vanke

(Stock Code: 000002.SZ, 2202.HK)



2025 SUSTAINABILITY REPORT

CHINA VANKE CO., LTD.

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Message

In 2025, facing profound changes and challenges brought about by the transformation of industry models, Vanke continued to adhere to a cautious and prudent development approach and be firmly committed to the "Three Persistences" strategy—persistence in strategic focus, persistence in standardised operations, and persistence in technological empowerment. Guided by a long-term perspective, we navigate through cyclical fluctuations, focusing on our core responsibilities and main businesses. strengthening lean management, we drive business layout optimisation and structural adjustments, steadily advancing reform and risk management. In the face of pressure, we continue to strengthen the foundation of our operations.

Operational Practices

Delivering Long-term Commitment through "Good Homes" and "Good Living"

Vanke's operational practice is centred around providing good products and services, supported by technological innovation, to build core competitiveness for the future. In pursuit of the "Good Homes" goal, we strive for excellence in every step, from design and construction to delivery. Through digital design, intelligent construction, and comprehensive quality management, we ensure that more families can live comfortably and securely in their new homes. In the service domain, we continually optimise community operations and service systems, improving service quality across property services, long-term rental apartments, commercial properties, and logistics. Leveraging smart platforms and a unified business middle office, we ensure more timely responses, seamless experience, and longer-lasting trust. In terms of technological empowerment, we remain committed to applying technology to real-life scenarios. From AI-driven construction management to robotic delivery systems, we integrate new technologies deeply with our business operations, reducing costs and improving efficiency while also making services more convenient and reassuring. In terms of governance, we maintain a focus on strategic priorities, standardised operations, and structural optimisation, while reinforcing the foundation for long-term and stable development.

Social Practices

Connecting People and Cities through Responsibility

In terms of social practices, Vanke adheres to a people-centred approach, making employees' development, community building, and urban responsibility key components of its long-term value. We continually improve talent development and career progression systems, strengthen health and safety management, and create a stable, inclusive, and growth-oriented work environment for our employees. In the process of serving urban and community development, we actively participate in urban renewal and the creation of public spaces, promoting the integration of historical heritage with modern living. When collaborating with partners, we maintain openness, transparency, fairness, and regulatory compliance, perfecting responsible procurement and compliance management systems, and collectively maintaining a healthy and orderly industry ecosystem.

Environmental Practices

Addressing Enduring Challenges with Green Transformation

In terms of environmental practices, Vanke integrates green and low-carbon philosophy into the entire process of planning, construction, and operations, actively responding to enduring challenges posed by climate change and resource constraints. In project development, we promote prefabricated and green building technologies, driving construction methods toward industrialisation and sustainability. In operations management, we focus on energy meticulous energy management, retrofitting old projects for energy efficiency, expanding clean energy deployment, and integrating low-carbon practices into more spaces. At the same time, we integrate TCFD and TNFD philosophies into our governance framework to continuously enhance our ability to address long-term environmental changes.

Vanke's ESG performance has been recognised by domestic and international capital markets, indices, and rating agencies. In 2025, Vanke's HSSUS (Hang Seng ESG Index) rating was upgraded to AA- (among the top 10% of domestic real estate peers), obtained the AA rating of SZSE CNI Index ESG rating, and continued to be included in Hang Seng (China A) Corporate Sustainability Index, Hang Seng (Mainland and HK) Corporate Sustainability Index, Hang Seng Stock Connect China A ESG Leaders Index, and Hang Seng Corporate Sustainability Benchmark Index.

Looking ahead, we will continue to focus on our core responsibilities, deepen reform and innovation, and comprehensively promote high-quality development and risk control. In serving urban development and meeting the needs of a better life for the people, we will continue to enhance our resilience and value creation capabilities. Together with all stakeholders, we will steadily advance the Company towards a more sustainable development stage.

About This Report

Introduction to This Report

This report is the 18th sustainability report issued by China Vanke Co., Ltd., mainly focusing on the disclosure of Vanke Group's philosophy, practices, and effectiveness in environmental, social, and governance ("ESG") aspects in the year 2025.

Reporting period

From 1 January 2025 to 31 December 2025. In order to ensure that this report completely reflects the Group's ESG influence and performance, part of this report traces back to previous years, where appropriate.

References of names

To facilitate presentation and reading, "China Vanke Co., Ltd." in this report is referred to as "the Company" or "Company". "China Vanke Co., Ltd. and its subsidiaries" are referred to as "Vanke", "Vanke Group", "the Group", "Group" or "we". Unless otherwise indicated, terms used in this report shall have the same meanings as those defined in the Company's Annual Report 2025.

Preparation basis

- The Ten Principles of the UN Global Compact
- The Guidance on Social Responsibility (ISO 26000:2010) issued by the International Organization for Standardization (ISO)
- GRI Sustainability Reporting Standards ("GRI Standards") issued by the Global Sustainability Standards Board ("GSSB")
- The Chinese Social Responsibility Standard GB/T36001-2015 Guidance on Social Responsibility Reporting
- SASB Sustainability Accounting Standard (SASB Standard) for the Real Estate Owners, Developers & Investment Trusts
- Appendix C2 Environmental, Social and Governance Reporting Code to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited ("HKEX ESG Reporting Code")
- Task Force on Climate-related Financial Disclosures ("TCFD")
- Task Force on Nature-related Financial Disclosures ("TNFD")
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures
- Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange – Sustainable Development Report (Trial) ("SZSE Self-Regulatory Guidelines No. 17")
- Self-Regulatory Guidelines No. 3 for Companies Listed on Shenzhen Stock Exchange - Preparation of Sustainable Development Report ("SZSE Self-Regulatory Guidelines No. 3")
- Guidelines on Corporate Social Responsibility Reporting for Chinese Enterprises (CASS-ESG 6.0) issued by the Chinese Academy of Social Sciences
- Corporate Social Responsibility Guidelines of Real Estate Enterprise in Guangdong Province issued by the Guangdong Real Estate Association

Reporting principles

This report is prepared in accordance with the four reporting principles listed in the HKEX ESG Reporting Code namely "materiality", "quantitative", "balance", and "consistency".

Reporting scope

While determining the reporting scope, we ensure that this report can reflect the ESG impact and performance of the Group. Unless otherwise indicated, this report covers the sustainability performance of the operations and management services from 1 January 2025 to 31 December 2025 ("during the reporting period", "at the end of the reporting period"), with all business activities consolidated for financial reporting purposes included. In addition, to comprehensively showcase the Group's practices and achievements in sustainability, this report selectively includes representative cases of light asset management projects.

Review and approval

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

Disclaimer

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

Report access

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

Opinions and feedback

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

Report Summary

Vanke Sustainability Strategy Annual Summary



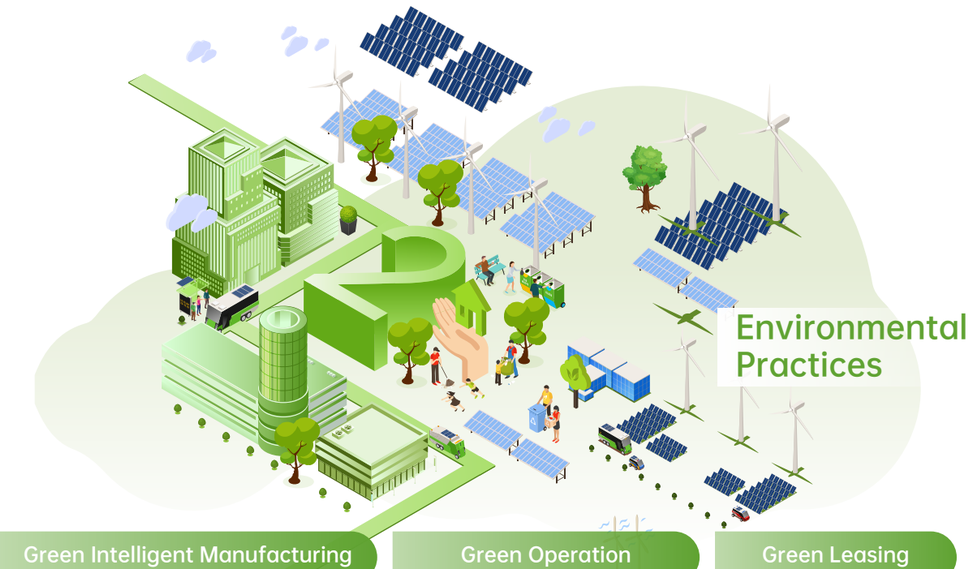
Operational Practices

Compliant Operation

- Total Assets RMB 1,020.623 billion
- Net Assets RMB 116.905 billion
- Revenue RMB 233.433 billion
- Sales Area 10.250 million m²
- Sales Amount RMB 134.06 billion
- Ranking of the Fortune Global 500 319th

Quality Service

- Organised a total 1,505 "Seeing Is Believing" events, inviting over 28,000 customers to visit construction sites during the building process
- Implemented the "Quality Workshop" initiative, strictly implementing 261 standards and practices, and establishing 19 stop-point inspections as well as 19 final product protection standards
- Building Vanke's "Funny" community service brand, launch 986 communities and 11,665 events
- Port Apartment held over 3,800 events, attracting around 60,000 users of Port Apartment



Environmental Practices

Green Intelligent Manufacturing

- Cumulative gross floor area ("GFA") that met Green Building Standard exceeded 342 million square metres
- Among new projects, 9 have achieved Green Building Standard certification at two-star and above, and 2 projects have obtained LEED Gold certification. Of these, 100% of newly built logistics projects have been certified as three-star green warehouses
- Housing industrialisation projects accounted for 95% of the total number of newly commenced projects
- 100% of projects under construction adopted the smart construction site system
- 70.7% of the GFA of newly built projects adopted renewable energy design. Of these, 100% of new cold storage projects introduced renewable energy design

Green Operation

- By the end of the reporting period, the Commercial and Resort BU had launched 36 photovoltaic ower generation projects, including 9 new projects added in 2025, with a total annual photovoltaic power generation of 29.54 million kWh
- Vanke Service has launched the Green Lawn Action in 100% of its managed projects, with a total of 3.05 million square metres of greenery replanted

Green Leasing

- Port Apartment maintained 100% paperless individual rental contracts with ESG initiative clauses, and deepened green leasing practices by adopting renewable energy, enhancing monitoring of tenants' water and electricity data, and incentivizing energy conservation
- In the operation of commercial projects, a smart electricity meter system was introduced and integrated with the commercial management platform to form a unified business and financial solution for merchant electricity consumption management, which has been applied to 21 shopping malls



Social Practices

Health and Safety

- Employee coverage rate of work-related injury insurance reached 100%
- Coverage rate of health and safety training for employees and contractor employees reached 100%

Supply Chain

- The Supplier Comprehensive Index (SCI) assessment covered 100% of Vanke's suppliers, and the annual coverage rate of supplier and factory audits reached 100%
- The ratios of suppliers certified with quality, environmental, and occupational health and safety management systems were 81.7%, 69.3%, and 54.3% respectively
- Supplier product quality and safety training achieved 100% coverage

Awards for Sustainable Development

Awards and Awarding Organisations

The 8th China Excellent IR Awards – Best ESG Award
Roadshow China

2025 A-Share Listed Companies (Real Estate Industry) ESG Performance Top 20
Huazheng ESG Rating

2025 A-Share Listed Companies ESG Rating Most Improved Top 100
Huazheng ESG Rating

2025 A-Share Listed Companies Environmental (E) Dimension Best Practice Top 50
Huazheng ESG Rating

2025 WIND China Listed Companies ESG Best Practice Top 100
WIND



Board Statement

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

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

The Company has established an ESG Working Committee, responsible for confirming the results of dual materiality assessments, determining the ESG management objectives, policies and implementation approaches of ESG, and evaluating and identifying material ESG management issues such as ESG-related risks and opportunities. Key initiatives and outcomes in areas such as products and services, climate change response, and carbon emissions, developed through ESG management efforts, are subject to Board review and approval before being disclosed in the Company's ESG report.

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

The 2025 Sustainability Report of the Company was reviewed and approved by the Board on 31 March 2026.

About Vanke

GRI 2-1

Company Overview

Company profile

The Company was established in Shenzhen Special Economic Zone in 1984, and with the approval of the "Shen Fu Ban (1988) No. 1509 Document" issued by the People's Government of Shenzhen Municipality, implemented shareholding reform in 1988. Vanke issued and listed A Shares on 29 January 1991, and B shares on 28 May 1993 on the SZSE. On 25 June 2014, the Company's B Shares were listed on the Main Board of the SEHK by means of introduction (B Conversion to H).

The Company's corporate vision is "to focus on urban ecology, serve a better life and become a good role model in the transformation and development of the real estate industry in the new era". The Company has been persistently providing good products and good services to ordinary people, and adheres to the two principles of achieving synchronous development with cities and customers. While consolidating its inherent advantages in residential development and property service business, the Company has entered into logistics and warehousing services, rental housing, commercial development and operation, standard office and industrial park, hotel and vacation, etc., laying a solid foundation for better satisfying people's needs for a better life and realising sustainable development. In 2025, the Company continued to be listed on the Fortune Global 500, ranking 319th. After making its debut on the Fortune Global 500 in 2016, the Company has remained on the list for ten consecutive years.



Business landscape

Real estate development

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

During 2025,

Vanke real estate development business

- achieved sales of 10.250 million square meters
- recorded sales amount of RMB 134.06 billion
- 117,000 units delivered

Property services

Onewo Space-Tech Service Co., Ltd. ("Onewo"), a subsidiary held by China Vanke Co., Ltd., was listed on the Main Board of the Stock Exchange of Hong Kong Limited in September 2022 with the stock code 2602.HK. As a technology-driven and low-carbon-led asset services provider committed to "service-oriented and technology-enabled", Onewo relies on "Lingshi", the real estate AI brain, to provide property services and facility management services covering residential spaces, commercial spaces, university and hospital spaces as well as urban public spaces. It also offers repair and decoration services, leasing and trading services, community commercial operations, corporate shared services, smart space operation services and other services for community and corporate assets. Guided by the concept of sustainable development and altruism, Onewo builds resilient, dynamic and smart "ideal places" in various spaces. For the annual ESG performance of Onewo, please refer to the 2025 ESG Report of Onewo.

As of 31 December 2025,

Onewo has covered

- 690 Onewo Towns
- 4,638 residential property service[1] projects
- 2,589 property and facilities management[1] projects

[1] The numbers of residential property services and property and facilities management projects are taken from the calibration of contracted projects as of 31 December 2025.

Rental housing

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

As of 31 December 2025,

Port Apartment

- Has had a presence in 29 cities across China
- operated and managed 270,200 long-term rental apartments
- with 197,800 opened
- and 132,000 rental housing units under its management were included in the government subsidized rental housing system, ranked first among market-oriented institutions

Retail property development and operations

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

As of 31 December 2025,

retail property development and operations business

- had opened a total of 178 commercial projects (excluding light asset management projects)
- with a floor area of 10.78 million square meters
- the planned and under-construction commercial floor area was 1.45 million square meters.

Logistics and warehousing

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

As of 31 December 2025,

logistics and warehousing business

- had cumulatively opened 147 projects
- with a leasable area of 10.45 million square meters

Industrial and office

Industrial and office business consistently focuses on the needs of corporate clients. Leveraging digital and intelligent operations and humanized services, it creates efficient and diverse office spaces, empowering corporate growth and industrial efficiency enhancement.

As of 31 December 2025,

industrial and office business

- had a presence in 21 cities nationwide
- operating 62 projects
- ranking among the top tier in the domestic office industry

Hotel and resort

Vanke hotel and resort business located in core cities such as Beijing, Shenzhen, Guangzhou, and Chengdu, as well as popular tourist destinations like Yangshuo and Lijiang. It has formed two major self-operated brand systems: "Zhanyun", positioned as high-end business, and "Youxiong", rooted in urban culture.

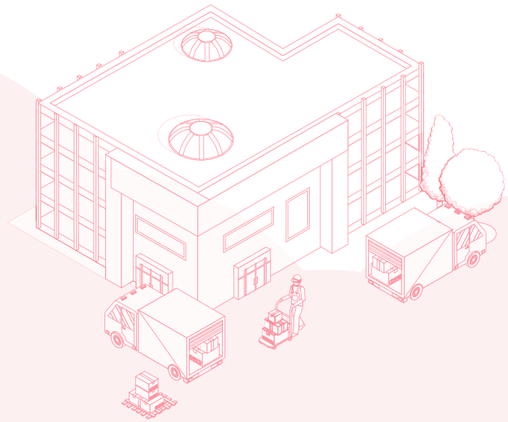
As of 31 December 2025,

hotal and resort business

- operated a total of 31 hotels









Topic of the Year

Human-Centric, Operations-Driven —Vanke's Decade of Urban Renewal and Regeneration

Motivation and Reflection

As China's urban development enters a critical transformation phase of "improving the quality of the existing", the key challenge for urban builders is how to integrate historical heritage with modern life, connect individual spaces with broader districts, and strike a balance between near-term performance and long-term value.

2025 marks the tenth anniversary of Vanke's urban renewal practice. Since launching its first project at Guangzhou's Yongqingfang in 2015, the Company has positioned itself as a "City & Town Developer & Service Provider", embedding its growth within the fabric of sustainable urban development. Over time, it has come to recognise that urban regeneration is far more than demolition and rebuilding—it is a systematic endeavour that preserves collective memory with respect while unlocking value through professional expertise. Over a decade of dedicated practice, we have centred our efforts on the vision of "leading urban regeneration and co-creating better districts". Guided by a refined, meticulous approach and the philosophies of "restoring the old as it was and building the old as if new", we advance organic renewal that integrates heritage conservation, functional revitalisation, livelihood improvement, and long-term operations. This has shaped a core competitive edge defined by integrated management, multi-ecosystem operations, and a human-centric approach to renewal. This core strength breaks away from the traditional renewal model that prioritises development over operations, enabling us to shift from a building-centric to a city-centric perspective. Through end-to-end solutions spanning design, renovation, operations, and services, Vanke integrates deeply into the urban fabric by creating new renewal models that blend historical character with local identity while enhancing district functions and improving quality of life. Safeguarding urban memory, we offer a scalable and replicable "Vanke Solution" to high-quality urban development, staying true to a people-centred vision that supports the broader urban ecosystem.



Vanke's Practice

Integrated Solutions: From "Single-Point Renovation" to "Full-Chain Empowerment"

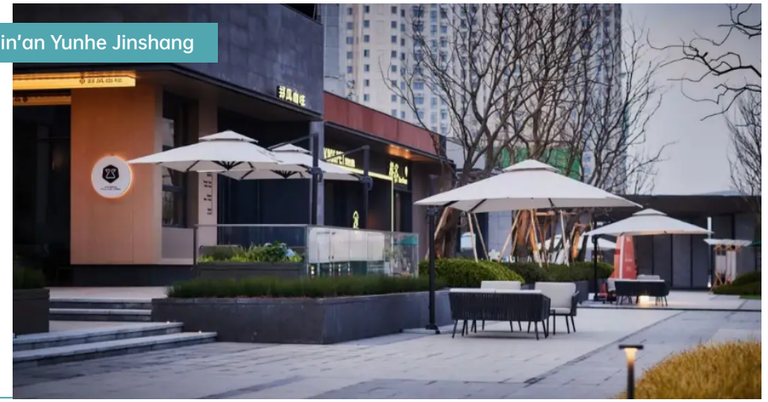
Traditional urban renewal models, where design, construction, and operations are treated as separate silos, often result in projects that prioritise appearance over vitality. Vanke breaks through these silos by leveraging end-to-end capabilities spanning planning and design, construction, leasing and operations, and property services. Through this integrated model, the Company has built a closed-loop system linking renewal, operations, and value enhancement, ensuring that product quality runs through the entire lifecycle while translating operational outcomes into tangible value.

Multi-Ecosystem Operations: Activating Urban Space Value through Integrated Segments

Drawing on synergies across business segments such as residential, commercial, cultural, industrial, and logistics, we have built a multi-ecosystem operation system integrating space, content and service, transforming urban renewal projects from standalone physical assets into vibrant platforms that support diverse lifestyle experiences. Through deep integration of multiple business sectors, we effectively activate both the economic and social values of spaces. This not only enhances commercial vitality but also ensures that the updated spaces better meet the diverse needs of citizens, helping to create a new urban image with both regional characteristics and vibrant energy.

Zhengzhou Vanke Min'an Yunhe Jinshang

With a district-wide empowerment approach to urban operations, we created the approximately 3,000-square-metre Jin Yu Ji open garden mall. This project integrates diverse consumption and leisure scenarios and was awarded as a model for the Henan Urban Renewal "Good Homes" Project.



Human-Centric Approach: Protecting Urban Memory with Meticulous Efforts

We consistently uphold "preservation and development" as the guiding principle of urban renewal, rejecting wholesale demolition and reconstruction. Adhering to the approach of "restoring the old as it was and building the old as if new" and applying meticulous efforts, we protect urban memory and enable a gentle coexistence between historical heritage and contemporary life. Our human-centric approach is reflected not only in the precise protection of historical buildings and intangible cultural heritage but also in deep respect for residents' needs and local context. At the same time, we focus on revitalising negative spaces, such as corner and irregular vacant lots, using refined design and renovation to expand public space, restore local character, and infuse renewed areas with a sense of humanity, ensuring they genuinely serve the lives of city residents.



Guangzhou Yongqingfang Jixiang Square

We transformed a vacant L-shaped waterfront lot into a public space that integrates Lingnan patterned tiles, preserving nostalgic memories while providing leisure amenities for residents.

Topic of the Year

Impacts and Outcomes

Benchmark Leadership: Creating Iconic Urban Landmarks

In Guangzhou: Telling the Story of Coexistence between "Old Xiguan" and the "New Greater Bay Area"

Case Guangzhou Yongqingfang: A Model of "Micro-Renovation" in Historical and Cultural Districts

Guangzhou is the birthplace of Vanke's urban renewal, carrying the full exploration of practices from "micro-renovation" to "district development". Specifically, Yongqingfang stands as China's first historical and cultural district micro-renovation benchmark, representing the starting point and core of Vanke's urban renewal efforts. The project fully respects the original layout and character of the Yongqing area, using a "needle-and-thread" meticulous approach to carry out organic renewal. Following a "micro-renovation" model, it upholds the principle of "restoring the old as it was and building the old as if new". During the renovation, 79 heritage buildings and 6 intangible cultural heritage elements were carefully preserved, and the traditional character of the 1.2-kilometre arcade street was fully restored. Using traditional craftsmanship, features such as bluestone streets, Manchu-style windows, and wok-ear walls, all being distinctive symbols of Xiguan architecture, were repaired. In terms of public space enhancement, the "one river, two banks" restoration project was advanced, including river channel improvement and upgraded public facilities, with new landmarks such as Yongqing Wharf and Moon Bridge added to create a vibrant and comfortable community environment.

In 2025, the renovation of Yongqingfang continued to advance with the addition of two new public spaces, Jixiang Square and Dadi Square. During the Dragon Boat Festival, themed activities such as the New Chinese Trendy IP Exhibition and the Foodie Check-in Map drew on a blend of culture and contemporary trends, attracting a single-day peak of over 50,000 visitors and demonstrating the project's sustained appeal. Since being upgraded to a national AAAA-rated tourist attraction in 2020, Yongqingfang has consistently led national historical district revitalisation rankings, achieving both the preservation of historical heritage and the enhancement of public spaces. It has become a core venue for Guangzhou's "cultural living room".

Building on the success of Yongqingfang, Vanke has further developed two benchmark projects in Guangzhou—Wenchong Xingfuli and Rongdeli in Huangpu New City—both having been rated as a national AAA-rated tourist attraction, forming a "three-benchmark" lineup for the renewal of historical cultural districts in Guangzhou alongside Yongqingfang.



Zhongshuge Bookstore Before Renovation



Zhongshuge Bookstore After Renovation





The integration of heritage streets with China-Chic exhibitions brings traditional crafts such as Cantonese embroidery and enamel work into everyday life.

Wenchong Xingfuli

- Listed as one of the "Top 20 Most Beautiful Historical Districts in Guangdong" in 2023
- Rated as a national AAA-rated tourist attraction





Huangpu Rongdeli

- Won the "Excellence Award" at the 10th CREDAWARD
- Selected as one of the "2024 Top 10 Most Beautiful Community Parks in Guangzhou"
- Rated as a national AAA-rated tourist attraction

Topic of the Year



In Shenzhen: Preserving the Cultural Roots of the "City's Origin"

Case Shenzhen Nantou Ancient City: A Transformation of a Millennium-Old City, Coexisting with Diverse Cultures

As the "City's Origin" of Shenzhen, Nantou Ancient City has nearly 1,700 years of history, making it a vital representation of the city's cultural lineage. Facing challenges such as the interruption of cultural heritage transmission and the degradation of spatial functions, the project, since 2020, has embraced "organic renewal" as its core philosophy. Through an innovative model led by the government, implemented by enterprises, and involving the participation of residents, the transformation has shifted the ancient town from traditional space renovation to a multi-dimensional sustainable development approach in culture, society, and economy.

- **Space regeneration and character preservation:** The project adopts a "micro-renovation" strategy with minimal intervention, focusing on activating and renewing heritage buildings and historical districts. Through the renovation of key nodes like the South Town Gate and district facades, modern functions have been integrated while the original look has been preserved, extending the life cycle of historical buildings and improving the spatial utility. Simultaneously, through infrastructure upgrades and landscape enhancements, the project successfully integrates the symbiotic urban-rural character, improving the overall living environment of the area.
- **Innovation in segment and cultural empowerment:** The project introduces a diverse mix of cultural exhibitions, intangible cultural heritage workshops, and creative design enterprises, cultivating an industry ecosystem grounded in culture and driven by creativity. By hosting branded events such as the Folk Craft Summer Market and the Ramie Lifestyle Exhibition, the project promotes the living transmission and contemporary reinterpretation of intangible cultural heritage, invigorating the district with sustained creative momentum while transforming the historic area into both a platform for cultural content creation and a destination for cultural consumption.
- **Community building and long-lasting operation:** The project establishes a co-building mechanism that is led by government, implemented by enterprises, and involving the participation of residents. By setting up a professional operations company, it coordinates investment attraction and promotion, property management, and community building. Leveraging academic platforms such as Chunjing Wutong - City-Village Puzzle, the project cultivates local community organisations, promoting the integration of new and old residents, and creating a vibrant community with a sense of belonging and inclusivity.





South Town Gate Before and After Renovation





District Facades Before and After Renovation

In Shanghai: Activating the New Life of Industrial Heritage

Case Shanghai Columbia Circle: Revitalising Industrial Heritage, Merging Past and Present

The project was originally the Shanghai Institute of Biological Products, established in 1924, covering an area of approximately 48,000 square metres. It retains three nearly century-old buildings, including Sun Ke Villa, Columbia Country Club, and Navy Club, along with 11 industrial buildings.

After assuming stewardship of the project in 2016, Vanke embraced a "preservation-first, organic renewal" philosophy, impleted full-chain rennovation and operation, and applied the approach of "honouring historical context and restoring the old as it was" to the renovation of Sun Ke Villa, with only detail optimisations to retain its original layout. Navy Club's English-style mosaic-tiled swimming pool was restored to its original appearance, while surrounding ancillary buildings were converted into riverside dining and leisure spaces. Flexible spaces like the Carpet-Style Office Settlement and Twin Building were added, attracting nearly 50 cultural and tech-related enterprises.

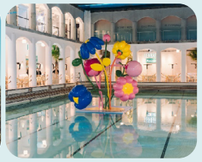
In 2025, the project extended peak foot traffic hours to 10:00 PM by introducing nighttime business models such as Midnight Cafes and Outdoor Markets, boosting commercial efficiency by 15% year-on-year, becoming a benchmark for Shanghai's Cultural Creativity and Night Economy. Thanks to outstanding architectural preservation and operational success, Shanghai Columbia Circle has won numerous awards, including the Shanghai Magnolia Awards and the Demonstration Project for Architectural Heritage Preservation and Utilisation. It was selected as one of Shanghai's first new art spaces and a top destination for nightlife. It has become a practice base for the Chinese Federation of Literary and Art Circles, with over 3 million annual visitors and more than 400 government and corporate delegations from across the country.





Sun Ke Villa Before Renovation (Left), Navy Club Before Renovation (Right)





Sun Ke Villa After Renovation (Left), Navy Club After Renovation (Right)



In August 2025, Nantou Ancient City kicked off its five-year anniversary series events under the theme "Opening the Gates, Growing from Within", with single-day foot traffic exceeding 30,000. After five years of practice, Nantou Ancient Town has successfully transformed from a historical site to a multifunctional urban cultural landmark.







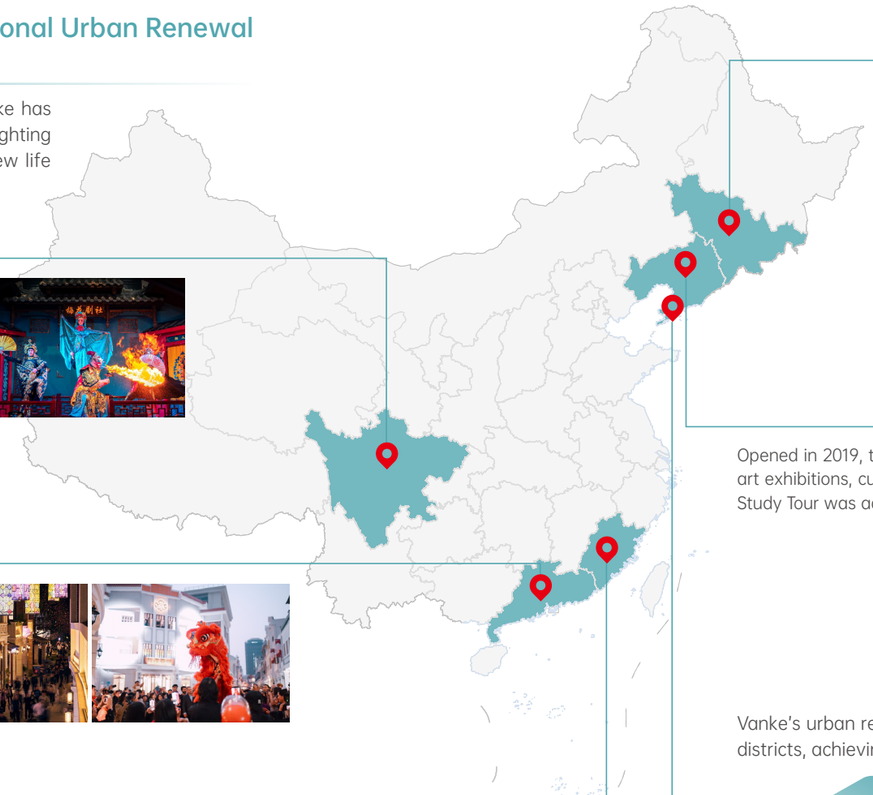
Representative Craft Activities

Topic of the Year



"One City, One Highlight", Lighting Up the National Urban Renewal Network

From south to north, from historical districts to industrial relics, Vanke has replicated and promoted its integrated operational renewal model, lighting up a nationwide network of "One City, One Highlight", breathing new life into more urban memories.



Chengdu Mengzhuiwan

Positioned as "Old Chengdu, New Consumption", this project preserves local elements like old teahouses and old street lanes through micro-renovation. New segments such as Sichuan Opera performances and creative markets blend traditional street culture with modern consumption, revitalising the area.





Dongguan Dongguan Memory

In 2024, Phase I of the initial launch area officially commenced operations. Anchored in Cantonese culture, the project revitalises the millennium-old city through arcaded commercial streets and immersive intangible cultural heritage experiences. In its first year of operation, the tenant occupancy rate reached 95%, breathing renewed vitality into the historic urban fabric.



Fuzhou Yantai Mountain

Opened in 2022, the project leverages the historic character of Yantai Mountain Historic Area to create an integrated space that blends modern retail with preserved heritage architecture. In 2025, it introduced a new "Cross-border Cultural and Creative Market", further promoting cultural exchange between Fujian and Taiwan.





Dalian Dongguan Street

Opening in September 2024, the project focuses on the "Chuangguandong Culture" and restores the old Dalian commercial street with its iconic grey brick and arcade-style architecture. It introduces northeast specialty dining, handmade shops, and a cultural experience centre, attracting over 500,000 visitors in its opening month and becoming an important window for showcasing Northeast regional culture.







Changchun Changtuo 1958

Opened in 2021, this project focuses on "old industrial memories", preserving the tractor factory structure and introducing cultural and creative studios and unique dining experiences. In 2025, it hosted the Industrial Culture Festival, attracting over 100,000 visitors.







Shenyang Hongmei Park

Opened in 2019, the project transforms the former Hongmei MSG Factory into a park integrating art exhibitions, cultural retail, and family-friendly experiences. In 2025, a new Industrial Heritage Study Tour was added, turning it into a new growth point for Shenyang's cultural industry.





Vanke's urban regeneration initiatives have enabled the revitalisation and adaptive reuse of historic districts, achieving an integrated balance of economic vitality, social impact, and cultural value:

Economic value

Through full life-cycle operational management of its renewal projects, the Company has effectively expanded local employment and strengthened commercial vitality across core developments. With sales productivity per square metre outperforming the regional average, these projects inject sustained momentum into the city's high-quality economic development.

Social value

Centred on improving quality of life, the projects enhance public spaces and upgrade essential infrastructure, significantly elevating living conditions within surrounding neighbourhoods. These efforts have earned broad recognition from residents, strengthening community cohesion and fostering a greater sense of belonging and well-being.

Cultural value

Upholding a conservation-first approach to historical heritage, the projects systematically preserve historic architecture and intangible cultural heritage resources. By delivering a series of flagship cultural revitalisation initiatives, they advance the transmission and innovation of local culture, ensuring that cities' collective memory is meaningfully sustained for future generations.

Looking forward, Vanke will continue to build on its comprehensive capabilities, deepening the "human-centric, multi-dimensional integration, and long-lasting operation" renewal model. We aim to provide replicable and scalable "Vanke Solutions" for more cities, helping cities realise "new vitality" in their high-quality development, resonating in harmony with urban growth.

Operational Practices

- Our Strategy 22
- Sustainability Management 23
- Compliant Operation 32
- Good Products 54
- Good Services 66

RESPONSE TO SDGS

SDG 3 – Good Health and Well-being

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

SDG 9 – Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SDG 11 – Sustainable Cities and Communities

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

SDG 12 – Responsible Consumption and Production

Ensure sustainable consumption and production patterns.

SDG 16 – Peace, Justice, and Strong Institutions

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

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

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

CORRESPONDING KPIS OF THE HKEX

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

RELEVANT GRI INDICATORS

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



Our Strategy

Philosophy

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

Goals and progress

Goals	Progress	
Customer Satisfaction		
We are committed to providing good products and services for our customers. In 2025, Vanke continued to prioritise improving customers experience by optimising feedback mechanisms and listening more closely to customer voices to improve the business at the front end. The Company will continue to consider enhancing customer experience as its responsibility, consistently identifying, understanding, and adapting to customers' needs and changes. It aims to create good products and services that customers are willing to pay for, thereby earning their satisfaction and recognition.		
Port Apartment is committed to maintaining an overall customer satisfaction rate of 90% or above.	In 2025, the overall customer satisfaction rate was 96.6%, better than previous years.	100% achieved
With 2021 as the base year, the customer satisfaction rate of VX Logistics will remain above 95%.	VX Logistics conducted customer satisfaction surveys quarterly, and the customer satisfaction rate in 2025 was above 97.4%.	100% achieved
Customer Services		
Commercial BU will continue to optimise barrier-free facilities and customers experience.	In 2025, SCPG continued to push for the optimisation of accessibility facilities, focusing on upgrading accessible restrooms and nursing rooms, and using digital technology to analyse customers feedback and suggestions, enhancing the accuracy and accessibility of service responses. Throughout the year, the overall customer satisfaction score was 98, a 2% increase from the beginning of the year.	100% achieved
Business Ethics		
Red line and bottom line training covers all employees	The dimensions of red line and bottom line training include warning of cases of disciplinary violations, red line and bottom line requirements, integrity promotion and requirements for each specialty. In 2025, our red line and bottom line training covered all employees. The appointment of cadres was reviewed in a comprehensive manner and requires solicitation of opinions. Integrity promotion and internal control were synergised, and each frontline internal control was responsible for its implementation.	100% achieved

Sustainability Management

RESPONSE TO SDGS

SDG 12 – Responsible Consumption and Production
Ensure sustainable consumption and production patterns.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

/

CORRESPONDING KPIS OF THE HKEX

/

RELEVANT GRI INDICATORS

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

Vanke continuously integrates ESG concepts into corporate management and operations. We regularly review our ESG performance and update the Group's sustainability strategy and related systems accordingly. We also conduct in-depth research on ESG topics, aiming for high-quality ESG management and social responsibility practices.

Philosophy and strategic positioning

The Company actively provides customers with diversified products and services for a better life in the fields of real estate development, property services, logistic and warehousing business, rental housing, retail property development and operations, etc. It aims to cultivate a diverse city, enrich a beautiful life and develop synchronously with customers and cities in the new era.

Corporate Vision

Foster a Resilient Urban Ecosystem, Serve the Aspirations for Better Living, and Become a High-Quality Enterprise Advancing the Transformation and Sustainable Development of the Real Estate Sector in the New Era

Corporate Mission

Cultivate a High-Caliber Workforce and Create Sustainable, Tangible Value for Customers, Shareholders, and Society

vanke

Core Values

Customer-Centric, Performance-Driven, Collaborative in Growth, and Committed to Transparency and Integrity

Strategic Positioning

Serve the Urban Ecosystem and Build Better Living

Sustainability strategy

Vanke continued to keep abreast of changes in regulatory requirements and reporting standards, identified 10 strategic topics out of 25 material ESG topics based on its business practices, defined key actions and goals, and established a clear and forward-looking sustainability strategy. During the year, the Company focused on 3 major strategic directions—operational, environmental, and social practices, concentrated on 7 development fields and 10 strategic topics, promoting the orderly implementation of 24 goals and actions. We comprehensively assessed topic prioritisation from financial materiality and impact materiality dimensions to guide strategy execution.

Guided by strategy, Vanke's ESG Working Committee closely collaborated with various business units, broke the strategy down into daily objectives, defined the responsible departments and the cooperative departments, and developed the overall goals, annual objectives and key measures of each action over the next three years to ensure that the sustainability strategy is effectively implemented and steadily advanced.

