision-making, enhancing the transparency, justness, and fairness of bid invitation. When signing an MOU, we require all cooperative suppliers to sign the Sunshine Cooperation Agreement as an appendix to the contract, to confirm that the suppliers know and undertake to abide by the relevant requirements of Vanke’s anti-fraud and corruption policy. Commercial bribery, bribery, conflict of interest, collusion in bidding, and fund transactions are strictly prohibited. We encourage the report of any violation of the code of professional ethics, such as embezzlement and fraud, to Vanke in a timely manner.

Case Technologies Help Reduce Environmental and Social Risks in Procurement

VVUPUP has partnered up with Overseas Chinese Town (OCT) and Harbin Institute of Technology for bid invitation and successfully developed the bid invitation robot BumbleBee. The robot realizes intelligent pre-qualification review and AI bid evaluation, and makes joint bid invitations more transparent. In respect of quality monitoring, VVUPUP has relied on independent third-party testing and big data analysis to carry out quality supervision and management on indoor air quality, construction site and material contract performance. VVUPUP further established a quality monitoring system that subverts the traditional price-oriented bid selection mechanism. For order execution, VVUPUP has built the Tianlu which centers on order flow and makes each process of order execution transparent to support prejudgement of delivery risks throughout the whole process of the project and realize lean operation. Meanwhile, the answering robot ANSWER, the development of which is led by VVUPUP, is committed to growing into the Professional Baidu in building material procurement on the basis of over ten years of procurement experience and analysis on over 500,000 pieces of data.

In 2020, robot BumbleBee was honored with the First Prize of Science and Technology Progress Award of China Federation of Logistics and Purchasing.

Advancing industry development

We have built the VVUPUP which focuses on collaboration among suppliers, and explores the formation of new ecosystems in the industrial chain to realize scale effect. We have further shared professional knowledge such as bid invitation and procurement practices and innovative technologies to support the optimization and improvement of the industry’s bid invitation and procurement system.

Case VVUPUP Third Consortium Purchasing Conference held in Beijing

On December 3, over 1200 buyers, suppliers, representatives of industry associations and experts, including Vanke, attended the VVUPUP Third Consortium Purchasing Conference themed with All Things from 3, DT Empowerment. The conference showcased the progress of VVUPUP in bidding and procurement, and technology in the past three years, and put forward the development view of “integrating technology into business and enabling technology from business”. In the future, VVUPUP will provide members with the overall supply chain services, including project implementation of collective purchasing products, Skynet quality service, transaction data analysis, joint procurement, product selection, product delivery management and VVUPUP College, to promote the construction of a new ecosystem of real estate supply chain and boost the development of the industry.



VVUPUP Third Consortium Purchasing Conference

Shared Development

Vanke is committed to continuous innovation-driven development through diversified strategies, aiming to meet the people's ever-growing needs for a better life, and striving to become a lifestyle creator.

Overcoming the pandemic together

At the outbreak of the COVID-19, Vanke actively invested a lot of workforce, material resources and financial resources to support the fight against the pandemic. Working with the governments at all levels to guarantee public health, all subsidiaries of Vanke took actions to help with the fight and guarantee work resumption and livelihood assurance. During the post-pandemic period, Vanke will continue to incorporate the health management idea in its business activities and processes, and implement regular health and safety management. Meanwhile, we will further increase resource investments in health development to help win this battle of protecting people's health.

Working together during the pandemic period

At the outbreak of the COVID-19 pandemic, the Vanke Foundation immediately donated RMB 100 million to the Wuhan Charity Federation to support front-line efforts against the pandemic. Through disinfection, cleaning, pandemic monitoring and warning and care services, Vanke spared no effort to ensure the sanitation and orderly operation of residential communities, office buildings, malls, long-term rental apartments and elderly care communities. These efforts were made to protect residents' normal lives and help enterprises resume production and work.

Due contributions made by Vanke subsidiaries to the fight against the pandemic:

Vanke Service

- On February 1, 2020, volunteers supported the property service of Huoshenshan Hospital; on March 19, the 13 volunteers of Vanke to Huoshenshan Hospital returned after completing the mission;
- In response to the pandemic preven-tion and control, Vanke issued 53 work guidelines, and carried out joint online and offline inspections to ensure the proper implementation of operational requirements;
- Vanke launched the 20,000-vancacy recruitment plan in advance to help stabilize employment during the pandemic period.

VX Logistic Properties

- 59 logistics parks in 27 cities were opened free of charge to assist governments at all levels and charity organizations in warehousing and transporting pandemic prevention materials.

Long-term Rental Apartment

- Rent payment time for tenants was delayed, and the rent was reduced for some customers affected by the pandemic, such as those from Hubei province, who were unable to return to their apartment normally.

Vanke Commerce

- The rent of 10,000 store owners in the Vanke malls was halved for 2 months;
- Service channels were built to help with store owners' online sales, and ensure the supply for people's livelihood in partnership with store owners.

Vanke Hotels

- Vanke Narada Grand Hotel Wuhan provided logistical support for a medical support team of 254 people from Fujian to Wuhan.

Cushman & Wakefield Vanke Service

- Standardized pandemic prevention in office buildings was carried out to ensure the safe resumption of work of more than 20,000 client enterprises, and more than 800,000 employees successfully returned to work;
- With the continuous upgrading of the pandemic prevention and control efforts, the pandemic Prevention Manual was revised and updated to the sixth edition.

Vanke Agricultural Food

- Fresh vegetables were actively raised and delivered free of charge to the medical personnel from Shenzhen to Wuhan and the front-line medical and pandemic prevention personnel of the units in Shenzhen.

Case Vanke and Tsinghua University Jointly Built the Vanke School of Public Health, Tsinghua University

On April 2, 2020, Vanke Enterprise Equity Asset Management Center entered into a donation agreement with Tsinghua University Education Foundation. It made a one-off donation of 200 million Vanke shares on behalf of all Vanke members to the latter for the joint building of the Vanke School of Public Health, Tsinghua University. The shares donated were worth RMB 5.3 billion in market value, making it the greatest single donation to university foundations in China by far.

“After the pandemic, public health and wellness is bound to be one of the most attention-drawing issues in the world and needs to be addressed urgently. It is the best gift that all Vanke members have received in 36 years' struggle to make this wealth do something meaningful when the society needs it most.”

——Mr. YU Liang, chairman of Vanke



WANG Shi and YU Liang Attended the Vanke Donation Ceremony on April 2

Restoring the social order together during the post-pandemic period

From the outbreak of the pandemic to the emergency response period, and to the post-pandemic restoration period throughout 2020, Vanke Foundation focused on the mental health of the people in the affected areas, trauma rehabilitation and NGO development in the affected areas, and care for front-line workers. Such programs as pandemic CARE + and Escort Program were launched to help those in the affected areas and communities, working in the front-line in need of care.

Pandemic CARE +, Relieving the Work Pressure of Frontline Workers

The Vanke Foundation worked with the See Psychology team of WU Zhihong from Wanwuyouyi to provide psychological assessment and course customization services for community property management personnel in the frontline against the pandemic. These efforts were intended to improve the professional competence and coping ability of psychological pressure of property management personnel in response to the pandemic, and help them better accomplish the pandemic prevention and control task.

Escort Program, Assisting the Steady and Healthy Development of Hubei Pandemic Prevention and Control Organizations

During the post-pandemic restoration period, the Vanke Foundation supports vitality restoration in the community level and helps front-line social organizations overcome difficulties. In partnership with Chengdu Aiyouxi Community Development Center, the Vanke Foundation has subsidized 9 organizations in Hubei to launch community programs which cover 22 communities in Wuhan, Huanggang, Ezhou, Jingmen and Jingzhou.

Anti-pandemic Material Support to Chengdu Sanitation Workers

The Vanke Foundation supported Chengdu Roots & Shoots by providing sanitation workers with a certain amount of supplies for safe work such as face masks, rubber gloves and disinfectants since they had inadequate safety equipment, complex work tasks and high health risks.

Prosperous urban development

Positioned as an “urban and rural developer and life services provider”, we pay attention to cities’ historical and cultural heritages and respect their historical and cultural relics while leading urban renewal projects. We aim to create a convenient, cozy and safe living environment, and promote prosperous urban development.

● Empowering urban revitalization

Urban renewal and regeneration are expected to not only trace and extract the architectural treasures left in history, but also give priority to the experience of local users. More importantly, the future should be taken into account to bring new vitality to the community and city. In the organic renewal of the old towns and the protection of historical landscape, the Company pays attention to maintaining the city’s historical and cultural legacy, and properly balances the need for renovation and conservation, thus keeping the historical and cultural elements alive and revitalizing urban development.

Renovating a century-old community and revitalizing the park space, culture and content

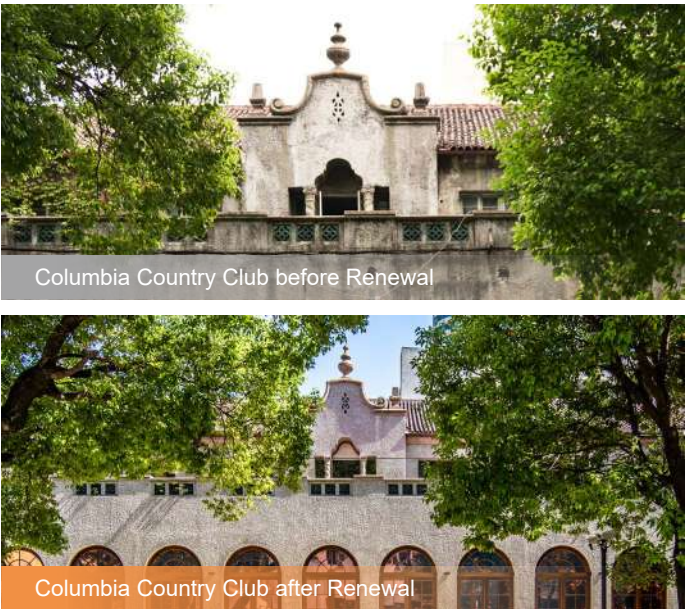
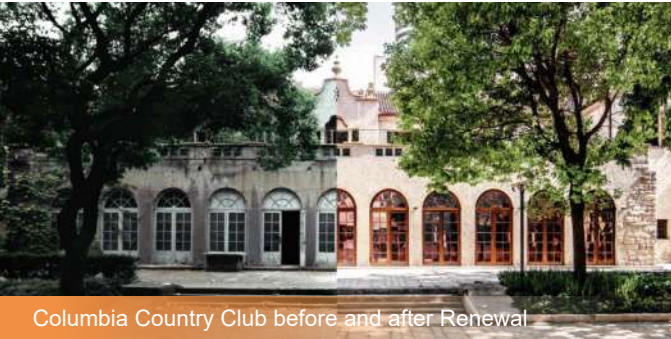
Located in West Yan’an Road, Columbia Circle is part of the Xinhua Road Cultural Scenic Area. As a historical and cultural scenic area in Shanghai, it has 3 historic buildings and 11 industrial buildings witnessing the growth history of New China. Vanke conducts overall planning and operation guided by the revitalization strategy of Space, Culture and Content, stimulates the quality and vitality of the park and keeps the urban texture through the old buildings.