Vision
Become a pioneer in green development

Mission
Promote green and low-carbon transformation with Vanke's power, provide quality products and services with Vanke's commitment, and create a sustainable future with Vanke's influence

3 major strategic directions

Operational Practices	Environmental Practices	Social Practices

7 focus fields

Compliant Operation	Quality Service	Green and Smart Building	Green Operations	Green Leasing	Health and Safety	Supply Chain

10 strategic topics

Ensuring compliance and prudence Strengthening business ethics management	Improving customer service quality	Building green and healthy habitat for humanity Promoting housing industrialisation	Coping with climate change risks and opportunities Increasing energy efficiency and using renewable energy Reducing and properly managing waste	Coping with climate change risks and opportunities	Guaranteeing health and safety	Promoting green and sustainable supply chains

24 goals and actions

- Strengthening risk management according to the established development strategy
- Continuously improving management systems and regulations
- Carrying out business ethics management and strengthening training and publicity to entities such as employees, contractors, and suppliers
- Green Building Certification
- Creating a demonstration zone with ultra-low-energy, near-zero-carbon or low carbon
- Continuously promoting housing industrialisation
- Identifying opportunities brought about by climate change
- Setting management metrics and targets for climate change response
- Continuing to promote the assessment of biodiversity and ecological protection in the environmental impact assessment report of newly acquired land
- Managing the energy consumption of commercial office projects, such as adopting a centralised cooling system
- Constructing efficient machine rooms
- Continuously promoting the energy-saving and consumption-reducing transformation of facilities and equipment
- Setting important indicators for energy consumption management, tracking and managing them on an ongoing basis
- Promoting distributed solar power plants and building integrated photovoltaics ("BIPV")
- Promoting the garbage classification management of residential projects nationwide
- Popularising the "zero-waste" and reduction management of construction waste
- Including ESG initiatives in leasing contracts and promoting paperless leasing contracts
- Offering health and safety training to all employees and interested parties
- Setting key indicators for health and safety management, and tracking and managing them on an ongoing basis
- Enhancing customer satisfaction
- Optimising the construction of barrier-free facilities for commercial and office projects and customer experience
- Increasing the coverage of supplier due diligence
- Including biodiversity, environmental protection and other factors in purchase evaluation
- Green Supply Chain Action

High-quality and sustainable development

Sustainability governance

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

Governance structure and responsibilities

Organisation Role	Composition	Responsibilities	Frequency of Duty Performance
Board of Directors Decision-making body	Members of the Board of Directors	✦ Decide the ESG (including climate change) management framework and management strategy of the Company; ✦ Ensure that Vanke establishes an appropriate and effective ESG (including climate change) risk management and internal monitoring system; ✦ Engage in discussions on important ESG (including climate change) issues and monitor the progress of ESG goals; ✦ Review and approve the Company's annual ESG (including climate change) reports.	Once per year
ESG Working Committee Management body	Chairman of the Board, Board Secretary, and heads of relevant functions (including regional companies and BUs)	✦ Confirm the results of internal and external materiality assessment; ✦ Decide on the management objectives, policies and implementation approaches of ESG (including climate change); ✦ Acknowledge the assessed and identified risks and opportunities related to ESG (including climate change); ✦ Determine the relevant ESG (including climate change) management system and workflow; ✦ Decide on the ESG (including climate change) work plan and assess the completion of the work; ✦ Conduct a preliminary examination of the sustainability report and submit it to the Board of Directors for review; ✦ Oversee other matters related to ESG (including climate change) of the Company.	Twice per year
ESG Execution Team Executive body	ESG contact personnel of relevant functions (including regional companies and BUs), with specific members assigned by relevant heads of regional companies and BUs	✦ Conduct internal and external materiality assessment; ✦ Prepare the Company's annual sustainability report; ✦ Assess and identify risks and opportunities related to ESG (including climate change); ✦ Assess the gap between ESG (including climate change) work and standard requirements of the two stock exchanges, and the excellent practices of advanced peer companies, make improvement plans and promote their implementation; ✦ Implement annual work content according to ESG (including climate change) management objectives; ✦ Implement resolutions of and other tasks assigned by the ESG Working Committee.	Multiple times per year as necessary

Management philosophy

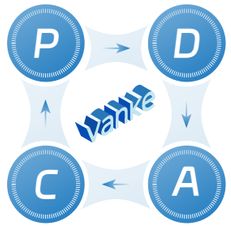
Vanke has constantly reviewed its sustainability performance and continuously consolidated the ESG full-process management system. Moreover, Vanke has integrated the philosophy of sustainable development into corporate management and operations and deeply combined it with its existing business and control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

Plan

- Define sustainable development strategies and action goals
- Identify and evaluate key ESG-related risks and opportunities
- Develop an implementation plan

Do

- Improve ESG governance structure and policy
- Identify dual-materiality topics
- Conduct stakeholder communication
- Enhance employee engagement
- Implement the action plan



Check

- Evaluate and monitor the effectiveness of the implementation of ESG measures
- Review progress toward ESG goals on a regular basis
- Review responses to risks and opportunities
- Prepare sustainability report

Act

- Conduct a gap analysis based on the results of the inspection phase and take proactive measures for improvement
- Make timely adjustment to the ESG strategy and improve implementation plan
- Promote and standardise good practices within the Company

P-D-C-A Management Method

Sustainability policies

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

Environmental aspect

- *Vanke Group Climate Change Policy*
- *Vanke Group Environmental Protection Policy*
- *Vanke Group Water Resources Policy*
- *Vanke Group Waste Management Policy*
- *Vanke Group Biodiversity Policy*

Social aspect

- *Vanke Group Diversity, Equity and Inclusion Policy*
- *Vanke Group Health and Safety Policy*

Governance aspect

- *Vanke Group Code of Business Ethics*
- *Vanke Group Supplier Code of Conduct*
- *Vanke Group Whistleblowing Policy*
- *Vanke Group Tax Compliance Policy*

Stakeholder communication

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

Stakeholders	Aspects of impact	Vanke's responses
Government	○ Legal compliance	● Compliance management ● Issuing the *Vanke Group Code of Business Ethics*
	○ Support for economic development	● Responding to national policy initiative
Shareholders	○ Corporate governance	● Establishing a scientific and reasonable governance structure
	○ Returns and growth	● Regularly disclosing business information
	○ Risk control	● Convening General Meetings ● Continued growth to ensure shareholder returns
Employees	○ Wage and benefit security	● Timely and full wage payment and social insurance payment
	○ Health and safety	● Establishment of an occupational health and safety management system ● Issuing the *Vanke Group Health and Safety Policy* ● Employee health checkups
	○ Smooth communication	● Establishment of 12 communication channels ● Issuing the *Vanke Group Whistleblowing Policy*
	○ Fair promotion and development opportunities	● Smooth career development channels
Customers	○ Product quality assurance	● 5+2 Industrialised Construction System, "9631" Progress Management, Skynet Action
	○ Quality management service	● Providing high-quality services ● Protecting customer privacy
Partners	○ Promises keeping	● Contract execution according to law
	○ Fair, just, and open procurement	● Open bid invitation, issuance of *List of Qualified Suppliers* ● Issuing the *Vanke Group Supplier Code of Conduct* ● Onewo issued the *Responsible Supply Chain Policy*
	○ Experience sharing	● VVUPUP E-commerce Platform ● Project cooperation ● Leading healthy industry development
Environment	○ Effective use of resources	● Responding to carbon neutrality goals ● Building the Dameisha Vanke Centre as a sustainable development community ● Issuing the *Vanke Group Environmental Protection Policy* ● Issuing the *Vanke Group Water Resources Policy*
	○ Emission reduction	● Residential industrialisation, green building, energy management, water resources management, and waste management (including community waste management) ● "Zero waste" projects
	○ Climate response	● Participating in the United Nations Climate Conference ● Issuing the *Vanke Group Climate Change Policy*
	○ Biodiversity conservation	● Engaging in environmental governance, vegetation restoration, snow leopard protection, Yangtze finless porpoise conservation, mangrove wetland preservation, and coral reef protection ● Issuing the *Vanke Group Biodiversity Policy*
Communities and the Public	○ Support for social development	● Supporting rural vitalisation strategy
	○ Care for disadvantaged groups	● Charity undertakings
	○ Health culture	● Volunteer services

Management of material topics

We regularly conduct research activities in various forms for a wide range of stakeholders and undertake annual research and analytical reviews for material topics on an ongoing basis to comprehensively understand and collect their opinions on Vanke's high-quality and sustainable development. With the successive improvement of international report ESG disclosure standards and the ESG disclosure supervision requirements of domestic exchanges, we are fully aware that the assessment of material topics should be based on whether the topics have a significant impact on the corporate value of the Company (hereinafter referred to as "financial materiality") and whether the enterprise's performance in relevant topics will have a significant impact on the economy, society, and the environment (hereinafter referred to as "impact materiality"). In 2025, we continued to implement regular material topic management by adopting dual-materiality assessment approach and carrying out questionnaire surveys for both internal and external stakeholders, to enhance the ESG-related risk control and opportunity identification. We reported the finally identified topics and their materiality ranking to the Board of Directors, which reviewed and confirmed the assessment results of material topics of Vanke Group this year.

Dual-materiality assessment approach

In the process of the material topics assessment during the year, we reviewed and updated our material topics list based on several aspects such as policy trends, disclosure standards, investor concerns and industry benchmarking. With reference to international disclosure standards such as *GRI 3: Material Topics* under the GRI Standards and IFRS S1, as well as domestic regulatory requirements including the *SZSE Self-Regulatory Guidelines No. 3*, we carried out dual-materiality assessment through questionnaire survey targeting both internal and external stakeholders. Leveraging the survey findings, we prioritised material topics and ultimately developed the 2025 dual-materiality topic matrix.

Assessment process

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

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

Internal: scrutinising activities and business relationships

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

External: analysing objective trends

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

Combine the internal and external background research

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

Understand the impact on stakeholders

Understand corporate activities and business relationships considerations

Step 2: Create a list of topics

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

International and policy trend analysis

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

Business relevance analysis

Regularly review whether the ESG topic database matches strategic goals and business models to ensure its business relevance.

Disclosure standards analysis

Grasp the latest sustainability topics management standards and information disclosure requirements through comprehensive reference to GRI standards, the Task Force on Climate-Related Financial Disclosures (TCFD), HKEX *Environmental, Social and Governance Reporting Code*, *Self-Regulatory Guidelines No. 1 for Companies Listed on the Shenzhen Stock Exchange*, *Reference Indicator System for ESG Special Reporting of Listed Companies Controlled by Central Enterprises* promulgated by SASAC, SASB standards for the real estate industry and IFRS S1.

Capital market analysis

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

Peer benchmarking analysis

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

Step 3: Evaluate and determine the materiality of topics

Evaluation dimension	Analysis of impact materiality	Analysis of financial materiality
	Level of impact Focus on whether Vanke's management of the corresponding topics will have actual or potential impact on the economy, society or environment. Analyse the extent of actual and potential positive and negative impact through conducting a comprehensive evaluation of the scale, scope and irremediability of impact.	**Level of impact** Identify risks and opportunities that actually affect or are expected to affect the Company's business operations, financial condition, results of operations, cash flows, etc.
	Probability Probability of occurrence of impacts for each topic.	**Probability** Probability of occurrence of financial risks for each topic.
Evaluation methodology	Conduct a stakeholder questionnaire survey to assess the economic, environmental and social impact of ESG material topics for stakeholders such as directors, supervisors and senior management, government and regulatory authorities, shareholders and investors, employees, customers, suppliers, industry associations, charitable and philanthropic organisations and the media. A total of 993 questionnaires were received and analysed.	Vanke's internal financial specialists and the office of the Board make comprehensive assessment of the tangible impacts, projected implications and probability of financial implications for each topic within the financial transmission framework, and conduct in-depth discussions and give scores.

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



Dual-Materiality Topic Matrix of Vanke in 2025



Dual-materiality topics

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

Financial materiality topics

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

Impact materiality topics

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

General materiality topics

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

Step 4: Report on topics

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

Compliant Operation

RESPONSE TO SDGS

SDG 16 – Peace, Justice, and Strong Institutions
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

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

CORRESPONDING KPIS OF THE HKEX

B7.1, B7.2, B7.3

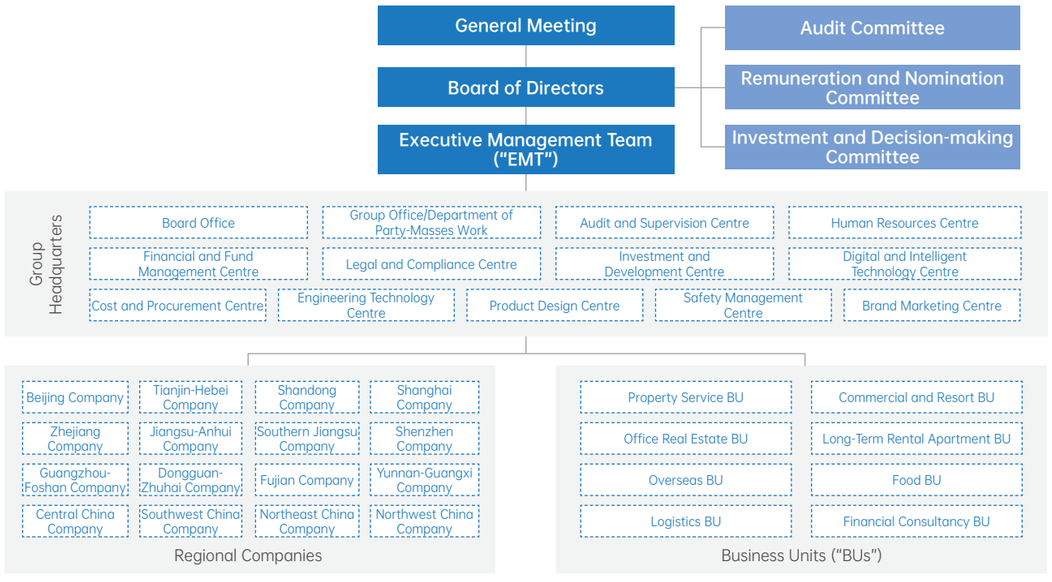
RELEVANT GRI INDICATORS

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

Corporate governance

Vanke complies with the *Company Law of the People's Republic of China*, *Securities Law of the People's Republic of China* and other relevant laws and regulations, and has built a clearly defined corporate governance structure and established rules and policies that align with its development. The General Meeting, the Board, and the senior management diligently exercise rights as specified in the *Articles of Association*, and play the role of specialised committees of the Board of Directors and independent directors, advancing continuous upgrades of corporate governance capabilities and laying a solid policy foundation for the Company's long-term, stable development.

Governance structure



Organisational Structure of the Company

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

The Board of Directors reports to the General Meeting and exercises the rights to operate and manage the Company. To ensure the professionalism of the committees, members are selected with a moderate balance of skills, experience and diversity of viewpoints. As of the date of disclosure of this Report, the Board of Directors consists of 8 directors (including one woman), including one employee representative director and four independent directors. These independent directors are responsible for the convening of the specialised committees and hold a majority in the Audit Committee and the Remuneration and Nomination Committee in order to play a better role as independent directors.

The Board of Directors sets up three specialised committees on audit, remuneration and nomination, and investment and decision-making. Each specialised committee, convened by an independent director, approves matters within its scope before submitting them to the Board.

Specialised Committee	Duties and Responsibilities
Audit Committee	• Review the Company's financial information • Review the Company's internal control system • Coordinate communication, supervision, and verification between internal and external audits of the Company • Review and evaluate the Company's risk management system • Perform the powers and functions of the Supervisory Board
Remuneration and Nomination Committee	• Draft the election criteria and procedures for directors and senior executives, conduct candidate screening and review, and make nomination or appointment/removal suggestions to the Board of Directors • Develop assessment standards for directors and senior executives, implement assessments, and make relevant suggestions to the Board of Directors • Formulate and review remuneration policies and schemes for directors and senior executives, and make relevant suggestions to the Board of Directors • Review the Board's structure and composition and evaluate the independence of independent directors • Handle issues related to equity incentives, employee stock ownership plans, etc.
Investment and Decision-Making Committee	• Conduct research and advise on the Company's long-term strategic plans, major investments, financing decisions, and other critical matters

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

In 2025, the Company strictly complied with the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Code of Corporate Governance for Listed Companies*, the *Main Board Listing Rules*, the *Corporate Governance Code* of the Hong Kong Stock Exchange, and other laws and regulations. In line with the Company's actual circumstances, the Company continuously improved the corporate governance structure and standardised the operations. During the year, the Company duly convened two shareholders' meetings. During the reporting period, the 20th Board of Directors held 17 meetings, including 5 on-site meetings and 12 telephonic proxy votes. This year, the Company formulated and amended a total of 16 corporate governance policies, including the *Articles of Association, Rules of Procedure for Shareholders' Meeting*, *Board Authorization Management Policy*, *Investor Relations Management Regulations*, and *Internal Control Management Policy*, further enhancing the corporate governance framework and strengthening governance practices.

During the year, the Company actively enhanced the independence and effectiveness of the Board of Directors. We strengthened the functions of the Board's committees, reinforced the powers and functions of the special meeting of independent directors, convened 13 special meetings of independent directors, and clarified that independent directors should account for no less than 1/3 of the Board, reinforcing the foundation for governance independence. The Audit Committee's constitution and authority have been expanded to fully assume and exercise the statutory supervision functions previously held by the Supervisory Board. It is now composed of three non-executive directors, of whom no fewer than two are independent directors, with at least one being an accounting professional, enhancing internal oversight independence. The powers and functions of the Remuneration and Nomination Committee, led by independent directors, have been clearly defined, and it has been clarified that its meetings shall be chaired and convened by independent directors, who make up no less than 2/3 of the committee's memebers, and that directors shall not participate in decisions regarding their own remuneration, thus ensuring independence through institutional safeguards.

Board professionalism and effectiveness

To ensure the quality and effectiveness of Board's decision-making, nomination and succession processes of the Board of Directors incorporate multi-dimensional considerations, such as cultural and educational background, professional competencies and experience, which make sure that they possess requisite knowledge systems involving the management of the Company's business operations. Based on the Company's business objectives and the responsibilities of the Board, an assessment was conducted upon review of the current knowledge and experience structure. The Board's existing skill set is well-equipped to navigate complex market environments, drive strategic transformation, and achieve sustainable growth. Board members complement each other with expertise in strategic insight, industry specialization, financial risk control, compliance management, and technological foresight, providing a solid foundation for the Company to tackle challenges and capitalize on opportunities.

Professional background of the Board of Directors

Strategy/ Business Focus	HUANG Liping	HU Guobin	LEI Jiangsong	WANG Yun	LIAO Zibin	LIN Mingyan	SHEN Xiangyang	ZHANG Yichen
Financial and risk management	✓	✓	✓	✓	✓	✓	✓	✓
Industry expertise and experience	✓	✓	✓	✓	✓	✓		✓
International project experience			✓		✓	✓	✓	✓

Board of Directors expertise table

Expertise Area	Board Details
Strategy: Ability to identify strategic opportunities and risks, and to formulate and execute plans to achieve corporate objectives	The Board of Directors brings together expertise in state-owned enterprise management, capital operations, advanced technology and global markets, enabling precise identification of strategic risks and opportunities and effective execution.
Leadership: Ability to lead management teams and implement plans and policies	The Board of Directors integrates experts across engineering, finance and technology, fostering complementary strengths and reinforcing leadership and policy execution.
Industry expertise and experience: Familiarity with the Company's day-to-day business operations, market development, competitors, and technology and innovation	The Board of Directors combines seasoned internal executives with external experts in real estate, technology and capital markets, ensuring both operational depth and forward-looking industry insight.
Financial expertise/business acumen: Ability to read and interpret financial statements and reporting requirements	The Board of Directors includes experienced finance professionals and long-standing business leaders, ensuring a strong grasp of financial performance and commercial substance.
Risk management and compliance: Ability to implement, manage, or oversee risk management and internal control systems related to legal and regulatory compliance	The Board of Directors has introduced audit experts and senior professionals in state-owned asset regulation to strengthen oversight of compliance and internal control systems.
Human resources management: Senior management experience in human resources management and successful transformation	The Board of Directors draws on leadership experience from CEOs of large state-owned enterprises, multinational corporations and technology companies, enhancing its capability in organisational leadership and change management.
Diversity (of age, gender, culture, etc.): Contribution to Board of Directors diversity in terms of age, gender, cultural background, etc.	The Board of Directors spans members born in the 1960s and 1970s, includes female directors, and integrates local practice with international perspectives. It continues to advance Board of Directors diversity to encourage varied viewpoints and more inclusive, well-rounded decision-making.
Emerging topics (e.g., AI, climate change): Awareness and understanding of emerging topics to ensure forward-looking governance	The Board of Directors has introduced PhDs in computer science with AI expertise and senior executives from technology companies to enhance technological foresight. It is also strengthening learning and dialogue on key technology trends and sustainability topics, progressively integrating forward-looking topics into regular governance agendas.
Qualifications: Formal qualifications in accounting/finance, economics/business, law, or other relevant fields to assist the Board's decision-making	The Board of Directors includes a chartered accountant, a senior accountant, and several PhD holders in economics and senior engineers at professor level, reflecting strong professional credentials.

Effectiveness improvement of the Board

We continuously improve the effectiveness of the Board. In terms of training, the Company promptly organised training for the Board of Directors members to ensure that they stay informed about the latest trends and standards from regulatory authorities and capital markets. We also provide diversified online training resources in order to strengthen directors' professional competence. Regarding practical engagement, the Company arranges field visits to diverse business units for Board of Directors members, ensuring an effective decision-making subject to their first-hand exposure to front-line operations.

In 2025, the Company's Board effectiveness improvement efforts focused on training empowerment and duty performance management, aimed at enhancing professionalism and compliance in duty performance. We provided timely training reminders to the Board, including those from regulatory bodies like the Shanghai Stock Exchange and the China Association for Public Companies, and organised directors and senior management to participate in continuing education and capability-building programmes. In alignment with the requirements of the Shenzhen Office of the China Securities Regulatory Commission, we also arranged dedicated study sessions on the *Regulatory Bulletin on Shenzhen-Listed Companies* (Issue 8 (Issue 1 in 2025)), enabling directors and the senior management to stay abreast of evolving regulatory expectations and compliance standards. Directors also attended the 2025 training programme for directors and senior executives of Shenzhen-listed companies hosted by Shenzhen Public Companies Association, further strengthening their professional competence in the discharge of their duties. In addition, the Company actively implemented a self-assessment mechanism for directors' duty performance. Focusing on key responsibilities, including attendance at general meetings, Board of Directors and committee meetings, issuance of independent opinions, access to operational information, briefings from management, communication with intermediaries, site visits, and engagement with minority shareholders, independent directors conducted self-assessments of their participation, further strengthening oversight of directors' duty performance and enhancing the effectiveness assessment.

Director Training in 2025 (by Training Topic)

Director Name	Corporate Strategy/Industry and Business Updates	Compliance with Laws, Regulations and Regulatory Rules/Director Responsibilities	Risk Management and Internal Control	Corporate Governance, Financial Reporting/ Information Disclosure	Corporate Governance/ Environmental and Social Issues	Total Training Hours
HUANG Liping	✓	✓	✓	✓	✓	17
HU Guobin	✓	✓	✓	✓	✓	22
LEI Jiangsong	✓	✓	✓	✓	✓	17
WANG Yun	✓	✓	✓	✓	✓	22
LIAO Zibin	✓	✓	✓	✓	✓	17
LIN Mingyan	✓	✓	✓	✓	✓	17
SHEN Xiangyang	✓	✓	✓	✓	✓	17
ZHANG Yichen	✓	✓	✓	✓	✓	17

Independence and diversity of the Board

In terms of the independence of the Board, the Board of Directors of the Company has set up three specialised committees: Audit Committee, Remuneration and Nomination Committee, and Investment and Decision-Making Committee. Each specialised committee earnestly performs its duties in accordance with the *Code of Corporate Governance for Listed Companies*, the *Corporate Governance Code*, the *Article of Associations*, the *Rules of Procedure of the Board of Directors of Directors*, as well as the implementation rules of each specialised committee. Each specialised committee, convened by an independent director, approves matters within its scope before submitting them to the Board. As of 31 December 2025, the Company had 8 directors, among whom 87.5% were non-executive directors and independent non-executive directors. The independent non-executive directors and independent directors fully exert their professional opinions and keep balance in each specialised committee.

Proportion of non-executive and independent non-executive directors

	Audit Committee	Remuneration and Nomination Committee	Investment and Decision-Making Committee
Convenor	Independent non-executive director	Independent non-executive director	Independent non-executive director
Members	Non-executive director	Non-executive director	Non-executive director
	Independent non-executive director	Independent non-executive director	
Proportion of non-executive and independent non-executive directors	100%	100%	100%

In terms of the diversity of the Board, the *Implementation Rules for the Remuneration and Nomination Committee of the Board of Directors* has included a *Board Diversity Policy* chapter to attach great importance to diversity of the Board of Directors composition. It explicitly states in the chapter that when reviewing the board structure and composition and assessing the selection criteria and procedures for directors and senior executives, the Remuneration and Nomination Committee shall fully consider board diversity and compliance with listing rules, taking into account factors such as, but not limited to, gender, language, cultural background, educational background, industry experience, and professional expertise. In the meantime, the Remuneration and Nomination Committee shall comprehensively consider the contribution of the Board of Directors member candidates to the qualification, skills, experience, independence, and gender diversity of the Board of Directors based on the business model and development planning of the Company.

In 2025, the Company actively implemented its Board diversity policy, updated the *Implementation Rules for the Remuneration and Nomination Committee of the Board of Directors* to emphasise diversity in gender, expertise, knowledge, and experience, ensuring that the Board of Directors possesses the necessary capabilities to implement the Company's strategy. The specific objective of "maintaining a Board composition that is not limited to a single gender" was also established. The Remuneration and Nomination Committee proposed to the Board of Directors to consider Board diversity when setting the selection criteria and procedures for directors and senior management, and it reviews the structure, size, and composition of the Board of Directors (from aspects of expertise, knowledge, experience, etc.) at least annually to ensure proper implementation of the Company's strategy. The Remuneration and Nomination Committee is responsible for disclosing the Board's diversity profile in the corporate governance report, and for supervising the implementation of the Board diversity policy. It also leads the review and revision of the Board diversity policy, and submits relevant reports to the Board of Directors to enhance transparency and accountability in implementing the policy.

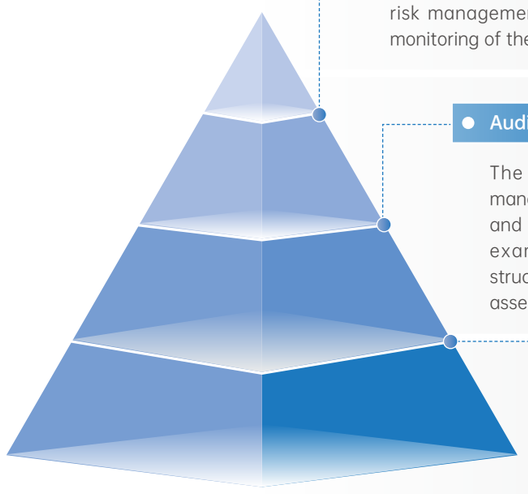
Investor communication

In 2025, the Company organised several investor surveys through field visits, project tours, and face-to-face interviews. Investors visited multiple representative development, retail property, and logistics projects of the Company to gain an in-depth understanding of the Company's practices in urban renewal, long-term rentals, retail property operations, and integrated industrial-city development. During these visits, the management team engaged in detailed discussions with investors on topics such as real estate market trends, project operations, and sustainability strategies, enhancing external understanding and confidence in the Company's stable operations and innovative exploration in a complex market environment.

Compliance and risk management

Governance

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



Board of Directors

The Board of Directors is responsible for assessing and defining the nature and level of risks the Company is willing to bear in achieving its strategic objectives. It ensures the establishment and maintenance of an appropriate and effective risk management system, and oversees the design, implementation, and monitoring of the risk management system by management.

Audit Committee

The committee reviews and evaluates the Company's risk management system, audits the overall objectives, basic policies, and work procedures of risk management and internal controls, examines the Company's risk management organisational structure and responsibilities, and reviews the scope of special risk assessments and solutions to major risks.

Internal management

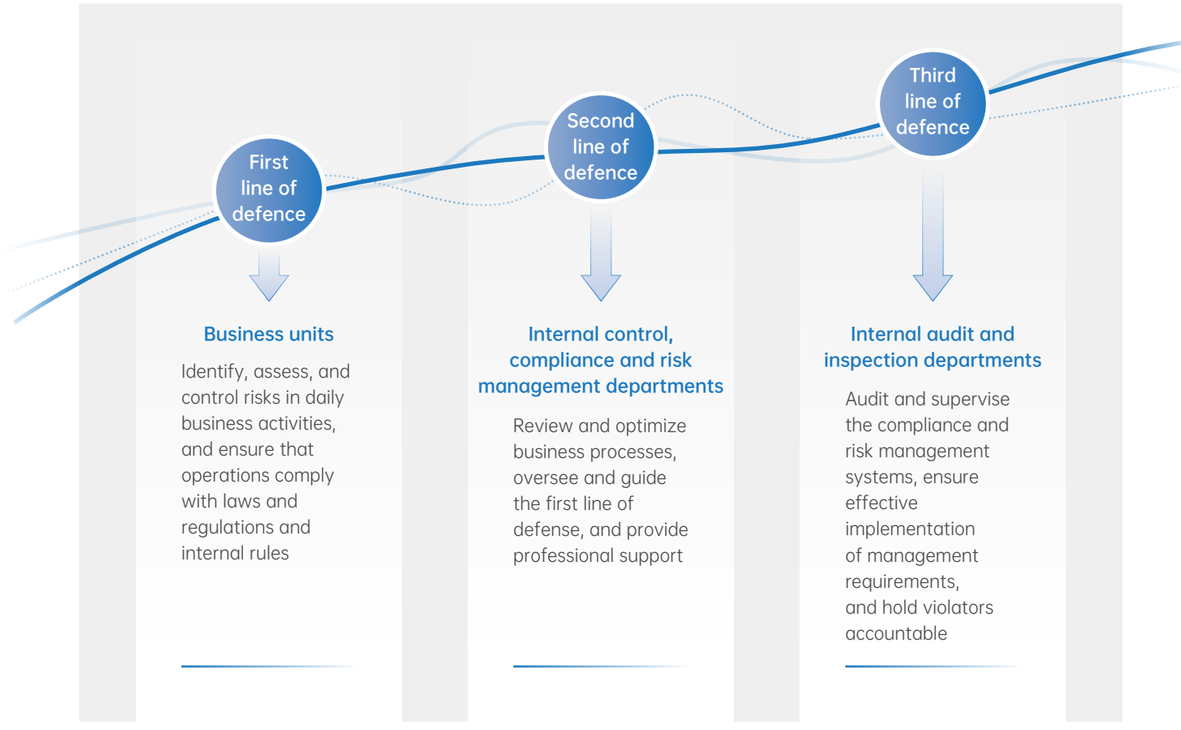
The management is responsible for continuously improving the Company's risk management system, establishing risk policies and frameworks, defining risk management responsibilities and procedures, organising the identification and assessment of major risks, reviewing strategies and plans for addressing major risks, monitoring the implementation of risk response measures, and continuously overseeing the soundness, rationality, and effectiveness of the risk management system.

For more details on Vanke's internal controls and risk management, please refer to the *China Vanke Co., Ltd. 2025 Annual Report*.

Strategy

We continue to adhere to the "Three Lines of Defence" framework to achieve 100% coverage of risk management across all business areas. In 2025, we strengthened the second line of defence by establishing a Legal and Compliance Centre at the headquarters, continuously improving the internal control and risk management mechanisms, clarifying control positions and responsibilities at all levels, and reinforcing organisational support for internal controls. Additionally, we established a vertically integrated and comprehensive compliance management framework, embedding compliance into the Group's overall risk management system. Working in coordination with legal, risk control and internal control functions, we strengthened the three lines of defence and reinforced the foundation for prudent operations. This approach enabled the formation of a risk prevention and control mechanism covering all business segments, processes and organisational levels.

Three Lines of Defence



Risk management

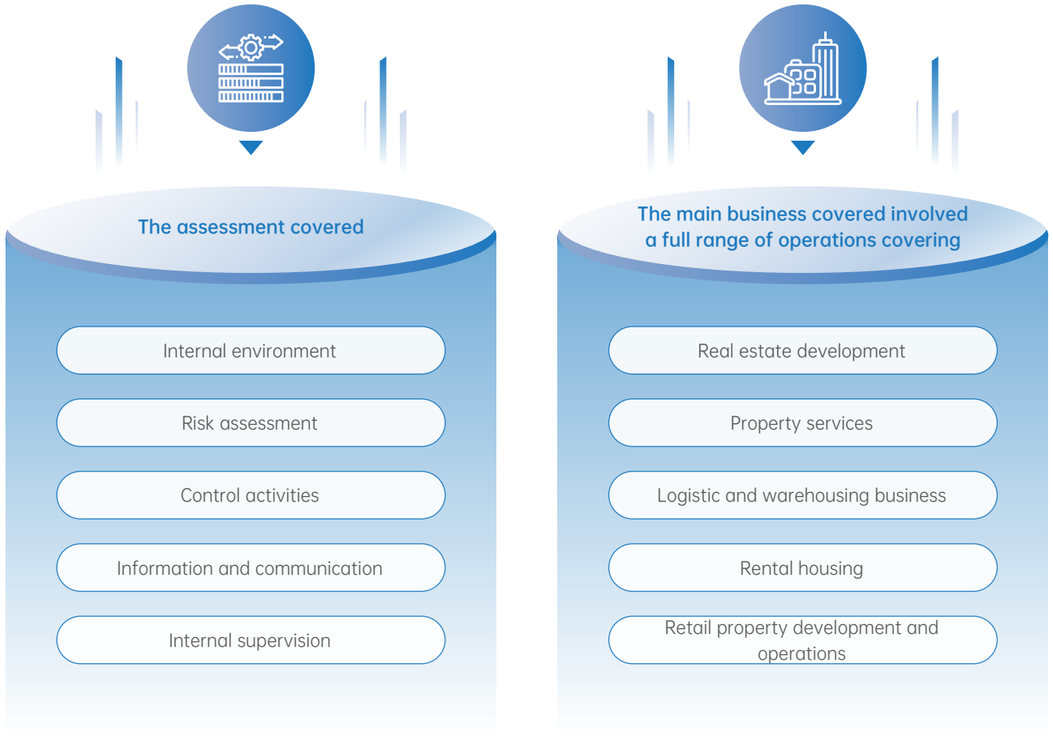
The Group headquarters organises departments, regional companies, BUs, and directly managed companies to conduct risk assessments, studying external risk factors—such as economic conditions, industry policies, market competition, and resource availability, as well as internal risk factors, including financial status, capital conditions, asset management, and operational performance, and dynamically identify and evaluate major risks to provide a basis for formulating risk response strategies. The risk management process includes risk identification, risk assessment, risk response, and risk disclosure.

Internal control

The Board of Directors is responsible for establishing and ensuring the effective implementation of internal controls. The Audit Committee is responsible for supervising and assessing internal audits and internal control, and inspecting and evaluating the Company's risk management system. The management team is responsible for organising and leading the day-to-day operations of internal controls.

The Company has established a complete and effective internal control system in which corporate management and business operations are controlled and supervised systematically, and continuously conducts self-assessments on the design and implementation of internal controls at all departments and subsidiaries. It also independently evaluates the effectiveness of internal control design and operations through internal audits, internal control inspections, special investigations, and site inspections, to improve the precision of risk control and the execution of management closed loops.

In 2025, the Company updated the *Internal Control Management System of China Vanke Co., Ltd.*, and persisted in performing self-assessments of its internal controls:



The Company applies internal control measures in a comprehensive manner when carrying out its business, focusing on the areas of capital, finance, investment, connected transactions and external guarantees, while implementing effective control over various businesses to promote the effective operation of internal control.

Compliance management

Vanke upholds compliant operation, respects effective laws, administrative regulations, departmental rules, and normative documents during business operations, continuously enhances our ability to prevent compliance risks, monitor violations and respond to non-compliance incidents, and advocates for market participants to jointly uphold a fair and competitive business environment.

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

- Establish a dedicated team to study updates in laws, regulations, and policies, and ensure relevant requirements are timely integrated into business activities and operational management
- Organise training on the latest laws, regulations, and policies by inviting internal and external experts, enhancing understanding of policies and enabling timely adjustments to business operations for compliance
- Carry out regular compliance inspections to verify that corporate operations and management adhere to all applicable laws, policies and regulatory guidelines
- Consult external experts and assign seasoned employees to handle compliance matters

Vanke integrates compliance supervision and risk identification throughout the entire lifecycle management of suppliers and partners. We periodically re-examine their compliance documents, and proactively identify and assess compliance risks by forming a supplier evaluation base in the supplier system. Suppliers failing to meet Vanke's standards in terms of compliance performance may face suspension or termination of cooperation.

For more information on supplier compliance management, see the Building a Sustainable Supply Chain section in this Report.

Internal audit

To continuously enhance internal supervision and governance, Vanke is optimising its internal audit system and engaging third-party professional agencies for internal audits. Under an "internal audit-led with external support" approach, the Company enhances the independence, professional rigor and breadth of coverage of its audit function. Under the unified deployment of the Group, key business and high-risk areas are closely monitored. Focus is given to regional execution, cost control, project management, and sales compliance, driving audits from "problem detection" to "improvement promotion", ensuring audits play an essential role in risk prevention and governance effectiveness.

Management of impacts, risks and opportunities

Integrating ESG into risk management

Annually, Vanke analyses the materiality of ESG topics through various means, such as industry policy reviews, stakeholder investigation and interviews with business units. This bottom-up approach identifies ESG-related risks, prioritises their materiality, and establishes and dynamically updates the ESG risk checklist. We integrate the dual-materiality assessment results of ESG topics into the Company's overall risk management framework, establish corresponding risk mitigation measures and preventive mechanisms based on annual ESG work plans, promoting risk management integration into day-to-day operations and enhancing resilience for sustainability.

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

ESG topics correspond to risks	Type of risks	Risk description	Response measures and preventive mechanisms
Maintain supply chain stability and ensure supply chain security	Business risk	Supply chain stability risk: Inadequate supply chain quality management and insufficient control over production cycles may result in supply chain delivery disruptions or delays, impacting the timely and quality-assured delivery of products.	• Enforce 100% on-site factory inspections for supplier admission qualification to verify production capabilities; Implement a penetration management strategy for secondary and tertiary raw material suppliers; • Develop contingency response plans, including alternative supply channels and rapid resource mobilisation solutions, to address supply chain disruption risks.
	Compliance risk	Supply chain compliance risk: Potential violations of business ethics in the supply chain, such as bribery, corruption, or non-compliance with ESG standards including environmental protection and safety requirements may lead to legal disputes, delivery delays, and damage to corporate reputation.	• Formulate the *Vanke Group Code of Business Ethics*, and require 100% of our suppliers to sign the *Sunshine Cooperation Agreement* and undergo ethics training; • Conduct rigorous compliance reviews covering several respects such as business ethics, product environmental safety, and quality standards; • Establish a supplier exit mechanism, implementing blacklist system for suppliers that fail to meet the requirements in quality, safety and ESG compliance, or violate the code of business ethics.
Guarantee product safety and quality	Business risk	Potential issues such as building structural safety, material quality, or non-compliance with engineering standards may result in safety incidents, customer complaints, brand damage, and even legal actions and compensation obligations.	• Build and perfect an internal product quality management system, achieving relevant certifications; • Control product quality at the source, carry out comprehensive and multi-dimensional control of product quality through various means, such as unannounced checks and on-site testing by the material department, and continue to conduct comprehensive oversight on the products of Vanke via the Skynet Action; • Provide annual product safety and quality training for all of our employees and staff of contractors; • Establish a product quality and safety emergency team and adopt standardised emergency response measures.
Guarantee health and safety	Business risk	Potential health and safety hazards such as worksite accidents or occupational health issues involving employees, contractors, clients, and the public may arise during the project development, construction, and operational management process, which may result in casualties, property losses, legal actions and damage to corporate reputation.	• Develop the *Vanke Group Health and Safety Policy*, mandating compliance with the policy by all employees and contractors across the Group's business lines; • Conduct annual internal audits and triennial external audits on systems and health and safety implementation; • Deliver annual health and safety education and training for all employees and staffs of contractors; • Develop a health and safety emergency plan with clear reporting processes and mechanisms for accident investigation and rectification.
Strengthen business ethics management to reinforce fair competition principles	Compliance risk	Potential risks to violate ethical standards and legal requirements such as commercial bribery, unfair competition, or conflicts of interest may lead to damage to business reputation, legal actions, and even restricted market access.	• Develop the *Vanke Group Code of Business Ethics* and the *Vanke Group Whistleblowing Policy*, requiring adherence of the rules by all employees and partners and clarifying business ethical standards and fair competition principles of Vanke; • Ensure 100% coverage of business ethics training for all staff (including interns and outsourced workers) and contractors; • Ensure 100% commercial ethics standard audit coverage across business lines and subsidiaries every three years.
Increase energy efficiency and use renewable energy	Environmental risk	In architectural design and operational processes, policy-based environmental risks to evolving national or local energy policies and tightening environmental regulations may lead to existing energy efficiency and renewable energy application of the Company fail to meet updated legal standards, potentially increasing operational costs and reducing project returns.	• Establish a policy monitoring mechanism to track and assess the impacts of evolving energy and environmental policy on enterprise in a timely manner; • Invest in R&D and application of energy-saving and renewable energy technologies to adapt to changes in policy environment; • Deploy a risk early-warning system and take timely measures to respond to potential policy environmental risks as soon as they are identified.
Cope with climate change risks and opportunities	Environmental risk	Operating in a high-emission industry, construction and development firms may incur higher carbon emission costs under increasingly stringent policies on carbon peaking and carbon neutrality goals. Additionally, extreme weather events driven by climate change could directly impact enterprise's assets and operations.	• Formulate and implement carbon reduction strategies, including improving building energy efficiency, adopting low-carbon materials and technologies, and investing in renewable energy; • Improve climate-resilient design of buildings and develop emergency plans to mitigate impacts of extreme weather events on enterprise's assets and operations.

For more detailed content on risk management of the Company, please refer to the *China Vanke Co., Ltd. 2025 Annual Report*.

Risk culture building

To enhance all employees' capability of risk management, we integrate contents related to risk management into routine trainings of group headquarters, regional companies, BUs, and directly managed companies, and conduct various special trainings on topics like red lines and bottom lines, negative cases, risk tips and risks in the business area. Additionally, the Group's headquarters organises an annual Integrity Awareness Month campaign, utilising posters, email communications, focused training sessions, and both online and offline exams to further strengthen employees' awareness of risks and bottom line principles.

Business continuity and crisis management

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

In 2025, we conducted special emergency drills for important business systems, which enhanced the emergency response capabilities of relevant personnel of each system, enabling them to swiftly and accurately address a range of issues in accordance with the emergency response plan, bolstering the continuous availability of important systems.

Crisis Management Efforts in 2025

Training on emergency response plans and drills

- Special training sessions on emergency response plans and drills were conducted for the pertinent personnel across each key system;

Formulation and preparation of emergency response plans

- Each system was guided and advanced to complete the specific emergency response plan and the drill script scheme of emergency response plans;

Actual drills of emergency response plans

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

Metrics and targets

Risk management

Risk management operations cover **100%** of the business scope

Compliance management

Build a compliance management system, improve the compliance management system, and drive its implementation.

Business ethics

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

Business ethics governance

Vanke has formulated many codes of conduct, including the *Vanke Employees Code of Conduct*, the *Management Regulations and Declaration Guidelines for Potential Conflicts of Interest among Employees*, the *Sunshine Cooperation Agreement* and so on, which delineate stringent accountability measures for bottom-line breaches, emphasising the strictly prohibited nature of bottom-line violations. Additionally, we have disclosed the *Code of Business Ethics of China Vanke Co., Ltd.* and *Whistleblowing Policy of China Vanke Co., Ltd.* on our official website, clearly defining the scope and types of corruption and bribery, strictly prohibiting unethical business behaviour, outlining methods for reporting improper actions, and providing protection mechanisms for whistleblowers. These policies offer ethical guidance and full protection for employees and partners, encouraging all stakeholders to collaborate in supervising Vanke's integrity efforts.

	Code of Business Ethics of China Vanke Co., Ltd.	*Whistleblowing Policy of China Vanke Co., Ltd.*
Applicable scope	All employees (including but not limited to regular employees with signed labour contracts with the Company, and dispatched staff, interns, consultants and re-employed retirees who have signed other employment agreements or contracts).	Apply to Vanke's directors, supervisors, senior management, all employees, suppliers and partners, including all whistleblowing matters that violate business ethics.
Covered matters	Clarify the definitions, statements and commitments pertaining to the following breaches of business ethics: • Anti-corruption • Fair competition • Anti-money laundering • Prohibition of corruption in the guise of charity donation • Whistleblowing handling	• Accepting commercial bribes or kickbacks • Embezzlement, misappropriation or theft of the assets of the Company • Disclosure of the confidential information of the Company • Abusing authority for personal gain and other behaviours resulting in conflicts of interest • Other acts that damage the economic interests of the Company or seek illegitimate economic interests • Other acts in violation of the *Employees Code of Conduct* or the *Sunshine Cooperation Agreement*

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

The Company continues to improve its business ethics governance structure by dividing regional companies into eight major areas with an area-based supervision mechanism. Each area is assigned dedicated disciplinary inspection personnel, who conduct regular supervision on-site and participate directly in regional company "Three Major and One Big" decision-making meetings, enabling timely tracking of operational dynamics and potential risks. Disciplinary inspection personnel focus on investigating violation and misconduct clues, urging responsible departments to rectify issues within a set timeframe, ensuring closed-loop management. Additionally, through regular integrity interviews, integrity education, and risk alerts for regional heads, we promote the extension of integrity culture to the grassroots level, fortifying the compliant operation defence line.