Space: Respecting architectural heritage, enhancing spatial influence and revitalizing architecture

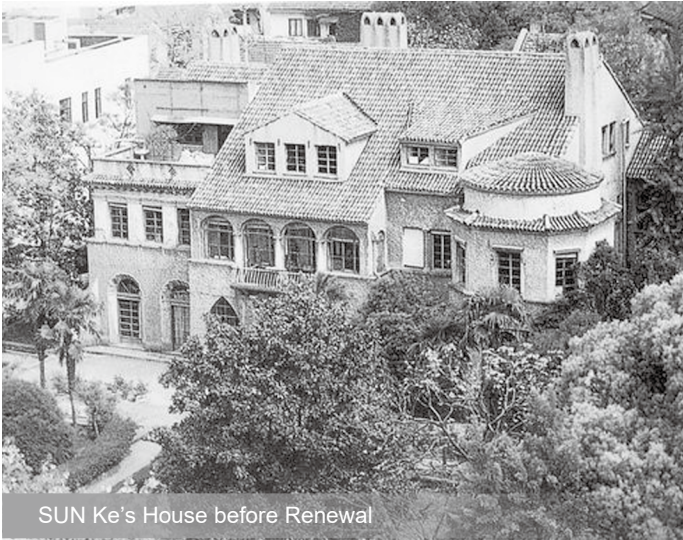
Through a rigorous study and classification on the buildings within the plot, Vanke identifies the factories and office buildings to renovate, as well as the spaces to demolish and replan. In terms of spatial planning and individual buildings, the principle of “balancing old and new textures and seeking spatial order” is observed, which ensures the continuity of historical and cultural textures and awakens the vitality of the whole venue of Shangsheng Xinsuo.

For conservation buildings, Vanke keeps their cultural value and historical research significance. In accordance with the *Regulations on the Conservation of Cultural Relics* and the *Regulations on the Conservation of Excellent Historical Buildings*, Vanke follows the principles of “minimum intervention” and “identifiability” to restore its historic look and features through the restoration of facade and key protected spaces.

○ **Columbia Country Club:** The same historical materials and the methods of contemporary artisans restoring traditional handicrafts are used to repair the facades, restore traditional architectural elements and meticulously study the ceiling moldings and wooden parapets.



SUN Ke's House: To keep various architectural styles, such as Spanish and Italian Renaissance styles, the architectural features such as red brick tiles, changing window frames, gentle rooftops and chimneys on the roof are properly retained in the renovation. The corroded structures are replaced with the original materials in the same techniques to ensure minimal damage to the building. The wall texture is meticulously selected and manually plastered; old timber is collected to restore the original wooden ceilings and shutters, preserving the identity of the architectural mix and match style.



For non-conservation buildings, Vanke is not simply dismantling and rebuilding. In the renewal process, it pays more attention to changing local space and materials by combining new functions, to create a new space in line with the contemporary era in the historical environment.

○ **MMR Building:** The modernist look and the stone-washed exterior wall finish are retained; the south facade is replaced with floor-to-ceiling glass windows for the sake of lighting, and a new “glass box” space is inserted on the ground floor to meet the commercial needs.



Pressure Control Pump Room: The facades are clad in mirrored stainless steel, which, together with the buildings in the park, creates a public plaza that integrates history and modernity.



Pressure Control Pump Room before Renewal

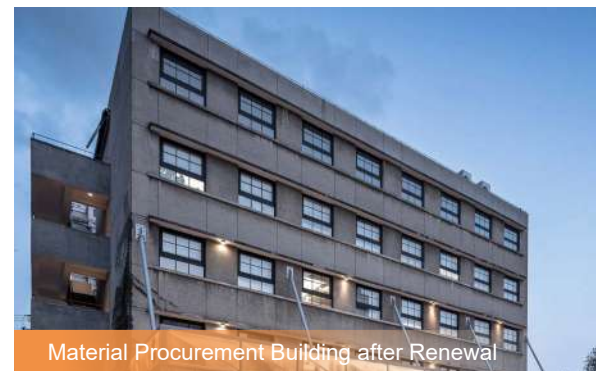


Pressure Control Pump Room after Renewal

Material Procurement Building: The original style and color are retained, and the broken bridge aluminum windows installed; a 4-meter cantilevered balcony is added on the second floor to increase indoor and outdoor interaction space.



Material Procurement Building before Renewal



Material Procurement Building after Renewal

Culture and Content: Recreating the venue content and rebuilding the order of the living circle of the new Shanghai culture

Vanke is committed to building a model international cultural and art block in Changning District by launching four types of cultural and creative activities: cultural exhibitions, theme art festivals, urban forums and IP activities. Thematic cultural collections are formed throughout the year to promote the development of an international cultural influence. Meanwhile, the cultural and art blocks enhance interaction with community residents, open outdoor cinemas and creative markets, and provide new places for residents to live, relax and entertain.

Vanke introduces various industries and brand operations, and ingeniously combines tenants with cultural preservation buildings. Columbia Circle is thus transformed from a simplex production and research and development facility into a public park and a space for commercial activities, office operations, and cultural and sports activities. It's to be built into a block that meets the living needs of citizens, opened 24/7.



Diversified Art and Culture Activities after Renewal



Revitalizing Nantou Ancient City, balancing the villages in the city with historical heritage

With a history of about 1,700 years, Nantou Ancient City in Shenzhen, together with the surrounding areas, has formed a complicated layout where a village can be seen in the city. The Ancient City is located in the village under urbanization in Shenzhen. The construction of buildings against time has erected many modern buildings of uneven quality in the Ancient City. Due to the high mobility of tenants, maintenance and management difficulties after construction, the houses in the Ancient City are subject to serious landscape damage, environmental disorder, security risks and other problems.

In March 2019, the Nantou Ancient City Revitalization and Renewal Project was officially launched, to be led by Nanshan District Government and implemented by Vanke. From the economic, cultural and social perspectives, Vanke transforms the physical space of the Ancient City, while protecting its rich historical heritage and introducing design/creative industries, so that the Ancient City can embrace beautiful, diversified, all-round development and sustainable growth.

Urban renewal

Vanke aims to create a high-quality cultural and creative ecosystem, eliminate the infrastructure weaknesses of the Ancient City, and provide attractive living space and matching consumption options for residents and workers.

Eliminating the infrastructure weaknesses

With the support of the Nanshan District Government, the municipal pipe network facilities were firstly renewed and buried in the ground, added with rainwater and sewage distribution lines, firefighting pipelines and gas pipelines to solve the problems of disorganized laying and hidden safety hazards. The new public lighting system, the installation of necessary firefighting facilities and security surveillance cameras, effectively improve the quality of space and environment in the Ancient City, and bring security to the lives of residents.

Expanding and upgrading public spaces

As owners and tenants continue to encroach on public spaces, residents and visitors experience a decline in comfort. Working with leading architects, Vanke has designed landscaping for new modern courtyards, dismantled dilapidated buildings and revitalized unused corners into pocket parks scattered throughout the Ancient City.

Transforming old factory buildings into creative office spaces

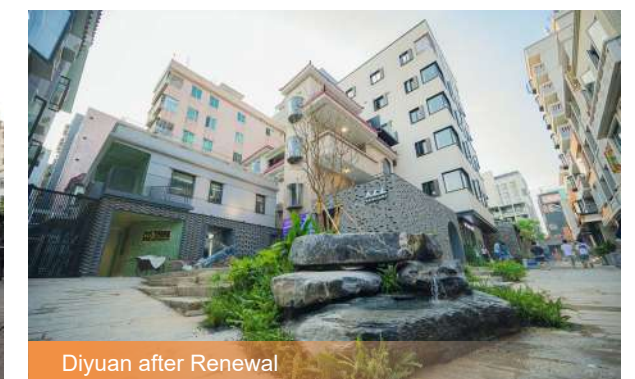
Vanke works with its partners to transform the old factory buildings and some buildings in the Ancient City into nearly 20,000 square meters of creative office spaces. We guide the entry of cultural, art and creative design industries, and provide co-working space and industry incubation platform for creative institutions to drive the transformation and upgrading of internal industries and stimulate the cultural vitality of the Ancient City.

Optimizing rental space

The houses for rent in the Ancient City offer a poor living environment, and some of them may have safety problems. By strengthening the structure, redecorating the interior and exterior, introducing the property management system, and upgrading the apartment configuration, Vanke has renovated more than 80 houses in the Ancient City, in whole or in part, so as to provide high-quality rental spaces and integrated community services for new residents.



Diyuan before Renewal



Diyuan after Renewal

Cultural heritage conservation

After many times of destruction in history, there are few historic buildings and cultural relics left in the Ancient City, and most of them lack protection measures and activation display. Through the restoration of key historical buildings in combination with art exhibitions, Vanke has made the history of the Ancient City visible, approachable and known to the people.

Landscape renewal

We adopt the principle of “restoring the old as old” for dilapidated buildings of ancient buildings, immovable cultural relics and buildings with traditional features. For the contemporary and modern buildings with a historical value, the principle of respecting historical stratification is adopted. The principle of diversity is employed for other contemporary and modern buildings in the Village of the City. In the process of project transformation, the discordant parts shall be dismantled, cleaned up, simply repaired and re-designed according to the hierarchical strategy to comprehensively comb and restore the original appearance. At the same time, the selection and application of old and new materials and elements has been controlled at a certain ratio, completely preserving the Cantonese architectural style in south of the Five Ridges.

Renewal of Historic Building—South Gate of the Ancient City: The original folk houses on both sides are demolished, and the surrounding space is renovated and landscaped. After the demolition of the folk houses, the historic city foundation is exposed to the ground. Under the protection of the transparent guardrail, we can clearly see the relics of hundreds of years in Nantou.



South Gate before Renewal



South Gate after Renewal

Renewal of Modern Building—Botany Building: Curved glass is used to coherently wrap the ground floor space, with a transparent and interactive interface to create a difference from the surrounding. The buildings with more than two floors are reserved to solve the problem of high building density and chaotic street interface in the village, so that the living space and lifestyle of the original owners can be kept.



Botany Building before Renewal



Botany Building after Renewal

Historical exhibitions

We combine intangible cultural resources, such as traditional handicraft culture, food, folk activities, dialects and oral history, with museums and thematic exhibitions, and integrate technology and art to reproduce the Nantou Ancient City 200 years ago.

Updated Wangjing Walk, upgraded both street environment and business environment

Located in the core area of Wangjing business district, Wangjing Walk is adjacent to Fortune 500 corporations such as Mercedes Benz and Siemens. In October 2019, Vanke, in collaboration with the Chaoyang District Government, officially launched the urban renewal and transformation project of Wangjing Walk. The narrow traditional block business district with old facilities, messy business operations and misplaced functions has thus been transformed into a German-style commercial walk supported with culture, internationalization and technology.

Upgraded street environment

Vanke has carried out many field surveys on residents from more than 60 countries and 1,113 foreign-related enterprises, striving to build an upgraded environment adapted to the requirements of regional development, to meet the needs of the population in the area for office operation, consumption and housing.

An international fashion exhibition stage

In reference to the design of foreign pedestrian streets, it is equipped with multi-dimensional facilities of show venues, making it a trend choice for enterprise releases and fashion shows.

Street sharing and exchange area

Interactive fountains and intelligent voice trash cans are designed to carry out parent-child activities in an intelligent and interesting way and teach through lively activities.

Kiosk mart area

Eighteen kiosks with European style are designed to complement the needs of the community and fashion shows, and to create a down-to-earth high-quality pedestrian street.

Upgraded business environment

Vanke actively explores the self-regenerated market transformation mechanism, and seeks to upgrade and improve business operations of innovative blocks on an ongoing basis. Practicing the “sewing concept” into its transformation, Wangjing Walk has integrated the south and north business districts into a regional business center of 300,000 square meters. The office buildings are intended for introducing leading enterprises in the digital new media industry, the traditional shopping malls are turned into a new business circle integrating industry, restaurants, cinemas, bars, cultural and creative markets, and commercial supermarkets. Meanwhile, Vanke has introduced a series of intelligent management systems, including an intelligent parking system, a waste data visualization system, an intelligent pandemic prevention management system, a data-based energy management and business management system. These systems are intended to improve the management of the business district, stimulate consumption and investment, and promote the upgrading of consumption and industry in the surrounding area.





Happy and harmonious communities

To continue to meet people's ever-growing needs for a better life, we are committed to building beautiful cities and villages, promoting the harmonious, happy neighborhoods, and advancing our Rural Vitality Program and Green Village Program. We have established a cooperation mechanism involving governments, enterprises, social organizations, and community residents to create and share a better life together.