Prevention of ethical risk



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

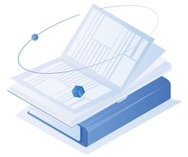


Focusing on integrity construction, internal anti-fraud investigation, and organisational construction, Vanke conducts online and offline audits in key areas and among key personnel. The online audit is aimed to identify abnormal information via Eagle Eye system and make corrections in a timely manner. The offline audit consists of a comprehensive audit and a special audit. In 2025, the Eagle Eye system introduced three new marketing risk models and one customer relationship compensation model, with risk warning capabilities further enhanced, achieving data screening that covers 100% of all front-line property companies. Special audits focus on key areas within real estate business operations and management, including cost control, marketing management, customer relations, and BU platform building. Regional companies' comprehensive audits focus on verifying the authenticity of cost contracts, compliance of marketing commissions, and the standardisation of financial reimbursements, strengthening the risk prevention and management loop.

- Business ethics audits achieve **100%** coverage across entire business lines and subsidiaries every three years.
- In 2025, we scheduled **11** audit engagements and ultimately completed **16**, achieving a **145%** completion rate.

Deepening integrity culture

Regular training for all employees



- Business ethics training is a mandatory training programme for all members of the Board of Directors and employees as well as contractors, including warning of cases of disciplinary violations, red line and bottom line regulations, integrity promotion and dedicated requirements for each specialty.
- We conduct annual training on business ethics under consistent standards, covering all employees, and regulate the conduct of all employees in their positions. The dimensions of red line and bottom line training include warning of cases of disciplinary violations, red line and bottom line regulations, integrity promotion and dedicated requirements for each specialty.
- In 2025, the business ethics training achieved 100% coverage for all employees. During the appointment of cadres, a comprehensive review and opinion solicitation mechanism was implemented, while integrity promotion initiatives were closely integrated with internal control efforts, with clear designation of internal control responsibility at the frontline business level to ensure effective implementation of relevant requirements.

Specific training



Onboarding integrity training for new employees

We require all new employees to attend the training of the *Sunshine System—Vanke Red Line Requirements for Employees*, and sign the *Vanke Group Statement* to enhance new employees' awareness of professional red lines such as bribery, acceptance of bribes, duty encroachment, economic fraudulence, conflict of interest, deception and concealment, and disclosure of confidential information. In 2025, the Company provided centralised training for 31,034 new employees, ensuring 100% coverage of integrity training for new employees.

Executive specific training

To forge a loyal, diligent and incorruptible management team, we continuously enhance senior management's awareness of performing their duties with integrity. In 2025, all directors, supervisors and senior executives attended the special training sessions for them organised by the regulatory authorities.

Business ethics training for contractor employees

Vanke conducts integrity publicity and instruction based on the framework of the Sunshine Cooperation Agreement for contractors immediately after they enter project sites. In 2024, all shortlisted contractors signed the Sunshine Cooperation Agreement.



Assessment of work performance and incentive



Anti-fraud management is linked to employee appointments. Any detected fraudulent behavior will affect performance assessments, promotions, and retention. If the event involves violation of laws and disciplines, legal action will be taken based on the specific circumstances of the incident. Furthermore, we have formulated the *Reward Rules for Whistleblowers* to incentivise all employees, partners, and any other insiders to report corrupt practices, thus strengthening the supervision of all organisational units to ensure the comprehensive implementation of the Sunshine System.

In March 2025, the Company organised the Group's Integrity Promotion Month, which included potential conflict of interest declarations, integrity questionnaire surveys, red line and bottom line exams, integrity training, and poster promotions. This comprehensive approach pushed forward the integrity culture. The event achieved broad participation, with **151,000** declarations of potential conflicts of interest submitted, **151,000** questionnaires collected, and **153,000** employees passing the exams. A total of **154** centralised training sessions and **450** poster promotions were conducted, ensuring full participation and comprehensive coverage, and further reinforcing the compliance culture and integrity across the Group.

Enhancing partner integrity

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

Vanke mandates all suppliers to sign the Sunshine Cooperation Agreement, continuously focusing on the supply chain construction featuring integrity. We encourage our suppliers to formulate anti-corruption policies, evaluate their practices in business ethics and compliance, and encourage them to conduct compliance inspections.

China Vanke Co., Ltd. Supplier Code of Conduct

Applicable scope

Management of engineering procurement suppliers

Covered matters

- Compliance with laws and regulations
- Salary and working hours
- Prohibition of forced labour
- Labour relations
- Occupational health and safety
- Business ethics
- Environmentally friendly
- Anti-discrimination

Whistleblowing management

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

Report Handling Procedures

01 Registration and classification of the reported clues
02 Judgement of the reported clues
03 On-site investigation of the case
04 Regulation on investigative evidence
05 Report archiving
06 Result tracking

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

Report Channels

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

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

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

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

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

In December 2025, the Company produced multiple versions of integrity training videos for all employees, conducting a specialised integrity learning campaign across the Group. This reinforced ethical requirements, report channels, and compliance policies, strengthening employees' awareness of discipline and supervision culture and promoting integrity across the organisation.

In 2025, Vanke recorded **zero** concluded legal cases regarding corruption, bribery, extortion, fraud, insider trading and money laundering.

Information security and privacy protection

Vanke has established a comprehensive information security management system and continues to advance data and privacy protection practices. It complies with relevant laws, manages authorised information of stakeholders prudently, and protects the rights of data subjects.

Information security management system

Vanke strictly complies with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and other laws and regulations, and has formulated the *Personal Information Compliance Management Outline*, the *Data Security Management Outline*, the *Personal Information Security Incident Emergency Plan*, the *Vanke Group Information Security Inspection and Audit Management Standards* and other relevant policies. In 2025, in response to newly enacted national laws and regulations as well as changes in the Group's information system landscape, we updated the *Personal Information Compliance Management Outline* and the *Vanke Group Mobile Application Security and Compliance Management Standards*, further strengthening compliance management for high-risk data processing scenarios and personal information collection and use on mobile platforms.

Additionally, we have established a dedicated compliance team to take charge of the compliance management of the Group's data security and personal information security. We have also set up 33 PbD mechanism product teams to effectively implement personal information compliance management throughout the development phase and ensure the protection of user personal data throughout its lifecycle.

ISO 27001/ISO 27701 Certification

Onewo, Port Apartment and Vanyi Technology obtained ISO 27001 Information Security Management Certification and ISO 27701 Privacy Information Management Certification, and continuously passed the annual audit in 2025.

National Level Protection Certification

In 2025, a total of 21 important business systems of Onewo, Port Apartment, commerce and Vanyi Technology have completed level protection evaluation and certification, including 3 systems that have passed Level 2 protection certification and 8 systems that have passed Level 3 protection certification.



Information security assurance measures

Information security initiatives

We have implemented a series of measures to strengthen information and data security protection, further solidifying and enhancing the foundation for cybersecurity, and ensuring the security and stability of information systems.

Security capability building at development stage

We have improved security standards, guidelines, and red lines for the development phase, conducting training based on typical internal and external cases to raise the security awareness of developers and enhance the intrinsic security of systems.

IT privilege sort-out

We have completed a thorough review and cleaning of privileged accounts and permissions in key business systems, lowering the risk of unauthorised access.

Penetration testing

We have conducted penetration testing on important business systems to identify potential attack paths and data leakage vulnerabilities, driving corrective actions to close identified security gaps.

AI ethics compliance

We have released the *Vanke Group Artificial Intelligence and Large Model Security and Compliance Management Outline* that, clearly outlines ethical requirements in data collection, processing, and risk identification processes, and have integrated them into a quarterly promotion mechanism.

Routine vulnerability scanning

We have established a closed-loop system for vulnerability discovery, alerts, fixes, and retesting to prevent hackers from exploiting system flaws to steal sensitive data.

Internet exposure management

We perform shadow mapping and exposure management for Internet-facing assets, and closed 361 high-risk internet ports in 2025.

Server security protection

We have deployed intrusion detection and prevention mechanisms on host servers, and effectively managed and mitigated over 1,700 security threats in 2025.

This year, we consistently conducted monthly/quarterly audits and inspections through the audit and inspection system of Vanke Group, and launched the Woodpecker Action. All frontline business units were required to conduct self-inspections of information security and compliance work each quarter to identify and mitigate security and compliance risks. A total of 24 business units completed this action.

Information security emergency response

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

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

Information security training

We enhance employees' awareness of information security and privacy protection through email test, training exams, and security culture promotion. In 2025, we released 20 issues of our information security awareness posters, conducted information security and compliance certification exams covering all employees, with a 100% passing rate. We also uploaded courses related to information security and privacy protection to the "V-LET'S SHARE Learning Platform" so that all employees (including interns) could learn through this platform. Employees who failed the phishing email test underwent online safety education and retesting to further reinforce awareness.

In 2025, the number of major security compliance incidents was

0

Employee and customer privacy protection

Employee privacy protection

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



Customer privacy protection

To effectively implement customer privacy security assurance, Vanke continues to strengthen compliance capabilities at the internal management level. Regular data security and privacy protection training is provided, and diverse compliance awareness activities are conducted to improve employees' risk awareness and professional capabilities. At the level of external collaboration, the Group evaluates and engages authoritative third-party compliance testing organisations, establishing a closed-loop testing mechanism featuring "one testing, two retesting, and multiple verifications" to systematically identify and address potential compliance risks. Furthermore, when involving user personal data and providing external services via mobile applications, we fully implement the PbD mechanism to ensure the provision of a secure and compliant mobile application service platform to customers.

Intellectual property rights protection

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

Protecting our intellectual property rights

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



Respecting others' intellectual property rights

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

Number of New Patents obtained in 2025

Category	Patents for design	Patents for invention	Utility models	Total
Green building	0	0	0	0
Assembled and industrialised	0	0	0	0
Environmental restoration	0	0	0	0
Science and technology	4	25	9	38
Property management	0	27	1	28
New patents in 2025	4	52	10	66

Cumulative Number of Patents obtained as of the End of the Reporting Period

Category	Patents for design	Patents for invention	Utility models	Total
Green building	0	4	14	18
Assembled and industrialised	0	7	38	45
Environmental restoration	0	7	6	13
Science and technology	41	234	10	285
Property management	11	68	13	92
Cumulative number in 2025	52	320	81	453

Good Products

RESPONSE TO SDGS

SDG 3 – Good Health and Well-being
Ensure healthy lives and promote well-being for all at all ages.

SDG 9 – Industry, Innovation and Infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SDG 11 – Sustainable Cities and Communities
Make cities and human settlements inclusive, safe, resilient and sustainable.

SDG 12 – Responsible Consumption and Production
Ensure sustainable consumption and production patterns.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

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

CORRESPONDING KPIS OF THE HKEX

B6.2, B6.4, B6.5

RELEVANT GRI INDICATORS

416-1, 417-2

CORRESPONDING VANKE ESG TOPICS

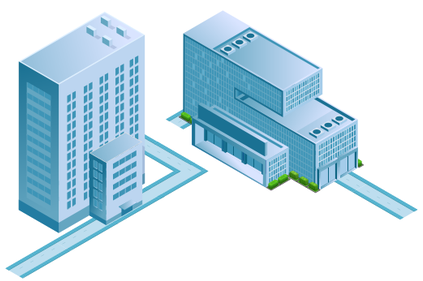
Guarantee product safety and quality

Governance

The Group has established dedicated departments to coordinate and advance a quality control system that spans the entire lifecycle of products. Responsibilities for quality, safety, and consumer rights protection are strengthened across all business units, continuously enhancing service quality and customer trust.

We emphasise craftsmanship and standardised process management, have formulated the *Administrative Measures for Safety and Quality Inspection of Projects Under Construction of Vanke Group*, designed the quality inspection system consisting of the safety, quality, and delivery inspection systems, to fully ensure the quality and safety of Vanke's residential products. We have also formulated the *Comprehensive Inspection and Work Review Manual* to conduct online and offline comprehensive reviews of all projects on a quarterly basis, covering all phases of the project cycle from project acquisition, project delivery, and project operation and maintenance.

In 2025, we updated the *Quality Inspection Standard for Residential Projects under Construction for Development and Operation Business*, the *Residential Engineering Quality Manual for Development and Operation Business*, and the *Management Regulations on Production Safety and Quality Incidents in Development and Operation Business*, further improving the policy system for managing residential project quality and safety. We adhere to inspection standards that are higher than national standards, clarify the quality objectives and process control points at every stage to ensure the delivery of high-quality products to customers. In addition to the above internal quality management standards for development and operation projects, Vanke's BUs have established internal quality and safety management systems tailored to respective business models. These internal quality and safety management systems achieve 100% coverage across business models.



Strategy

Vanke adheres to the principle of "Vanke Quality: Seeing is Believing" to ensure product quality through details such as craftsmanship, finishing standards, and material processes. We have established a quality control system that spans the entire chain, including design, materials, construction, and delivery. At the design stage, we combine functionality and residential comfort, focusing on the scientific nature of space layouts and integrating healthy and ecological elements. In material selection, we use the Skynet system, building a dual-defence mechanism for supplier evaluation and material inclusion, prioritising the use of environmentally friendly, durable, and traceable high-quality materials to ensure safety from the start. During construction, we leverage the smart construction platform to build the "1+1+N" system, integrating IoT, cloud computing, and BIM technology to create a visualised, alert-enabled, traceable smart site, ensuring construction precision and project quality. At the delivery stage, we adhere to high-quality delivery standards, ensuring that processes are controllable, and results are predictable, fully guaranteeing delivery quality and customer experience.

Management of impacts, risks and opportunities

Design – return to a healthy living environment

In stringent accordance to the *Law of the People's Republic of China on Product Quality*, the *Construction Law of the People's Republic of China*, the *Regulation on the Quality Management of Construction Projects*, the *Unified Standard for Constructional Quality Acceptance of Building Engineering*, and other laws and regulations, as well as the WELL standards, Vanke focuses on "Safety, Comfort, Green, and Intelligent", and continually iterate and upgrade its product system around six Level 1 indicators of "safe and reassuring, comfortable and livable, intelligent and convenient, green and low-carbon, vibrant and diverse, and symbiotic and harmonious". We have formulated multiple standards and regulations, including the *Vanke Group Evaluation Criteria for Healthy Residential Areas*, the *Vanke Group Star Evaluation and Control Measures for Healthy Residential Area Projects*, and the *Vanke Group Operating Guidelines for Evaluation Criteria for Healthy Residential Areas*. Building on its accumulated technical expertise, the Company has consolidated and integrated 24 product standards along with approximately 520 design requirements and technical specifications.

Based on Vanke's product system, the *Vanke Group Evaluation Criteria for Healthy Residential Areas* proposes comprehensive evaluation criteria for residential projects:

Section	Value propositions and technical points	Actions taken
Air	Focus on the development and manufacture of air replacement products, such as fresh air ventilation systems	• Leverage modularised scalability in furniture design to enhance board utilisation and reduce wood usage; • Adopt formaldehyde-free panels and smog removal fresh air system to ensure fresh indoor air.
Thermal comfort	Provide a more comfortable indoor and outdoor temperature and humidity environment, and ensure warmness in winter, coolness in summer, and appropriate humidity	• Employ constant temperature and humidity systems to maintain consistent indoor temperature and humidity; • Design a multi-tiered shaded outdoor space, such as venues, square under-forest, wind and rain corridor, and provide outdoor greening and cooling effects in residential routes and activity areas.

Section	Value propositions and technical points	Actions taken
Water	Provide clean water and more hygienic, safer drainage	• Put forward requirements on ensuring water quality, improving water purification equipment, drainage system safety, and functional kitchen and bathroom design; • Choose the sanitary ware with self-cleaning anti-bacteria black technology to enhance water purification equipment and ensure water quality.
Lighting	Make full use of natural light and upgrade the standard of lamps and lanterns to provide customers with more comfortable indoor lighting	• Adopt external windows with high transmittance and an optimised façade design to maximise the influx of natural light.
Sound	Provide quieter interior spaces, and a tranquil life without being disturbed by noise	• Iteratively upgrade the sound insulation of building components, optimise equipment and pipes, carry out noise acceptance monitoring, and promote the application of water-based acoustic coatings to open the quiet mode in downtown areas.
Sports	Committed to solving customers' pain points of insufficient sports venues and imperfect sports facilities, and providing customers with more abundant, all-age, and all-weather fitness spaces	• Projects incorporate abundant, all-age, and all-weather fitness spaces; • Provide design guidelines for healthy runways and children's playground, and apply them to the projects.
Spirit	Create a green, picturesque park-like landscape	• With "human being" as the main character, transition from spatial design to scene design, and strive to create more comfortable and talkative communication venues and neighbourly and friendly interactive spaces.
Materials	Provide more heat-insulated, safer, more durable, lighter and stronger materials and parts	• Promote new material products to the ground and develop FRP materials with greater durability and insulation.
Community access	Create barrier-free, contactless, more hygienic, safer, more convenient, and more comfortable community access and logistics system for customers by providing multi-dimensional design guidelines, methods and measures	• Carry out studies on emergency protection, contactless access, community comfort and other aspects.
Intelligence	Realise integrated intelligent control of home devices, providing more convenient operation and visualised environmental data	• Build an integrated smart home platform and achieve higher health standards with the help of "black technology" innovation; • Adopt intelligent safety system, including intrusion alert, facial recognition access and video surveillance to improve the safety of the community.
Property operation and service	Create a safer and healthier living environment and provide more comfortable and convenient services for residents	• Maintain green spaces, provide event planning, illumination assurance, noise control, garden maintenance, and value-added services; • Collaborate with Red Cross hospitals to provide check-up discounts for property owners and set up "health huts" in communities to offer basic health services at zero distance.

Materials – rigorously standardising the access conditions

We have persistently tightened management and control from the source. Our material departments implement comprehensive and three-dimensional control of the quality of products through unannounced inspections and on-site tests, and carry out all-round supervision of Vanke products through "Skynet Action" on an ongoing basis to ensure good products.

Material supply management system



Source control

To reduce the probability of unqualified products shipped out of the factories, we utilise the advantages of centralised procurement, focus on the quality testing and control on production source raw materials, semi-finished products and finished products, and particularly strengthen the control of formaldehyde emissions and heavy metal content of materials.

On-site acceptance

Vanke assigns project supervisors to inspect all on-site materials, while Vanke's engineers perform sampling inspections on a pro-rata basis to ensure stringent control over all on-site materials.

Product testing

We conduct regular product testing, and perform random testing of different categories of products on monthly, quarterly, semi-yearly, and yearly basis.

Supervision and rectification

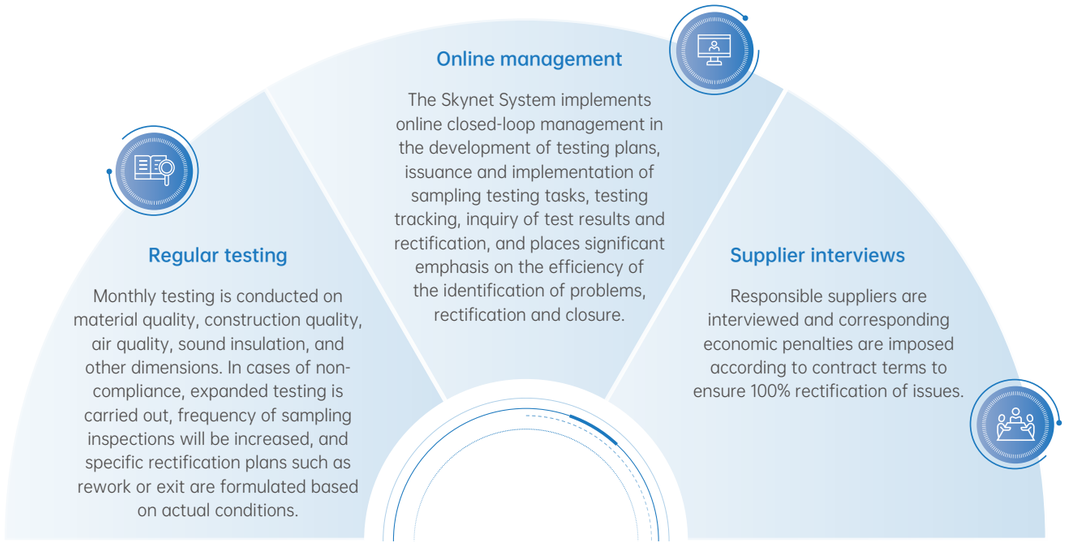
We establish a closed-loop inspection mechanism for non-conforming products and materials upon testing, and achieve 100% supervision and closure of non-conforming products.

Skynet Action

Since 2015, Vanke has continuously implemented "Skynet Action" across the Group, which focuses on two major inspection directions: Material Skynet and Engineering Skynet, and further ensures the engineering quality of ongoing projects by entrusting a third-party professional evaluation agency to evaluate on-site sampling materials on a regular basis. Our material inspection encompasses a variety of construction materials such as tiles, solid wood composite doors, entrance doors, fireproof windows, etc. When we find that the testing is not qualified, we will make immediate rectification requirements to the unqualified suppliers and arrange for re-inspections until they meet the standards. At the same time, we also require these suppliers to commit to extending the warranty period and appoint dedicated persons to oversee self-inspections and self-corrections to prevent non-compliant materials from entering the Vanke project site.

Furthermore, We have formulated and continuously updated the *Vanke Group Management Measures for Skynet Inspection on Projects*, *Vanke Group Implementation Plan for Skynet Inspection on Projects*, *Vanke Group Skynet Inspection Standard for Products*, and *Vanke Group Development and Operation Business Work Quality Supervision and Management Rules*, set up a special audit to implement stringent quality compliance of construction materials, and strictly prohibited breaches during the procurement process. We have also added open reporting channels to enhance the transparency of project quality and public trust. We stipulate that only suppliers who pass the pre-bid unannounced inspection with a 100% qualification rate are eligible to participate in bidding, thus raising the entry threshold for suppliers. Focusing on product quality at the source, in 2025, Vanke released the *Implementation Plan for Skynet 3.0 Inspection*, iterating sample source testing through on-site and factory sampling. We also introduced a dynamic sampling mechanism based on supplier qualification rates to further improve the rigor and traceability of quality supervision.

In 2025, in terms of the management of material quality, we continued our management mechanism from previous years and focused on online management in material control:



As of the end of the reporting period,

a total of **1,256** Material Skynet inspections were completed,

with a processing and closure rate of **100%**.



In 2025, Vanke Skynet Action achieved **100%** coverage across **16** regional companies, **256** ongoing projects, and **92** building material categories, covering real estate, hotel and resort, and retail property sectors.

Training on product quality and safety

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

In 2025, we conducted **416** online and offline training related to product quality and safety for employees, with **164,326** participants, covering the entire personnel of the engineering systems, and provided online training courses on product quality and safety to all employees via the V-LET'S SHARE Learning Platform.

Emergency response to product quality

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

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

Construction – intelligent technology integration and assurance

Vanke leverages technology to upgrade construction, systematically promoting the integration of industrial technology and digital tools. Using proprietary innovations such as smart drawing recognition, intelligent modelling, and visual space positioning, Vanke has created the industry's first AI-based large model for drawing, which integrates data across the entire "design-construction-operation" process, and has developed four AI product matrices: the Drawing Collaboration Platform "Tuyun", the Intelligent Modelling Platform "Dougong", the AI-based Smart Construction Management Platform, the Digital Twin Production Platform, and the Digital Marketing Sand Table. These initiatives aim to improve engineering quality stability and construction efficiency.

Drawing Collaboration Platform "Tuyun"

Centred on the large model for architectural drawings, Vanke has created a smart drawing management system covering the entire project lifecycle. The "AI Review" function, an industry-leading technology, currently extends its intelligent recognition capabilities to building materials, industrial manufacturing, and pipe valves. AI-based drawing review helps automate error detection and standard compliance during the design and quality control stages. The efficiency of drawing searches and verification has improved by 6 times and 15 times, respectively, enhancing product reliability from the source. Currently, "Tuyun" serves nearly a hundred real estate companies and design institutes and has launched pilot cooperation with the Housing and Construction Bureau of Shenzhen Municipality.

Intelligent Modelling Platform "Dougong"

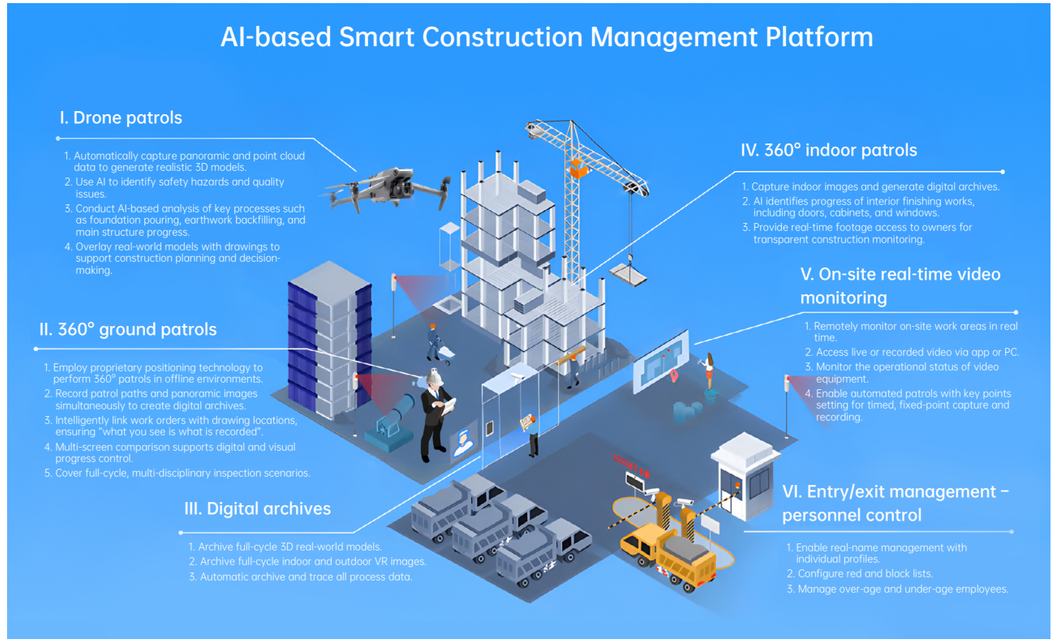
Relying on a domestically developed intelligent BIM platform, this platform improves project 3D modelling efficiency while addressing reliance on overseas software, accelerating the domestic substitution process.

1) During the design phase, the platform features built-in capabilities for sunlight and planning index calculations to enable standardised verification of daylight performance, building layout and related parameters, enhancing regulatory compliance while improving overall residential comfort.

2) During the operations and maintenance phase, the platform is interconnected with on-site hardware systems to monitor the operating status and performance data of energy-consuming equipment, enabling the timely identification of anomalies and providing optimisation recommendations, and thereby improving equipment performance and overall space utilisation efficiency.

AI-based Smart Construction Management Platform

The Company comprehensively advances the application of "AI-based Smart Construction" to enhance the intelligence and precision of engineering management. Its AI Digital Engineering Management Platform continuously collects data through drones and panoramic cameras, leveraging computer vision technology to accurately monitor construction progress and anticipate risks. The platform has expanded AI applications to cover nearly 10 safety and quality pain points, including concrete defects and damaged safety nets, enabling full-scale intelligent control of construction sites. During the year, the Company brought 140 new projects online, increasing coverage of ongoing projects from 50% at the end of 2024 to 97% by the end of 2025, and conducted 287,000 smart inspections, effectively advancing engineering management toward a more systematic and visualized approach.



AI-based Smart Construction Management Platform

Case Smart Construction Site: 24-Hour Cloud Supervision

Vanke responds to expectations with smart construction and builds trust through transparency:

In Fuzhou

At the Light of City project, construction progress and quality were closely monitored throughout the development process. To provide property owners with a transparent view of Vanke's quality standards, an interactive smart screen was installed at the sales centre, offering a real-time, visualised display of construction site progress. This interactive platform strengthened owners' connection with their future homes and enhanced trust through greater visibility.

In Jinan

Xueshan Vanke City, the city's first "all-day construction site demonstration showcase", leveraged a smart construction management system to provide a panoramic display of project progress, enabling 24-hour cloud-based site monitoring. While offering property owners greater confidence and reassurance, the initiative also supported a steady acceleration of project delivery and fulfilment commitments.

In Tianjin

The Vanke New 5 Avenue project deployed drones for routine aerial surveys and 3D model capture, establishing a time-sequenced record that enabled efficient, high-frequency site inspections. This approach facilitated visualised, traceable construction scheduling and provided a comprehensive and transparent overview of overall project progress.

Digital Twin Production Platform

With a "Five-in-One" technology framework, we have built multi-scenario, interactive 3D environments that offer a full lifecycle digital service for real estate, promoting the standardisation of digital processes in the real estate industry and driving the integration of technological innovation and responsible governance.

1) The platform has been widely applied across real estate marketing scenarios, including residential and parking space sales. To date, it has supported more than 350 projects, served over 2 million users, and expanded its reach to 36 cities nationwide. Cumulative page views have exceeded 12.8 million, with total user engagement time surpassing 8 million minutes, demonstrating strong user participation and meaningful value across application scenarios.

2) The platform has also been applied to cultural and tourism projects such as the cultural sites of CCTV's museum projects and Niushou Maintain in Nanjing, enabling the digital preservation and dynamic activation of cultural heritage assets. It has also supported urban landmarks including New Huanggang Port in Shenzhen and Nantou Ancient Town, leveraging intelligent visualisation technologies to enhance public space governance and improve the quality of community services.

Digital Marketing Sand Table

The Company has fully deployed its digital marketing sand table and piloted the house customization feature to enhance the customer experience. Serving as a key tool in digital marketing, the sand table provides customers with an immersive property viewing experience unconstrained by time or location, while enabling precise management of housing information. Building on this, the house customization feature allows customers to personalize layouts and select components, giving them direct participation in the design process. This feature was first piloted at Vanke Oriental in Tangshan. By the end of the reporting period, the marketing digital sand table had been implemented across 35 Vanke cities, with 220 marketing sandboxes and 80 digital parking sandboxes deployed. The application of the intelligent sand table has also extended to major external digital twin projects, including CCTV's museum projects and New Huanggang Port in Shenzhen.

Delivery – full construction cycle assessment assurance

In 2025, Vanke continued to practice the philosophy of "Xing Delivery" with 22 high standards and strict requirements from four aspects of "Xing Scenario, Xing Service, Xing Experience, and Xing Quality", upgrading from "ensured delivery" to "lean delivery".

Xing Scenario

Vanke continuously explores harmonious coexistence between people, space, and nature. Guided by the "Xing Scenario" concept, we incorporate local plants and seasonal species to create life scenarios that align with the natural rhythms and offer aesthetic beauty. By integrating ecology, art, and functional modules, we create diverse spaces such as botanical gardens, artistic communities, and box spaces, while seamlessly embedding leisure, social, and fitness functions for all age groups into the landscape lines, achieving multi-dimensional transformation of space value and further reflecting Vanke's deep pursuit of product quality.

Xing Service

Vanke places great importance on building sustainable trust relationships with property owners by providing comprehensive property services throughout the entire delivery process, from pre-delivery to post-delivery, responding to customer needs in real-time. From the outset of the home purchase process, we provide full-service concierge services, including document processing, project progress updates, and feedback collection. During the critical moment of home delivery, we ensure a seamless and convenient experience for property owners through careful planning, ensuring professionalism and efficiency in service. After delivery, the service team transitions to a lifestyle manager, continuing to support property owners in their daily lives. Additionally, we issue quarterly "letters" to property owners, frequently holding meet-and-greets to listen to their feedback, and continuously improving and upgrading our services.

Xing Experience

Vanke adheres to a "people-centred" service philosophy, integrating marketing, customer service, engineering, and design expertise into special community teams. We comprehensively develop long-term community operations and construction work, establishing good interaction mechanisms with property owners, and activating community spaces such as themed box spaces. In 2025, we operated 550 community-themed box spaces, building Vanke's "Funny" community service brand. Focused on four key themes—nature, sports, culture, and art—we used community open spaces and themed box spaces to launch 986 communities and 11,665 events, creating a community service mechanism that is co-created, co-built, and co-operated by property owners, supporting the long-term sustainability of communities.

Case Vanke Community | Creating the Industry's First Community Healing Festival, Reshaping Community Life with Friendliness

From September to October 2025, Vanke launched the industry's first "Community Healing Festival", with the core theme "Healing Just Below Your Apartment". The event simultaneously kicked off in 25 cities nationwide. Centred on art, sports and creative workshops, the event curated immersive wellness experiences, including oil painting sessions, hand-brewed coffee workshops, yoga and dance classes, enabling residents to relax within their own communities. At the same time, the "Funny" Community Host Recruitment Programme was introduced to encourage resident participation and foster greater engagement, supporting a shift in community building from being served to becoming self-organised and co-created. In 2025, we partnered with 813 community hosts to launch the "Live Well" covenant and delivered 573 wellness-focused events nationwide. These initiatives encouraged residents to actively engage in everyday life within their own neighbourhoods, reconnecting them with the spirit of community and the value of "living locally".





Case **Vanke Hangzhou | Innovative "Funny" Community Service Model, Creating a New Life Experience for Property Owners**

In 2025, our Zhejiang company's "Funny" community service held 556 activities, covering 230,000 households. It maintained the steady operation of 185 owner interest communities and activated 87 themed elevated community spaces. Signature, all-age community IP events were successfully delivered, including the Sky Life Festival, the Ideal Land Harvest Festival, the 10th Wenzhou Vanke Spring Festival Gala, the 2nd Lake District Badminton League, the 2nd Owners' Rowing Regatta, and the 2025 Sky E-Sports Tournament. Through these initiatives, the cultural and social life of communities was enriched, fostering a vibrant, welcoming and sustainable future community ecosystem.





Xing Quality

Vanke attaches great importance to housing delivery quality, and has released the *Xing Delivery Operations Manual*, which clarifies the key action points and project management and evaluation mechanisms in areas such as product design improvements and craftsmanship construction quality, to enhance Vanke's ability to deliver high-quality projects. It formulates and implements the *Administrative Measures for Safety and Quality Inspection of Projects Under Construction of Vanke Group*, establishes a dynamic management mechanism in terms of safety and quality, and takes intensive actions in the four key aspects of project management:

Planning stage

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

Construction stage

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

Evaluation stage

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

Rectification stage

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

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

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

Safety and quality inspection system

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

Delivery assessment system

It is divided into three parts: regional self-inspection, headquarters sampling inspection and customer perspective evaluation, and includes three segments: pre-delivery assessment, delivery assessment and post-delivery assessment.

Pre-delivery simulation acceptance

Three rounds of simulation acceptance are conducted before delivery to comprehensively inspect and resolve potential issues, ensuring high-quality homes are delivered to owners.

Metrics and targets

In 2025, SCPG, Cushman & Wakefield Vanke Service, and several regional companies obtained ISO 9001 quality management system certification, and **83.3%** of the Group's business lines held ISO 9001 certification, with internal quality and security management systems covering **100%** of operational formats.

Good Services

RESPONSE TO SDGS

SDG 3 – Good Health and Well-being
Ensure healthy lives and promote well-being for all at all ages.

SDG 12 – Responsible Consumption and Production
Ensure sustainable consumption and production patterns.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

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

CORRESPONDING KPIS OF THE HKEX

B6.2, B6.4, B6.5

RELEVANT GRI INDICATORS

416-1, 417-2

CORRESPONDING VANKE ESG TOPICS

Improve service quality and customer satisfaction for customer equality

Governance

Vanke has established a service management framework characterised by "headquarters leadership, professional coordination, and effective regional implementation". The functional departments at headquarters coordinate service strategy planning and standards development, while BUs and BGs coordinate the implementation of service measures based on their business characteristics. Through clear responsibility assignments, efficient cross-departmental collaboration mechanisms, and the support of digital management platforms, we integrate and share service resources for quick response. This ensures the efficient connection of service management and delivery across diverse business models, providing customers with reliable and sustainable high-quality service experiences.

Strategy

Vanke adheres to the "customer-centric" philosophy, follows industry-leading standards, and is committed to delivering good products and services that satisfy customers. By strengthening security measures in hotel, food, leisure, shopping, and other scenarios, we build a solid service baseline. Using responsible marketing risk control mechanisms and training systems, we ensure that customer commitments are genuine and actionable. We cover all stages, from pre-sale to post-delivery, with standardised and refined service specifications to enhance service consistency and professionalism. At the same time, we focus on "neighbourhood-style" community building, activating emotional connections within the community through interest-based communities, themed markets, and public welfare actions, creating a friendly "community living room". By integrating smart community and smart building digital capabilities, we continuously improve service response efficiency and customer experience. Through multiple initiatives, we are evolving services from functional delivery to emotional resonance and ecological co-building, ultimately achieving long-term development driven by customer value.

Management of impacts, risks and opportunities

Baseline – guaranteeing the basic rights and interests

Safeguarding customer safety

Property Safety

We continuously update Environmental, Health and Safety (EHS) efforts across residential and commercial services, establishing a dedicated safety inspection system and regularly identifying risks in equipment rooms, hardware maintenance, public facilities, and fire- or flood-prone areas. Leveraging digital technologies, we have developed an intelligent safety system; in collaboration with multiple professional organizations, our property management team has issued the industry's first group standard for fire safety management in electric bicycle shelters. By integrating digital solutions with community management, we implement a smart security system featuring intelligent charging, dual-confirmation alarms, and rapid fire suppression, achieving second-level fire detection and extinguishing within 20 seconds without re-ignition, and effectively redefining community electric bicycle safety standards. In 2025, we promoted a culture of security across residential, commercial, university, hospital, and urban spaces. Through a combination of online and offline initiatives and multi-channel outreach, we conducted comprehensive security education for customers, with 100% coverage of all service scenarios for emergency preparedness against extreme weather, fire response, and pool drowning prevention.

Hotel Safety

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

- Conduct inspections on quality of water, air and public goods every year
- Organise and conduct joint fire drills with the fire department and the public security bureau every six months
- Conduct hidden camera checks every six months
- Conduct fire capability training quarterly
- Conduct monthly inspections of fire systems, fire equipment and alarm systems
- Conduct daily kitchen checks to ensure proper closure
- Conduct fire inspections every two hours
- Conduct daily routine inspection on the food hygiene manager and catering team
- Conduct weekly joint inspections with the food hygiene and safety committee
- Conduct monthly internal audits of food safety
- Report inspection results and conduct closed-loop management for rectification, praise, or punishment
- Provide training on the use of detection instruments for room attendants, conduct hidden camera checks during the check-out process, and keep a record of inspections
- Strengthen the reporting standards for underage guest registrations; for any minor checking in without a guardian, contact the legal guardian for verification and report the stay to the corresponding local police station



Food Safety

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

Leisure Safety

Around the core of the personal safety of customers, Vanke has built an off-road sports safety management system covering equipment safety, safety surveillance, safety inspection, personnel safety, medical care security and safety protection to protect customers' life and property.

Shopping Safety

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

Responsible marketing management

Responsible marketing management system

We practice responsible marketing, strictly comply with laws and regulations such as the *Regulatory Measures on the Sale of Real Estate* and the *Advertisement Law of the People's Republic of China*, has formulated and promulgated several internal policies including the *Notice on Standardising Operations Relating to Earnest Money/Subscription Money*, the *Requirements of Strictly Prohibiting Illegal Collection of Money in the Sales Process*, the *Guide to the Sale of Ready-to-Move-In Residential Properties*, and the *Measures for Managing Live Streaming*, creating a responsible marketing system. In 2025, we developed specialised management measures and operational requirements for 15 key risks in business scenarios and compiled the *Marketing Risk Management Manual* to help guide the orderly development of daily marketing activities. We also established the *Marketing Risk Inspection Mechanism*, clarifying the classification and grading management of on-site inspections and the cross-checking mechanism, improving the coverage and accuracy of inspections and efficiency of rectifications to effectively control marketing risks. Additionally, we set up specialised marketing risk control positions at front-line companies to strengthen organisational support in the field of marketing risk management.

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

Responsible marketing audit and risk control process system

We have fulfilled our commitment to providing customers with what they see, established a rigorous review mechanism for marketing materials featuring "three-level review, dual verification, and full-process traceability", strengthening cross-departmental coordination and documentation throughout the process. This mechanism ensures that marketing content is truthful, accurate and traceable, and proactively mitigates the risks of overstatement and non-compliance at the source, while safeguarding customer rights and the Company's reputation.

The marketing material review mechanism is as follows:

Three-level review

A three-level review mechanism is established at the project level, regional companies, and group headquarters to ensure the authenticity and compliance of marketing materials and final reviews of material matters. This structure ensures clear accountability and comprehensive oversight throughout the approval process.

Dual verification

All marketing materials must undergo "factual verification" and "legal review" to ensure core information, such as model scales, supporting facilities, and delivery standards, aligns with approved plans, while preventing violations such as false promises and absolute claims prohibited by the Advertisement Law.

Full-process traceability

A traceability system for marketing materials is established to record detail version modifications, reviewers, approval opinions, and publishing channels. This ensures full traceability and accountability, with all marketing materials updated within five business days following project planning adjustments.

Vanke has built a multi-level and multi-dimensional responsible marketing audit and risk control process system to ensure continuous and effective supervision and management of marketing activities. Through regular audits and risk control work, we identify issues in a timely manner and implement corrective actions, ensuring full compliance of marketing activities. In 2025, Vanke conducted risk inspections for marketing at sales sites of projects on sale, annual risk inspections, as well as special risk inspections for employee home purchases and channel management, reinforcing the marketing compliance defence line. Additionally, marketing management evaluations were conducted in 16 regional companies, using a red-yellow-green light grading system to improve the standardisation and refinement of marketing management.