● Building beautiful communities

We create harmonious and happy communities for residents, making them harbors for families to have a rest. We make the community model of harmonious co-existence and community atmosphere of friendly neighborhood the characteristics of the blocks, developing a more relaxed and abundant community ecosystem, and creating a warm city whole-heartedly.

● Empowering community management

Concerned with sustainable urban development, Vanke hopes to transfer the best practices of its own space operation to urban operation service scenarios, develop urban space integration service, and promote the innovation and transformation of urban service. In 2020, Vanke launched China's first urban service-oriented brand City Up. Based on the special practices in urban service, four product solutions of infrastructure management, ecological environment service, community collaborative governance and public service for residents, and urban micro-renewal are preliminarily offered to meet the needs of major urban basic service scenarios. As of 2020, Vanke had launched urban service projects in such locations as Hengqin New Area of Zhuhai, Xiongan New Area, Baiyun District of Guangzhou, Chengdu High-tech Zone, Qingdao Bullet Train Town, Gulangyu Island of Xiamen, Jiangnan District of Wuhan, Talent Island of Jiangmen and Erqi District of Zhengzhou. These projects have empowered urban development.

Case Developed the Gulangyu Island "Property City" Governance Model

In May 2020, Vanke cooperated with the government of Gulangyu Island to jointly promote the operation and management of public property in Gulangyu, enhance the preservation culture of historical buildings, and provide integrated urban space services such as municipal administration, gardening, city appearance and sanitation. We have investigated and repaired the dilapidated buildings of public property on Gulangyu Island. By setting up grids for areas and adding QR codes to facilities, we have established electronic archives of assets and improved the urban management efficiency. In partnership with the government of Gulangyu Island, Vanke has further upgraded the operation, maintenance and property service of public housings, style buildings, core elements and selected public welfare places on the island. Through integration of professional services, intelligent platforms and administrative forces, the urban public spaces and resources are managed and developed in an all-around way.



Vanke Service Introduced to Gulangyu Island of Xiamen

Implementing the Beautiful Community Plan to build sustainable human care and ecosystem of communities

The Beautiful Community Plan is Vanke's care action for old communities, intended to create warm and growing communities and deliver a companion living experience through continuous community renewal, customer care and community cultural development. In 2020, Vanke formulated the *Action of Building Beautiful Communities with Owners—Guidelines for Funding for Building Beautiful Communities Together*. In addition to the financial support provided by Vanke, the owners shall jointly contribute the fund or use the public maintenance fund to preferentially address owners' concerns and daily needs. Such enhancements include renovation of exterior walls and buildings, repair and replacement of floor tiles, repair and renovation of children's amusement facilities, road widening, landscaping and replanting, flow line optimization and access control renewal, and installation of garbage sorting facilities.

Case Renewal of Shenyang Vanke City Community

In 2020, the Shenyang Vanke City Project, a pilot project of Vanke, renewed activity rooms, building exterior walls and roads together with the local government. Customer surveys and visits and adequate communication with the government were conducted to understand the transformation needs fully. For the activity rooms, for example, the surveys revealed a shortage of community facilities, damage of activity venues and difficulties for the owners to unfold the renewal. In response to these findings, with the support of the government, Vanke took its professional advantages to carry out the wall and floor renovation and activity room reconstruction, and owners raised funds to buy activity equipment. The three-way construction model was effectively implemented, and the community renewed to meet the living needs of residents.

A total of **43** cities
have launched the Beautiful
Community Plan across China

involving **284** projects

1,103 items completed

Celebrating the Please Day and creating a beautiful home

To give back to owners and promote the harmony of the neighborhood, Vanke Service has been fostering the community culture for many years, mainly through a large-scale community charity event – the Please Day. In 2020, the Please Day was launched under the theme of Good Neighbours Together and centered on the keywords of public welfare, neighborhood, and health. The one-month event was rolled in 6 cities, namely, Nanjing, Hefei, Wuhu, Zhenjiang, Yangzhou, and Xuzhou, with about 150 community activities unfolded across 128 communities. From the perspectives of public welfare and care transmission, community environment beautification, community and neighborhood get-together, and residents’ rights and interests, these activities created a beautiful and livable home for owners.



Rolling out the Friendly Neighborhood Plan to support micro-community renewal

Since the launch of the Friendly Neighborhood Plan in 2017, we have endeavored to realize the long-term mechanism of co-existence between property, residents, and communities, and practice the core values of reassurance, engagement, trust and co-existence. In 2020, we continued to launch the Friendly Neighborhood Plan and applied for nearly RMB 900,000 of Friendly Neighborhood Plan funds for community cultural development in 39 communities. Amenities like The Most Beautiful Way Home, Friendly Neighborhood Library, Children’s Recreation Area and Fitness Area have been built to enrich the leisure and cultural life in communities and improve the living quality of residents.

The Most Beautiful Way Home: Fun and bright lighting was designed on the way home for residnets in Langrunyuan, Yuyuan, Chongqing; step induction lamps were added in the Children’s Recreation Area. These fun additions provided a fun experience for the kids and enhanced brightness, winning universal acclaim of both owners and kids.