Risk control and audit	Content of risk control and audit
Unannounced third-party inspections for first-time developments	Each year, Vanke invites third-party organisations to conduct pre-launch unannounced inspections, covering a total of nine modules including sales reception, sales schemes and organisation, advertising and publicity, on-site displays, demonstration units/delivery model home displays, sand table model displays, various business scenarios, construction techniques zone displays, and internal management traceability. Third-party organisations issue professional inspection reports and targeted recommendations for rectification, and project teams are required to provide feedback on improvements within three days.
Internal risk inspections for first-time developments	Each year, front-line companies carry out internal risk inspections for first-time developments, covering sales affairs, sales expenses, marketing procurement, large-scale sales, commission incentives, and channel management. Cross-checking between regional companies enhances independence and effectiveness. The inspection process follows standardised management, covering areas such as plan formulation, notification issuance, data inspection, on-site checks, report generation, and feedback on corrective actions.
"Desk quality control" action for regional company projects	Each month, cross-checks on all sales offices of each regional company are conducted, covering four key aspects of personnel management, on-site quality, energy consumption management and safety control, encouraging mutual learning and experience sharing across offices and allowing for timely detection and rectification of issues.
Routine marketing risk control	We set up special positions for marketing risk control at front-line regional companies and directly managed companies to conduct regular risk checks on daily marketing, forming a closed-loop system encompassing real-time monitoring, early warning, and prompt handling of risks.
Special audits for marketing	We regularly conduct in-depth reviews of relevant business processes to prevent violations and integrity risks, ensuring the compliance of marketing activities. Focusing on the two major areas, namely procurement risk of marketing and customer-contact risk of sales staff, we also carry out a special action of self-inspection on integrity and compliance.

In 2025,

- 100% unannounced inspection coverage was achieved for all first-time developments;
- The audit rate for marketing materials reached 100%.

Responsible marketing training

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

"Wei Jia" authorisation system

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

Job certification programme

Through online and offline courses, frontline staff are empowered with basic skills and assessments. Employees who finish the course of learning and complete the practical operation on the front line receive certification of competence for their positions. The responsible marketing courses have been deployed on the V-LET'S SHARE Learning Platform, providing online learning resources on responsible marketing for all employees.

Marketing open course

Through the integration of excellent courses across the country and deploy the same on the V-LET'S SHARE Learning Platform, employees can access marketing courses on customer acquisition, sales management, commercial sales, product value translation and other dimensions on their own. A total of 1,215 individuals from all marketing lines participated in these courses.

Marketing risk training

Training sessions are conducted for marketing heads and risk management personnel across the companies, focusing on the risk inspection of active sales offices. The training includes analysis and explanations of high-risk areas and common issues currently present at sales offices. A total of 1,027 participants attended the training this year.

Digital marketing training

Targeting all marketing personnel, we have held 9 sessions of the Group's Digital Marketing Workshops and conducted certification exams for product, operations, and live-streaming marketing positions. A total of 305 marketing personnel have been certified as digital marketing specialists and digital marketing live streamers. Through comprehensive online training on customer acquisition through new media, live streaming, online promotions, AI applications, as well as internal discussions and performance competitions, we enhance new media customer acquisition capabilities.

- In 2025, responsible marketing training covered 100% of marketing personnel (including outsourced personnel), including city marketing heads, project marketing heads, sales managers, planners, and back-end staff.
- The responsible marketing courses were deployed on the V-LET'S SHARE Learning Platform, providing online learning resources for all employees.

Standards – standardising service requirements

Customer service standard

Centred around the real needs of customers, Vanke adheres to the main line of "space scenario – content service", driving product upgrades and iterations. In 2025, we innovated community service modules by creating a new CO · life "Inner Box" public service system. Through community operations, we activated community vitality by integrating residential, retail property, long-term rental, hotel and resort, and other business resources, collaboratively transforming communities into welcoming, connected, and growing living communities.

Space scenario

A fundamental functional space is designed based on customer needs. Following a comprehensive analysis of these needs, we enrich the application scenarios within the space from a user-centric perspective, transforming the originally homogeneous space into a more flexible environment.

Content service

Based on the customer (user) experience, we concretise the customer (user) experience service that can be carried by the space scenario, and truly complete the leap from space to service and scene to experience.

Service type	Service content
Functional services	• Vanke Service has launched the Green Lawn Action, which has been implemented in **100%** of existing buildings under management. Nationwide, **653** projects have completed transformations into popular green spots, **2,585** projects have beautified tree circles, **732** projects have created flower seas/flower trails, and **2,659** projects have created flower beds. • Vanke promotes employee engagement in replanting and cleaning efforts to enhance community cleanliness and greenery, creating green communities. In 2025, Vanke Service carried out the Green Lawn Action and completed replanting on **3.05** million square metres of greenery. The number of remote sampling projects increased by **6** times as compared with last year, and the overall acceptance rate exceeded **86%**.
Emotional services	• **Emotional care:** On special occasions such as birthdays, housewarmings, and holidays, we send handwritten cards, custom blessings, and community activity invitations to express heartfelt care. • **Establish "Customer Growth Profiles":** We dynamically update family structures and interest preferences to accurately identify customer needs and provide timely services. • **Optimise service standards:** In 2025, the Long-Term Rental Apartment BU launched the "Six Service Commitments" nationwide, focusing on true housing sources, transparent fees, 24-hour online response, and emergency maintenance, which have been widely recognised by customers. We also upgraded the living environment and community experience through fine-tuned operations, building differentiated competitiveness and fully enhancing project common area and room quality improvement actions, embedding services into tenants' daily lives and emotional experiences.
Community co-creation services	• **Co-creating homes with property owners** "Seeing Is Believing" initiative In 2025, we organised a total **1,505** "Seeing Is Believing" events, inviting customers to visit construction sites during the building process. Over **28,000** households participated, gaining firsthand insight into and experiencing the quality of Vanke's construction process. "Quality Workshop" initiative In 2025, we implemented the "Quality Workshop" initiative nationwide, adhering to **261** standards and practices. We set **19** stop-point inspections and **19** final product protection standards. Additionally, we showcased craftsmanship, engineering quality management and construction material materials at project sites, allowing customers to truely see and believe for themselves. • **Community operation services:** We focus on four key themes: nature, art, growth, and sports, establishing the "Funny" community operation system. By linking community hosts, we create a co-creation and development model, and have incubated high-quality, self-operating communities in multiple cities. During the reporting period, the Long-Term Rental Apartment business group held over **3,800** events, attracting around **60,000** users of Port Apartment.

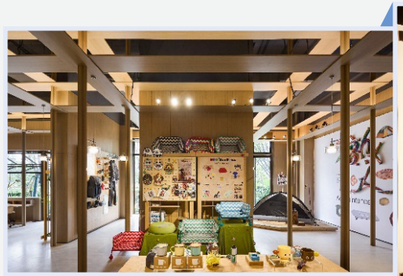
Case Shenzhen iN City Park | Redefining Youth-Friendly Urban Public Spaces

In April 2025, Shenzhen iN City Park reopened with a positioning as a "youth-driven space", creating an immersive lifestyle landmark integrating sports, socialising, and food. The project builds the largest outdoor sports park, FUSION PARK, in Shenzhen, under the "urban symbiosis" concept, breaking down boundaries between commercial and urban spaces to create an open, vibrant public space. Through three themed areas—Urban Oasis, Beer Street, and Bay Area Granary—we transformed shopping spaces into lifestyle experience zones, providing young people with a new, meaningful social life space that resonates with their needs.



Case **Hangzhou Vanke Yunyao City | Innovating the Living Curatorial Model, Creating a New Community Paradigm with "Buddy Culture"**

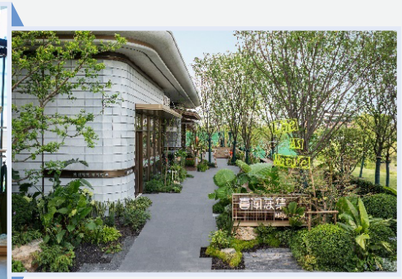
In 2025, Hangzhou Vanke Yunyao City unveiled a new demonstration area with "lightweight transformation", turning the traditional sales office into a lifestyle curatorial space that integrates socialising, culture, and commerce. By reconfiguring space functionality, we created "Introverted Zone", "Extroverted Zone", roadshow spaces, and the "Xiwen Leji" market, advocating the concept that "anything can be paired", activating community interactions through "Buddy Culture". The Sunshine Pavilion integrates theme boxes such as etiquette, children's play, and fitness, activating community interactions with the "Buddy Culture" and creating a "gathering space" for neighbours. Simultaneously, we launched the "Good Things Buddy" cultural and creative series, introducing the "Funny" community IP, cultivating diverse interest groups, and continuing to operate market content, driving the organic integration of space, culture, and community, creating a friendly, new model of urban life.



Box Space



Cultural and Creative Products

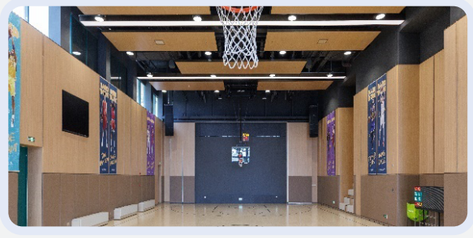


Xiwen Leji

Case **Wanxi Ideal Garden | Building the "Inner Box" Dynamic Ecosystem, Redefining Community Integration with the "Gathering Fun" System**

In 2025, Wanxi Ideal Garden activated an "Inner Box" vitality complex to unlock endogenous community momentum. By integrating residential, commercial, office, cultural and ecological functions, the project creates a multifunctional environment that includes a basketball court, badminton hall, climbing wall, yoga studio and water bar. These composite spaces attract community influencers and enthusiasts to participate, strengthening the foundation of resident networks and fostering a more connected, vibrant neighbourhood ecosystem. Simultaneously, we launch the "Gathering Fun" community service system, focusing on emotional connections and neighbourly integration. Over the year, we hosted more than 1,900 events, covering themes such as sports, art, and culture. In August 2025, we released the "1+3+X" systemised operational structure, establishing 62 segmented communities, improving the leader mechanism, and optimising space management. This has pushed the community's evolution from living spaces to welcoming, co-existing living communities.





Response to customer complaints

We regulate service behaviour through policies, and have established the *Vanke Group Customer Complaints and Warning Issues Follow-up Mechanism*, defining the closed-loop management process for complaints and warning issues. This enhances customer demand response and process control. We have also released the *Vanke Development and Operation Business Customer Service and Maintenance Manual*, standardising actions and handling processes for the full lifecycle of maintenance services, ensuring proper response, handling, and follow-up, thereby improving service quality, customer satisfaction, and brand reputation.

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

General customer complaints

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

Special customer complaints

Complicated complaint problems

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

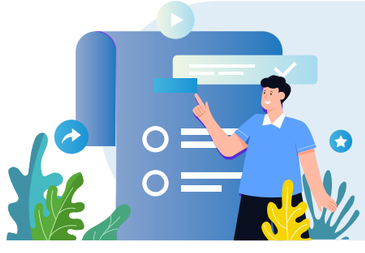
Strictly handled in accordance with the "1-4-24 hours" information feedback mechanism:

- **1 hour** Convey the information to crucial personnel and resources that can solve the customer's problem;
- **4 hours** Complete the problem research and timely response to customers;
- **24 hours** Formulate a detailed solution to the customer's problem.

We have established an escalation process that extends from customer-facing staff at the grassroots level to the Company's management, as well as from local units to the group headquarters. For issues of significance or with deviations in disposal processes, the group headquarters will step in to ensure corrective actions are taken and executed properly.

Intelligent customer operation platform

In 2025, we continued using the AI-based automatic early warning platform and collaborating with third-party partners to identify and capture customer issues that spill over to external channels. Through AI-powered information sorting and language model analysis, we quickly categorised and labelled public opinion and complaints, enabling risk warning and internal closed-loop handling, thereby improving response efficiency and risk control. In 2025, the platform issued over 33,300 warning issues and triggered over 28,500 supervisory reminders through the warning platform, prompting the business side to quickly respond, address, and close issues.



- **AI-powered early warning** The "Tongtianxiao" platform monitors public opinion in real-time, triggering a 30-minute response when sensitive words are detected.
- **Intelligent work order routing** Semantic analysis is used to automatically assign cases to the appropriate responsible departments, streamlining the handling process and reducing response time.
- **Data dashboard** A centralised dashboard displays the distribution and handling progress of complaints from the 400 customer service centres in real-time.

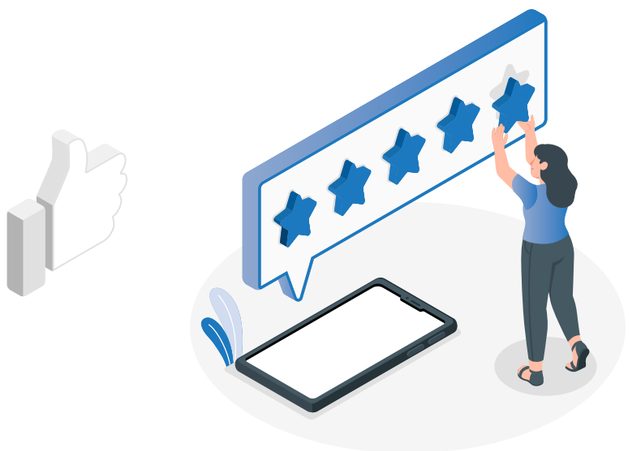
In 2025, we continued using the "Vanke Service Centre" intelligent service platform, integrating seven core systems covering customer complaints, inspection, maintenance, delivery and customer feedback. By connecting multiple service channels, including the official WeChat account, WeCom, digital hotline and web portal, the platform enables seamless, 24/7 responsive customer service. Using pre-built issue databases and intelligent linkage rules, work orders are automatically assigned, tracked throughout the process, and flagged for overdue actions, significantly improving processing efficiency and service transparency. On the management side, BI dashboards and intelligent analytics are leveraged to enable data-driven operational decision-making and coordinated performance management, effectively protecting customer rights and promoting the standardisation and sustainability of services.

Customer satisfaction survey

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

Covering important nodes and touch points throughout the lifecycle	The satisfaction management covers the entire lifecycle from subscription, contract signing, delivery, to residence: • **Eight important time nodes:** Identify the 8 key time nodes across the four stages of prospective homeowner period, break-in period, stability period, and long-term owner period; • **Six important touch points:** Cover the 6 important touchpoints including subscription, contract signing, construction site visit, delivery, maintenance, and events
Extensively collecting public opinions from customers and integrated them into front-end management	We have introduced original customer opinions in the research to collect feedback and suggestions from customers. By entrusting a professional third-party organisation to conduct a customer satisfaction survey covering the entire group and provide analysis reports, we integrate demand analysis into the business front-end for consideration to drive business improvement
Taking customer satisfaction as an indicator of business health	We conduct quarterly or monthly work meetings, and consider customer satisfaction as an indicator of business health, identifying weak links and providing reminders or alerts, which are then incorporated into the Company's operational processes to continuously enhance business performance and customer experience.

In 2025, each business segment actively conducted its own multi-level and multi-channel satisfaction surveys. By increasing the frequency of satisfaction surveys in the retail property development and operations segment, we gained deeper insights into consumer needs, continuously creating a diversified brand portfolio and rich themed scenes. Additionally, by improving customer complaint handling efficiency, issuing standardised guidelines and offering training for customer service counters, and strengthening special inspections, we elevated overall focus on customer service.



Business segment	Survey subjects	Survey content and results
Retail property development and operations segment	Consumers and tenants	• We use membership applet tools to conduct lightweight survey, covering seven dimensions of consumers such as the overall mall, store services, and public facility services, as well as five dimensions of tenants such as safety prevention and control, environmental atmosphere, and facility and equipment, carry out quality inspection and regular follow-up actions on the collected samples, and introduce star rating evaluation criteria for shopping centre satisfaction and comments from customers' keywords.
	Big data from social media	• We collect public information on social media, conduct semantic analysis, and categorised it into five dimensions, namely format brand, service experience, environmental atmosphere, event operation, and hardware facilities, and answer the two major questions, namely "Which dimensions consumers are most concerned about in our mall" and "Which dimensions consumers are satisfied/dissatisfied with", to accurately improve service quality.
Rental housing segment	Tenants	• This year, Port Apartment expanded its customer communication channels to include RedNote, WeCom, and email, broadening tenant feedback pathways and improving issue identification and response efficiency. We continued to follow the "SOP 1+15" service standard, ensuring 100% issue collection and closed-loop handling. We actively listened, promptly responded, and continuously optimised the rental service experience. • In 2025, Port Apartment's customer satisfaction rate reached 96.6%, with key satisfaction dimensions including service attitude, community atmosphere, sanitary environment, and safety management.

Upgrading – delivering intelligent services

Intelligent community

Onewo has built an AI application ecosystem anchored on the "GC" intelligent agent platform, creating a multi-role, multi-scenario collaborative AI system that drives the industry's transformation from traditional services to intelligent operations. In 2025, Onewo fully entered the stage of large-scale AI deployment, advancing AI from "tool-based pilots" to "platform-scale delivery", establishing an enterprise-level AI capability framework and enabling high-frequency utilization.

Case "Coco" – AI Concierge Providing 24/7 Service

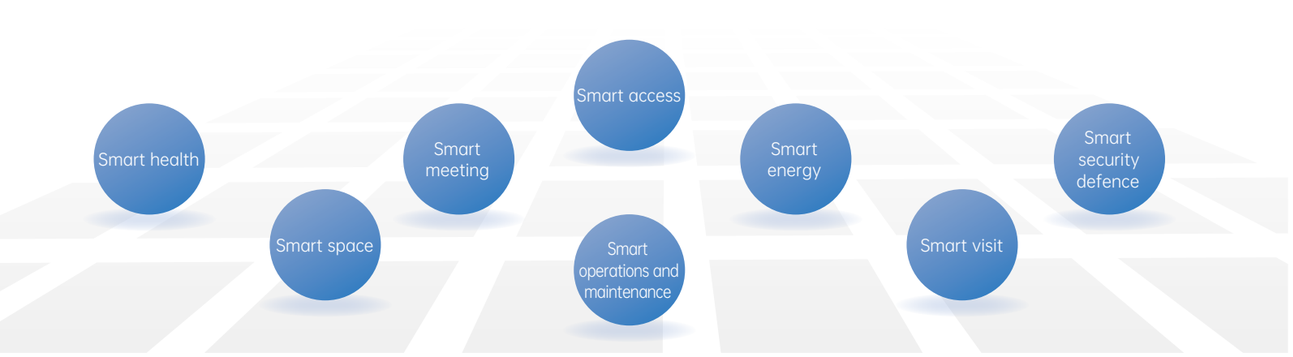
In residential service scenarios, the AI staff "Coco" has been officially deployed as an intelligent concierge. Coco was developed based on nearly 30 years of Vanke Service's service knowledge and works in collaboration with human managers to serve residents. Residents can contact Coco anytime through the Zhuzheer App to submit requests. Coco automatically identifies whether the request involves a property report, inquiry, or business transaction and triggers the corresponding service workflow, upgrading work orders from manual sorting to automatic creation, intelligent classification, assisted dispatch, and process traceability. By the end of 2025, Coco had covered over 4,000 projects, handled more than 2 million interactions, served over 800,000 owners, processed over 200,000 AI work orders, and performed approximately 200,000 AI outbound calls per month, maintaining a service satisfaction rate above 98%.

Intelligent retail property

The Commercial BU continues to explore new technologies for future digital community operation and innovative scenario application. By leveraging this core competitiveness, it continuously optimises four major digital platforms: a shared service platform aimed at internal operational efficiency, an asset management service platform centred around asset operations, a data service platform, and a consumer-centric digital marketing platform. Furthermore, we have launched an intelligent commercial system that utilises AIoT, IoT, and big data to achieve digital management covering the full lifecycle of commercial real estate. In addition, we have built a centralised customer service platform and implemented intelligent customer service for shopping centres, improving the precision and response efficiency of daily service management of retail property projects.

Smart buildings

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



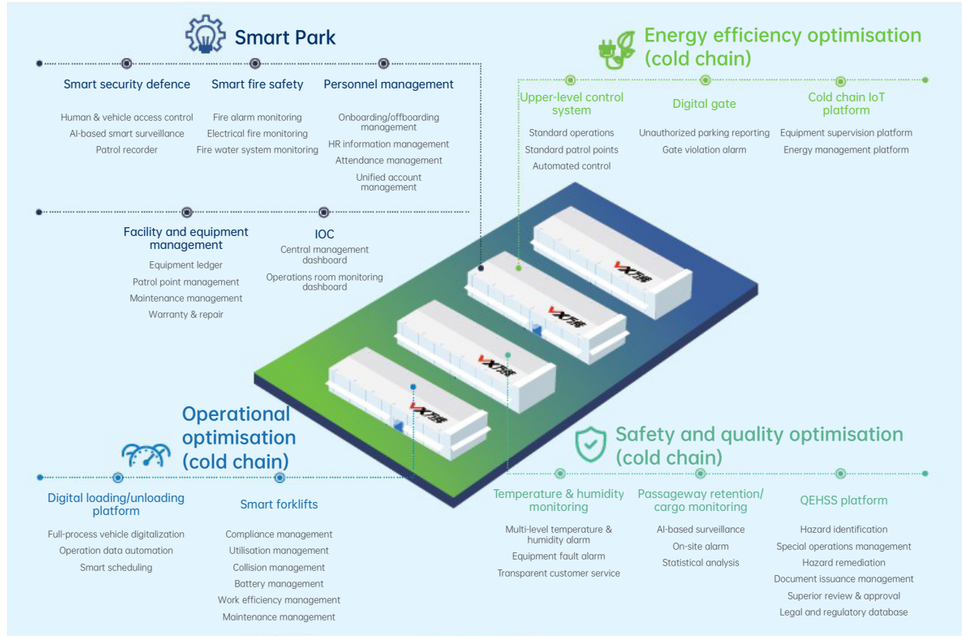
This year, the Office Real Estate BU developed a full-scenario digital operating system, "Digital Tower", spanning the entire cycle of leasing, operations and services. The energy management platform now features automatic energy consumption data collection and self-analysis, with pilot applications for energy-saving controls and alarm functions. Up to date, we have launched an energy consumption platform in four office projects, achieving functions such as energy consumption data collection, real-time monitoring, malfunction alarms, and statistical analysis. Through precise management, energy consumption efficiency is improved, with annual electricity savings of 251,700 kWh.

Intelligent logistics

In the field of intelligent logistics, we continue to push forward digital transformation and technology empowerment, deepening the application of intelligent park platform, supply chain management platform, and intelligent algorithm platform to build a solid foundation for intelligent logistics. In 2025, the Logistics BU focused on AI empowerment, full-process paperless operations, and the construction of the EOS platform. These technology-driven core initiatives further enhanced the intelligence level and operational efficiency of the logistics system.

Intelligent Park Platform

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



Intelligent Park Platform of VX Logistics

Intelligent Algorithm Platform

Using algorithms to model, forecast, and optimise customers' supply chains, to provide decision-making support for enterprise operations and management

OTWB System Integration	
OMS Order Management System	WMS Warehousing Management System
TMS Logistics Management System	BMS Billing Management System

Supply Chain Management Platform

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

Providing more convenient online services for customers:





Schematic Diagram of VX-Link Supply Chain Collaboration Platform

Integrating intelligent solutions across the entire supply chain:





Schematic Diagram of Project-V Solution

AI empowerment

Using AI-based large model technology, we have automated and intelligent processes across multiple business scenarios, such as AI-based automatic signing document review, AI-based L/G recognition, AI-based invoice recognition, and AI-based intelligent clue recommendations, improving operational efficiency by 30% and reducing manual assessment costs.

Paperless operations

By implementing the SCM supply chain operations platform, we have digitised inbound and outbound processes, eliminating paper signing, document printing, and manual transmission. This system uses e-signatures and online workflows, reducing labour costs and error rates while achieving green and sustainable operations.

EOS integrated energy management platform

By integrating IoT devices and photovoltaic linkage, this platform provides an intelligent, energy-efficient solution for cold storage facilities.

Intelligent warehousing management system

We have deployed an intelligent warehousing management system (WMS) and integrated smart dashboards to provide real-time visibility of inventory and real-time feedback of orders.

Case "Arctic Tern" Logistics Robot Delivery Project | Intelligent Logistics Practice

In 2025, Vanke, in collaboration with Shenzhen Metro Group, launched the "Arctic Tern" logistics robot delivery project, creating the world's first commercial benchmark for full-process unmanned delivery in metro scenarios. This project leverages AI scheduling algorithms and autonomous navigation robot technology to innovatively utilise idle metro capacity during non-peak hours. It uses the city's core metro transportation network to provide unmanned, high-frequency, low-cost restocking services to Shenzhen Wanxia Station and seven surrounding 7-Eleven stores, effectively addressing long-standing challenges faced by metro retail operations, including limited ground-level parking for deliveries, high distribution costs and low operational efficiency.

AI scheduling algorithm

It integrates metro timetables, order data and 3D station maps in real time to automatically determine the most efficient delivery route.

Multi-scenario autonomous mobility

Powered by intelligent scheduling algorithms and advanced perception systems, the robots can independently operate elevators, board and exit train carriages, and transfer across stations, enabling a fully closed-loop, end-to-end delivery solution within rail transit environments.

Trackless autonomous navigation

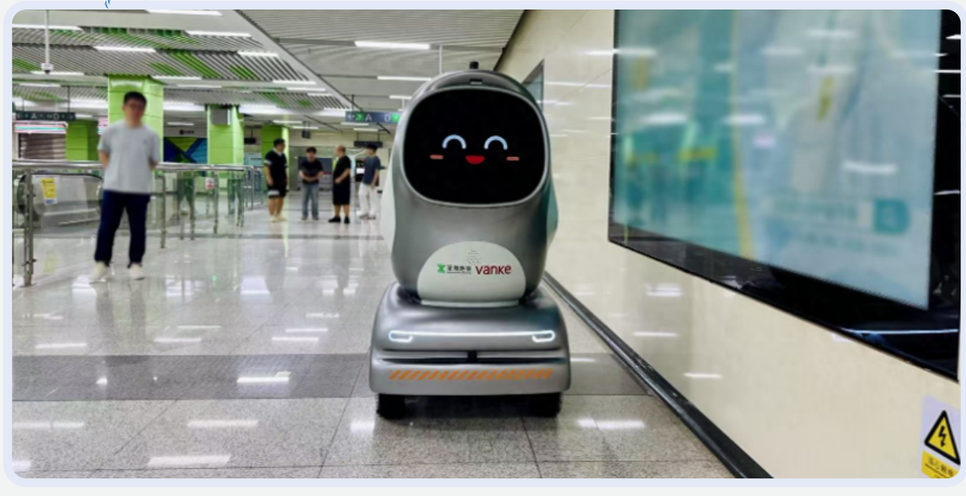
Utilising laser SLAM and visual fusion positioning, the system performs autonomous mapping and real-time localisation without magnetic strips or QR codes, enabling reliable operation in complex and dynamic public environments.

Panoramic LiDAR

Multi-sensor collaboration helps the robots deal with strong light, obstructions, and complex terrain interference, achieving high-precision positioning and ensuring safe and agile operation in dynamic public spaces.

Off-peak capacity reuse

This innovative solution uses metro low-peak transportation resources to build a green, efficient "underground logistics network".



Environmental Practices

- Our Strategy 84
- Climate Change Response 92
- Green Design Commitment 94
- Advancing Green Construction 102
- Practicing Green Operation 115
- Biodiversity (TNFD) 130

RESPONSE TO SDGS

SDG 9 – Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SDG 11 – Sustainable Cities and Communities

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

SDG 12 – Responsible Consumption and Production

Ensure sustainable consumption and production patterns.

SDG 13 – Climate Action

Take urgent action to combat climate change and its impacts.

SDG 15 – Life on Land

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

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Climate response
- Pollutant discharge
- Waste disposal
- Ecosystem and biodiversity protection
- Environmental compliance management
- Energy utilisation
- Water resources utilisation
- Circular economy

CORRESPONDING KPIS OF THE HKEX

A1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1, Part D: Climate-related Disclosures

RELEVANT GRI INDICATORS

301-1, 301-2, 302-4, 302-5, 303-1, 303-2, 304-1, 304-2, 304-3, 304-4, 305-1, 305-2, 305-3, 305-4, 305-5, 306-1, 306-2

Our Strategy

Philosophy

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



Goals and progress

Green building certification

Goals	Progress	
Group		
• Develop high-star and high-quality green buildings, and gradually increase the star-level standard of new buildings by stages and types: 100% of all new buildings of the Group reach the national green building one-star evaluation standards, continuing to promote the upgrading and compliance with green building standards of existing buildings under management, and encouragement is given to obtain higher level of green building certifications (e.g., the national green building two-star and three-star certifications, LEED certification, and WELL certification).	• New projects have met the green building evaluation standards for 12 consecutive years. As of the end of 2025, the cumulative GFA of Vanke meeting the green building evaluation standards had exceeded 342 million square metres. • The number of new Green Building Standard compliant projects reached 68, with a GFA of 7,101,600 square metres, the area and number of projects covered by green building standards is 100%, of which 2,554,400 square metres of the GFA met the green building standards with a high star rating (two-star and above), accounting for 35.97%.	100% achieved
Real estate development		
• Newly acquired land is subject to third-party environmental impact assessments as required by government departments, and the environmental impact assessment and analysis include biodiversity indicators in both internal and external analysis in full compliance with the requirements of government departments.	• We have achieved this goal in 2025. At the Kunshan Golf Project, a dedicated *Technical Scheme for Eco-friendly Construction* was formulated to minimise human disturbance and safeguard the local ecosystem.	100% achieved
Logistics and warehousing		
• Since 2023, 100% of new logistics high standard warehouse projects are built according to the industry's green three-star warehouse construction, and 100% of all new cold storage projects reach the LEED Gold standard. • We ensure that LEED/Green Certification standard is input into the design front-end in advance as the pre-design standard; and encourage and eventually achieve full coverage of cold storage parks by LEED/green warehouses.	• In 2025, 100% of all new cold storage projects reached the LEED Gold standard and national green building three-star level. • As of the end of 2025, the total green building certification area of VX Logistics had exceeded 9 million square metres, with 115 projects obtaining Green three-star certification. • 100% new cold storage projects introduced renewable energy design projects.	In progress
Retail property development and operations		
• We ensure that 100% of the new self-owned Incity MEGA obtain LEED certification in the future, and that all new buildings achieve the green building two-star certification in the next five years.	• All Incity MEGA projects under construction in 2025 were designed with LEED certification and green building two-star standards.	In progress

Greenhouse gas emissions

Goals	Progress	
Group		
• Vanke has committed to achieving carbon peak by 2030 and carbon neutrality by 2060 in accordance with requirements of the country.	• In 2025, Vanke's total GHG emissions amounted to 2,833,997.61 tCO_2e, of which Scope 1 emissions were 66,445.96 tCO_2e and Scope 2 emissions were 2,568,094.82 tCO_2e.	In progress
Real estate development		
• With 2021 as the base year, a cumulative total of five ultra-low energy, near-zero-energy or low-carbon demonstration zone projects will be certified by 2025.	• With 2021 as the base year and as of the end of 2025, more than 9 ultra-low energy, near-zero-energy or low-carbon demonstration zone projects had been certified in total.	100% achieved
Retail property development and operations		
• By 2030, the carbon emissions of at least 20 SCPG shopping centres will be reduced by 9% against a 2021 baseline.	• Carbon emission data of the shopping malls are collected, converted, and verified on a monthly basis. A total of 69 SCPG shopping mall projects achieved a 6.9% year-on-year decrease of carbon emissions in public area in 2025.	In progress

Energy efficiency improvement

Goals	Progress	
Real estate development		
We continue to improve the operational energy efficiency indicators of commercial office projects: For new standard commercial office projects using centralised cooling systems, the average comprehensive Energy Efficiency Ratio (EER) of cooling systems increases by 30%. New commercial office projects in the core areas of tier 1 cities achieve the EER excellence goal of 5.0.	We had no new commercial office projects in 2025 and will continue to follow up in the future.	100% achieved
We fully implement high-efficiency product standards, with central air-conditioning systems in residential buildings achieving China's top (Level 1) energy efficiency rating, while all other electrical equipment, including pumps, fans, and transformers, as well as water fixtures, meeting at least Level 2 energy or water efficiency standards.	We continued to enforce this product standard in 2025.	100% achieved
For commercial office projects in operation using centralised cooling systems, compared with the energy consumption standards in 2020, the energy consumption of cold sources is reduced by 10% by 2025 and 15% by 2030.	As of 2025, we had already achieved the energy consumption reduction target. We will continue to follow up in the future.	In progress
Hotel and resort		
For projects under construction, if conditions permit, the central air-conditioning system adopts a high-efficiency machine room, and the COP value of cooling capacity performance coefficient of chiller in the central cooling station is not less than 5.0; the central hot water system of new projects adopts the air-conditioning heat recovery system and air energy heat pump as auxiliary heat sources.	There were no new large-scale projects under construction during the year, and our new projects will continue to follow up these goals in the future.	In progress
Energy saving renovation will be carried out for projects in operation, if conditions permit, to reduce operating energy consumption.	In 2025, Banyan Tree Huangshan completed the transformation of public area lighting systems by replacing traditional power sources with solar energy and upgrading the resort's lighting to photovoltaic systems.	In progress
Rental housing		
From 2021 onwards, 100% of Port Apartment's new self-held projects adopt variable frequency air conditioners and water heaters with first-class energy consumption. In the future, Port Apartment will also ensure that 100% of our self-owned projects adopt variable frequency air conditioners and water heaters with first-class energy consumption.	100% of the 35 new self-held projects opened in 2025 used variable frequency air conditioners and water heaters with first-class energy consumption.	100% achieved
Logistics and warehousing		
We examine the existing types of refrigerants used, transition to low-GWP refrigerants, phase out hydrochlorofluorocarbons (HCFCs), and limit the use of hydrofluorocarbons (HFCs), and prioritise and continue to use carbon dioxide-based refrigeration for large projects.	In 2025, we continued to fully adopt environmentally friendly refrigerants.	100% achieved
Property services		
We actively use intelligent means to help commercial enterprise customers save energy and reduce emissions, and eight benchmark projects in energy consumption and water conservation will be set up nationwide.	Energy-saving initiatives progressed from "pilot projects" to scalable operations. By the end of 2025, Cushman & Wakefield Vanke Service had implemented precision energy optimization as a value-added service across 111 managed projects, achieving a total electricity savings of 17.207 million kWh and cost reductions of RMB 13,766,000 for the year. The outcomes were documented in the *Quantitative Performance Report on Energy Conservation Measures*.	100% achieved
For all commercial projects with a service scope covering energy management, we collect operational energy efficiency indicators such as electricity/water consumption per GFA and electricity/water consumption per RMB10,000 of turnover, and establish information on energy consumption benchmark values by project type.	Based on the *Onewo Carbon Accounting Methodology*, we developed "Carbon Beat", a carbon management platform whose methodology and system have been certified by university experts, the MIIT Research Institute, and third-party organizations. The platform covers all 10+ business units of Onewo and over 8,000 projects across diverse formats nationwide, completing precise full-cycle carbon accounting for 2024 and 2025.	100% achieved
Retail property development and operations		
New projects will improve air conditioning refrigeration energy efficiency by 30% or more over the existing average against a 2021 baseline.	All new projects of SCPG in 2025 were configured to the upgraded standards, with the overall cooling efficiency ratio improving by 31.6% compared to the current average.	100% achieved
By 2025, the total power consumption of the public areas in 20 shopping malls under SCPG will be reduced by 6% against a 2021 baseline.	In 2025, the total power consumption of the public areas in 20 shopping malls under SCPG was reduced by 8.4% from the baseline year (2021).	100% achieved
SCPG will continue to monitor the relevant goals of operational energy efficiency indicators such as electricity/water consumption per GFA, electricity/water consumption per RMB10,000 turnover, etc., striving to achieve the industry-leading level.	In 2025, SCPG continued to monitor metrics related to various operational energy efficiency indicators and continued to optimise the energy management platform.	100% achieved

Renewable energy use

Goals	Progress	
Logistics and warehousing		
Vanke will gradually increase the proportion of renewable energy use, and achieve 100%coverage of distributed PV in newly built cold storage facilities.	In 2025, distributed PV was incorporated into the planning and design of 100% of new cold storages. As of the end of 2025, 27 VX Logistics rooftop distributed PV projects were connected to the grid, with a total installed capacity of 80.26MW and a cumulative power generation capacity of more than 160,000 MWh.	100% achieved
Retail property development and operations		
By 2025, at least 18 shopping malls under SCPG will realise PV power generation, and the power generated will account for 2% of the electricity consumption in the public areas of the shopping malls. We plan to continue to promote the application of PV power generation in the future.	In 2025, an addition of 9 shopping malls of SCPG achieved photovoltaic power generation. Currently, there are a total of 36 photovoltaic power generation projects, with an expected annual aggregate power generation of 29.54 million kWh, accounting for 8.56% of the electricity consumption of the public area in the shopping malls.	100% achieved

Water resources management

Goals	Progress	
Property services		
• We actively promote water conservation, continuously improve water conservation measures in our daily business and operations through fine management and application of technical means, and strengthen the recycling of water resources and reduce water pollution.	• In 2025, Onewo enhanced water resource efficiency through smart management, leak detection and repair, rainwater harvesting, and intelligent irrigation technologies, driving both water conservation and water environment protection.	100% achieved
Hotel and resort		
• We also consider water-saving solutions for projects under construction. For example, we prefer choosing water-saving bathrooms for guest rooms and public toilets, configuring direct drinking systems for some hotel rooms, and using reclaimed water systems for some projects. • We continuously carry out water-saving renovation for projects in operation, enhance employees' awareness of water conservation, increase publicity to in-house customers, and introduce water-saving incentive policies.	• In 2025, the focus was on optimising operations and strengthening awareness campaigns, with no large-scale retrofits conducted. • For projects in operation, measures such as optimising water pressure and discharge duration, implementing centralised cleaning schedules and staggered water use were adopted, alongside refined calibration of water-use equipment to enhance overall water efficiency. Simultaneously, through employee training, customer reminders, and internal water-saving incentives, we continuously raised water conservation awareness.	100% achieved

Green leasing

Goals	Progress	
Rental housing		
• Port Apartment's individual rental contracts remain 100% paperless and are 100% incorporated into the terms of ESG-related initiatives.	• In 2025, Port Apartment's individual rental contracts remained 100% paperless and were 100% incorporated into the terms of ESG-related initiatives, and it deepened green leasing practices by introducing renewable energy, strengthening the monitoring of tenants water and electricity data, and incentivising tenants to save energy.	100% achieved

Green construction

Goals	Progress	
Real estate development		
• 100% of projects under construction carry out waste classification in accordance with the requirements of various levels of government, and transport construction waste to locations designated by government for processing.	• We have achieved this goal in 2025 and will continue to follow up in the future.	100% achieved
• 100% of projects under construction clean vehicles entering and leaving the construction site, install three-stage sedimentation tanks and rainwater reuse devices in accordance with the requirements of various levels of government.	• We have achieved this goal in 2025 and will continue to follow up in the future.	100% achieved
• 100% of projects under construction install water and electricity data collection equipment.	• We have achieved this goal in 2025 and will continue to follow up in the future.	100% achieved
• We establish a R&D system for the Group's green building materials products, and develop technical standards for green building materials related products; • After the above work matures, we gradually establish relevant green building materials database that is suitable for application in properties, conduct evaluation and research on new technologies, and bring positive impacts to society and the environment.	• The application of waterproof interface agents and thermal insulation gels, as well as floor and underfloor heating acoustic insulation products, was completed.	100% achieved

Green procurement

Goals	Progress	
Real estate development		
• We ensure that 100% of the procured aluminium alloy profiles use chromium-free passivation technology, and 100% of the procured wood is from known sources.	• We have achieved this goal in 2025 and will continue to follow up in the future.	100% achieved
• Landscape materials take biodiversity into consideration while adapting to local conditions; and native plants with high adaptability, functionality, and economic effectiveness are chosen to avoid damage of biodiversity and degradation of natural environment.	• During the landscape procurement phase, we assessed the suitability of tree species and plans. For example, in the Suzhou Golf Project, we communicated to avoid using invasive species like Lantana camara, which could affect the local ecological stability. We also examined the planting locations for species with extensive root systems, like Banyan trees, to prevent damage to paving layers or waterproof membranes.	100% achieved

Waste management

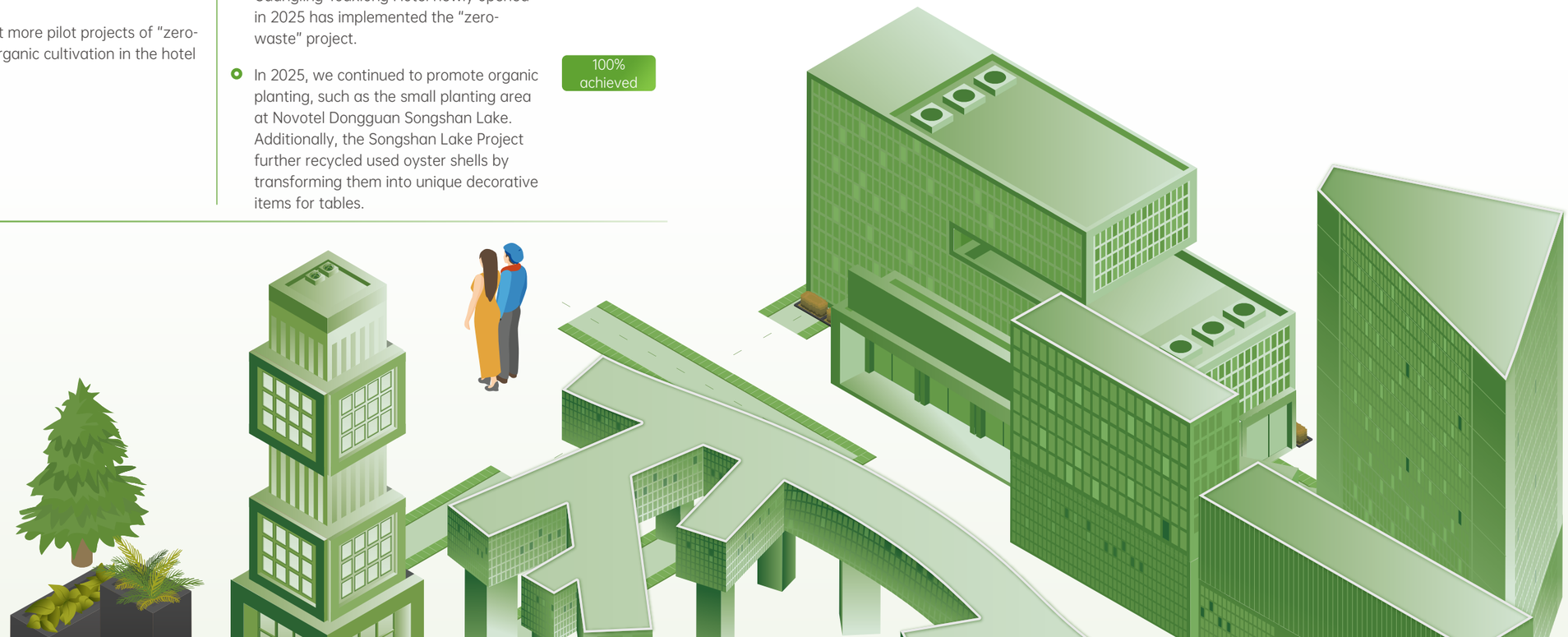
Goals	Progress	
Property services		
• We actively promote waste classification in residential projects and strengthen the resourceful utilisation of waste. • Residential projects are required to implement fully enclosed collection and storage of household waste, equipped with sterilisation and deodorisation facilities. Additionally, designated collection points for bulky waste and renovation debris are established within communities. • We establish a nationwide data ledger to record the disposal of food waste and harmful waste from commercial projects. The classification of waste from commercial projects nationwide is completely compliant, and no administrative punishment incidents occur.	• We expanded waste sorting to 229 new residential communities, bringing the total coverage to 2,863 communities across 101 cities. • We implemented a Zero Waste Office initiative, setting specific requirements for meetings, printing, cafeterias, lighting, air conditioning, and energy-saving practices, fostering environmental awareness among all staff.	100% achieved
Hotel and resort		
• Since 2022, all self-operated hotels implement the "zero-waste" project and become "zero-waste hotels". • We vigorously carry out more pilot projects of "zero-waste" recycling and organic cultivation in the hotel and resort business.	• All self-branded hotels have implemented the "zero-waste" project and Yangzhou Guangling Youxiong Hotel newly opened in 2025 has implemented the "zero-waste" project. • In 2025, we continued to promote organic planting, such as the small planting area at Novotel Dongguan Songshan Lake. Additionally, the Songshan Lake Project further recycled used oyster shells by transforming them into unique decorative items for tables.	100% achieved

Housing industrialisation

Goals	Progress	
Real estate development		
• For newly commenced projects under construction during the year, the housing industrialisation projects account for 93%.	• For newly commenced projects under construction in 2025, the housing industrialisation projects accounted for 95%.	100% achieved

Climate change response

Goals	Progress	
• Vanke takes energy efficiency, carbon emissions, water resources, ecology and other environmental goals as tracking targets and metrics related to climate change. • We continue to identify climate-related risks and their impact on the Group's business, and formulate Vanke's climate change management route with reference to TCFD recommendations.	• We continued to track the performance of various indicators, and discussed the impact of climate risks on business; • This year, the potential financial impact of climate-related risks was further addressed.	In progress



Climate Change Response

RESPONSE TO SDGS

SDG 13 – Climate Action
Take urgent action to combat climate change and its impacts.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Climate response

HKEX

A4, A4.1

RELEVANT GRI INDICATORS

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

We disclose relevant information with reference to the requirements and recommendations of the *IFRS S2 Climate-related Disclosures, SZSE Self-Regulatory Guidelines No. 3*, and HKEX ESG Reporting Code under four core elements – Governance, Strategy, Risk Management and Metrics and Targets.