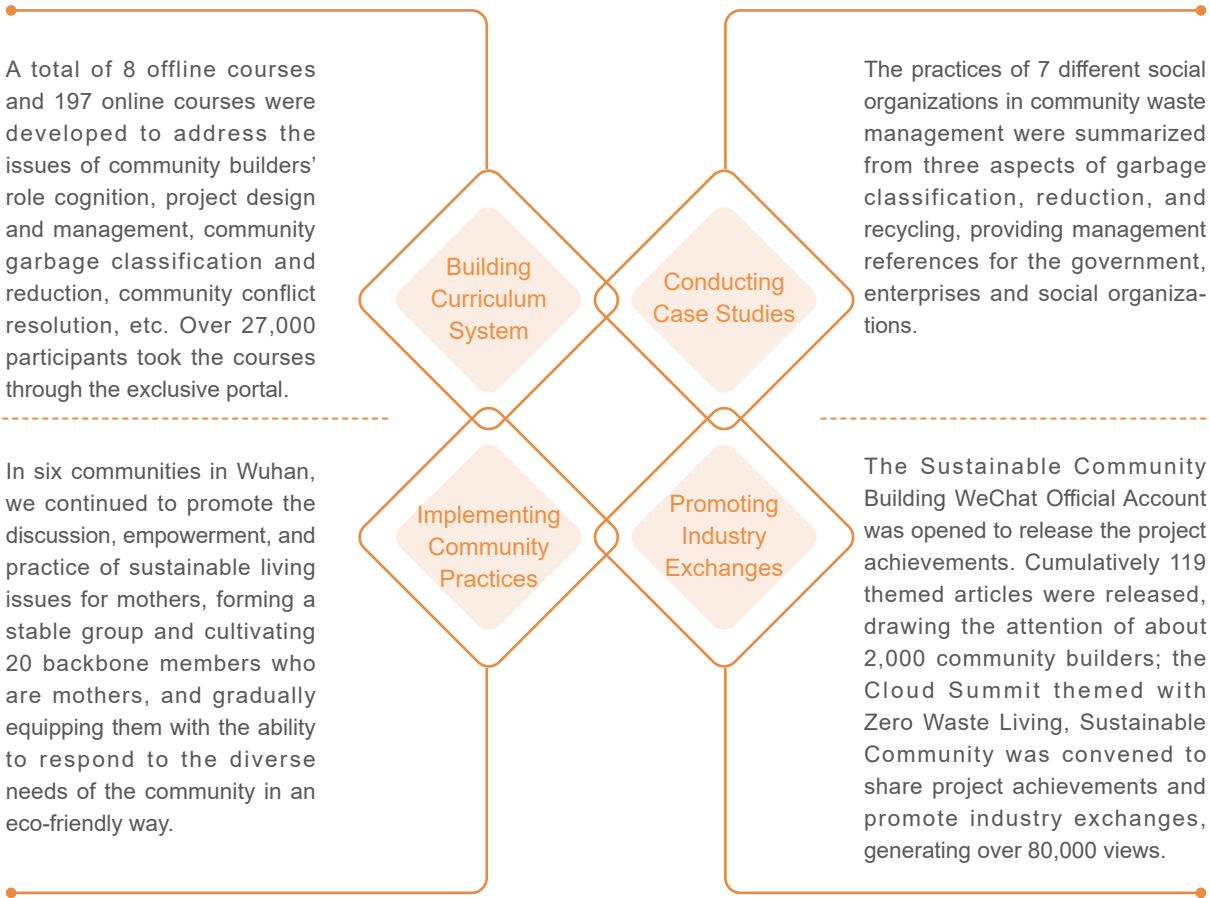


Friendly Neighborhood Library: The dance room idle for a long period of time in Shanghai Tixiang Villas was transformed into the Friendly Neighborhood Library and the venue for community culture and culture saloon activities. The library now houses about 400 books in the categories of humanity, biography, history and literature.



Cultivating community builders

In 2020, the Vanke Foundation and NPI jointly launched the “Cultivation and Support Program for Community Builders (Phase II)” to bring together governments, enterprises, and the tertiary sector and provide a broad, diverse and efficient enabling platform and practice environment for community builders.



Fitness-for-all program

Vanke always has the sports DNA and advocates healthy lifestyles. Over the years, we have been committed to promoting the idea of a fitness-for-all and healthy lifestyle across the society and have attracted more and more companies, families and various age groups to contribute to the realization of a “healthy China”, inspiring them to light up their dreams and lead remarkable lives with a healthy body. Because of the COVID-19 pandemic in 2020, we put running online and launched offline activities in light of each city’s situations. All people across China joined hands to fight the pandemic and worked hard to build a healthy China.

Urban Run for Fun

The Urban Run for Fun is a five-kilometer running activity with enterprises as participants since 2013. It is a non-commercial fitness-for-all activity not intended for competition and opened to urban workers. It is Vanke’s hope that through running, we can feel the beauty of the city, and the employers will pay more attention to the health of employees. It’s approved and guided by the Mass Sport Department of the General Administration of Sport of China, and has become one of the key projects supported by China’s national fitness strategy.

In August 2020, Vanke held the 2020 Vanke Online Urban Run for Fun with the theme of Run for Fun, Laughing Across the City. In consideration of the pandemic, the Vanke Urban Run for Fun offline event was held online for the first time. The new innovative methods of running marked with laughing were committed to influencing the youngsters, and creating healthy sports conditions for the society.



As of 2020, we had held **460 Run for Fun** activities, with over **1.76 million** applicants.

The **1-month** event was attended by about **250,000** runners who built about **70,000** run groups and ran for a total mileage of over **2.54** million km.

New Year Marathon

In December 2020, the 2020 Vanke New Year Marathon themed with Take the Lead, Voice of Jinchang was kicked off. About 310,000 people applied for participating in the match, 290,000 of them finished it, generating a cumulative total mileage of 3.03 million kilometers. We created the first voice and video cross-platform live O2O event in the industry, truly realizing online and offline connections. This revolutionary event subverted the runner’ understanding of online racing and brought a brand new experience. It was presented with the award of The Most Popular Online Event in 2020 by Codoon.

Meanwhile, the music album Voice of Jinchang Vol.1 and Running Forward with a One-track Mind MV were released based on the Vanke Jinchang IP on the occasion of the event. It was intended to launch China’s first online music New Year run party, build a marathon brand, and spread the crossover event, to enhance the identity and awareness of the event IP. The event was also designed to draw the attention of more young people to healthy sports, and spread a positive mindset.