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

Overview of GHG emissions

In 2025, the total GHG emissions of Scope 1 and Scope 2 within Vanke's operation were

2,833,997.6106 tCO_2e

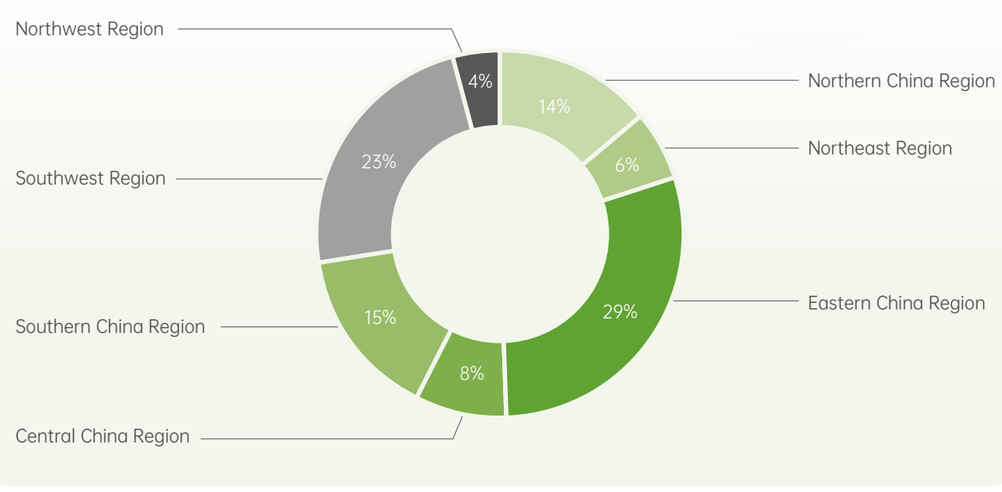


Greenhouse gas emissions (Unit: tCO_2e)

Indicator	2023	2024	2025
Scope 1 GHG emissions	7,807.32	14,570.20	66,445.96
Scope 2 GHG emissions	195,925.31	261,326.83	2,568,094.82
Scope 3 GHG emissions	274,948.48	181,473.98	468,532.98



Total greenhouse gas emissions by region in 2025 (Scopes 1 & 2)



Green Design Commitment

RESPONSE TO SDGS

SDG 9 – Development, Innovation and Infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SDG 11 – Sustainable Cities and Communities
Make cities and human settlements inclusive, safe, resilient and sustainable.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Energy utilisation, water resources utilisation, and circular economy

CORRESPONDING KPIS OF THE HKEX

A2, A2.3, A2.4, A3, A3.1

RELEVANT GRI INDICATORS

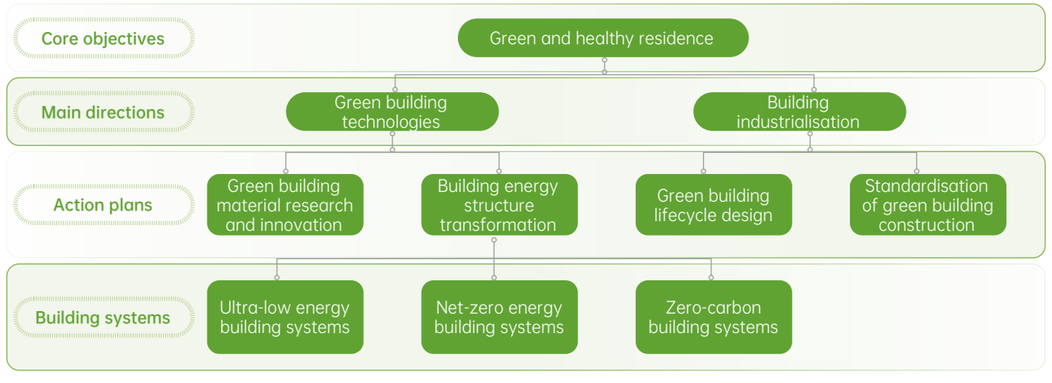
301-1, 301-2, 302-4, 302-5, 303-1, 303-2

Governance

Vanke's green building initiatives are managed and decided at the senior management level. The implementation of green building projects is regularly summarised and reported at each level and included in the management's business review meetings to ensure strategic goals and execution progress align efficiently. The Product Design Centre is the execution body responsible for advancing routine green building initiatives, with dedicated product line management, design and construction research technology departments under it responsible for green building design, R&D and application management. The Engineering Management Department is responsible for the execution of green construction and industrialisation technologies, thus strengthening on-site control and standard implementation.

Strategy

Vanke, with its vision of "being an excellent green enterprise", firmly adheres to the green development philosophy of "industrialisation, green architecture, and full decoration". To ensure this vision is realised, the Group has established a full-cycle closed-loop management mechanism that includes "goal breakdown – process control – evaluation and incentives – iterative optimisation" to ensure that all new projects achieve 100% compliance with national green building evaluation standards. Green building goals are broken down by stages and types, assigned to regional companies and BUs, and incorporated into annual performance evaluations. This encourages each unit to actively apply for high-level green building certifications, pushing the full implementation of green building ideas and technologies.



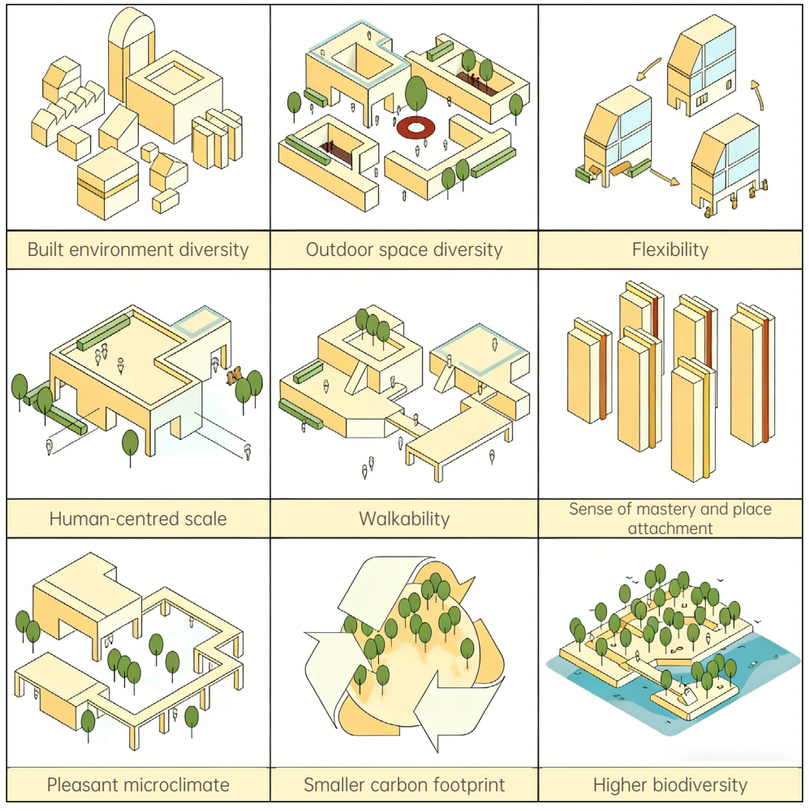
Management of impacts, risks and opportunities

Green building design

Vanke anchors its design philosophy in a people-centred and symbiotic approach, leveraging technological innovation to build core competitiveness in green building development. By promoting ultra-low energy consumption and net-zero emission technologies, integrating intelligent control systems, and creating high-quality public spaces, Vanke strengthens its designs for extreme weather resilience and building durability, forming a product system that is "technologically advanced, superior in experience, and safe and reliable", offering sustainable living solutions.

Green building systems

Vanke continues to deepen the development of its green building system, laying the foundation for ultra-low energy consumption, net-zero energy, and zero-carbon buildings. We are exploring new models of architectural harmony with nature, driving business development while fostering environmental and ecological integration. We continue to integrate the "Nine Principles of Livable City Density" into our new generation of human settlement construction systems, contributing to the building of flexible cities that foster harmonious interactions among people, architecture and nature.



"Nine Principles of Liveable City Density"

TOD projects

The TOD (Transit-Oriented Development) model focuses on integrating residential, commercial, office, and other diverse property types with transportation hubs to achieve flexible and comprehensive use of housing and surrounding land. It advocates green mobility and significantly enhances urban operational efficiency, helping to alleviate traffic congestion and land constraints. It represents a practical and effective approach to advancing sustainable urban development. Vanke has been deeply involved in TOD projects for many years, accumulating rich experience in "rail + property" integrated development, and has formed a mature planning and operational framework. By systematically integrating internal and external resources within project boundaries, we connect community amenities, commercial office spaces, and external transportation networks, green spaces, and other public facilities to maximise the synergistic value of land and public transportation and revitalise the surrounding area. At the same time, Vanke upgrades TOD products from a purely transit-oriented approach to a diversified, multi-engine model featuring integrated station-city development and mixed-use formats. Drawing on its practical experience, we have created liveable environments that combine seamless mobility with ecological and leisure experiences, fostering deeper integration between communities and the broader urban fabric.

Station-city integration benchmark: Guangzhou Vanke Yanyu City

Vanke Yanyu City, located along the "Pearl River New City – South Railway Station – Wanda Plaza CBD" core axis, is a TOD benchmark project developed by Vanke over ten years at Guangzhou South Railway Station. This project practices the "integrated station-city development and mixed-use formats" concept, aiming for community integration. Through sustainable transportation, open spaces, and multifunctional land use, it upgrades Guangzhou South Railway Station into an international metropolitan area that integrates culture, commerce, tourism, sports, and living.

- **Sustainable multi-modal transportation:** Utilising the 15-track multi-dimensional transportation network of Guangzhou South Railway Station, the project enables convenient commuting within the city and one-hour connectivity across the Greater Bay Area. The project includes shuttle buses, public transport, and walking and cycling networks, addressing the "last mile" issue and promoting collaboration between public transport and green mobility to establish a transportation foundation for community integration.
- **Diverse open space supply:** The project includes a 20,000-square-metre riverside park, an 800-metre river greenbelt, and a 1,600-square-metre social lawn. By innovating with a "park + district" model, the project preserves traditional Guangzhou-style arcade leisure areas, offering ample space for community activities, neighbourly interactions, and ecological relaxation, while supporting community vitality and growth.
- **Multifunctional land use:** The project plans a 1.68-millio-square-metre, mixed-use development, integrating industrial, commercial, educational, residential, and ecological functions. It includes a nine-year school, trendy play districts, and waterfront spaces to maximise land value.

The project aligns with Guangzhou South Railway Station's goal of creating a "world-class, mega TOD", using comprehensive, multi-functional land planning to integrate transportation, industry, lifestyle, and ecology, implementing integrated community development through multiple measures, and demonstrating the integrated value of land in TOD mode, providing a replicable model for hub-based community integration in the Greater Bay Area.





Green building technologies

Green building technologies are a key element for Vanke to continuously enhance product strength and reinforce its core competitiveness. Vanke is a member of green building committees such as the Hong Kong Green Building Council. In 2012, Vanke established the Vanke Beijing Green Building Park Green Technology Alliance, engaging in extensive exchanges and collaborations with numerous national green building organisations.

Green renovation of existing assets: Meilin Vanke Tower Renovation Project

Meilin Road 63 has served as Vanke's headquarters since 2002 and holds significant development history for the Company. Starting in 2024, Vanke initiated this low-carbon, energy-saving renovation, integrating green technologies from the perspectives of health, low-carbon, and intelligent systems based on energy consumption assessments and operation requirements This initiative optimises air, water, sound, light, and thermal environments by strictly controlling pollution and energy consumption, creating a benchmark for the renovation of existing buildings with a focus on healthy offices and energy efficiency.

Core technology applications

- **Efficient use of renewable energy:** A 148.5 kWp rooftop photovoltaic system has been installed, which generates an average of 144 MWh and reduces CO_2 emissions by 80.2 tons annually, providing clean electricity support for the building.
- **Implementation of the "solar photovoltaic, energy storage, direct current and flexibility" (PEDF) system:** The project is equipped with energy storage systems and bidirectional AC/DC conversion devices, forming a coordinated "photovoltaics + energy storage + DC load" system. In alignment with Shenzhen's peak-valley electricity pricing and grid connection requirements, anti-reverse-flow devices are added. Leveraging an innovative "dual-converter with separate voltage and power control" architecture, the system significantly improves photovoltaic utilisation and energy storage efficiency during transitional seasons, achieving an optimal balance between economic performance and grid interaction capabilities.
- **Energy-saving renovation of mechanical and electrical systems:** Measures such as high-efficiency air conditioning system upgrades, energy-saving lighting replacements, and installation of glass insulation films have been implemented to reduce overall building energy consumption.
- **Intelligent operations and maintenance control:** A centralised environmental and energy management platform is used to collect real-time energy consumption and environmental parameters, and dynamically adjust shading, air conditioning, and energy storage based on patented algorithms. An AI-powered energy forecasting model is also adopted to support fully automated operation strategies for public area equipment, optimising energy and economic efficiency.



Roof photovoltaics



Natural lighting

The project applies the innovative PEDF distribution mode to the renovation of the existing urban building. By utilising an intelligent operations and maintenance system, it automates equipment control, effectively reducing dependency on operations staff and optimising operational efficiency, while minimising the impact on the original functionality of the building. The result is a 30% reduction in building electricity consumption compared to pre-renovation levels, a 46% savings in electricity costs, and enhanced office comfort. The project has been selected as a demonstration project under the National 14th Five-Year R&D Programme and as a Shenzhen Virtual Power Plant pilot project. Its technical approach and implementation experience are highly replicable, providing a practical model for the green revitalisation of existing urban assets.



Vanke Tower Data Cockpit

Ultra-low energy building technology

Vanke continues to deepen the application of ultra-low energy building technology, actively adopts holistic ultra-low energy building design, implements and applies high-performance building materials, and adopts efficient energy systems, intelligent control technologies and other measures to minimise energy consumption and carbon emissions in the overall operation of buildings.

NEXUS: Chunxi passed national "14th Five-Year" zero-carbon building acceptance inspection.





Green building training

We use green building training as a key tool to promote the widespread adoption of green building philosophies. Targeted training helps employees enhance their understanding of the latest green building policies and trends in various regions, deepening their knowledge of the environmental impacts of construction activities. At the same time, we encourage employees to recognise how their own work activities affect the environment, thus enhancing green management capabilities throughout the construction, operation and maintenance, and management phases, and gradually improve the overall energy conservation and green development levels of buildings.

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

Vanke has conducted in-depth training on green building philosophies, technologies, and case studies for green building-related staff at headquarters. We invite internal partners and external experts to deliver training courses and case studies on green building technologies and related best practices.



Green Building System Training



"Good Homes" Series Training

Response to green building-related risk

In the process of developing and applying green building technologies, we have established a routine risk screening and identification mechanism. Based on past practical experience, we have identified that the core risks in green building projects focus on distributed photovoltaic systems. These risks mainly involve insufficient control of technical details and lack of standardised operational maintenance across the full process, which could result in low photovoltaic efficiency and cost-benefit issues. To address these risks, Vanke has built a standardised control system to systematically resolve these issues. This includes formulating the *Vanke Implementation Guideline for Distributed Photovoltaic Projects*, which clarifies core control requirements across the project lifecycle and integrates photovoltaic project planning and design into the overall review process to strengthen control at the source. Additionally, we have launched group-wide specialised training to ensure the full implementation of the guideline, ensuring standardised execution and efficient operation of photovoltaic projects.

Metrics and targets

At the same time, Vanke has established a higher standard of green building objectives on top of the green building objectives specified in the *14th Five-Year Plan for Building Energy Conservation and Green Building Development,* to further provide customers with eco-habitat products in terms of safety and durability, health and comfort, daily convenience, resource conservation, and the livability of the environment.

China Green Building Objectives

In accordance with the requirements of the *14th Five-Year Plan for Building Energy Conservation and Green Building Development* issued by the Ministry of Housing and Urban-Rural Development, by 2025, all newly constructed urban buildings will be built according to green building standards. The energy efficiency of buildings will be steadily improved, the structure of energy use in buildings will be gradually optimised, and the growth trend of building energy consumption and carbon emissions will be effectively controlled. A green, low-carbon, and circular construction development model will be basically formed, laying a solid foundation for achieving the carbon peak in the urban and rural construction sector before 2030.

Vanke Green Building Objectives

Develop high-star and high-quality green buildings, and gradually increase the star-level standard of new buildings by stages and types: 100% of all new projects of the Group reach the national green building evaluation standards, and encouragement is given to obtain higher level certifications (e.g., the national green building two-star and three star certifications, LEED certification, and WELL certification).

New projects have met the green building evaluation standards for 12 consecutive years, and as of the end of 2025, Vanke's cumulative GFA meeting the green building standards had exceeded **342** million square metres, accounting for **100%**.

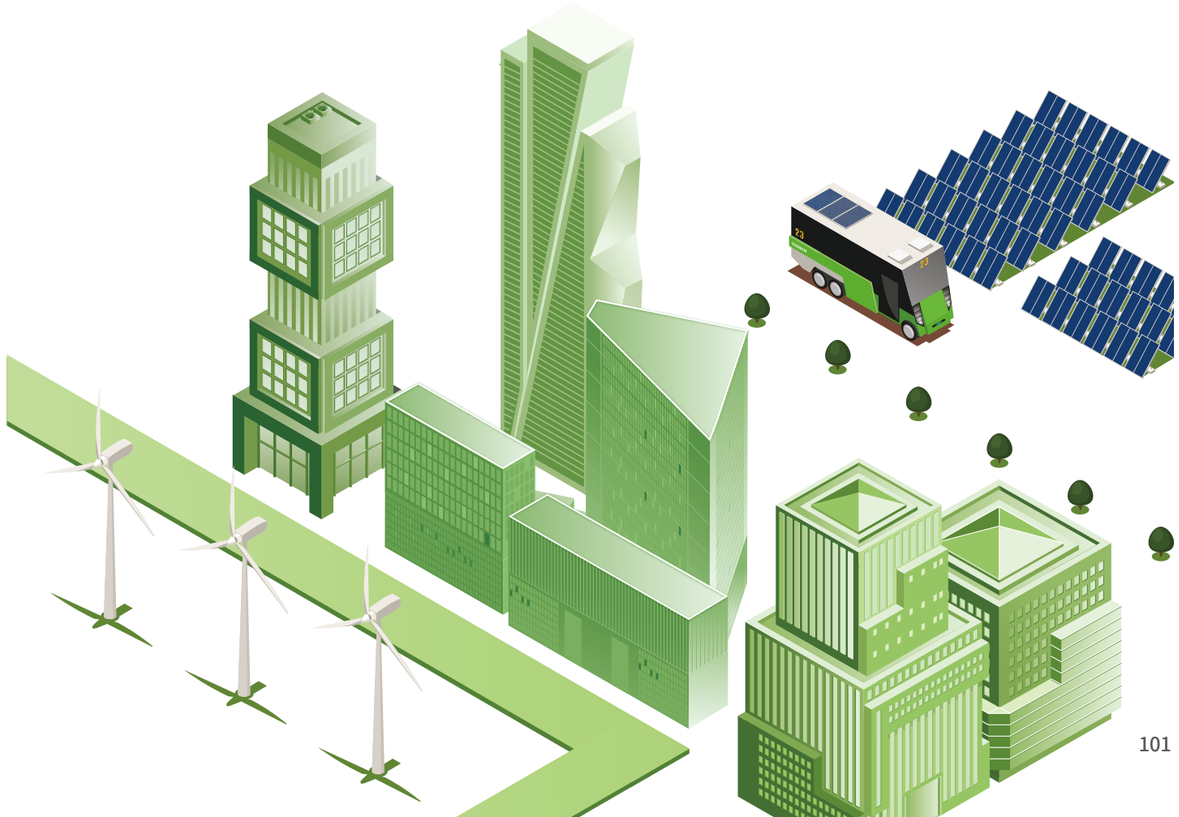
68 new projects met green building standards, with a GFA of **7,101,600** m², achieving **100%** green building standards coverage in both building area and project count. Among these, high-star (two-star or above) green buildings accounted for **2,554,400** m², representing **35.97%** of the total.

In 2025, there were **4** new two-star certified green building projects (including residential/public/logistics and warehousing), **5** new three-star certified green building projects (including residential/public/logistics and warehousing), and **2** new project obtained LEED Gold certification.

In 2025, **70.69%** of GFA incorporated renewable energy design.

New Vanke projects with LEED and three-star green building certification in 2025

Project name	Green building certification	Building type	GFA (10,000 sq.m.)	Type
VX Dongguan Wanjiang Cold Chain Logistics Park	Three-star green warehouse	Industrial	3.44	In operation
VX Jiaxing Port Logistics Park	Three-star green warehouse	Industrial	10.98	In operation
VX Hangzhou Wanchuang Zhigu	Three-star green warehouse	Industrial	7.51	In operation
VX Nanjing Lukou International Airport Logistics Park	Three-star green warehouse	Industrial	7.84	In operation
VX Nanjing Lishui Logistics Park	Three-star green warehouse	Industrial	6.29	In operation
Shanghai Qianwan Incity MEGA	LEED DC-CS Gold	Public	25.64	Under design
Shanghai Songjiang Incity MEGA	LEED DC-CS Gold	Public	26.91	Under design



Advancing Green Construction

RESPONSE TO SDGS

SDG 9 – Development, Innovation and Infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SDG 11 – Sustainable Cities and Communities
Make cities and human settlements inclusive, safe, resilient and sustainable.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Pollutant discharge, waste disposal, environmental compliance management, and circular economy

CORRESPONDING KPIS OF THE HKEX

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

RELEVANT GRI INDICATORS

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

Governance

Vanke strictly adheres to the *Environmental Protection Law of the People's Republic of China*, the *Water Law of the People's Republic of China*, and other laws and regulations. We have formulated and implemented internal management policies, including the *Vanke Group Environmental Protection Policy*, the *Vanke Group Water Resources Policy*, and the *Vanke Group Biodiversity Policy*. Led by the Product Design Centre in conducting environmental impact assessments and developing ecological design solutions, supported by the Vanke Architecture Research Centre in advancing green building materials R&D and industrialised construction technologies, and implemented by the Engineering Management Centre through green construction practices and on-site application of industrialised methods, a cross-functional collaboration has been formed to deepen and advance the implementation of green construction practices.

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

Plan (P)

We comply with the ISO 14001 Environmental Management System standards and continuously increase the overall coverage rate of ISO 14001.

Do (D)

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

Check (C)

For companies that have obtained ISO 14001 Environmental Management System certificate, internal audits are conducted at least once a year, and external third-party audits are carried out every three years.

Act (A)

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

In 2025, Onewo, SCPG, Port Apartment and Wanchuang Qinglv all obtained the ISO 14001 Environmental Management System certificate. In compliance with the standard requirements, internal audits are conducted at least once a year and external third-party audits are carried out every three years. To effectively respond to environmental accidents, we have formulated a comprehensive emergency response plan that encompasses the identification of environmental impact factors, the screening of risk points, the rectification of potential hazards, and preventive measures. This is aimed at standardising emergency management work, reducing the occurrence of incidents, mitigating their impacts, and minimising harm to the greatest extent possible.

During the reporting period, the coverage rate of the ISO 14001 Environmental Management System certificate within the Group was

66.7%

Strategy

Vanke continues to innovate in the field of green construction by strengthening environmental governance, promoting the use of green building materials, advancing green construction technologies, and deepening industrialised construction systems. We are exploring more sustainable building models to achieve a win-win situation for both environmental and economic benefits, contributing to the development of green, low-carbon future cities.

Management of impacts, risks and opportunities

Environmental impact assessment

Vanke Commitment on Avoiding Greenfield Development

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

Vanke adheres strictly to the policies of all levels of government. For new projects, it conducts comprehensive environmental impact assessments and in-depth feasibility studies. The approval results of the environmental impact assessment reports will be published on the government website in accordance with the regulations. This not only ensures transparency but also enables public supervision. In 2025, in line with the requirements of government departments, Vanke commissioned third-party entities to conduct environmental impact assessments for newly acquired land parcels. Development and construction procedures commenced only after the relevant reports were obtained. Moreover, in all of the third-party environmental impact assessment and analysis, biodiversity indicators were integrated into both internal and external analyses, strictly following the mandates of government departments.

During the reporting period, the Group did not commit any major violations of environmental laws and regulations.

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Case **Kunshan Project – technical scheme for eco-friendly construction**

The Vanke Suzhou Kunshan Golf Project is located within the water source protection zones of Yangcheng Lake and Kuilei Lake, areas characterised by high ecological sensitivity. To strictly uphold ecological protection standards, the project team conducted a comprehensive review of applicable laws and regulations in the early stages and studied comparable projects in similarly sensitive areas to distil best practices. On that basis, environmental impact factors during construction, including wastewater, exhaust emissions, solid waste, noise and ecological disturbance, were systematically assessed, and targeted pollution control and ecological protection measures were then developed to minimise environmental impact to the greatest extent possible.

- **Air protection:** Enclosures of no less than 4 metres in height were installed and equipped with mist-spray systems, ready-mixed concrete was used, and dust monitoring devices were installed. We implemented vehicle washing and material covering measures to ensure compliance with dust control standards.
- **Water environment protection:** New discharge facilities were prohibited within the water source protection zones, the use of cast-in-place piles was minimised to reduce slurry generation, construction wastewater was treated through a three-stage sedimentation process and reused on site, dewatering from foundation pits was strictly prohibited from being discharged into Yangcheng Lake or Kuilei Lake, and domestic wastewater was transported and disposed of by qualified third-party contractors.
- **Noise control:** Low-noise equipment was prioritised, and construction schedules were carefully planned to avoid high-noise operations at night. Noise-reduction enclosures and mobile acoustic barriers were installed to minimise disturbance to nearby residents and wildlife.
- **Solid waste management:** Construction waste was required to be sorted and disposed of separately, and slurry was treated through on-site dewatering, with moisture content reduced to below 60%. Strict measures were enforced to prevent mixing with domestic waste or hazardous waste, and transport vehicles were required to comply with regulatory standards and adhere to the "five no-exit" control requirements before leaving the site.
- **Ecological conservation:** The project adheres to the order of "avoid - minimise - compensate". Construction boundaries were strictly controlled to limit disturbance. Topsoil was carefully preserved for subsequent land restoration. Upon completion of works, vegetation was reinstated using native species to prevent the introduction of invasive plants. In addition, ecological protection awareness training was strengthened for construction personnel.

Vanke, through comprehensive environmental impact assessments and pre-management of environmental impacts, has established special pollution control and ecological conservation measures to effectively reduce the environmental impact of projects on surrounding areas.

Ecological environment governance

Vanke continues to promote ecological living concepts through Vanke's subsidiary, Wanchuang Qinglv (Beijing) Environmental Technology Co., Ltd. (hereinafter referred to as "Wanchuang Qinglv"). This company drives human habitat water environment restoration, construction site soil remediation, and environmental protection digitalisation with technologies. In 2025, Wanchuang Qinglv centred its development on ecological restoration services, further advancing its "Operation and Maintenance Transformation" and "Digital Transformation" practices, and achieving a balanced enhancement of ecological impact and commercial value.

Human habitat water environment restoration

Wanchuang Qinglv has developed a "Five Guarantees" operation and maintenance system, which includes water surface cleaning, water quality maintenance, ecological protection, facility upkeep, and emergency support. It has established standardised procedures, implementation standards, and issue lists to ensure the standardisation of maintenance services. In 2025, in response to ecological issues triggered by abnormal solar activity, such as excessive water plant growth and frequent pest outbreaks, the company upgraded the system's emergency capabilities, developed a "remote-controlled surface cleaning machine" to improve garbage collection efficiency, introduced a "biological disaster prevention" mechanism, and carried out pest control activities for snails, larvae, and mosquitoes, effectively addressing ecological challenges caused by climate change and improving water environment resilience management. In 2025, Wanchuang Qinglv implemented multiple water environment restoration benchmark projects, expanding its business scope, promoting ecological civilisation construction at the grassroots level, and helping to build a city's blue-green ecological network.

Case **Jiang Clan Ancestral Hall Fengshui Pond Ecological Enhancement Project in Bao'an District, Shenzhen**

The original water body of the pond suffered from severe sedimentation, with turbid and foul-smelling water and a significant amount of floating debris. This not only adversely affected the living environment of nearby residents but also undermined the landscape character surrounding the historic ancestral hall. The project adopted a "micro-renewal" approach, installing 3D rapid filtration equipment and introducing native aquatic plants such as pennywort and sweet flag to establish a stable, layered riparian habitat. As a result, waterbirds including *Gallinula chloropus* and *Egretta garzetta* were successfully attracted to the site. What was once a sanitation concern was transformed into a valued neighbourhood leisure space, achieving an organic integration of historical heritage and ecological functionality.



Rendering of the Fengshui Pond Project



Site Photo of the Fengshui Pond Project

Case Zhongshan Park Landscape Lake Restoration Project in Shilong Town, Dongguan

Completed in August 2025, the project adopted a "micro-aquatic ecosystem" approach, combining targeted dredging and source control measures to restore water quality. A composite aquatic planting system integrating submerged, emergent and floating-leaf species was established, with submerged vegetation coverage exceeding 75%. In parallel, the project deployed a self-developed 3D rapid filtration water management system and four large-capacity surface debris collection stations. Following restoration, the lake now features layered aquatic vegetation and newly added waterfront platforms, creating a leisure setting that embodies harmonious coexistence between people and water.



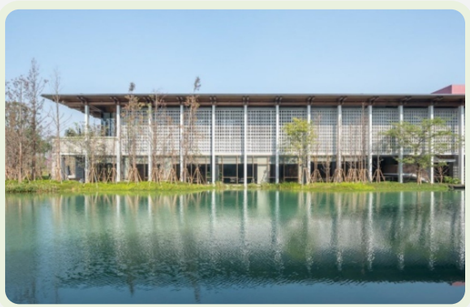
Site Photo of Zhongshan Park Landscape Lake



Self-developed water surface garbage collection stations automatically collect floating debris and other water surface garbage

Case Banyan Tree Dongguan Songshan Lake Landscape Lake Project

The original lake suffered from inadequate anti-seepage performance and poor hydraulic connectivity between groundwater and the lake, resulting in unstable water quality and a fragile ecosystem. The project adopted a GCL waterproofing system that balanced effective seepage control with appropriate groundwater-lake interaction. Combined with micro-aquatic ecological tree technology to enable natural water purification, the restored lake has become a benchmark ecological feature within Dongguan's urban hospitality landscape.





Site Photo of Banyan Tree Dongguan Songshan Lake Landscape Lake Project

Construction site soil remediation

We actively engage in the remediation of brownfield soil pollution, and have incorporated it as a routine practice of Wanchuang Qinglv, continually enhancing the overall quality of soil environments.

Soil Remediation for Parcel 01-01, Zhukeng No.1 Industrial Zone and Laowei Area Urban Renewal Plot, Pingshan District, Shenzhen

In 2022, we conducted the preliminary survey on soil contamination risk for Parcel 01-01, Zhukeng No.1 Industrial Zone and Laowei Area Urban Renewal Plot, Pingshan District, Shenzhen. The outcome of the *Detailed Investigation Report* indicated that the nickel and hexavalent chromium content in parts of brownfield soil exceeded the Class II land use screening value in the GB36600-2018 *Soil Environment Quality Risk Control Standard for Soil Contamination of Development Land (Trial)* and the hexavalent chromium exceeded the control value in some areas. Wanchuang Qinglv cooperated with its partners to undertake the task of formulating the *Soil Remediation Plan* based on the *Detailed Investigation Report* to carry out the relevant soil remediation engagement with an aim of passing environmental assessments.

Environmental protection digitisation

Wanchuang Qinglv leverages digital technology to empower environmental protection services, driving the "water body operation and maintenance" process to achieve efficiency, intelligence, proactive early warning, and precise governance. In 2025, through the scaled deployment of a remote, intelligent off-site operations and maintenance model, integrated with micro-aquatic ecological technologies, standardised workflows were established to empower property-level management. At the same time, continued investment in the development of smart equipment further enhanced operational efficiency, water quality assurance capabilities, and overall core competitiveness.

Highlight results: Strengthening smart operation and maintenance technology and equipment development achievements



The self-developed 3D fast-filtration water quality maintenance equipment, featuring highly efficient algae and turbidity removal capabilities, together with intelligent automated surface debris collection stations capable of intelligent identification and efficient retrieval, has been deployed at scale.



The remote waterbody operation and maintenance monitoring platform collects real-time data on water quality, vegetation growth and equipment performance. Through data analytics, it optimises maintenance strategies, enhancing service precision and value-added capability.

Remote professional operation and maintenance safeguarding the clarity and vitality of the landscape lake: Chongqing New Hope D10 · Skyline Emerald Star Lake Project

The project, completed in September 2022 by Wanchuang Qinglv, adopts the "remote operation and maintenance" model, ensuring efficient, intelligent, and sustainable management of the landscape water body. Wanchuang Qinglv, supported by the "Five Guarantees" intelligent operation and maintenance system, delivers comprehensive technical expertise throughout the entire process, while property owners oversee on-site implementation, creating an integrated model that pairs centralised remote support with effective local execution. To ensure operational and maintenance effectiveness, Wanchuang Qinglv has established three core support mechanisms:

- **Standardised technical output:** A standardised technical system is provided along with training, instructional videos, and a digital water-ecology O&M system (APP/mini-program), enabling full-process digital management.
- **Full-cycle resource guarantee:** Guarantee resources include self-developed, eco-friendly microbial formulations, such as sediment-conditioning bacteria and algae-inhibiting strains, alongside dedicated equipment including 3D water quality maintenance systems and automated surface debris collection stations, are all supplied and deployed on a precise, as-needed basis.
- **Efficient response mechanism:** A 7×12-hour remote technical support mechanism has been established to ensure that issues are closed out within 24 hours, with weekly and monthly reports issued to continuously refine and optimise O&M strategies.

Since the project's launch, lakes have maintained clear water and stable ecosystems. This remote operation and maintenance model has covered over 150,000 square metres of water bodies across various scenarios, including municipal parks, commercial districts, residential communities, and schools, demonstrating its replicability and wide adaptability. It serves as a viable model for scaling up Vanke's environmentally focused business operations.

Digital Water-Ecology O&M System



Microbial Agents for Sediment Conditioning, Water Regulation, Decomposition, and Algae Suppression

Green building materials applications

The embodied carbon in building materials is a key component of the overall carbon emissions across a building's lifecycle. Its reduction potential is crucial for the green and low-carbon transformation of the construction industry. Vanke Architectural Research Centre advances green building material development using the Plan-Do-Check-Act (PDCA) management cycle, with the core objective of achieving energy savings, carbon reduction, and efficient resource utilisation through material innovation. The R&D process adheres to principles for selecting green materials, prioritising low-embodied-carbon materials and low-VOC materials while strictly excluding materials containing prohibited substances such as mercury and cadmium.

In 2025, Vanke Architectural Research Centre focused on addressing industry-wide issues such as leakage and poor sound insulation, directly addressing customer and national standards for insulation, waterproofing, soundproofing, and environmental performance. It concentrated on the development and application of low-energy, low-emission, high-resource-utilisation green materials, forming a complete closed-loop management system.

Plan:

- Conduct project research to identify core pain points in areas like building insulation, waterproofing, and underfloor heating systems, determine the introduction of new green building materials, explore the technical direction for multifunctional underfloor heating, insulation, and soundproofing systems, and formulate feasible implementation plans.

Do:

- Advance the introduction of new green material technologies and pilot engineering applications, while completing the R&D of multifunctional underfloor heating, insulation, and soundproofing systems, and validate the feasibility of new technologies through project sample tests.

Check:

- Conduct laboratory and on-site testing to verify the core performance of green materials and new systems, ensuring they meet or go beyond relevant standards, and complete cost and construction efficiency analysis to confirm the economic viability of the technical solutions.

Act:

- Develop optimised material selection recommendations and promote the establishment of industry standards, provide technical guidance on material selection, facilitate the application of related green building material technologies, and ensure closed-loop management of R&D outcomes.

Progress during the year

Developed a new type of wall decoration material that features waterproofing and levelling performance, integrating waterproof material and putty into a two-in-one material. This innovation allows for a thinner application layer and a decrease of material usage;

Waterproof putty

Specific highlight performance

Preliminary estimates indicate that the use of waterproof putty per square metre can reduce carbon dioxide emissions by approximately 0.5 kg compared to traditional waterproof levelling systems;

Progress during the year

Developed a two-component, eco-friendly product that integrates the functions of the waterproofing and interface layers. After application, tiles can be directly laid without additional waterproofing or interface treatment, thus avoiding issues of incompatibility leading to hollowing and falling tiles.

Waterproof interface agent

Specific highlight performance

Compared with the traditional JS waterproofing plus interface agent approach, this solution saves approximately RMB11.88 per square metre in materials and labour costs and reduces material usage and carbon emissions.

Progress during the year

Validated across multiple projects. This dry-mix polymer cement waterproofing clay combines both waterproofing and adhesive functions, allows thin-layer applications of 5 to 8 mm, and is suitable for waterproofing in kitchens, bathrooms, basement sidewalls, and exterior façades. The product successfully replaces the traditional polymer cement waterproofing plus tile adhesive method, simplifying construction processes.

Polymer clay

Specific highlight performance

The utilisation rate of mineral resources has doubled, energy consumption in the transportation process can be reduced by over 30%. Estimates show that the use of polymer clay can reduce carbon dioxide emissions by approximately 1.5451 kg per square metre compared to tile adhesive. A 10mm thick product can reduce the cost of kitchen and bathroom tiling systems by about 34.2%.

Progress during the year

Developed a new lightweight insulation material with aerogel as the core, featuring low density, low thermal conductivity, and Class A fire resistance. When paired with reflective insulation coatings, it can improve the energy efficiency of building envelopes by 30%. It is easy to install and adaptable to multiple scenarios.

Aerogel insulation materials

Specific highlight performance

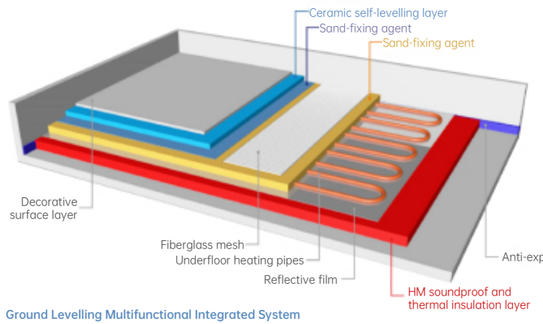
The 2mm aerogel energy-saving system can reduce the load on the decorative layer by more than 90%, and the insulation process has been streamlined from the traditional 7 steps to just 2 steps, improving project delivery efficiency.

Vanke Architectural Research Centre introduces a multifunctional underfloor heating, insulation and soundproofing system, contributing to carbon reduction across buildings' lifecycle

To tackle common industry issues, such as leakage, inadequate sound insulation, and complex installation, Vanke Architecture Research Centre focused on enhancing residential insulation, acoustic performance, energy efficiency, and construction efficiency. This effort resulted in the development of a "multifunctional underfloor heating, insulation and soundproofing system", delivering major breakthroughs in material integration, streamlined construction, and overall performance. The system integrates multiple insulation and soundproofing materials, simplifies the construction process and enhances standardisation. It also reduces the underfloor heating system's height, increasing indoor usable space while ensuring that insulation and soundproofing meet the latest national standards for residential projects. The system leverages eco-friendly material selection and optimised construction techniques to achieve comprehensive energy-saving and environmental goals.

- **Lightweight and low-carbon materials:** The combination of ceramic self-levelling and cement-based lightweight self-levelling systems significantly reduces the building load compared to traditional fine stone concrete. This effectively decreases the demand for structural materials to reduce carbon emissions.
- **Improved resource utilisation efficiency:** The use of integrated HM soundproof and thermal insulation materials replaces traditional extruded polystyrene (XPS) and separate soundproof mat materials, enhancing resource utilisation.
- **Enhanced construction efficiency for ensured delivery:** This new system improves construction efficiency by 60% compared to traditional methods, while significantly shortening the material curing period. This shortens the project construction cycle, and reduces energy consumption during the construction phase.
- **Increased energy efficiency of the underfloor heating system:** The lightweight levelling material features a uniform internal pore structure and excellent thermal conductivity, optimising heat transfer and radiation distribution from the underfloor heating pipes. This prevents localised overheating or uneven heat dissipation, enabling energy savings throughout the residential heating lifecycle.

The system brings comprehensive improvements to insulation, soundproofing, lightweight materials, construction efficiency, and environmental performance through systematic innovation. Validated for cost and construction efficiency, the system can reduce installation costs by approximately RMB47 per square metre and shorten construction cycle by 60%. It has already been implemented in multiple projects, effectively promoting energy savings, carbon reduction, and quality enhancement across the full lifecycle of development products.



Ground Levelling Multifunctional Integrated System

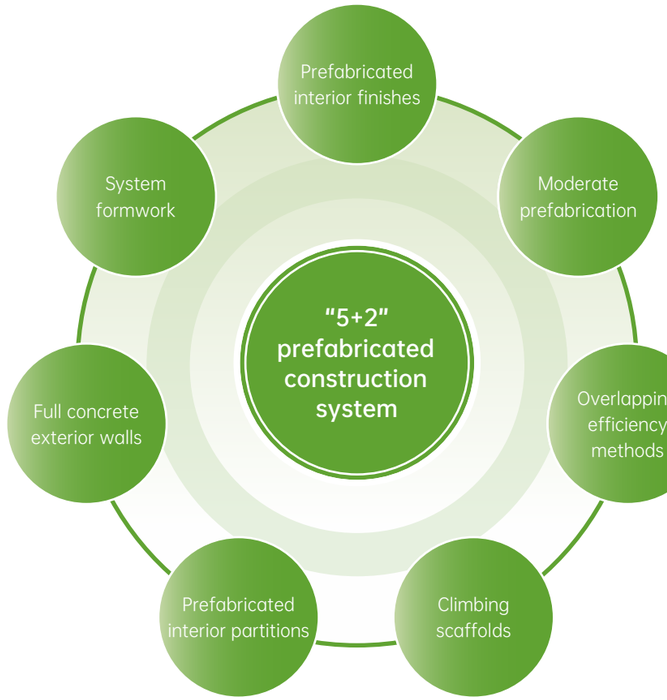
Developed by Zhongdi New Materials, this system focuses on **solving ground problems** and is composed of multiple products and processes to form a multifunctional integrated structure levelling system.

This diagram uses a floor with **underfloor heating** as an example; the system is applicable with or without underfloor heating. Products can be combined or used separately with the same effect, adaptable to multiple scenarios.

Housing industrialisation

Vanke actively responds to national policies promoting prefabricated construction and continuously deepens its research and application of industrialised building systems. By increasing investment in prefabrication technology R&D and expanding advanced construction scenarios, such as rapid-build systems, prefabricated interior finishes, and one-time moulding for interior and exterior walls, Vanke continuously enhances lean construction capabilities, effectively reducing per-unit energy consumption across the project lifecycle. We continue to advance the implementation of the "5+2" prefabricated construction system. The "5" core construction technologies include system formwork, full concrete exterior walls, prefabricated interior partitions, climbing scaffolds, and overlapping efficiency methods, while the "2" prefabrication application directions focus on moderate prefabrication and prefabricated interior finishes. This system incorporates core technologies such as prefabricated components, steel structures, and modular construction. It significantly reduces construction waste and carbon emissions while enhancing construction efficiency and ensuring consistent project quality.

"5+2" prefabricated construction system



As of the end of 2025, Vanke's building industrialisation area had exceeded **230** million square metres with industrialised methods applied in over **95%** of newly commenced mainstream projects

Advancement of green construction

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

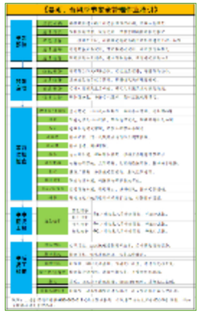
Risk points in environmental impact	Risk identification and response plans (P)	Specific response measures (D)	Review of the effectiveness of the measures (C)	Act (A)
Soil	Implement routine and comprehensive management of dust and other pollutants, with targeted response plans for key locations such as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

- In 2025, the Shenzhen Guangming District Construction Site AI-powered Remote Dust Management Project awarded to Wanchuang Qinglv was recognised nationally as a "Model Application for Digital Ecological Civilisation" at the 8th Digital China Summit. The project utilises AI-powered recognition and remote monitoring technology to provide real-time dust pollution early warning and precise control, offering a replicable and scalable solution for the digital transformation of environmental protection in the construction industry.

We have established a stakeholder communication mechanism covering pollution emissions, waste management, health risks, and mitigation measures throughout the construction period. At the project initiation stage, environmental protection requirements are clearly included in the construction contracts. Contractors are required to implement dust control, noise management, and building waste classification schemes. During construction, we ensure green construction through full-process monitoring via supervisor patrols and the AI-based Smart Construction Management Platform. Environmental data on dust, noise, wastewater discharge, and building waste recycling are dynamically disclosed through online channels, such as the project's WeChat official account and the AI-based Smart Construction Management Platform. We also use offline communication, including community bulletin boards, resident meetings, and open day events, to proactively update owners, surrounding residents, and local authorities on management outcomes, enhancing transparency and credibility. In 2025, on the Wuhan Urban Construction Vanke Yunbo Riverside Project Open Day, we engaged both online and offline channels to comprehensively showcase the construction progress and technical details, answer questions on-site, and distribute survey questionnaires, collecting over 320 valid responses. This initiative promoted co-construction and co-governance with the owners.

Environmental accident prevention and emergency plan

Vanke implements environmental management measures in advance of, during and after a project construction. In light of the environmental risks commonly associated with ongoing construction projects, we adopt targeted preventive measures, including the installation of water spray equipment for dust suppression and washing facilities for vehicles at construction sites to prevent the spread of environmental risks. Furthermore, we ensure meticulous management across all project phases and develop emergency response plans tailored to specific environmental risks to reduce the occurrence of incidents. This ensures that, in the event of an accident, effective control measures can be promptly enacted.



Safety Management Guidelines for Heavy Rain and Typhoon Seasons



Construction vehicle washing passage

Metrics and targets

Topic	Metrics and targets	Achievements in 2025
Promote housing industrialisation for circular economy development	The proportion of industrialised application in newly commenced mainstream projects exceeds 95%.	The proportion of industrialised application in newly commenced mainstream projects exceeded 95% and we will continue to follow up in the future.

Practicing Green Operation

RESPONSE TO SDGS

SDG 12 – Responsible Consumption and Production
Ensure sustainable consumption and production patterns.

SDG 13 – Climate Action
Take urgent action to combat climate change and its impacts.

SDG 15 – Life on Land
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Pollutant discharge, waste disposal, environmental compliance management, energy utilisation, water resources utilisation, and circular economy

HKEX

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

RELEVANT GRI INDICATORS

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

Energy management

In terms of establishing a top-down energy management system, Vanke Group has formulated the *Vanke Group Environmental Protection Policy* and the *Vanke Group Water Resources Policy*. In terms of retail property development and operations, we have formulated the *Energy Conservation and Emission Reduction Management System*, the *Energy Conservation and Consumption Reduction Methods and Measures* and the *Operation Manual for Refrigeration Strategies for Air Conditioning Systems*. In terms of property services, we have formulated the *Management Code for Energy Conservation and Consumption Reduction* and obtained the ISO 50001 Energy Management System Certification. In terms of logistics and warehousing, we have formulated the *Guidelines for Energy-saving Operation*, the *Operation Procedure for Staggered Peaks of Photovoltaic Utilisation* and the *Standard Operating Procedure for Staggered Peaks of Electricity Consumption* and other internal policies. We have set energy usage targets to comprehensively advance efficient energy management across all business operations of the Group, promote the use of clean energy, and continue to facilitate the transition towards green operations. Onewo has also obtained the ISO 50001 Energy Management System Certification.

Group

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

Each department, BU

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

Front-line projects

- Front-line energy management personnel and experts regularly conduct energy specialisation and implement energy-saving renovations for the projects under their management

Retail property development and operations

We have made clear energy conservation and consumption reduction management requirements for projects that have opened, are under construction and planned, thereby enhancing our ability on lean energy efficiency management of commercial assets. For commercial projects, to achieve energy management objectives, we review energy consumption and photovoltaic power generation every quarter. All new projects are designed according to green building standards and high-efficiency plant room specifications, while existing projects are progressively undergoing energy-saving retrofits. Several shopping malls have completed intelligent metre upgrades, enabling real-time monitoring and analysis of electricity consumption data. The smart electricity metering system features remote metre reading, real-time monitoring, and time-of-use billing, further enhancing the precision and sophistication of energy management.

Energy-saving renovation and renewable energy application in commercial projects

- **Refined management:** Shenzhen Longgang Vanke Plaza implements a BA system upgrade and, in combination with a peak-valley electricity pricing strategy, adopts a "peak shaving and valley filling" operation strategy for its central air conditioning. In 2025, this pre-cooling energy-saving model led to a cost reduction of RMB690,000, with the electricity unit cost decreasing by RMB0.04 per kWh. In addition, following the upgrade to an intelligent LED lighting system in the parking garage, lighting output can now be automatically adjusted based on different usage scenarios, resulting in energy cost savings of RMB53,000, representing a year-on-year reduction of 41%.

- **Energy-saving upgrades:** Jianghan Road Pedestrian Street underwent a comprehensive upgrade of its air conditioning system, including replacing the variable-frequency main units, air conditioning ducts, air handling units, and cooling towers. This improvement enhanced equipment operational efficiency, reduced maintenance costs, and resulted in an RMB500,000 reduction in electricity costs in 2025, meeting the expected energy-saving objectives.



Photovoltaic Installation on Parking Lot Rooftops

- **Photovoltaic power generation:** In 2025, nine new malls were equipped with photovoltaic power generation systems, bringing the total to 36 projects with solar power generation. The estimated annual power generation is 29.54 million kWh, accounting for 8.56% of the total electricity consumption in the public areas of the malls.



Intelligent Prepaid Metre System

Industrial and office

In 2025, the Office Real Estate BU conducted a comprehensive diagnosis in four areas: management systems, personnel capabilities, equipment, and systems. It clarified management goals and organisational structure, unified standards, standardised actions, improved data accuracy, strengthened year-on-year and month-on-month analysis capabilities, and built an energy consumption management system. Six key initiatives included releasing four sets of energy consumption management tool templates, and implementing a monthly reporting and scoring mechanism; issuing the *Energy Consumption Management Guidelines (Trial)* to clarify responsibilities at different levels; completing a review of 24,860 energy metre registers for all office projects, and promoting four-level sub-metering and remote reading upgrades; advancing the "Digital Tower" energy management platform, with automatic data collection and analysis modules completed and energy-saving control and alert functions in pilot operation, and launching pilot projects in four locations in Beijing and Shanghai to enable remote data collection; and promoting energy-saving technical upgrades across several national projects, significantly improving energy management capabilities, with initial results showing clear improvements.

- In 2025, the total power consumption of the public areas of the Office Real Estate BU (excluding projects under energy performance contracting) was **96.2249** million kWh, a **4.35%** reduction from **100.6010** million kWh in the previous year, saving **4.3761** million kWh year-on-year.

Property services

Onewo actively explores innovative service models. While ensuring fundamental property service quality, it enhances operational efficiency across various property types through scientific management, digital technology empowerment, and educational initiatives, deeply integrating the concepts of green, low-carbon, and sustainable development into property services.

Vanke Service's "Solar Clock" low-carbon service: Using natural rhythms to transform public lighting

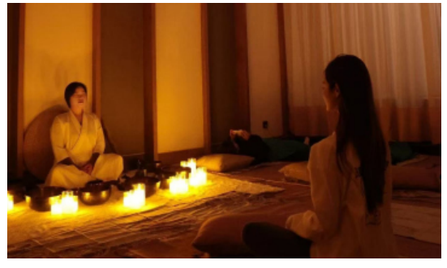
In 2025, Vanke Service launched the innovative "Solar Clock" low-carbon service model to tackle energy waste and safety risks caused by manually controlled public lighting. By combining authoritative astronomical data with geographic location and seasonal changes, the system automatically generates sunrise and sunset lighting schedules. These schedules are precisely delivered to frontline staff via WeCom, replacing subjective judgment with automation aligned with natural rhythms, all without any new hardware investment. Pilot projects saved an average of 30 minutes of lighting per day, and the Respecté Château project in Shenzhen reduced electricity consumption by 554 kWh per month, a 10.62% year-on-year decrease. Based on 300 lights, a single project cuts carbon emissions by approximately 2.1 tons annually, demonstrating significant energy savings and carbon reduction benefits. Through the standardised launch of the "Cloud Maintenance" mini-program, this model has been rolled out across thousands of residential projects nationwide, establishing a replicable, scalable low-carbon operations framework for frontline property management.

Hotel and resort

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

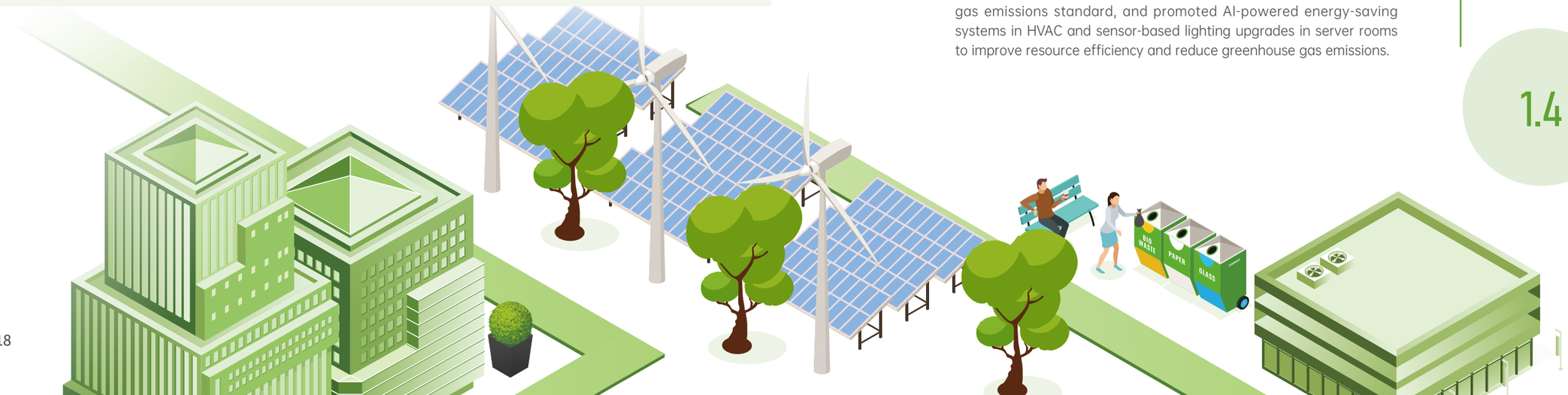
Hotel green operations

- Banyan Tree Huangshan "Earth Hour" Initiative: The hotel elevated the traditional lights-off activity into a candle-lighting ceremony, inviting guests to engage in quiet meditation after turning off the lights. By creating a signature "mindfulness and renewal" experience, the initiative infuses environmental action with greater humanistic care and emotional resonance, strengthening guests' identification with the hotel's sustainability philosophy.



Earth Hour Initiative

- In 2025, hotel projects completed an energy-efficiency upgrade of 71 lighting fixtures. Each new fixture saves **20** watts per hour and operates for an average of **8** hours per day, resulting in annual electricity savings of **4,089.6** kWh and a reduction of approximately **2.17** tons of carbon emissions. Through targeted, incremental improvements, these projects advanced green operations and continuously enhanced energy performance and environmental benefits.



Logistics and warehousing

VX Logistics has released documents such as the *Guidelines for Energy-saving Operation*, the *Guidelines for Parameter Settings*, and the *Energy-saving Operation of Refrigeration Systems* establishing a normalised goal management mechanism. Monthly meetings, quarterly inspections, and annual audits are used for closed-loop management of energy consumption control and photovoltaic operations. Focusing on photovoltaic projects and energy consumption in cold-chain parks, VX Logistics compiles monthly analysis reports, and dynamically monitors energy generation, consumption, and electricity costs, achieving data visualisation and refined management.

VX Logistics advances green electricity strategy and energy consumption reduction efforts

- In 2025, VX Logistics conducted research into "integrated solar energy storage and charging" systems, considering the electricity characteristics of cold chain parks, energy storage feasibility, and the operational status of new energy vehicles. A "solar-storage-charging" unit model was developed. Simultaneously, it conducted feasibility studies for photovoltaic retrofitting in existing logistics parks, focusing on lightweight photovoltaic modules as a core technology and formulating a pilot project implementation plan for selected parks.
- In terms of energy-saving management, VX Logistics optimised spring maintenance for refrigeration systems, strengthened cleaning and maintenance of refrigeration system components, replaced worn parts to ensure the cooling system operates at peak efficiency, and adjusted the operation mode for autumn and winter, effectively reducing energy consumption during high and low-temperature seasons.
- In 2025, 57 logistics parks participated in electricity market transactions, covering 11 provinces, with annual electricity trading exceeding 200 million kWh. Green electricity operations continued to improve.

Data centre

Vanke continuously pays attention to carbon emission management of data centres and actively promotes the construction of green and low-carbon data centres via a series of measures such as usage efficiency optimisation, business upgrading, system integration, and management measures improvement. In 2025, Vanke's data centres continued to implement the ISO 14064-1 international greenhouse gas emissions standard, and promoted AI-powered energy-saving systems in HVAC and sensor-based lighting upgrades in server rooms to improve resource efficiency and reduce greenhouse gas emissions.

The PUE (Power Usage Effectiveness) of Vanke's leased data centres in 2025 was

1.4

Water resources management

Vanke attaches great importance to the use and management of water resources, and implements relevant water conservation policies with reference to government guidelines. In project investment, development, design, construction, and operation, we thoroughly improve water resources use management efficiency and promote water resources reuse to minimise waste and wastewater generation. We set up water-saving reminders and publicity signs at water points in our business and office areas to raise awareness of water conservation among employees and customers.

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

Property services

- We actively promote water conservation, continuously improve water conservation measures in our daily business and operations through fine management and application of technical means, and strengthen the recycling of water resources and reduce water pollution.

Hotel and resort

- We formulate "ten key points" to focus on at work to increase awareness of water conservation and establish the value of water conservation culture. We also consider water-saving solutions for projects under construction. For example, we prefer choosing water-saving bathrooms for guest rooms and public toilets, configuring direct drinking systems for some hotel rooms, and using reclaimed water systems for some projects. We continuously carry out water-saving renovation for projects in operation, enhance employees' awareness of water conservation, increase publicity to in-house customers, and introduce water-saving incentive policies.

Industrial and office

- In office areas, water-saving reminders to advocate water conservation. In East China, Shanghai Hongqiao Vanke Centre has established a reclaimed water reuse system, recovering approximately 2,300 tons of rainwater annually. In Northern China, five major projects have been equipped with rainwater collection systems, continuously pushing forward the closed-loop management of water resources.

Retail property development and operations

We continue to advance the application of intelligent water-saving devices and the development of rainwater reuse systems. In 2025, multiple Incity projects completed water-saving upgrades:

- Jinan Incity upgraded to intelligent water-saving devices, expected to save **1,900** cubic metres of water annually.
- Hangzhou Xixi Incity replaced its sanitary fixtures with water-saving models, expected to save **15,000** cubic metres of water annually.
- Guiyang Incity and Ningbo Haishu Incity's rainwater reuse systems are expected to save **3,150** cubic metres and **1,200** cubic metres of water, respectively.

Shanghai Hongqiao Qianwan Incity MEGA Project

As a green benchmark project, the Shanghai Hongqiao Qianwan Incity MEGA Project integrates the "sponge city" concept, using decentralised source facilities like dry creeks, rooftop greening, and storage pools to achieve a total runoff control rate of 70% for a designed rainfall of 18.7 mm. The project uses graded water metres, controlling water pressure to below 0.2 MPa, and applies Grade I water-saving toilets and Grade II water-saving fixtures, as well as a circulating cooling water system. Rainwater is collected through three retention and detention tanks and reused for road washing, garage cleaning, and landscape replenishment. The utilisation rate of non-conventional water sources has reached 64.07%, enabling efficient recycling of rainwater resources.

Waste management

Vanke has continuously implemented the *Zero Waste Office Handbook*, raised the awareness of "zero-waste office" among all employees through a series of zero-waste cultural cultivation and development activities, and explored and promoted innovative solutions for domestic waste management of urban and rural communities.

Zero-waste community

We continue to deepen the practice of zero-waste management in the community and actively carry out on-site resource utilisation of organic waste, maintaining residents' attention and enthusiasm for building zero-waste community while accelerating the process of waste reduction, resource utilisation and harmless treatment in the community, laying a solid foundation for building a sustainable community.

Community Kitchen Waste Composting Platform Promotes Zero-Waste Cities

Vanke Foundation, in collaboration with Lishui Institute of Ecological Environment, Nanjing University, organisations, has developed a "Community Kitchen Waste Composting Platform" (https://composting.org.cn/), with **18** registered organisation members. Through digitalisation, talent cultivation, and benefit assessment, the platform promotes the development of community kitchen waste composting. The platform has developed an interactive website and operated a WeChat official account that has published **120** articles, generating over **50,000** views. It has recruited **70** practice partners, trained **23** composting instructors, and supported more than **70** community composting projects.

The platform also led the drafting of two industry standards, i.e., T/CAOI 426-2025 *Food waste composting product* and T/CAOI148-2025 *Technical specifications for community composting*. These standards fill industry gaps and help push composting technology toward standardisation and replicability, supporting the development of zero-waste cities. The project has impacted **41** cities, benefited **9,000** residents, and indirectly reached **160,000** people. Several partners have been recognised as exemplary cases by the Ministry of Ecology and Environment. They have also presented papers at international platforms such as COP30 and the US Composting Council Conference, bringing China's "nature-based, community-rooted, low-cost" model to a global audience. These efforts have strengthened the self-sustaining operational capacity of community composting initiatives and amplified their ecological value and impact.

Resource Utilisation of Kitchen Waste Using Black Soldier Fly

In 2025, Vanke Foundation released the group standard, T/CAQI 427-2025 *Technical requirements for the resource-oriented treatment of restaurant food waste by black soldier fly*, filling a gap in the industry regarding the standards for resource utilisation of community organic waste. The standard defines key metrics such as process control and the prevention of waste emissions. It has garnered support from 23 research institutions and enterprises. It innovatively proposes methods for achieving high-efficiency conversion of kitchen waste in different stages of the process, maximising resource recovery and harmless treatment while avoiding secondary pollution. This provides guidance for technological development and large-scale practices.

In Yantian District, Shenzhen, with Vanke Foundation's technical support, the Urban Management Bureau of Yantian District initiated a "5G+ Robot" intelligent black soldier fly breeding project. This facility processes 15 tons of kitchen waste per day, with a solid residue treatment capacity of 15 tons per day, making Yantian the first district-level administration in China to achieve full conversion of food waste into insect protein resources. The project provides a replicable, sustainable and innovative model for the resource recovery of urban organic waste, supporting the transition of community-level organic waste treatment toward greater efficiency and long-term sustainability.

Qingdao Onewo Town Zero-Waste Community: A model for green property management

To address the high cost of transporting community organic waste and low resident participation, the Qingdao Onewo Town Project introduced an innovative "1+1×N" model. Jointly promoted by social service organisations and Vanke Service, the project integrates green and low-carbon principles into routine property management operations. The project piloted on-site composting technology in 18 communities in Chengyang District, transitioning property management from traditional landscaping services to a role as a promoter of low-carbon community development.

In 2025, the project processed a total of 19 cubic metres of kitchen waste through composting, reducing approximately 2.77 tons, and composted 284 cubic metres of garden leaves, reducing about 85.2 tons. Around 26.52 tons of organic fertilizer were produced, and approximately RMB24,000 in waste transportation costs was saved, with the organic fertilizer generated valued at about RMB21,000. Monitoring statistics by the Research Centre for Eco-Environmental Sciences, Chinese Academy of Sciences, show that organic waste composting can reduce carbon emissions by approximately 249.34 kg of CO_2e compared to landfilling. The project developed the *Green Onewo Town Composting Toolkit Practical Guide* and conducted community composting and garden-building activities, attracting over 1,500 people to participate offline and reaching 5,000 people online. Qingdao Onewo Town won the Best Collaboration Award at the 4th Community Building Academy Awards and was included in the *2025 Beautiful China: Green Space Users Casebook* released at COP30. It was also recommended by Qingdao Municipality as a model case for the development of "zero-waste city".





Zero-waste hotel

Vanke's Commercial and Resort BU has formulated the *Zero-waste Hotel Management System*, and the Zero-waste Team consisting of a Chief Environmental Officer, Executive Officer, Secretary General and other members has been established. We have formed a "1+2+1" model for zero-waste hotel management, standing for a set of systems, two core tasks, and one consensus and action in zero-waste management practices. All self-branded hotels have implemented the "zero-waste" project, including the Yangzhou Guangling Youxiong Hotel, which commenced operations in 2025. Our hotels encourage guests to bring their own personal items and have fully promoted paperless services. By scanning a QR code, guests can access hotel information, submit service requests, place orders, register for membership, and contact their personal butler, thus enhancing both service efficiency and the overall digital experience.

Hotel projects continue to promote "zero-waste" practices

- **Novotel Dongguan Songshan Lake:** The hotel promotes a "waste-to-resource" approach by upcycling used linens and recycling discarded oyster shells. After treatment, the shells are transformed into distinctive tabletop decorative installations. In addition, the hotel has established a small on-site planting area to practice organic cultivation, further advocating a green and sustainable lifestyle within the property.
- **The Yun Resort Shenzhen Longcheer:** The hotel was awarded the title of "3R Zero-Waste Hotel" in Shenzhen in 2025. Its on-site farm cultivates herbs and vegetables that are supplied directly to the restaurant, creating a green closed loop from farm to table and reinforcing a localised, low-carbon dining experience.



Recycling Waste to Shell Decorations



Organic Green Base of Novotel Dongguan Songshan Lake



Longcheer Farm

In 2025, Yun and Youxiong brands used

100%
biodegradable guest consumables

Encouraging the public to engage in zero-waste management practices

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

Green Benefit Programme: Collaborative green community building

The Green Benefit Programme continues to advance its dual-engine model of "professional social work + volunteer engagement", delivering substantial results. The Second National Green Social Work Essay Campaign received 109 submissions from across China, with 48 award-winning papers selected. Building on these contributions, the programme compiled and published the second issue of Green Benefit research papers and casebook to distill practical insights. In collaboration with Professor Tang Yong of Shenzhen University, *Green Social Work Community Practice* was developed and recognised as an Outstanding Graduate Textbook Project at Shenzhen University before being formally published. The Second Green Social Work Forum and Seminar convened nearly 150 representatives from government agencies, universities, and social organisations to exchange ideas and share best practices. The programme also launched the community "Green Benefit Partner" cultivation initiative, establishing a multi-stakeholder "Five-Society Linkage" framework for community-based green action. This effort has effectively enhanced communities' climate adaptation capacity and overall resilience. Fourteen partners were selected from 30 applicants, completing the first cohort of the empowerment training camp. Throughout the year, 20 related articles were published, generating over 10,000 cumulative views.





Zero-Waste Day: Incentivising public participation in waste sorting

To enhance public understanding of the zero-waste concept, since 2018, Vanke Foundation, Shenzhen One Foundation, and Zero Waste Hub have jointly initiated the "Zero-Waste Day" national advocacy campaign. The goal is to promote a sustainable lifestyle through the 3R principles (reduce, reuse, and recycle), encouraging the public to practice green and effortless living. In 2025, the eighth edition of the campaign was themed "'Zero' in Action, Everything OK", promoting the zero-waste philosophy through celebrity advocacy, industrial empowerment, cross-sector partnerships, and international collaboration to amplify its reach and impact. Celebrity ambassadors led engaging, theme-based campaigns that captured widespread online attention. In collaboration with multiple brands, the event integrated environmental concepts into everyday actions. Partnering with institutions such as Lishui Institute of Ecological Environment, Nanjing University, it released the *Coffee Grounds Composting Guide* and the *Zero-Waste Momentum Report*, providing science-based guidance for industry practice while effectively engaging younger audiences.

Nationwide, the campaign mobilised 225 partner organisations, covering 27 provincial-level administrative regions and 104 prefecture-level cities. It engaged 1,547 community projects and over 50 office building projects, generating more than 120 million offline impressions. Online exposure exceeded 310 million impressions, accompanied by in-depth coverage from leading media outlets.

In addition, the "Snap Your Waste Sorting" initiative has been held consecutively for 6 years, receiving over 220,000 submissions across 348 cities and more than 100,000 communities. It has not only broadened public awareness of the zero-waste concept but also provided valuable data to support more targeted and effective waste classification policies.







Circular economy

Vanke is actively advancing circular economy initiatives during its operational processes. For construction waste, we encourage contractors to engage in circular economy practices by implementing categorised management of construction waste generated, and then hand over to specialised agencies for recycling and reuse. Additionally, we actively promote the backfilling of earthworks and the recycled use of scaffolding, aluminium mould and other construction materials to foster the development of a circular economy.

At the operational level, a management ledger for office and domestic waste has been established in Vanke's headquarters. Through the classification, registration, recycling tracking, and resource utilisation of waste, we ensure the effective treatment and recycling of resources, thereby reducing resource wastage. We also implement a waste recycling mechanism in office projects, where non-fixed asset waste generated during routine maintenance is collected and the items with residual value are priced for disposal by waste collection centres and market scrap dealers, promoting resource reuse.

Green leasing

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

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

Rental housing

For our rental housing business, in 2025, Port Apartment's individual rental contracts remained 100% paperless and 100% incorporated into the terms of ESG-related initiatives. Tenants were required to adhere to energy-saving and environmental protection principles, and green leasing practices were deepened through the introduction of renewable energy, enhancing monitoring of tenants' water and electricity consumption data, and incentivising tenants to improve property performance of energy and resourse.

In 2025, Vanke's Long-Term Rental Apartments BU adopted variable-frequency, first-class energy-efficient air conditioning and water heaters in all its 35 new projects, and further clarified energy management responsibilities at all levels, from headquarters to stores, ensuring clear accountability for measures such as turning off lights after property viewings and conducting daily inspections of vacant apartments. At the same time, the energy management platform was upgraded. Through the Xiaobo platform, smart IoT integration was achieved by connecting major metering devices, such as water and electricity metres, at stores. This enabled real-time data collection and visualised monitoring of water and electricity consumption, continuously enhancing energy efficiency performance.

Retail property development and operations

In our retail property operations, in accordance with the requirements of the retail property agreement, retail property tenants are required to comply with documents such as the *Tenant Handbook*, *Decoration Safety Management Procedures*, and *Secondary Decoration Safety Management System*. We prioritise products with Environmental Product Declarations (EPD), Health Product Declarations (HPD), or the China Green Building Material Label. The newly fitted-out or refurbished tenants have responsibilities to refer to the green fitting-out and green construction related guidelines and suggestions provided by us. We demand tenants to closely monitor the use of fire and electricity in the fitting out process to ensure civilised and safe construction. We aim to ensure that the facilities comply with national norms and standards through regular inspections and enhanced assessments of project safety and engineering and property quality. In addition, for retail property projects, we have incorporated green leasing initiatives into all contracts to incentivise tenants to improve their property performance of reduction of the environmental impact, energy and water efficiency, reduction of waste and the physical and mental health of their employees.

In 2025, during retail property project operations, we introduced a smart electricity metering system in 46 shopping malls, integrating with the commercial management platform create a unified business and financial solution for merchant electricity management. Merchants can access real-time electricity usage details, monitor their consumption, and identify opportunities for energy savings.

In 2025, the Office Real Estate BU initiated a leasing initiative, adding ESG clauses to lease agreements, including adherence to environmental regulations, reducing GHG emissions, practicing social responsibilities, and conducting business with integrity. This initiative has encouraged 684 partners to sign the agreements.

Introduced a smart electricity metering system in

46

shopping malls

684

partners to sign ESG agreements

Office Real Estate BU encouraged



Office Real Estate BU's green and environmental activities

- **Halo Tower Low-Carbon Living Festival:** In July 2025, Future Light - Halo Tower, Hangzhou, hosted a month-long Low-Carbon Living Festival. Centred on themes such as waste sorting, second-hand exchange, health management, and marine conservation, the event featured four interactive sessions and attracted approximately 300 participants. It facilitated the exchange of 20 second-hand items and collectively achieved a weight reduction of 90 kilograms among participants, effectively promoting the adoption of green office culture in practice.
- **Hangzhou LOFT49 "ReShell Studio" Upcycling Workshop:** In October 2025, the LOFT49 Park introduced the "ReShell Studio" upcycling workshop during its Inspiration Season, championing the creative reuse of discarded fabrics. Twenty participants repurposed old garments into one-of-a-kind phone cases through cutting, layering, and hands-on design. Blending creativity with sustainability, the workshop brought the concept of upcycling to life and reinforced the idea of giving new value to old materials.
- **Vi Park "Earth Hour" Action:** In March 2025, in collaboration with over 30 tenants, Vanke organised an "Earth Hour" lights-out event, where the exterior and tenant lights were turned off for one hour. This action conveyed the commitment to energy-saving and carbon reduction, raising public awareness of climate change and extending environmental consciousness from office to daily life.
- **Hongqiao Vanke Centre, Xuhui Vanke Centre "XcoPack Recycling" Cabinets:** In October 2025, both locations introduced "XcoPack Recycling" intelligent cabinets, using an incentive-based model to close the loop on takeaway packaging, from use to collection to regeneration. By establishing a "dispose-collect-–reward" green cycle, the programme advances zero-waste city initiatives and supports China's dual-carbon goals, while fostering stronger tenant participation and a more vibrant culture of sustainability within the workplace.
- **"Cycle in Style" Eco Pop-Up:** In August, Chengdu Co-Innovation and Cooperation Centre and Chenghua Cultural and Creative Tower co-hosted a sustainability-themed pop-up event titled "Cycle in Style". The event featured plant DIY sessions, upcycling workshops, and coffee-ground reuse crafts in collaboration with Starbucks and Luckin Coffee, attracting over 500 office workers and promoting a new culture of green office practices.



Low-Carbon Living Festival at Future Light, Hangzhou



"XcoPack Recycling" Cabinets

Green finance

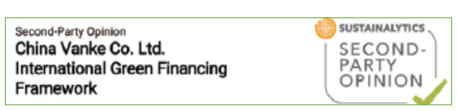
In the context of the national "carbon peaking and carbon neutrality" goals, green, low-carbon and healthy buildings are expected to be developed at a fast pace, and green finance will help accelerate the development of the green real estate market. The companies with good ESG performance have greater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

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

Green Financing Framework

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

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



Green medium-term notes

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

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

Green investment

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

Biodiversity (TNFD)

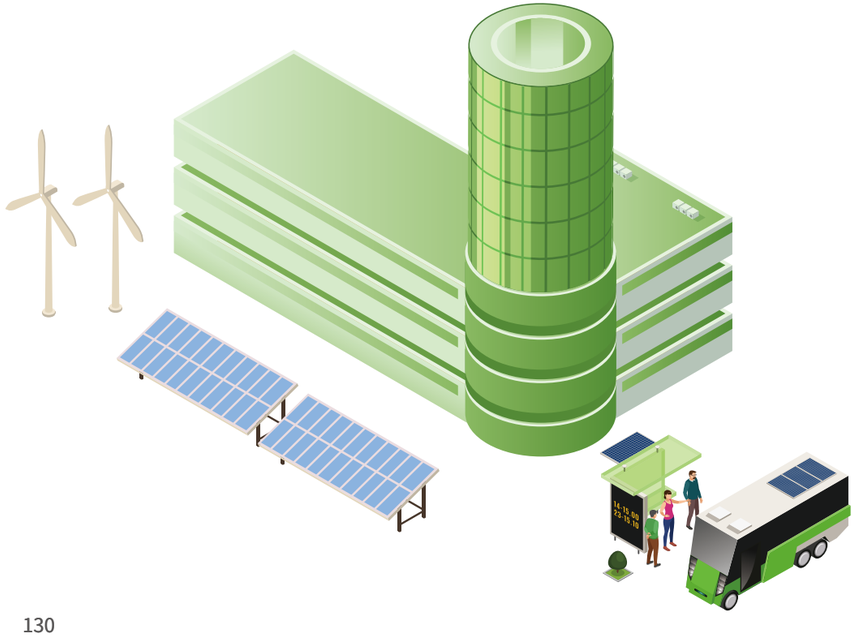
Vanke is committed to reducing dependence and impact on nature, promoting biodiversity and ecological conservation, and leveraging Vanke's positive impact on nature in strict accordance with the *Law of the People's Republic of China on Environmental Impact Assessment*, the *Programme for Natural Protection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

自然相關財務信息披露工作組（TNFD）

TNFD Taskforce on Nature-related Financial Disclosures

Governance

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



Strategy

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

Standard	Metric
Ecosystem integrity	Biodiversity integrity index • Assess the biodiversity integrity of each project and its surroundings
Importance of biodiversity	Identifying biodiversity • Distance from protected areas: Assess the distance of the project from protected areas and the proportion of protected areas within a designated radius around the site • Distance from critical habitats: Assess the distance of the project from critical habitats, whether it is located within the range of critical habitats and the proportion of critical habitats within a designated radius around the project • Threatened species: Survey the number of threatened species within a designated radius around the project and the abundance of threatened species at the project compared to hundreds of randomly selected sites within a designated radius around the project • Species abundance: Consider the number of special species that can be found within a designated radius around the project and conduct baseline analysis at hundreds of randomly selected sites within a designated radius around the project
Level of water scarcity	Metrics of water scarcity • Ratio of water demand to water supply

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

Identify the environmental footprints of the value chain

Real estate development	Property services	Retail property development and operations	Hotel and resort	Logistics and warehousing
• Extracted and manufactured materials, such as concrete, steel and rebar as well as timber • Water used in construction and replacement works, construction waste • Changes in land use and impacts on ecosystems • Air, noise and light pollutions	**Potential impacts** • Greenhouse gas emissions • Waste • Sewage discharge • Noise and light pollutions • Urban biodiversity **Potential dependencies** • Water usage • Food supplies (e.g., seafood)	**Potential impacts** • Greenhouse gas emissions • Waste • Sewage discharge **Potential dependencies** • Water usage	**Potential impacts** • Greenhouse gas emissions • Waste • Sewage discharge **Potential dependencies** • Water usage • Food supplies (e.g., seafood)	**Potential impacts** • Greenhouse gas emissions • Waste **Potential dependencies** • Water usage

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

Ecosystem services	Real estate development	Property services and retail property development and operations	Hotel and resort	Logistics and warehousing
Cultural services				
Visual amenity services	Extremely high	Extremely high	Extremely high	
Recreation services			Extremely high	
Educational, scientific and research services			Extremely high	
Spiritual, artistic and symbolic services			Extremely high	
Provision services				
Water supply	Medium	Extremely low	Low	Extremely low
Animal energy	Extremely low			
Regulation and maintenance services				
Global climate regulation service	Medium	Extremely low	Extremely low	Extremely low
Rainfall pattern regulation service	Extremely high		Extremely low	Extremely low
Local (micro- and meso-) climate regulation service	Low	Low	Low	Low
Air filtration service	Extremely low	Extremely low	Extremely low	Extremely low
Soil and sediment conservation service	High	Medium	Low	Medium
Solid waste management	Extremely low		Medium	
Water purification service	Medium		Extremely high	
Water flow regulation service	Medium	Extremely low	Low	Extremely low
Flood control service	Medium	Extremely low	Extremely low	Extremely low
Storm control service	Medium	Low	Low	Low
Noise reduction	Extremely low	Extremely low	Medium	
Biological control service			Extremely low	Extremely low
Other regulation and maintenance services				
Mitigation of sensory impacts (other than noise)	Extremely low	Extremely low	Medium	
Atmospheric and ecosystem dilution	Low			

Legend for materiality levels: Extremely high | High | Medium | Low | Extremely low

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

Ecosystem services	Real estate development	Property services and retail property development and operations	Hotel and resort	Logistics and warehousing
Disturbances (e.g., noise, light)	Extremely high	Low	Low	Extremely low
Fresh water intake area	Medium		Low	
Greenhouse gas emissions	High	Extremely low	Low	Medium
Seafloor use area	Medium			
Air pollutant emissions of non-greenhouse gas	Low	Extremely low		Low
Solid waste generation and discharge	Medium	Extremely low	Medium	
Land use area	Low	Low	Low	Low
Discharge of hazardous pollutants to water and soil	High	Low	Low	Extremely low
Water use volume	Low	Low	Low	Low
Introduction of invasive species	Low		Medium	Extremely low

Legend for materiality levels: Extremely high | High | Medium | Low | Extremely low

Natural and ecological protection actions

Wanchuang Qinglv Marine Microalgae Cultivation Project

In 2025, Wanchuang Qinglv entered into a cooperation agreement with Huizhou Fisheries Extension Centre, utilising a coastal experimental site in Huizhou to conduct field tests of floating microalgae cultivation devices. The project explored a semi-continuous cultivation model for two microalgae species (Dunaliella salina (under Chlorophyta) and Chaetoceros (under Bacillariophyceae), and tested a combined microalgae-oyster farming system. By using organic wastewater generated from excessive fish feed in marine farms, a "floating algae-shellfish composite cultivation tank" was deployed, creating a complementary system for marine ranches that helps restore farming space, increases shellfish yield, and enhances overall productivity and efficiency.