Appendix

ESG Key Performance

Environmental Performance

ESG Indicator	Unit	Real Estate System in 2020	Property Management System in 2020	Total
A1.Emissions				
A1.2 Greenhouse gas emissions and intensity				
Total Greenhouse gas emissions	ton	18,120.35	4,936.11	23,056.46
Greenhouse gas emission intensity ⁵⁾	kg/m ²	89.4199	91.1080	
Direct carbon dioxide emissions ^{a), 1)} (Scope 1)	ton	2,663.81	280.43	2,944.24
Indirect carbon dioxide emissions ^{b), 2), 3)} (Scope 2)	ton	15,456.54	4,655.67	20,112.21
A1.3 Total hazardous waste produced and intensity				
Total Hazardous Waste	kg	1,125.04	218.80	1,343.84
Hazardous Waste Intensity ⁵⁾	kg/m ²	0.0056	0.0040	
A1.4 Non-hazardous waste produced and intensity				
Total Non-hazardous Waste	ton	910.60	197.58	1,108.18
Non-hazardous Waste Intensity ⁵⁾	ton/m ²	0.0045	0.0036	
Office-Recyclable Waste	ton	77.93	23.50	101.43
Office-Other Waste	ton	282.54	74.53	357.07
Kitchen Waste Recovered (dry)	ton	550.12	99.55	649.67
A2.Use of Resources				
A2.1 Energy consumption and intensity				
Total Energy Consumption ^{a), 4)}	TCE	3,766.32	840.63	4,606.95
Energy Consumption Intensity ⁵⁾	TCE/m ²	0.0186	0.0155	
Direct Energy				
Gasoline	Liter	770,218.47	86,501.24	856,719.71
Diesel	Liter	1,108.00	2,900.00	4,008.00
Natural Gas ^{d)}	m ³	401,399.74	35,059.76	436,459.50
Pipeline Gas	m ³	98,978.47	1,980.00	100,958.47
Indirect Energy				
Purchased Electricity	10,000 kWh	1,640.39	517.93	2,158.32
Purchased Heat	GJ	9,764.38	1,704.92	11,469.30
A2.2 Water consumption				
Total Water Consumption	ton	212,180.70	45,668.31	257,849.01
Total Water Usage Indensity ⁵⁾	ton/m ²	1.0471	0.8429	

Statistic Scope

Real Estate System	Property Management System
<ul style="list-style-type: none">The headquarters of Vanke GroupFive regional headquartersOffice operations of front-line subsidiaries	<ul style="list-style-type: none">The headquarters of Vanke GroupCentral-city subsidiariesCity-level subsidiariesOffice operations of city-level offices

Annotations

- a) The Scope I carbon dioxide emission includes the carbon dioxide directly emitted from gasoline, diesel, natural gas, pipeline gas, *etc.*
- b) The Scope II carbon dioxide emission includes the carbon dioxide indirectly emitted from purchased electricity and heat.
- c) Total energy consumption refers to the total consumption of gasoline, diesel, natural gas, pipeline gas, purchased electricity and heat.
- d) The natural gas consumption includes the consumption of natural gas used for heating and by the kitchen.

Reference Standards for Data Calculation

<p>1) The direct carbon dioxide emission from gasoline, diesel, natural gas and pipeline gas is calculated according to the Calculation Method and Reporting Guideline for Greenhouse Gas Emissions of Public Building Operation Units (Enterprises) (for trial implementation) released by the General Office of National Development and Reform Commission.</p> <p>2) The indirect carbon dioxide emission from purchased electricity and heat is calculated according to the Calculation Method - and Reporting Guideline for Greenhouse Gas Emissions of Public Building Operation Units (Enterprises) (for trial implementation) released by the General Office of National Development and Reform Commission. The grid emission factors of projects in the Chinese Mainland are analyzed according to the 2017 Emission Reduction Project - Baseline Emission Factors for Regional Power Grids in China and those of overseas projects according to the IGES List of Grid Emission Factors (https://www.iges.or.jp/en/pub/list-gridemission-factor/en).</p> <p>3) The purchased heat is calculated according to the Design Standard for Energy Efficiency of Residential Buildings in Severe Cold and Cold Zones (JGJ 26-2010).</p> <p>4) The total energy consumption is calculated in standard coal equivalent according to General Principles for Calculation of the Comprehensive Energy Consumption (GB/T 2589-2008).</p> <p>5) The greenhouse gas emission intensity, hazardous waste density, non-hazardous waste density, energy consumption density, and water consumption density for office and domestic operations refer to the emission/discharge intensity per unit of construction area of the office building.</p>
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Social Performance

ESG Indicator	Unit	Year 2020
B1 Employment		
B1.1Total workforce by gender, employment type, age group and geographical region.		
Total number of employees	Person	140,565
Gender		
Male	Person	91,062
Female	Person	49,503
Employee category		
Property management system	Person	111,185
Real estate system	Person	19,649
Other systems	Person	9,731
Age		
Under 30 years old	Person	66,852
30 to 50 years old	Person	70,023
Over 50 years old	Person	3,690
Region*		
Headquarters of Vanke	Person	111
Northern region	Person	5,540
Southern region	Person	5,285
Central-western region	Person	4,099
Northwest region	Person	1,275
Shanghai region	Person	2,950
Others	Person	389
B3 Development and Training		
B3.1 The percentage of employees trained by gender and employee category		
Gender		
Male	%	64.8%
Female	%	35.2%
Employee category		
Property management system	%	79.1%
Real estate system	%	14.0%
Other systems	%	6.9%

* Note: the data is the distribution of employees in the real estate system.

ESG Indicator	Unit	Year 2020
B3.2 The average training hours completed per employee by gender and employee category		
Gender		
Male	Hour	19.9
Female	Hour	19.9
Employee category		
Property management system	Hour	19.1
Real estate system	Hour	25.7
Other systems	Hour	15.4
B5 Supply Chain Management		
B5.1 Number of suppliers by geographical region		
Region		
Northern region	Region	4,217
Southern region	Region	4,228
Central-western region	Region	2,587
Northwest region	Region	1,150
Shanghai region	Region	5,672
B7 Anti-corruption		
B7.1 Number of corruption lawsuits initiated and concluded		
Lawsuits involving embezzlement, bribery, extortion, fraud and money laundering	Lawsuit	0
B8 Community Investment		
B8.2 Resources contributed to the focus area		
External donation	RMB 100 million	5.79