Vanke Foundation envisions "Building a Beautiful and Shared Future Home" and has made long-term investments in biodiversity conservation. Through local projects and joining COP15, the foundation contributes to building a positive cycle of "ecological benefits - livelihood benefits - industry benefits". These efforts mobilise government resources, technical support from research institutions, and community participation, advancing ecological protection awareness from specialist circles to the broader public. The foundation also offers a replicable pathway for ecological philanthropy under the ESG framework. Beyond achieving measurable recovery of species populations, it focuses on exploring a "conservation-and-development win-win" model — transforming herders from "ecological impactors" into "active stewards", converting ecological gains into tangible livelihood improvements, and providing a replicable Chinese approach for biodiversity conservation in high-altitude regions worldwide.

Systematic conservation practice on the Qinghai–Xizang Plateau

Vanke Foundation anchors its efforts in the climate-sensitive and ecologically fragile regions on the Qinghai-Xizang Plateau, focusing on biodiversity conservation where intervention is most urgently needed. Centred on the Qinghai Lake Procapra przewalskii flagship species protection programme and the Mount Qomolangma snow leopard conservation initiative, it has developed an innovative model of "flagship-species leadership with landscape-wide ecological umbrella protection". This model combines scientific patrol monitoring, community sustainable development, public education, and multi-stakeholder collaboration, with flagship species like Procapra przewalskii and snow leopard driving the efforts.

Qinghai Lake Procapra Przewalskii Programme

The Qinghai Lake Procapra Przewalskii Programme integrates industry-standard outputs with community value co-creation. Vanke Foundation, in collaboration with Qinghai Lake Scenic Area Protection and Utilisation Administration, Qinghai Lake Ecological Protection Foundation, and China Minsheng Bank Xining Branch, has developed patrol standards, monitoring protocols, and breeding- and winter-safety protection plans for Procapra przewalskii. These measures have upgraded regional patrols from experience-based practices to scientific management. The programme also explores livelihood alternatives such as ecological credits, eco-tourism, nature education, and public outreach activities, engaging 10 local nonprofit partners and key herders, and cultivating four emerging ecological protection associations.

Additionally, the programme has established a natural education curriculum for Procapra przewalskii, with four study sessions held. A nature education study base was set up on the southern shore of Qinghai Lake, engaging tens of thousands of students in ecological experiences. Six species-themed cultural products have been created and promoted through social media, bringing the conservation story of the "Highland Panda" into public awareness. To date, the population of Procapra przewalskii has recovered from fewer than 300 individuals at the start of conservation efforts to over 3,400, and their habitats have expanded from seven to 15 sites. The species' living conditions across the Qinghai Lake wetlands have significantly improved.

Mount Qomolangma Snow Leopard Conservation Initiative

The Mount Qomolangma Snow Leopard Conservation Initiative supported a Yunnan University team in conducting field surveys at 20 patrol stations across four counties, including Dingjie and Dingri, covering nearly 4,000 kilometres and spanning the core areas of both the north and south slopes of Everest. The surveys helped optimise and refine the patrol route design for the Mount Qomolangma National Nature Reserve. Front-line rangers were trained to use digital cameras, thermal night-vision devices, drone aerial photography, and the "Smart Patrol" software, enhancing both patrol efficiency and data accuracy.

Over the past 12 years, the initiative has remained committed to a long-term approach, combining sustained investment with digital empowerment. It has supported the establishment of community cooperatives, improved local infrastructure, and connected communities with industry resources, encouraging herders to take part in conservation efforts. At the same time, it has prioritised habitat surveys and protection, deploying infrared camera traps extensively across the Mount Qomolangma Reserve to systematically monitor snow leopard distribution and habitat conditions. To date, the initiative's monitoring area exceeds 3,000 square kilometres, with the snow leopard population in the reserve estimated at over 100 individuals. These efforts have effectively safeguarded the ecological balance of the Mount Qomolangma region and provided a demonstrative model for collaborative species conservation in high-altitude areas.

COP15 engagement: China mangrove conservation practices

At COP15 under the *United Nations Ramsar Convention*, Vanke Foundation supported the Shenzhen Mangrove Wetlands Conservation Foundation in participating in thematic side events and case-sharing sessions, contributing to the development of the International Mangrove Centre. From multiple perspectives, it presented on the international stage China's concepts, mechanisms, and practical experience in mangrove wetlands conservation, ecological restoration, systematic bird protection, and public participation. Through years of sustained support for the mangrove foundation, Vanke Foundation has also contributed to advancing international cooperation in mangrove conservation and facilitating the establishment of the International Mangrove Centre in China.

The exhibition area further highlighted the achievements of Qinghai Lake Ecological Protection Foundation, jointly initiated by Vanke Foundation and China Minsheng Bank, including the conservation of species such as Procapra przewalskii and Grus nigricollis. These efforts have brought global attention to China's civil society-led conservation practices and promoted citizen science-based protection models as a reference for international wetland governance.



Presentation at COP15

Risk management

We actively conduct biodiversity risk identification and protection for projects under construction and in the course of business operations, and proactively resort to responses. For instance, we adopt architectural design philosophy that harmonises with nature through conducting environmental assessments for the project development process and material selection process with proactive environmental protection plans and measures, such as the Technical Scheme for Eco-friendly Construction, to provide customers with natural and environmentally friendly green products with minimum environmental risk, thereby safeguarding the health of ecosystems. Before project commencement, we undergo strict environmental impact assessment and approval procedures, carry out earnest feasibility assessments and environmental impact assessments and register new projects, and make development arrangements with the approval of local environmental authorities, and announce them on government websites for public scrutiny.

We investigate the environmental compliance of core suppliers to reduce supply chain risks and strengthen suppliers' awareness of environmental compliance management. We conduct environmental compliance reviews of suppliers with risks regularly and require them to respond to the causes resulting in risks and rectification status.

We are committed to reducing the potential impacts of development activities on ecosystems and biodiversity. In the Suzhou Kunshan Yangcheng Lake Project, the site's proximity to the Yangcheng Lake Ecological Protection Area made the environment extremely sensitive. Wanchuang Qinglv led a baseline environmental survey, and conducted sampling and testing of water, soil, air, and noise at multiple points. Using sensitivity indicators, the team conducted a comprehensive assessment of the ecological conditions at the project site.

In terms of biosecurity management, in 2025, several of our projects were affected by biosecurity disasters, including mosquito infestations carrying the Chikungunya virus in Guangdong, insect egg contamination in water bodies at a Shanxi project, apple snail infestations at the Guangzhou Rongdeli Project, and excessive aquatic plant growth at the Nantong Feicui Xinhu Project. To address these issues, we implemented scientific and targeted measures such as microbial regulation and emergency pesticide treatments, ensuring the health of the projects' ecosystems.

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

Metrics and targets

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

Goals of Vanke

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

Highlights of performance

- As of the end of the reporting period, the Vanke Foundation had cumulatively invested RMB**27,766,600** in biodiversity conservation, with an investment of RMB**660,000** during the year.
- In 2025, Wanchuang Qinglv implemented over **10** water body ecological restoration, water management, and waterway operation projects in **8** settings, including parks, scenic areas, residential communities, factories, parks, urban villages, and schools. Over **150,000** square metres of water areas were restored.

Social Practices

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- Shared Development 172

RESPONSE TO SDGS

SDG 3 – Good Health and Well-being

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

SDG 4 – Quality Education

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

SDG 5 – Gender Equality

Achieve gender equality and empower all women and girls.

SDG 8 – Decent Work and Economic Growth

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

SDG 10 – Reduce Inequalities

Reduce inequality within and among countries.

SDG 11 – Sustainable Cities and Communities

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

SDG 17 – Partnerships for the Goals

Enhance the global partnership for sustainable development.

RESPONSE TO TOPICS UNDER THE GUIDELINES OF THE SZSE

- Employees
- Supply chain security
- Equal treatment of SMEs
- Social contributions
- Rural revitalisation

CORRESPONDING KPIS OF THE HKEX

B2, B3, B4, B5, B8

RELEVANT GRI INDICATORS

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



Our Strategy

Philosophy

We base our organisational culture on "striving for the best as a team" and are committed to creating a safe, healthy working environment for our employees and partners. We foster a diverse, equal, and inclusive workplace ecosystem, providing employees with comprehensive growth pathways and development platforms. Upholding the value of "win-win partnership", we actively collaborate with supply chain partners to build a sustainable and responsible supply system, promoting the industry's overall transition to high-quality, sustainable development. Through the strategic commitment to "shared development", we integrate resources and innovation to support rural revitalisation and community renewal, fulfilling our corporate citizen responsibilities.

Goals and progress

Health and safety of employees and contractors

Goals	Progress	
Group		
• Enhance production safety capacity to ensure no general and above grade production safety accidents under our responsibility, no material stability-related events or significant hazards, and no escalation of consequences caused by late, concealed or omitted reporting of information.	• In 2025, there were no production safety accidents with a general and above grade under our responsibility, no material stability-related events or significant hazards, and no escalation of consequences caused by late, concealed or omitted reporting of information.	100% achieved
• Maintain the lost time injury rate (LTIR) caused by employees' occupational injuries at 1.2 or lower and continuously track employees' LTIR.	• In 2025, the LTIR caused by occupational injuries was below 1.2.	100% achieved
• Ensure safety training covers all employees and all contractors.	• Vanke organised regular safety training, with 100% coverage of safety training for our employees and contractors' employees in 2025.	100% achieved

Supply chain management

Goals	Progress	
• Ensure 100% due diligence coverage over suppliers.	• In 2025, the due diligence coverage rate over suppliers was maintained at 100%.	100% achieved
• Ensure that 100% of purchased aluminium alloy profiles use a chrome-free passivation process and 100% of the purchased wood is from known sources.	• We developed a list of approved aluminium profile manufacturers during the aluminium alloy door and window tendering process to ensure that all suppliers used a chromium-free passivation process. • By selecting top-tier main material brands, we ensured that 100% of the purchased wood is from known sources, with MDF particleboard, and other materials all sourced from leading brands within the industry.	100% achieved

Striving for The Best as a Team

RESPONSE TO SDGS

- SDG 3 – Good Health and Well-being
  Ensure healthy lives and promote well-being for all at all ages.
- SDG 4 – Quality Education
  Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- SDG 5 – Gender Equality
  Achieve gender equality and empower all women and girls.
- SDG 10 – Reduce Inequalities
  Reduce inequality within and among countries.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Employees

CORRESPONDING KPIS OF THE HKEX

B2, B3, B4

RELEVANT GRI INDICATORS

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

CORRESPONDING VANKE ESG TOPICS

- Safeguard employee rights and promote diversity, equality, and inclusion to improve employee well-being
- Guarantee health and safety

Protection of employees' rights and interests

Governance

We have established an employee rights protection system with clearly-defined powers and responsibilities, dedicated to protecting employees' rights and interests and creating a fair, supportive, and inclusive working environment. Our Human Resources Centre takes the lead in developing and improving policies on compliant employment, salary and benefits, performance incentives, diversity, equity, and inclusion, and ensures their implementation. The Group's labour union actively fulfils its responsibilities in democratic participation and employee care, strengthens communication between management and employees, safeguards employee benefits, and organises care and engagement activities.

Strategy

Vanke adheres to the principle of fair, just, and open employment, ensuring that employees and job candidates have equal opportunities, and respecting and protecting the rights and interests of employees. We continue to refine our practices in compliant employment, salary and performance management, diversity and inclusion, and employee care, and have embedded them into routine operations and risk management processes to effectively safeguard employee rights and continuously enhance the quality of human resources management.

Compliant employment

Vanke strictly abides by the *Company Law of the People's Republic of China*, the *Labour Law of the People's Republic of China*, and other relevant laws and regulations, and has always upheld international standards related to human rights, such as the *Universal Declaration of Human Rights*, the *Guiding Principles on Business and Human Rights*, the International Labour Standards of the International Labour Organisation (ILO), and the *Voluntary Principles on Security and Human Rights*. Based on this, Vanke has formulated and strictly implemented human resources policies and procedures such as the *Vanke Human Resources Manual* and the *Code of Conduct for Employees*, to ensure that employees enjoy the legitimate rights and interests of freedom of association and statutory holidays, such as marriage leave, maternity leave, breastfeeding leave and others. Our internal system explicitly prohibits any operating units and partners from employing child labour and forced labour, and suppliers and contractors are required to strictly refrain from employing workers under the age of 16. Meanwhile, Vanke adheres to the principle of fair, just, and open employment, and resolutely eliminates discriminative behaviours due to gender, age, ethnicity, nationality, religious beliefs, or other social and personal factors, guaranteeing equal employment and development opportunities for employees. In 2025, Vanke updated the *Vanke Group Attendance and Leave Management Policy* and the *Employee Handbook*, mainly covering regulations on employee attendance management and leave arrangements. We also optimised internal responsibilities and approval processes, further clarifying the responsibilities of various units in approving matters and managing daily employee operations.

Vanke has deepened democratic management by establishing the labour union and staff congress of Vanke in accordance with the law, to understand employees' demands and safeguard employees' rights and interests. The responsibilities of the labour union include participating in the formulation of regulations on employees' rights, covering labour compensation, working hours, rest and leave, labour safety and hygiene, and employee training, supervising the implementation process of these regulations, facilitating communication between employees and management, and supervising violations and illegal activities that infringe upon the interests of the Company and employees. In 2025, the labour union actively participated in revising and reviewing the *Vanke Employee Handbook* (2025 Edition) and promoted several employee care initiatives, including organising emergency response personnel training, upgrading fitness facilities at headquarters, advancing the construction and optimisation of nursing rooms, and organising family-friendly activities. The labour union's female workers committee continued to improve its work mechanism by refining the division of responsibilities among committee members, organising targeted initiatives, and strengthening care for employees during pregnancy and maternity, thereby effectively safeguarding the lawful rights and interests of female employees. In 2025, the Group's staff congress executive committee held 7 online meetings, focusing on topics such as adjusting the aiding mechanism of the Vanke Mutual Aid Society, and effectively performing its function of representing employees' interests and ensuring democratic decision-making on significant matters.

We continue to optimise flexible working arrangements, paid leave, and various employee care benefits to help employees achieve work-life balance. We dynamically monitor working hours and overtime through the attendance system, and proactively send leave reminders to encourage employees to make proper use of their paid annual leave, effectively safeguarding their right to rest.

As of the end of 2025, except for the Overseas BU and newly established Office Real Estate BU, the coverage rate of employee representatives in other business segments had reached

100%



Talent retention

Vanke systematically manages the risk of talent loss by regularly conducting talent assessments and updating lists of key positions, continuously monitoring the development of high-performance and high-potential core talent. To enrich talent experience and stimulate organisational vitality, we encourage key talents to move across different business segments and regions. In 2025, we further strengthened our risk control mechanisms and initially established an early warning and rapid response process for attrition in key positions. In 2025, focusing on core priorities such as securing sales, ensuring delivery, safeguarding cash flow, accelerating asset revitalisation, and strengthening product competitiveness, we formulated and implemented a dynamic adjustment mechanism and targeted incentive programmes. We allocated resources with a clear tilt toward high-performing, high-potential, and mission-critical talent, reinforcing value-based recognition and strengthening long-term talent retention.

Management Procedure for Employees' Interest Risk of Vanke Group

Risk assessment

- Regularly conduct assessments of employees' rights and interests risk to identify potential risks in labour conditions, work environment, employees' health and safety, discrimination and harassment, compensation and benefits, and others.

Management policy

- Human resources policies and procedures such as the *Work Manual of Vanke Group for Human Resources Operations*, the *Vanke Human Resources Manual*, the *Code of Conduct for Employees;*
- *Articles of Association of Vanke's Staff Congress.*

Preventive measures and appeal channels

- Develop standard management procedures for recruitment and resignation, with the system automatically identifying information on identity and age;
- Conduct regular audit of human resources operations to promptly identify and correct potential risks;
- Strengthen the role of the labour union to actively participate in the handling of labour disputes and response to warning events;
- Establish comprehensive appeal channels and clarify the appeal process and standards to ensure the institutionalisation and standardisation of protection of employees' interests;
- Designate an employee relation specialist to ensure that a response is given within 36 hours during normal business days and that the identity of employees is strictly kept confidential.

Remedial measures

- Vanke actively encourages employees to report any instances of unfair treatment and establishes a complete reporting process and strict confidentiality mechanism. Upon receiving a report, our internal inspection department will conduct an independent investigation and take remedial measures in a timely manner, including providing timely psychological counselling and support to the victims. We develop remedial plans based on the nature of the accident and impose severe disciplinary sanctions on relevant responsible persons.
- The management will be responsible for overseeing the subsequent resolution process, updating and improving preventive measures in a timely manner to prevent the recurrence of similar incidents.

Vanke attaches great importance to employment compliance risk management and continues to conduct regular human resources operations audits. In 2025, we further integrated risk prevention into routine checks and system upgrades within the compliance framework, strengthening preventive measures and process controls by improving regulations. In 2025, there were no cases of employing child labour or arranging employees to engage in hazardous work in any business of the Group, and there were no significant risks of violating the right to freedom of association or collective negotiation, forced employment or labour in all business locations, suppliers, and partners.

Vanke takes various measures to ensure the fairness and professionalism of the recruitment system. The Group has formulated internal regulations and policies such as the *Vanke Group Headquarters Personnel Allocation Guidelines*, *Vanke Group Headquarters Personnel Allocation Process SOP*, and *Recruitment Manual* to regulate the recruitment process from all aspects. We actively expand diverse recruitment channels, conducting social and campus recruitment tailored to the characteristics of different business segments. The Company upholds an open and inclusive employment philosophy. In recruiting for entry-level positions across various BUs, we actively attract diverse groups, including veterans and persons with disabilities, thereby fulfilling our social responsibilities. Vanke respects the experience of candidates. Through our online recruitment management system, we have achieved online, paperless, and self-service of the whole process from application to onboarding, which significantly improves the efficiency and experience of new employee onboarding. We strictly choose interviewers and require them to receive training and pass examinations to ensure the fairness and professionalism of the interview.

Fair performance-based remuneration

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

Compensation management

Vanke has formulated the *General Salary Scale*, which increases the median salary while maintaining job band and stable salary scales to enhance the competitiveness of its salary in market. It also introduces a "city adjustment coefficient" mechanism to flexibly adapt to the differentiated needs of salary scales in different cities. We regularly conduct market competitiveness benchmarking and evaluations, systematically considering the local cost of living when setting salary standards to ensure that compensation meets employee needs. In 2025, we revised the *Implementation Measures for Supporting the Group's Staff Working Off-site*, which is aligned with our organisational structure, to reasonably support employee rights arising from changes in work location and to plan for salary system optimisation projects. Vanke and its subsidiaries timely pay salaries to their employees and make contribution to social security in accordance with the requirements of local laws and regulations as well as Vanke's internal systems. In 2025, the social insurance coverage rate of Vanke employees was 100%.

Performance management

Vanke has established a sound management mechanism and process for performance evaluation, and adopted diversified methods such as departmental performance evaluation and 360° assessment to comprehensively evaluate employees' performance. Employees' compensation is linked to individual performance, team performance, and the Company's performance. We implement a mechanism that combines quarterly progress assessments with annual comprehensive evaluations, including monthly follow-ups and quarterly reviews. Performance results are directly linked to incentive allocation and employee appointments, reinforcing a value creation-oriented approach. In 2025, we regularly conducted all-round assessments for key executives to continuously improve organisational management effectiveness, and 100% of employees received regular performance evaluations.

Compensation and performance communication

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

Diversity, equity and inclusion

In our corporate culture, we advocate the creation of a diverse talent team, and respect and embrace diverse perspectives and insights. Vanke has formulated policies to safeguard employment equality across all aspects of employment, providing equal salary and promotion opportunities for all employees. We regularly review the salary scale and remuneration of employees annually and apply the principle of equal pay for men and women.

Diversified Talent Structure



- Male 56.05%
- Female 43.95%



- Aged 29 and below 30.91%
- Aged 30-49 63.33%
- Aged 50 or above 5.76%



- Chinese mainland 99.86%
- Hong Kong, Macau, and Taiwan regions 0.13%
- Overseas 0.01%

Vanke adopts a zero tolerance policy towards discrimination and harassment, and has formulated and implemented policies such as the *Diversity, Equity and Inclusion Policy in Vanke Group* to clearly define the scope of discrimination and harassment. It systematically promotes training for all employees on workplace discrimination and harassment, and improves communication and feedback channels. The Company encourages employees to report any instances of unfair treatment and clearly defines the reporting process in its internal system. Upon receiving a report, our inspection department conducts an independent investigation to ensure that each case is handled fairly and prudently. Management is responsible for overseeing the resolution and corrective actions, ensuring the protection of employees' legitimate rights and maintaining a respectful and inclusive work environment. In 2025, Vanke Group did not have any verified cases of employee discrimination or harassment.

Vanke continues to support the career development and well-being of female employees. In 2025, the Group's female workers committee further improved its working mechanisms and actively promoted initiatives for rights protection and care programmes. In terms of family support, we strictly comply with applicable laws and regulations, and provide employees with fully paid parental leave and only-child care leave. We place a high priority on protecting the rights of female employees during lactation by providing private, hygienic, and convenient facilities. Through centrally coordinated employee health check-ups, we continue to offer tailored packages for female employees, and organise health seminars and screening services to comprehensively support women's health.

In 2025, the salary ratio for male and female employees at the same level in Vanke was 1:1, and the proportion of female executives was



40%



In 2025, Vanke completed and put into operation a mother-and-baby room at our headquarters.



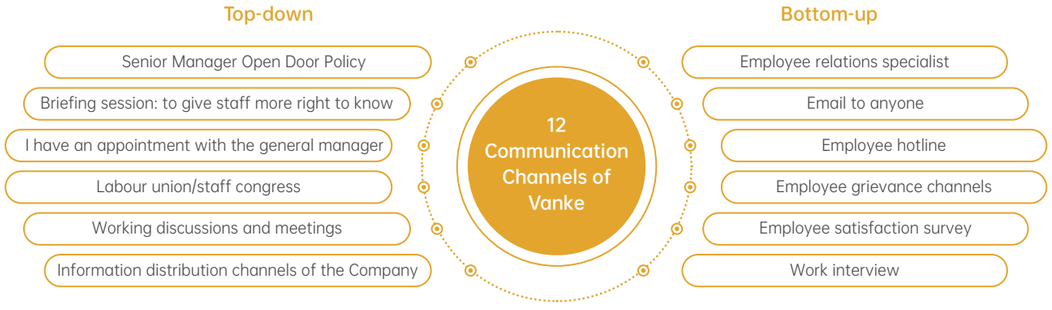
In 2025, the female workers committee organised four parent-child activities, attracting over 200 families and approximately 550 participants, effectively promoting employees' work–life balance.

We continue to evaluate and create positions suitable for the disabled group, and organise special recruitment activities. As of the end of 2025, Vanke had 836 employees with disabilities, an increase of 36% compared to 2024.

Employee involvement and communication

Channels of employee involvement and communication

Vanke fully guarantees employees' rights to know, participate, express and oversee. We build a bridge of communication between staff and management through the "12 Communication Channels", the "Forefront Voice" Programme and the "Battlefield Report" Programme to enable the management to listen to the voices of employees and understand ground-level situation. At the same time, the Company has improved the management structure of trade unions at all levels and the staff congress, and established a reasonable and effective employee grievance system to ensure that employee opinions can be fully communicated upwards.



In response to organisational changes and market shifts, Vanke has established a systematic communication and support mechanism to ensure timely and transparent communication of change-related information. Specialised training is also provided to help employees understand the associated arrangements. It continuously improves processes such as exit interviews to optimise talent retention measures. In 2025, under the leadership of their chairpersons, the headquarters labour union and the Group's staff congress proactively established dialogue platforms. Through multiple channels, including risk early warning, participation of sub-committees of the staff congress, and engagement sessions with management and department heads, they effectively addressed employee concerns, mitigated potential conflicts, and played a key role in maintaining stable labour relations. In 2025, the labour union chairperson engaged in in-depth communication with over 100 employees, both online and offline.

Employee satisfaction survey

The Group conducts continuous employee satisfaction and business engagement surveys across its BUs, covering multiple business formats and regions, including Northeast, Central, Eastern, Southwest and Northwest China. Through surveys, we gain in-depth insights into employee satisfaction, stress perceptions, and cultural identity, and have established open feedback channels to widely collect employee opinions and suggestions. Based on the survey results, labour unions at all levels, staff congress and the Human Resources Department jointly formulate and implement improvement measures, and keep following up on the effectiveness of closed-loop management.

Case **Targeted, Multi-Pronged Measures to Enhance Employee Satisfaction, with Notable Results in the Commercial and Hotel BU**

In 2025, the Commercial and Hotel BU achieved significant progress in employee satisfaction management. Each hotel implemented a series of improvement measures tailored to its characteristics, ensuring comprehensive, precise responses, and achieved positive results.

Angsana Chengdu Wenjiang	The hotel conducted surveys among employees who had completed three months of service to ensure feedback was based on sufficient experience, and implemented targeted HR improvements in response to the results.
Novotel Dongguan Songshan Lake	The hotel utilised multiple channels, including monthly departmental communication meetings, meal improvement surveys, instant feedback via the Group's app, and regular employee activities, to systematically collect and respond to employee demands. In 2025, the hotel achieved an employee satisfaction score of 91.07 points in a survey conducted by HH World Group, ranking among the top in its BU.
Banyan Tree Huangshan	Through monthly employee meal committee and welfare committee meetings, the hotel established a regular platform for topic communication and coordination. In 2025, the hotel achieved 100% participation in the employee satisfaction survey, with a score of 99.6 points.

Employee care and well-being

We have developed the Vanke Partner Welfare System centred on strengthening body and mind, promoting a healthy lifestyle, and ensuring safe and sound environment.

Strengthen body and mind

At Vanke, a culture of health is deeply embedded within our organisational ethos, earning us the nickname "Vanke Athletes Co., Ltd.". We actively foster a vibrant atmosphere of physical activity that champions the spirit of athleticism, continuously promoting various health initiatives to enhance overall employee health, reduce work-related stress, and enhance workplace happiness.

The Company arranges annual health check-ups for all employees, and offers a variety of options to cater to the diverse needs of our employees. In 2025, in addition to continuing conventional programmes such as health check-ups, Run for Fun, and sports clubs, we further enriched health promotion activities. The headquarters labour union organises health seminars on topics such as shoulder and neck care, oral health, and vision, and strengthens employees' focus on physical and mental health through the EAP mechanism, enhancing their ability to manage well-being. Labour unions and BUs across various locations adapted to local needs to conduct various activities, collectively strengthening a positive, energetic health work environment. In 2025, the Company completed two comprehensive upgrades of the headquarters gym facilities, and simultaneously recorded and released standardised instructional videos on gym equipment use, guiding employees on safe and effective fitness practices.



Headquarters Gym Upgrade Poster

In 2025, Vanke provided health check-up services for all employees, achieving a

100% coverage rate for occupational health insurance.

Promote a healthy lifestyle

We encourage employees to maintain vitality outside of work, with both management and employees actively participating in various sports activities. We provide free fitness facilities and systematically operate various employee clubs to continuously spark enthusiasm for sports. In 2025, as the 12th anniversary of Vanke's Run for Fun initiative, regional offices organised small-scale, high-frequency events, encouraging employees, customers, and partners to run together, effectively conveying the concept of "run for health, run for happiness, run for friendship". The Vanke Long-Distance Running Association and other clubs also continue to organise activities like first aid training, promoting resource sharing and a spirit of collaboration.

The **35**-day 2025 Vanke National Urban Run for Fun covered **338** cities across China, attracting over **358,000** participants, with over **70,000** employees joining. The total distance covered reached **9.17** million kilometres.



Vanke Run for Fun 2025 Hangzhou Stop



Vanke Run for Fun 2025 Nantong Stop

Ensure safe and sound

Vanke is committed to providing comprehensive risk protection and care networks for its employees, and has established a supplementary commercial insurance plan covering all employees. In 2025, the Company further optimised its insurance plan design, clearly dividing the options into "Accident Support" and "Disease Support" categories. Insurance packages A, B, C, and D were introduced for different units to select coverage tailored to employees' actual work scenarios, with a focus on strengthening both risk protection and service quality.

The Vanke Mutual Aid Society, established in 1998, upholds the principle of "keeping an eye out for each other, supporting each other through challenges", and strives to provide both emotional and material support to employees and their families in case of major catastrophic events.

As of the end of 2025, the Vanke Mutual Aid Society had provided assistance to **914** members, with an aggregate assistance amount of RMB**61,743,000**. In 2025 alone, **104** members received assistance, with an aggregate assistance amount of RMB**6.35** million, demonstrating the Company's human-centred care and spirit of mutual support.

Strengthen body and mind

- Free physical examination programme (covering all contract employees)
- Voluntary mental health check-up programme
- Occupational health lectures

Promote healthy lifestyle

- Free gyms and showers
- Fitness stations in office buildings
- Monthly club activities
- Holiday activities
- Run for Fun

Vanke Partner Benefit System

Ensure safe and sound

- Social insurance
- Full-pay maternity leave, parental leave, breastfeeding leave, and single-child care leave
- Medical insurance for critical illnesses
- Accident insurance
- Commercial insurance
- Off-site working subsidies
- Holiday care
- Employee support programme

Employee training and development

Upholding the philosophy of "highly unified cultural heritage and diversified talent training", Vanke has built a general training system for the headquarters and BG/BU-based distributed training systems, linked by the V-LET'S SHARE Learning Platform.

Headquarters' training system

In 2025, Vanke headquarters took the lead in promoting talent development, implementing the "Talent Training Plan of the Group" to create a "3+1" training system. The training plan focused on professionalisation and specialisation by developing courses that combine corporate culture and technological improvement, and strengthened cultural alignment and general capabilities through activities such as Learning Day at Headquarters. At the regional level, we established a leadership development system focusing on cultivating future key operational leaders who can "respond at any time and devote themselves to the management quickly". For front-line employees, we defined clear professional growth paths to enhance their sense of advancement and support continuous professional development in practice. For management, we established an academic expert system focused on professional achievement, fostering a strong academic atmosphere that encourages breakthroughs in professional fields and supports business success.

Vanke's "3+1" Training Management System



Distributed training system

Vanke Group has established a distributed training system covering both headquarters and BUs, systematically carrying out talent development in response to the specific characteristics and needs of different BUs, supporting business development and organisational capacity enhancement. In 2025, we focused on advancing several special training plans, making solid progress.

Annual Training Progress and Highlight Projects of the Headquarters and Each BU

Headquarters

In 2025, the Group headquarters continued to advance the "Grain Rain Operation Series Training", focusing on improving project quality and comprehensive job responsibilities:

- Training on quality enhancement: Focusing on key areas such as structural work, interior decoration, and landscaping, we held four benchmark training sessions. By conducting on-site observations, experience sharing, and action planning, we promoted excellent practices across nine cities and ten projects, with 274 participants in total.
- Comprehensive training on performance ability: We upgraded and launched an integrated training programme covering the entire project cycle, systematically refining the "from acquisition to liquidation" management experience. By combining cloud-based research, element breakdowns, and checklist implementation, practical experience was converted into course content to enhance performance. We completed two practical training sessions, covering 29 projects and over 300 key employees.

Property Service BU

In 2025, the MPP Director-level talent programme was upgraded to an integrated assessment and training model, focusing on systematic selection and cultivation of future management talent. The programme involved 473 candidates, with 327 shortlisted. After four rounds of evaluation, 96 were awarded the MPP designation. The programme accurately identified high-potential talent characterised by strong cultural alignment, resilience, self-driven learning capabilities, and outstanding growth potential, thereby supporting the Company's high-quality development.

- Empowerment training: By combining self-study, courses, intensive training, and practical applications, the programme covers strategic thinking, business, leadership, culture, and AI applications. Through market analysis, project reporting, executive interactions, and team-building exercises, we promote learning-by-doing and enhance business understanding and team connectivity across organisations.
- Growth tracking: After intensive training, we establish a six-month tracking system for personal development plans and monthly follow-ups, continuously strengthening skill-building and ensuring a "selection-training-practice" loop to reinforce the talent pool for Onewo's strategic upgrade.

Commercial and Hotel BU

The Commercial and Hotel BU launched the "Deep Blue Plan" programme to focus on talent pipeline development, accurately selecting 58 young core employees, with three training sessions completed, covering 172 participants in total. The programme systematically advances three key initiatives:

- Course development: Through in-depth interviews to precisely understand trainee needs, we establish a "two-round review, three-stage testing" mechanism to ensure course outlines, materials, and trial lectures meet practical standards. So far, we have independently developed 19 internal professional courses.
- Instructor selection: We establish a "primarily internal, supplemented by external" practical mentor team. Seasoned core managers act as internal instructors, while external instructors are carefully selected industry experts with hands-on experience, ensuring that the training content is both practically relevant and professionally rigorous.
- Learning environment design: By transforming traditional training methods, the programme integrates team-based competition and real-time debriefing throughout the learning journey, stimulating participant engagement and shifting the learning approach from "passive listening" to "active co-creation", achieving a profound upgrade from "I am required to learn" to "I want to learn".

V-LET'S SHARE Learning: A mobile knowledge sharing platform

V-LET'S SHARE Learning, an online mobile learning platform of Vanke, closely follows our business needs and provides employees with accurate and high-quality learning resources. The platform fully meets the needs of mobile learning through scenario-based and fragmented design while ensuring the refinement and high-frequency updating of knowledge, effectively empowering employees to improve their skills.

In 2025, to align with the Group's organisational restructuring, we reviewed and integrated the training management system by clearly defining the responsibilities and connectivity mechanisms for each BU to ensure efficient alignment of training work with the new structure. In terms of platform functionality and user experience, we optimised the integration between V-LET'S SHARE Learning Platform and the EHR2.0 system, enabling real-time synchronisation of employee information and learning records, improving the accuracy and efficiency of training operations. We also released the *V-LET'S SHARE Learning Platform User Guide* to strengthen the management-side application capabilities. In terms of content, the platform continued to focus on business needs and emerging trends, and launched diverse courses to support employees' professional skills and digital literacy development.

In 2025, Vanke's employee training coverage rate was **100%**, and the number of courses uploaded to the V-LET'S SHARE Learning Platform reached **10,485**.

Case **Building an Enterprise-Wide AI Learning Ecosystem Driven by Training and Competitions**

In 2025, the Group actively built a systematic AI learning ecosystem, using various forms of training and practical competitions to comprehensively enhance employees' digital literacy and innovative application capabilities.

The Property Service BU innovatively created an "AI Night School" and "Innovation Competition" dual-track model, while the "AI for Everyone" course series garnered 60,000 views. In December 2025, the second season of the courses was launched in a User-Generated Content (UGC) format, closely focusing on real-world work scenarios to deepen learning applications and further strengthen employees' active role in course development. Concurrently, the AI Innovation Competition continuously stimulated employees' exploration of AI applications, fostering an engaging learning atmosphere and practice-oriented ecosystem.

Vanyi Technology focused on AI product technology upgrades and organised 23 themed sessions on "AI Scenarios and Technologies" from February to September 2025. These sessions spanned the corporate level and various business units, with a total of 1,005 participants, effectively driving AI feature optimisation and technology iteration.



Employees' development

We are committed to opening up diversified career development channels for employees and supporting internal talent flow and continuous growth through systematic mechanisms and plans. In 2025, to meet the talent management needs of our diversified business development, we systematically reshaped our job framework. The management hierarchy was clarified into senior, middle, and junior levels, with positions now fully mapped across both headquarters and regional companies. At the same time, we actively built professional career pathways and formulated the *Vanke Group Professional Sequence Position Assessment Plan*, aimed at energising professional talent and meeting their long-term development needs.

Case **The "Internal Great Rivers and Seas" Programme for Internal Talent Flow**

The "Internal Great Rivers and Seas" Programme, as a normalised platform for talent flow, continuously provide employees with internal employment opportunities across business segments and regions. In 2025, we conducted over 50 targeted initiatives, successfully enabling hundreds of employees to transition internally, effectively facilitating organisational knowledge transfer and the retention and development of key talent. By establishing a two-tier functional labelling system, the Company has provided a theoretical foundation for refined talent management and precise internal mobility.

Health and safety

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

Achievement of safety management goals

Vanke Production Safety Commitment

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

- No production safety accidents of general and higher levels under our responsibility; reduce the number of production safety accidents of general and higher levels under the responsibility of related parties (including contractors) by 10% year on year;
- Maintain the lost time injury rate (LTIR) caused by employees' occupational injuries at 1.2 or lower and continuously track employees' LTIR.

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

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

Safety production goals	Progress during the year
• No production safety accidents of general and higher levels under our responsibility; • Reduce the number of production safety accidents of general and higher levels under the responsibility of related parties (including contractors) by 10% year on year; • Maintain the LTIR caused by employees' occupational injuries at 1.2 or lower and continuously track employees' LTIR.	100% achieved

LTIR (Per 1 Million Working Hours) (%) from 2022 to 2025

	2025	2024	2023
Number of days lost due to work-related injury	1,261	1,453	536
LTIR (per 1 million working hours)	0.0259	0.0227	0.0099

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

Governance: Safety management assurance system

Safety management structure

The Board of Directors of Vanke is responsible for supervising and coordinating occupational health and safety strategy and performance, and has set up the health and safety production committee. The Chairman of the Board acts as the chairman of the committee, members of the operation management team act as vice chairmans, and department heads at headquarters and general managers of regional companies act as members. The committee holds regular meetings to align safety management guidelines and baseline standards across the Group and regional levels, provides targeted training to address periodic safety challenges, participates in accident investigations and responses, and iteratively updates safety management measures as needed. According to the *Work Safety Law of the People's Republic of China*, the Chairman and CEO are the first responsible persons for the Company's safety production, responsible for managing health and safety strategies and performance. Meanwhile, we have established the "Group - regional companies/BUs - projects/BGs" three-level safety management structure, with the Group responsible for centralised health and safety management.

Vanke assigns safety management heads to regional companies, BUs and directly managed companies, who form a production safety management team with personnel from the safety management centre of the Group to communicate specific safety issues of regional companies, directly managed companies and BUs and the Group. Vanke links improvements in health and safety performance to executives' and relevant employees compensation, which is assessed and reviewed on a yearly basis to continuously improve the occupational health and safety performance of Vanke.

To ensure the effectiveness of the top-down centralised safety management system, Vanke has established an information reporting system that requires safety incidents to be reported to the Company's top management as soon as they occur.

Safety management policies

Vanke adheres to the principle of putting the health and safety of all employees first. We insist that all employees and contractors of Vanke should enjoy the same health and safety standards.

Our health and safety policy clearly requires:

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

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

Annual internal audits and triennial external audits are conducted on the implementation of systems and health and safety measures, to ensure that all measures are effectively implemented.

In addition, we ensure the effective implementation of health and safety policies through a strict review system, and promptly correct any violations of regulations to safeguard the health and safety of every employee and contractor.

Compensation linked to health and safety performance

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

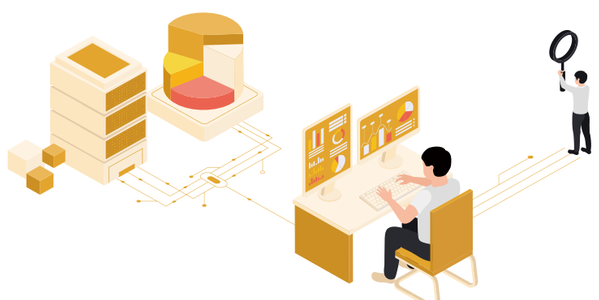
According to laws and regulations such as the *Work Safety Law of the People's Republic of China* and internal systems such as the *Production Safety Responsibility Policy of Vanke Group*, the senior management (including the CEO) and middle management of Vanke are responsible for safety production indicators.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

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

Occupational health and safety management system certification

Vanke keeps standardising occupational health and safety management, and actively promotes safety accreditation. As of the end of 2025, Vanke Service, Cushman & Wakefield Vanke Service and SCPG had all obtained the ISO 45001 occupational health and safety management system certification. Vanke conducts annual internal audits and triennial external audits of health and safety policy implementation.

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



In 2025, Vanke recorded an employee coverage rate of **100%**, with the amount of contributed work-related injury insurance totalling RMB**52.17** million.