ESG Index

Environmental, Social and Governance Scopes and General Disclosure and Key Performance Indicators (KPI)			Corresponding Section
Environmental			
A1: Emissions	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	P64-P65
	A1.1	The types of emissions and respective emission data.	The emission of gaseous pollutants is not an important category for the operation of the group.
	A1.2	Greenhouse gas emissions in total and intensity.	P105-P106
	A1.3	Total hazardous waste produced and intensity.	P105-P106
	A1.4	Total non-hazardous waste produced and intensity.	P105-P106
	A1.5	Description of emission target(s) set and steps taken to achieve them.	—
	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.	P65-P66,P69
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	P64,P67-P68
	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).	P105-P106
	A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	P105-P106
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	P64,P67-P68
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) and steps taken to achievethem.	P64,P68 The Group's daily business does not have the problem of obtaining suitable water sources.
	A2.5	Total packaging materials used for finished products and, if applicable, with reference to per unit produced.	Packaging materials are not required for the finished products of the group business.
A3: The Environment and Natural Resources	General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	P61-P63
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	P57-P64, P70-P78
A4: Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	—
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	P75-P76

Environmental, Social and Governance Scopes and General Disclosure and Key Performance Indicators (KPI)			Corresponding Section
Social			
B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	P81-P82
	B1.1	Total workforce by gender, employment type, age group and geographical region.	P81-P82
	B1.2	Employee turnover rate by gender, age group and geographical region.	—
B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	P86-P87
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	P86
	B2.2	Lost days due to work injury.	P86
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	P86-P87
B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	P83-P84
	B3.1	The percentage of employees trained by gender and employee category.	P107-P108
	B3.2	The average training hours completed per employee by gender and employee category.	P107-P108
B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	P82
	B4.1	Description of measures to review employment practices to avoid child and forced labour.	P82
	B4.2	Description of steps taken to eliminate such practices when discovered.	P82
B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	P88-P90
	B5.1	Number of suppliers by geographical region.	P108
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	P88-P90
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, how they are implemented and monitored.	P88-P90
B6: Product Responsibility	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, how they are implemented and monitored.	P90
	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of remedy.	P39-P42, P46-47
	B6.1	Percentage of products sold or shipped subject to recalls for safety and health reasons total.	—
	B6.2	Number of products and service-related complaints received and how they are dealt with.	P49-P50
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	P38
	B6.4	Description of quality assurance process and product recall procedures.	P42
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	P46
B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	P37-P38
	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.	P108
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	P37-P38
	B7.3	Description of anti-corruption training provided to directors and employees.	P37-P38
B8: Community Investments	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	P15-P28
	B8.1	Focused areas of contribution.	P15-P28
	B8.2	Resources contributed to the focused area.	P108

Awards

Number	Award	Issued by
1	The 208 th on the Fortune Global 500 list	Fortune
2	Best Disclosure Award at the Third IR Annual Conference	RoadShowChina
3	Best Frontier Award in Investor Relations at the Third IR Annual Conference	RoadShowChina
4	Best IR Hong Kong-listed Company at the third New Fortune Awards	New Fortune
5	2020 China Top 100 Listed Companies in Brand Value	National Business Daily
6	2020 Company of Excellence	21 st Century Economic Report
7	2020 Comprehensive Brand Power Enterprise	The Economic Observer
8	IR Gold Award Outstanding IR Enterprise	p5w.net
9	Social Responsibility Award at the 14 th China Value Awards for Listed Companies	Securities Times
10	Outstanding Contribution Caring Enterprise Award at the 10 th Poverty Alleviation Anniversary Conference	Guangdong Provincial Government
11	2020 China Green Real Estate Companies	Green Ranking
12	The 2 nd New Fortune Best Listed Companies	New Fortune
13	2020 China Top 10 Commercial Real Estate Brands	Leju News
14	Most Respected 40 Listed Companies on the 40 th Anniversary of Shenzhen Special Economic Zone	Securities Times
15	Valuable Real Estate Corporate Citizen of the Year 2020	National Business Daily
16	Ranked 1 st at the 2020 China Top 50 Listed Real Estate Companies in ESG Best Practices	China Index Academy
17	Ranked 1 st at the 2020 China Top 10 Listed Real Estate Companies in ESG Best Social Practices	China Index Academy
18	Ranked 1 st at the 2020 China Top 10 Listed Real Estate Companies in ESG Best Corporate Governance Practices	China Index Academy
19	Best A-share Listed Real Estate Company Award	Asiamoney
20	Certificate of Excellence	Hong Kong Investor Relations Association
21	Shenzhen Top 10 Listed Companies in Green Governance	Shenzhen Research Association of Corporate Governance
22	2020 Leading Listed Real Estate Company in ESG	Hexun.com
23	Best Listed Company at the 10 th China Securities Golden Bauhinia Awards	Ta Kung Pao
24	2020 Outstanding Corporate Citizen	21 st Century Economic Report
25	2020 Yicai China Top 10 A-share Listed Real Estate Companies in Corporate Value	Yicai
26	2020 China Leading Real Estate Enterprise of the Year	China Real Estate Business
27	2019-2020 China Most Respected Enterprise	The Economic Observer
28	2020 Targeted Poverty Alleviation Contribution Award	Chinatimes.net.cn
29	2020 China Outstanding Enterprise in CSR	Xinhuanet.com
30	2020 Advanced Private Enterprise in the COVID-19 Fight	All China Federation of Commerce and Industry
31	2020 Influence Enterprise of the Year	Sohu Jiaodian
32	2020 China Charity Award	The Ministry of Civil Affairs of the People's Republic of China

Feedback

For reporting behavior of Vanke employees or units in violation of the code of professional ethics, please contact our audit and supervision department:

5198@vanke.com

For more information about Vanke's sales, product and service quality, please contact our customer relations department:

tousu@vanke.com

For more information about Vanke's relations with investors, please contact the office of Vanke's Board of Directors:

ir@vanke.com

For more information about Vanke's corporate citizen strategy, please contact our corporate citizen office:

P-vkesg@vanke.com

For more information about the Vanke Foundation, please visit:

www.vankefoundation.org

For comments on our report, please contact:

P-vkesg@vanke.com

For more information about the CSR report, please visit:

<http://www.vanke.com/citizenship.aspx>



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