Strategy: Three-Year Action Plan for Tackling Root Causes

To comprehensively enhance safety production governance capabilities, Vanke fully deepened its "Three-Year Action Plan for Tackling Root Causes" in 2025. We have developed the *2025 Implementation Plan for the Three-Year Action Plan for Tackling Root Causes Threatening Safety Production* to build a long-term, stable safety management system. The plan sets clear objectives for 2025, including effectively curbing the emergence of significant safety hazards and resolutely preventing and reducing safety incidents of major and higher levels. To achieve these objectives, the Company prioritises seven key initiatives.

Strengthen safety management personnel

- Fully staff dedicated safety engineers;
- Establish and improve the safety management personnel training system, and design differentiated training courses for employees at different levels and in different professional fields.

Implement and enforce the full-coverage safety production responsibility system

- Clarify the leadership responsibilities of the Company's top executives;
- Define the management responsibilities of department heads at all levels to thoroughly implement the full-coverage safety production responsibility system.

Refine safety management policies

- Refine the safety policy system;
- Strengthen the assessment and incentive mechanisms.

Enhance the dual prevention mechanism

- Establish a graded safety risk control mechanism;
- Strictly enforce statutory safety duties;
- Focus on key risk prevention and control areas;
- Expand the depth and breadth of supervision and inspections.

Strengthen safety production culture building

- Organise various safety-themed activities such as "Safety Production Month", "Fire Safety Month", "12 November Safety Production Day", and "Safety Benchmark Evaluation".

Improve the emergency management system

- Each region is required to prepare its own emergency plans and organise practical drills.

Promote digitalisation of safety production

- Based on the Vanke Digital Project Management Platform, smart devices such as drones and 360° panoramic cameras are used to capture high-definition images of the entire construction process.

Management of impacts, risks and opportunities

Safe construction and operation assurance

Bottom line management

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

Evaluation and optimisation

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

Four Aspects of Construction Safety Management

Promotion of awareness

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

Closed-loop execution

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

Health and safety risk investigation

Production safety risk management

Production safety hazard identification

Vanke requires all business segments to systematically identify safety hazards, and formulates internal systems such as the *Management Regulations on Production Safety and Quality Incidents in Development and Operation Business* to comprehensively identify safety risks and carry out corresponding response measures. Using the *Safety and Civilisation Inspection Standards* and other tools, we conduct quantitative assessments of ongoing and delivered projects, and update the risk identification list annually. In 2025, we added two critical hazard sources, namely "confined space operations" and "installation and dismantling of large machinery", and incorporated "extreme weather management" into the scope of key risk controls.

Production safety risk assessment

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

Response to production safety risks

Clear safety bottom line

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

Regular safety inspections for projects

- Regular safety inspections: Conduct monthly full coverage safety inspections, meanwhile, complete quarterly full coverage inspections and evaluations of large equipment such as tower cranes and construction elevators.
- Dedicated safety inspection: Establish a dedicated position for safety management inspection, responsible for carrying out daily inspection and continuously strengthening safety awareness at construction site.

Third party safety inspection

- Engage external third-party organisations to conduct safety assessments on all projects under construction, achieving 100% coverage. The evaluation adopts an integrated online and offline mode, conducting online construction safety assessments every quarter and in-depth offline inspections every six months; and collect and analyse data online using tools such as the Vanke Smart Construction Site System, and arrange professional personnel to conduct on-site risk inspection offline. The assessment scope covers various critical safety risks such as falling from heights, object strikes, and lifting injuries.

Production safety assurance mechanism

- Production safety assessment: Formulate and implement the *Management Regulations on Production Safety and Quality Incidents in Projects under Construction of Vanke Group* to clarify the bottom line of the Group's safety and quality accountability, and impose corresponding penalties based on the level of safety production accidents in annual assessments.
- Acceptance of hazardous projects: For hazardous projects, the relevant construction parts in the project need to undergo stop-point acceptance. On-site construction will undergo strict safety inspections in stages, and construction can only continue after passing the acceptance inspection, ensuring safety as the top priority.

Production safety risk monitoring

Establish an instant monitoring system and implement 24-hour monitoring of the construction site to ensure timely detection and recording of safety hazards, and take necessary corrective measures.

Production safety risk communication

Establish an effective risk communication mechanism, including regular safety meetings, safety briefings, and rapid response channels in emergency, to ensure that all relevant personnel have a clear understanding of safety risks and can communicate information in a timely manner.

The Company requires construction projects/BUs to submit the *Graded Risk Control and Hazard Identification and Remediation Management Measures of Regional Company/BU*, and to develop corresponding risk closure plans based on the risk levels. We have established an accident investigation mechanism and promptly implement corrective and preventive measures, including conducting a comprehensive investigation of the risk points involved in the accident and solidifying the operation management process to ensure that all operations comply with safety regulations, and making detailed recording of accident reports to provide a basis for subsequent analysis and improvement on the production safety. We carry out the comprehensive safety promotion to workers of projects under construction, including strengthening safety operation training and safety disclosure, to ensure that each employee deeply understands the causes of accidents and operational risks, and masters the correct safety operating procedures to prevent the recurrence of accidents.

Occupational health and safety risk management

Vanke has established a mechanism for identification of occupational hazards, assessment of risks, and investigation of accidents, ensuring that all workplace facilities and management comply with the requirements of the *Work Safety Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, and other relevant laws and regulations in the places where our operations are located.

Hazard identification

The Group requires each business segment to independently identify occupational hazards, improve the risk classification and control list for each business segment. In particular, potential factors include noise, dust exposure, ergonomic factors, and mental health factors.

Risk assessment

The identified occupational disease risk factors are assessed to determine the severity, likelihood, and frequency of potential injuries caused by occupational disease hazards, and rank the risks accordingly.

Risk response

All business segments are required to develop a list of hidden dangers for governance based on risk assessment results, and carry out corresponding risk response measures, including but not limited to:

- Control of hazardous factors such as noise and dust: Reduce equipment noise, and ensure ventilation of workplace, wearing of personal protective equipment, etc.;
- Optimisation of work environment: Regularly inspect the optimisation of the office environment, and equip all employees with ergonomic seats to reduce physical discomfort and occupational disease risks caused by long working hours;
- Health consultation activities: Provide free diagnosis and treatment services for employees;
- Occupational health and safety training: The production safety morning meeting covers all projects under construction, popularises occupational health and safety to employees, provides AED first aid training, fire safety training, etc.;
- Care for employees' mental health: Provide mental health examinations and training, and pay attention to the mental health of employees.

Health and safety management of related parties

Vanke pays keen attention to the health and safety assurance for contractors, tenants, suppliers, and other related parties. We require all BUs to, in their contracts with contractors and other partners, explicitly propose health and safety requirements of the same extent as internal management standards of Vanke Group. We also convey to contractors the same health and safety policies as those for its employees and require contractors to strictly abide by national, local, industrial, and corporate laws, regulations, and rules on occupational health, safety, and environment and input all human, financial, and property resources necessary for health and safety assurance.

In setting statistical indicators for employee health and safety performance such as the employee health management plan of Vanke, we also include the health and safety performance of contractors' employees in the statistical scope, and maintain consistency with the statistical standards of the Company's employees.

The Property Service BU requires the suppliers of cleaning services to sign the *Safety Management Agreement for Cleaning Operations*, specifying safety protection requirements for high-altitude work and work stoppage regulations during extreme weather, and providing specialised training and protective equipment management for personnel handling hazardous tools or chemicals. The Commercial and Hotel BU conducts safety technical briefings before tenants' renovations, implements entry regulations, and ensures safety at construction sites by displaying *Fire Safety Agreement* and *Construction Violation Punishment Rules* on walls.

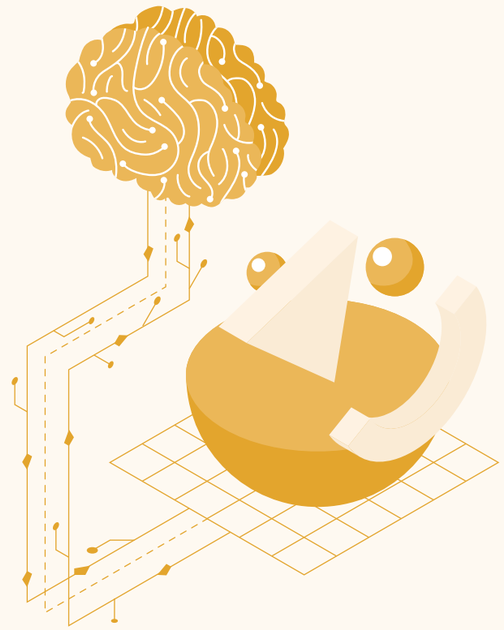
Risk monitoring

Indicator monitoring: Collect employees' health information and work experience through employee physical examinations, questionnaire surveys, etc. and continuously monitor occupational disease risks and the effectiveness of risk response measures.

Risk communication

Employee participation: Encourage employees and contractors' staff to proactively report potential health and safety risks and arrange dedicated personnel to follow up; and regularly communicate and train employees and contractors' staff to enhance their awareness and understanding of risks.

Vanke has established an accident investigation mechanism for occupational health and safety to conduct detailed investigations into accidents, analyse the causes, determine responsibilities, and develop corrective measures accordingly, including increasing warning signs, strengthening safety training, and enhancing regular safety inspections, so as to improve the safety of the work environment and employees' self-protection abilities. In 2025, there were no occupational diseases.



Cultivation of health and safety awareness

Health and safety training

Vanke is committed to enhancing the awareness of production safety among all related parties in the industry chain, regularly conducting health and safety training that covers all employees and contractors. In addition to regular education and training on production safety, it also covers special training such as fire safety, first aid skills certification, and emergency drills. On 12 November of every year, Vanke Group holds the Production Safety Day event, and each BU and regional company independently carries out the Production Safety Month event to strengthen the production safety awareness of all employees, contractors, tenants, property owners, and other stakeholders, and jointly create a safety culture. During the Safety Production Month, the Company organises a Safety and Civilised Production Benchmark Project evaluation. Through comprehensive assessments of safety production management, levels of civilised construction, and on-site practice effectiveness, one benchmark project and three demonstration projects are selected. The evaluation results fully showcase excellent practices in safety management standardisation, risk control refinement, and the normalisation of civilised construction at various projects. In conjunction with the "Grain Rain Operation Series Training", Vanke organises on-site observations and exchange activities to promote the replication of advanced experiences, further improving safety production management across the Company and fostering a culture of safety and excellence.





Photo of the Safety Production Month Meeting

Case "Emergency Responder" Training

In August 2025, the labour union organised two "Emergency Responder" training sessions in Shenzhen, covering approximately 200 employees. This effectively enhanced employees' safety awareness and comprehensive emergency response capabilities.



Training Poster



Group Photo at the Training

In 2025, we conducted a total of **871** online and offline safety-related training sessions for employees, with **291,125** participants. These sessions covered all engineering systems and operations personnel, and safety training courses were made available to all employees on the V-LET'S SHARE Learning Platform.

Promotion of workplace health and safety culture

Sunshine and Health are Vanke's corporate culture and also the gene embedded in Vanke's continuous pursuit of excellence. In 2025, Vanke Group led various BUs to organise and carry out a series of promotion activities on occupational health and safety culture, enhancing employees' awareness of and participation in proactive health management.

Case Promotion of Healthy Life

Facility construction and health promotion





Free gym and shower room provided in the office area

Various forms of health activities



Office Real Estate BU in Chengdu region carries out "Rooftop Sunshine Yoga Experience on 8 March Women's Day", "Wellness Together – Open Pilates Class" and "Outdoor Zumba Experience" activities



Vanke Clouds, Xiamen Project launches vertical marathon activity

In 2025, Vanke Group and various BUs extensively carried out CPR (cardiopulmonary resuscitation) training and AED first aid training, and taught emergency rescue knowledge and skills in an easy-to-understand way, including the use of automatic external defibrillators, to enhance employees' ability to respond to medical emergencies and provide pre-guarantee for their own and others' safety. We continued to promote first aid certification of employees and increase the proportion of employees with first aid certification.



We collaborated with the Red Cross Societies of various cities to hold a health education lecture for employees under the theme of "Care and Save the Life Around Us", popularising knowledge on public health and safety, infectious disease prevention and control, mental health in workplace, and major diseases, and enhancing employees' awareness of health. Meanwhile, we also collaborated with others to organise a series of health check activities, including the Company's blood pressure and blood sugar measurement, breast cancer and cervical cancer screening for women, free TCM diagnosis, etc., to comprehensively care for the physical health of employees.

Win-win Partnership

RESPONSE TO SDGS

SDG 17 – Partnerships for the Goals
Enhance the global partnership for sustainable development.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Supply chain security and equal treatment of SMEs

CORRESPONDING KPIS OF THE HKEX

B5

RELEVANT GRI INDICATORS

204-1, 308-1, 414-1, 414-2

Building a sustainable supply chain

Vanke collaborates closely with its suppliers to foster mutual growth, partnering with a wide range of entities including construction contractors, professional consultants, and suppliers offering various products and services. We place great emphasis on our relationships with suppliers, adhering to the principle of integrity, and we aspire to work together with all parties to establish a sustainable supply chain system.

In order to ensure a standardised supply chain management, Vanke has developed and implemented internal management systems, including the *Vanke Group Supplier Code of Conduct*, the *Supplier Management Measures*, the *Sky-Net Action Management Measures*, and the *Sunshine Cooperation Agreement*. With the full lifecycle management process of supplier admittance, assessment and exit, we strive to effectively identify and prevent potential supply chain ESG risks, empower suppliers to continuously improve product quality and safety and maintain a safe and sustainable supply chain.

In 2025, Vanke had **4,769** qualified suppliers.



Supplier code of conduct

Vanke has integrated the concept of sustainable development into the entire process of supply chain management and has formulated the *Vanke Group Supplier Code of Conduct*, which clearly outlines the minimum standards and measures that Vanke expects its suppliers to adhere to in terms of compliance with laws and regulations, labour rights, health and safety and business ethics. The code applies to suppliers, contractors, and subcontractors of Vanke and its subsidiaries. We encourage suppliers to establish their own ESG codes of conduct, including business ethics management, and require them to adopt and implement relevant policies and procedures. Together, we are committed to promoting environmental protection and the enhancement of labour rights, aiming for continuous improvement in the overall standards of the industry.

Compliance with laws and regulations	• Comply with all mandatory laws and regulations where they operate.
Prohibition of forced labour	• No forced labour in any form.
Prohibition of child labour	• No official or temporary employment of worker under the legal working age.
Salary and working hours	• Suppliers shall sign employment contracts with all employees in accordance with local laws; • Employee remuneration paid by suppliers shall comply with laws and regulations on minimum wages, working hours and statutory benefits.
Labour relations	• Suppliers shall have appropriate communication mechanisms and appeal procedures for employees to express their grievances to the management.
Anti-discrimination	• No employee shall be discriminated against their gender, age, marital status, sexual orientation, nationality, race, religion or physical disability.
Anti-corruption and bribery	• Create a fair and healthy business environment, and prohibit any form of bribery, corruption and unfair competition.
Occupational health and safety	• Provide a safe and healthy working environment for all employees, encourage the establishment of robust policies for health and safety, continuously identify, assess and control risks that may jeopardise the safety and health of employees; • Provide employees with specific work health and safety instructions, training and equipment to reduce the risk of work-related accidents; • Establish procedures for the prevention, management, tracking and reporting of work-related injuries and illnesses; • Identify and assess potential emergencies and develop contingency plans to cover emergencies including, but not limited to, fires and natural disasters.
Environment protection	• Advocate the philosophy of environmental protection and low carbon, and strive to reduce the impact on the environment.
Business ethics	• Uphold standards of integrity and good faith and prohibit any form of bribery, corruption, extortion and embezzlement; • Eliminate unfair competition and comply with applicable anti-money laundering, counter-terrorist financing, and sanctions laws and regulatory requirements.

Lifecycle supplier management

Process of lifecycle supplier management

Step	Management methods	Management requirements
Supplier admittance	• Supplier SCI index • Supplier due diligence • 100% review coverage on suppliers' factories • Procurement review working mechanism • Skynet unannounced spot check before bidding	• Suppliers must pass inspection and certification processes to become a partner. • Environmental dimension: Suppliers are required to hold environmental impact assessment documents, government approval documents and acceptance opinions, pollutant discharge permits and environmental management system certification. It is important to comprehend how suppliers handle pollution after it occurs and check that pollutant monitoring sites at their operating premises function normally; • Social dimension: The safety performance of suppliers/contractors should be included as part of the screening evaluation, and obtaining the ISO 45001 Occupational Health and Safety Management System certification is considered an optional factor; • Governance dimension: Corporate governance such as de facto controller, equity structure and assets & liabilities.
Supplier assessment	• Skynet Action	• In 2025, Vanke fully implemented the *Implementation Plan for Skynet 3.0 Inspection*, iterating sample sources to include project-site sampling and factory sampling of suppliers of centralised procurement. The entire inspection process is now fully digitalised, covering inspection planning, sampling task assignment and implementation, logistics tracking of samples, order placement for testing, result tracking, and follow-up actions.
Supplier exit	• Group-wide sharing of the negative list of suppliers	• Suppliers failing to meet Vanke's standards in terms of quality, technical capabilities, progress, and safety may face suspension or termination of cooperation; • The criteria and procedures of supplier exit include the negative list of suppliers, which is operated within the system to ensure information sharing across the entire group. If any dishonest conduct by suppliers occurs and reaches a certain threshold, corresponding disciplinary measures will be applied.

Tiered supplier management

Tier 1 Suppliers (Direct Suppliers)

To ensure project quality, we require suppliers (contractors) that directly provide products and services for us to undergo self-assessment, and organise internal and professional third-party audits to thoroughly review suppliers' management procedures and project quality. Additionally, we ensure they comply with the national qualification requirements.

Tier 2 Suppliers (Indirect Suppliers)

During the admittance process for direct suppliers, we require them to submit a secondary supply chain resource library (list of subcontractors). During our factory inspection on tier 1 suppliers, we also assess their management over raw material suppliers (tier 2 suppliers).

Meanwhile, we also require direct suppliers to conduct on-site inspections on key indirect suppliers and verify the completion of audit work. Additionally, we organise internal and professional third-party audits to thoroughly review their management procedures and project quality.

Tier 3 Suppliers (Raw Material Suppliers)

We conduct regular random inspections of raw materials to ensure their quality meets standards and requirements.

Equal treatment of SMEs

To urge the protection of the legitimate rights and interests of contractors' workers, Vanke has entered into the *Letter of Commitment to Timely Payment of Workers' Wages* with contractors, delineating the mechanisms for the prompt payment of wages to contractors' workers. The contract requires that Party B open a dedicated account for the wages of migrant workers, which shall be used exclusively for the payment of contract workers' wages for the project. Party B (including Party B and its subcontractors) is prohibited from delaying or deferring payment of migrant workers' wages. Vanke has the right to randomly check the payment of contract workers' wages. In the event of a breach, Party B shall provide full compensation, and Party A has the right to terminate the contract and revoke Party B's eligibility for future projects.

Vanke complies with the *Regulation on Ensuring the Payment to Small- and Medium-sized Enterprises*, treats SME partners equitably, and effectively safeguards their legitimate rights and interests. At the end of the reporting period, the Group's accounts payable (including notes payable) amounted to RMB130,632 million, representing 12.8% of total assets. In 2025, Vanke disclosed to the public information on overdue payments to SMEs, if any, through the National Enterprise Credit Information Publicity System in accordance with regulations. Please refer to the National Enterprise Credit Information Publicity System for details.

Sustainable supply chain

Supply chain ESG management standards

Based on the *TCAS 894-2024 Evaluation Criteria for Comprehensive Index of Building Materials Industry Suppliers* jointly released by AUPUP and the China Association for Standardisation, Vanke continues to improve and operate its Supplier Comprehensive Index (SCI) evaluation system. The system evaluates suppliers' performance in ESG areas and measures their sustainability capabilities. In 2025, we deepened the application of the SCI evaluation system in supply chain admittance, performance evaluation, and tiered management, promoting a green transformation in the supply chain and enhancing the influence of Vanke's green value chain.

Evaluation Criteria for SCI	
01 Factory index	Examine factory environmental risks based on factory audit scores, and take national-level green factory as a regular scoring benchmark.
02 Quality index	Assess the quality performance of supplier with Skynet inspection results.
03 Transaction index	Evaluate transaction-related indexes such as sales size, percentage of sales in the project channel and the magnitude of sales growth.
04 Productivity index	Assess the number of patents, the degree of participation in national and industry standards, R&D investment, laboratory construction, etc. Suppliers that are awarded with green building material certification will receive additional points.
05 Service capacity index	Assess the geographic coverage and response efficiency of operational services.
06 Social responsibility index	Scoring is based on annual tax contribution, employee headcount, certification status of ISO 45001, and participation in charitable activities.
07 Financial index	Assess financial health indexes such as cash flow structure, debt ratios, net profit, etc.
08 Brand index	Examine supplier's brand influence through product roadshows, offline exchanges, and industry rankings.

The factory index assessment is based on factory audit scores. Currently, through collaborations with third-party certification organisations, such as TÜV Rheinland and the China Quality Certification Centre, we conduct factory audits for suppliers. Factory audits cover 13 dimensions, including business compliance, environmental safety, quality management systems, upstream raw material supplier management, material management, production process control, equipment maintenance, finished product inspection and storage, R&D and laboratories, information technology levels, and customer satisfaction, focusing on evaluating ESG risks related to factory environmental safety, quality management and raw material supplier management.

Environmental safety assessment scores in the factory audit report shall account for a percentage of more than 20% at the factory inspection stage

Environmental safety assessment scores in the factory audit report shall account for a percentage of more than 20% at the factory inspection stage. The assessment points include:

- Possess an environmental impact assessment report, government approval document, and a valid pollution discharge permit;
- Equipped with certified pollution treatment facilities that function normally;
- Government monitoring sites are established at discharge locations and function normally, or the factory engages a qualified third-party organisation to conduct regular inspections;
- An annual fire drill plan is formulated, and relevant drill records are maintained;
- Firefighting facilities shall be complete (including fire extinguishers, emergency lights, safety exits, alarm bells, etc.) and ensured to be within their validity period. Maintenance records shall be complete, and no fire safety obstructions should exist on site;
- On-site occupational health and safety inspections shall be conducted. Employees in key positions are examined on a sample basis, and medical reports on occupational diseases within one year shall be maintained.

- The SCI assessment covered **100%** of Vanke's suppliers, with the coverage rates of annual periodic supplier audits and factory audits reaching **100%**;
- The proportion of suppliers certified in quality, environmental, and occupational health and safety management systems stood at **81.7%**, **69.3%** and **54.3%**, respectively.

Supplier product quality management

In terms of supplier product quality management, we have fully incorporated the *Material Quality Co-Management Agreement* into our centralised purchasing framework agreement and individual project contracts. In addition, we have provided suppliers with quality management training and value propagation after the contracts have come into effect, offered operating instructions and training materials on a regular basis, and strengthened the hands-on training through the on-site morning meetings on the front line of projects.

Supplier coverage of product quality and safety training

100%



In 2025, Vanke fully upgraded the "Skynet Action" to phase 3.0. Through technological and management mechanism iterations, we achieved more proactive and precise quality risk prevention and continuously improved product quality and supply chain reliability. The core optimisations of the "Skynet 3.0" for supplier product quality management are reflected in two main aspects:

Upgraded sample sourcing system

The original model of project-site sample submission has been expanded to a dual-track approach combining "project-site submission" with "source-based random inspections at the factories of suppliers of centralised procurement", strengthening quality control rigor and coverage from the production source.

Dynamic sampling strategy

The frequency of factory sampling is dynamically adjusted based on historical supplier pass rates. Suppliers with high pass rates will see reduced frequency, while those with lower pass rates will undergo more frequent sampling, so as to ensure management resources are focused on risk areas.

Vanke strictly enforces the supplier negative list management system shared across the Group to ensure the reliability and overall quality of the supply chain. If a supplier fails to meet requirements in key areas such as product quality, technical capability, delivery progress, or safety production, we will suspend or terminate cooperation based on their dishonest conduct.

Green supply chain ESG programme

Vanke is concerned about the impact of supply chain on the local environment during production processes, and has established a green supply chain management mechanism to respond to stakeholder concerns. We have participated in green supply chain initiatives in China's real estate industry and launched the Green Supply Chain ESG Programme.

In the selection of suppliers, priority is given to those that provide low-carbon and environmentally friendly materials. Regarding the objectives of the green supply chain, Vanke requires that all suppliers use aluminium alloy profiles that are 100% processed with chromium-free passivation technology and that 100% of the wood used is traceable to its source. During the reporting period, we achieved all targets related to the green supply chain.

Use of Materials	Environmental Requirements
Aluminium alloy	• Aluminium alloy profiles shall be 100% processed with chromium-free passivation technology.
Wood	• 100% of the wood used is traceable to its source.
Floor	• Several core performance indicators of engineered wood flooring products, such as moisture content, formaldehyde emission and surface abrasion resistance, shall be more stringent than the requirements of the current national standards. • Several core performance indicators of laminate flooring products, such as moisture content, formaldehyde emission and volatile organic compounds, shall be more stringent than the requirements of the current national standards.
Interior door	• The formaldehyde emission levels of raw materials such as wood-plastic surface materials and finger-jointed cedar panels, as well as the heavy metal content in PVC films and the formaldehyde and benzene series content in adhesives shall be more stringent than the requirements of the current national standards.
Interior and exterior wall coatings	• The environmental standards for interior wall coatings, including requirements for total volatiles, formaldehyde and soluble heavy metals shall be more stringent than the requirements of the current national standards.
Wallpaper/cloth	• The restrictions on harmful substances in wallpapers, such as heavy metals, shall be more stringent than the requirements of the current national standards.

Case **Commercial and Hotel BU Purchases Environmentally Friendly Building Materials to Support Green Supply Chain Development**

The Commercial and Hotel BU deeply integrates green material standards into the entire procurement and construction process, driving sustainable supply chain practices. At the early stage of each project, unified lists of preferred, prohibited, and restricted materials are established. The use of environmentally friendly materials, such as low-VOC products, asbestos-free and lead-free coatings, and FSC-certified timber, is mandatory. Priority is given to products certified with Environmental Product Declarations (EPD), Health Product Declarations (HPD), or the China Green Building Materials Label.

During the construction stage, the cost of recycled materials is required to account for no less than 30% of the total material value of the project. In addition, more than 50% of materials must be produced or procured within an 800-kilometre radius of the project site to reduce transportation-related carbon emissions. Dedicated personnel are assigned to manage the compliance documentation chain, including test reports, procurement invoices, and transportation records, to ensure full-process traceability.

Sunshine procurement

Vanke advocates for the principle of sunshine procurement to ensure transparency and fairness throughout the procurement process. All suppliers are required by us to sign the *Sunshine Cooperation Agreement* annexed to procurement agreements and contracts, which includes our requirements for suppliers to comply with anti-corruption policies. Through in-depth self-inspections, cross-checks and specialised initiatives, we aim to identify potential risks early and implement preventive measures. Additionally, we strengthen integrity education and training to keep vigilant, safeguarding a clean and ethical business environment. We have established a regular monitoring mechanism for supplier contract execution, focusing on key performance milestones such as payment ratios and the signing of the *Sunshine Cooperation Agreement*.

To address supply chain compliance risks, we have established a supplier supervision and management system. This system encompasses two key components: external supplier supervision and internal audit supervision, which together form a compliance control and restraint mechanism for procurement.

Vanke Group Supplier Monitoring and Management Mechanism

External supplier supervision

- Offer feedback channel for bidding and procurement: the procurement announcement and public notice shall clearly specify the contact person and their contact details for receiving objections.
- The procurement evaluation subcommittee shall ensure that objections are responded to and addressed within three days.
- 100% signing of the Sunshine Cooperation Agreement: all suppliers are required to sign the Sunshine Cooperation Agreement annexed to contracts. The agreement explicitly stipulates that suppliers are obligated to assist in monitoring the honest duty performance of personnel involved in Vanke's procurement activities.
- Transparent integrity whistleblowing channel: the procurement agreement and the Sunshine Cooperation Agreement clearly specify Vanke's departments responsible for accepting reports and complaints regarding honest performance and their respective contact information.

Internal audit supervision

- Special procurement audit: the audit function shall organise irregular special procurement audits annually to review procedural compliance and contract execution for key procurement projects.
- Reporting and investigation: the supervisory function shall thoroughly investigate procurement violations and misconduct based on the reported clues, with a focus on addressing prominent issues and driving targeted remediation.

- In 2025, **7,303** suppliers underwent due diligence;
- The comprehensive audit programmes focusing on key areas such as procurement were implemented, ensuring **100%** completion of all required rectifications.

Supply chain risk management

We have established a supply chain risk management mechanism to ensure the continuous stability and delivery assurance of the supply chain.

Risk identification

Key risks identified include supply stability risk, product quality risk and environmental safety risk.

Risk assessment

Supplier qualification review: During the admittance phase, conduct due diligence on the supplier's financial health, production capacity and historical performance to assess their delivery capabilities;

Production capacity assessment: Perform on-site inspections to evaluate suppliers' environmental compliance, capacity utilisation, production schedule execution and equipment maintenance status, ensuring their ability to deliver products on time;

Supply chain stability analysis: Analyse the supplier's secondary supply chain resource library to assess the stability of upstream raw material supply and identify potential risk factors that may impact delivery.

Risk response

Contract management and oversight: Clearly define delivery schedules, liability for breach of contract, and obligations for quality and safety warranties and maintenance within the agreement, and regularly monitor and evaluate to ensure fulfilment of obligations.

Contingency planning: Establish a risk database and a risk identification mechanism, and develop contingency plans, including alternative supplier arrangements, to address potential delivery disruptions.

Risk monitoring

Data analysis and early warning: Utilise data analysis tools to conduct real-time monitoring of key supply chain indicators, and establish warning thresholds to trigger alerts promptly when anomalies are detected, enabling swift responses;

Supplier performance evaluation: Regular evaluate suppliers' delivery performance, quality control and responsiveness through engineering assessments and the Skynet Action. Suppliers with subpar performance will be managed as high-risk suppliers and will be implemented the suppliers' negative list management system.

The number of suppliers included in the high-risk supplier management scope due to non-compliance with environmental, social and other requirements was

0

Supply chain support programme

Vanke has established a comprehensive evaluation mechanism and management system. Training activities are held to encourage suppliers to continuously enhance their management and performance in areas such as labour rights, environmental protection, health and safety and business ethics, assisting suppliers in improving their capabilities in sustainable development management.

In 2025, through joint research, standard co-development and capability sharing, we worked with partners to address challenges, driving green innovation in various product categories and processes.

Wallcoverings

We collaborated with suppliers to promote the use of green materials, from utilising recycled raw materials to ensuring transparency and traceability in the production process. We set high standards in key areas such as material sourcing and environmental impact, helping products upgrade towards greater sustainability.

Bathroom heaters

In partnership with suppliers, we co-developed a linear bathroom heater, innovatively replacing traditional metal casings with high-performance plastics. While ensuring structural stability, this approach reduces reliance on metal resources, lowers environmental impact at the source, and promotes product lightweighting and greener design.

Flooring

Working jointly with partners, we developed the "Extra Safety Flooring", specifically designed to enhance home safety for the elderly and children. The flooring features an innovative air-cushion structure on the underside combined with a polymer foam impact-absorption layer, achieving an absorption rate exceeding 41% and reducing fall-related injury risk by approximately 40%. The surface slip-resistance coefficient ranges from 0.4 to 0.6, providing stable footing. With an environmental performance rating of ENF level, the product delivers safety, comfort, and health in an integrated solution.

We have established regular communication mechanisms with our suppliers and offer periodic ESG-related training sessions for contractors and suppliers. In these sessions, we restate Vanke's bottom lines and standards, and help contractors and suppliers acquire essential knowledge on sustainable development. With enhanced awareness of environmental and social responsibilities, a responsible and sustainable operational model is promoted throughout the supply chain.

ESG-related Training for Suppliers

- **Product quality and safety training:** We conduct comprehensive training and promotion on product quality and safety for all contractors, and provide them with annually updated operational guidelines and training materials. Hands-on training sessions, such as morning meetings at project sites, are also organised to enhance the skills of contractors. In 2025, we held 416 specialised training sessions on product quality and safety, covering 100% of our contractors and their employees.
- **Labour health & safety and human rights training:** We require regional companies to independently arrange health & safety and human rights training for all suppliers. These trainings encompass workplace safety standards, occupational health protection, respect for human rights and fair labour practices. In 2025, our health & safety and human rights training covered 100% of our suppliers.
- **Business ethics training:** Under the framework of the *Sunshine Cooperation Agreement*, we promote integrity among contractors, suppliers and partners. In 2025, all on-site contractors received integrity promotion, achieving 100% coverage of contractors and their employees in business ethics training. Additionally, to further enhance suppliers' awareness of integrity, Vanke conducted specific training sessions on business ethics in 2025, including training on the *Procurement Red Line and Bottom Line Management Requirements* and the *Cost Procurement Integrity Training*, involving topics of integrity, anti-corruption and anti-bribery, which laid emphasis on business ethics standards.

Shared Development

RESPONSE TO SDGS

SDG 3 – Good Health and Well-being
Ensure healthy lives and promote well-being for all at all ages.

SDG 11 – Sustainable Cities and Communities
Make cities and human settlements inclusive, safe, resilient and sustainable.

SDG 17 – Partnerships for the Goals
Enhance the global partnership for sustainable development.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Rural revitalisation and social contributions

CORRESPONDING KPIS OF THE HKEX

B8

RELEVANT GRI INDICATORS

203-1, 203-2

Engaging in social welfare initiatives

Founded in 2008, Vanke Foundation embodies the principle of "Looking to the Future, Leading the Way", and is dedicated to addressing long-term issues with a focus on building sustainable communities and promoting harmonious development between the humanity and society, as well as the humanity and the nature. In 2025, guided by the five-year strategic plan spanning from 2023 to 2027, Vanke Foundation, with the vision of "Building a Beautiful and Shared Future Home", focused on three key strategic modules: the demonstration and promotion of carbon-neutral communities, community waste management and the narration of Chinese climate stories. Highlighting biodiversity conservation, it continued to practice and disseminate the concept of sustainable communities. We aspire to take on the role of a pioneer in driving international collaboration, encouraging everyone to become a creator and advocate for a better life.

As of 31 December 2025, Vanke Foundation had invested over RMB1.05 billion in total in public welfare projects across various fields, including community waste management, environmental protection, disaster relief, epidemic prevention, ancient architecture conservation, educational development, targeted poverty alleviation and children's health. Vanke Foundation launched multiple employee volunteer activities, engaging 42 participants and contributing a total of 1,008 hours of volunteer service.



Employee volunteer activities

Case Blue Envelope Communication Ambassador Volunteer Activities

Supported by the Vanke Foundation, in 2025, the Blue Envelope Programme conducted letter-based psychological companionship projects at Mianzhu Zundao School in Mianzhu County, Deyang City, Sichuan Province, and Zhenfeng No. 7 Primary School at Baila Education City in Zhenfeng County, Qianxiangxian Prefecture, Guizhou Province. These projects provided 53 children at Zundao School and 49 children at Zhenfeng No. 7 Primary School with monthly letters from volunteer correspondents, including 12 from Vanke. A total of 1,195 letters were sent. Monthly letters provided children with emotional support and positive guidance, helping to improve their psychological well-being.



The Programme, leveraging a digital platform, continuously monitors the mental health status of rural children. During the monitoring process, the platform identifies individual students who may require additional psychological support. Relevant information is then communicated, in a prudent and confidential manner, to the designated teachers at the respective schools, while professional guidance is simultaneously provided to volunteer correspondents. Through the coordinated efforts of schools, the project team, and volunteers, children receive timely, compassionate, and highly supportive care and companionship.

Assistance for special groups

Case AI YOU Series of Children's Medical Assistance Programmes

The Aiyou-Vanke Children's Paradise Programme spans hospital departments across four cities, covering paediatric hematology-oncology, paediatric cardiac surgery, general surgery, and general paediatrics. It has developed a department-specific service model that advances child-centred, humane medical care within both the departments and hospitals. At the same time, it contributes to the practice and research of paediatric medical social work, earning recognition from professionals and the wider public, and establishing the programme's brand and influence.

As of the end of December 2025, the Aiyou-Vanke Children's Paradise Programme sites nationwide had served over 15,000 children and conducted more than 950 activities. Among them, the practical research project outcomes from the Aiyou-Vanke Children's Paradise Programme site at Children's Hospital of Chongqing Medical University were selected for presentation at the 2024 Asia & Pacific Islander Social Work Educators Association (APISWEA) International Annual Conference.



Potted plant planting activity with child patients to celebrate the Tree-Planting Day



Parents and children create gifts together for the "angels in white" on the Nurses' Day

Rural green revitalisation

To achieve the Two Centenary Goals and respond to the national strategy of transitioning from targeted poverty alleviation to rural revitalisation, Vanke has given full play to its professional advantages, and carried out poverty-alleviation work in various forms in many provinces and autonomous regions across the country, including Guangdong, Guangxi, Xizang, Xinjiang, Gansu, Guizhou, Yunnan, Hunan, and Fujian. Focusing on areas such as rural infrastructure construction, operational model innovation, and educational support, Vanke has been working to beautify rural landscapes, enhance ecological awareness among rural residents, and paint a new picture of liveable, prosperous, and beautiful rural areas through practical actions.

Rural operations

Against the backdrop of China's comprehensive rural revitalisation strategy, achieving sustainable rural development while avoiding homogenisation and the pitfall of "prioritising construction over operations", has become a key focus across regions. As a committed co-builder, Vanke engages deeply in rural revitalisation efforts, emphasising respect for each village's intrinsic character, stimulating endogenous momentum, and advancing integrated industrial development.

Case Dongluo Village, Xinghua City, Jiangsu Province — From Nostalgia to Renewal: Dongluo's Eight-Year Transformation

Dongluo Village was once an ordinary village with underdeveloped infrastructure and a declining population. In 2017, the Xinghua Municipal Government of Jiangsu Province, in partnership with Nanjing Vanke and the village collective, jointly launched the "Dongluo with Clear Waters" initiative. Guided by a philosophy of long-term companionship, the project adhered to principles of "restoring the old as it was" and "micro-renovation". More than 150 traditional homestead units and a century-old ceremonial hall were preserved, the local water system ecology was restored, and the living environment was significantly improved. The project placed strong emphasis on activating villagers' sense of ownership, upgrading public spaces, and encouraging former residents to return and start businesses.

Simultaneously, it developed the "Dongluo with Clear Waters" cultural tourism brand, expanded into study-tour programmes and boutique homestays, and launched the agricultural brand "Bashiba Cang", introducing high value-added agricultural products with annual sales approaching RMB30 million. In 2024, the village collective's disposable economic income reached RMB2.85 million, a 5% year-on-year increase, and the per capita disposable income of villagers reached RMB34,066, an 8.1% year-on-year increase.

In 2025, Dongluo Village was selected as a "Best Tourism Village" by the United Nations, becoming the first village in Jiangsu Province to receive this honor. The village has paved a path for sustainable development that integrates ecological, cultural, and industrial revitalisation.



Dongluo Village awarded the United Nations "Best Tourism Village" title


Study-tour activities in Dongluo Village linked with the "Sweet Classroom" initiative


The Dongluo Grand Hall renovated by Vanke


"Bashiba Cang" agricultural brand enhances product value premium


Dongluo Yunduo Boutique Homestay

Rural construction

Case The "Ten-Thousand Enterprises Assisting Ten-Thousand Villages" Initiative: Creating a Demonstration Belt for Rural Revitalisation Connecting Multiple Towns in Ruyuan, Shaoguan

Vanke actively responded to the national rural revitalisation strategy and the provincial and municipal "Hundred-Thousand-Ten Thousand Project" initiatives. In line with Shenzhen's work deployment, it provided rural revitalisation assistance in Ruyuan Yao Autonomous County, Shaoguan City, and created a demonstration belt for rural revitalisation connecting multiple towns in the county. Vanke leverages its business strengths and, drawing on Ruyuan's unique natural resources as the "World Capital of Guoshan Yao" and its rich ethnic culture, positions the rural revitalisation demonstration zone as the "Most Beautiful Yao-Guest Symbiosis Revitalisation Corridor". The plan features "one greenway, one Yao village, and six themed demonstration zones", using an innovative "line connecting points" structure to closely link the themed areas, forming six distinctive and interconnected zones.

In June 2025, Vanke's supported project, the "Rural Revitalisation Project in Ruyuan County, Shaoguan City, Guangdong Province, a Minority Ethnic Area", was selected as a model case for 2024 under the "Shenzhen Social Forces Supporting Rural Revitalisation" initiative, jointly recognised by the Rural Revitalisation and Cooperation Bureau of Shenzhen Municipality, the Civil Affairs Bureau of Shenzhen Municipality, the State-owned Assets Supervision and Administration Commission of the State Council, and the All-China Federation of Industry and Commerce.



Six themed zones of the Ruyuan Yao-Guest Symbiosis Rural Revitalisation Demonstration Corridor


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CERTIFICATE OF HONOR
万科企业股份有限公司：
在2024年"深圳社会力量助力乡村振兴"典型案例认定工作中
您单位申报的《广东省少数民族地区韶关市乳源县乡村振兴项目》
被评为2024年度"深圳社会力量助力乡村振兴"典型案例。
特颁此证。
二〇二五年六月
Model case of the "Shenzhen Social Forces Supporting Rural Revitalisation" initiative

Case The "Project of One Hundred Counties, One Thousand Towns and Ten Thousand Villages" Initiative: Progress of the Donation and Construction Project of the Kindergarten and Community Park in Lishi Town, Zhenjiang District, Shaoguan City

In 2025, Vanke actively responded to the national rural revitalisation strategy and continued to deepen its support in key areas of Guangdong Province's "Project of One Hundred Counties, One Thousand Towns and Ten Thousand Villages" Initiative. The public welfare support project implemented in Lishi Town, Zhenjiang District, Shaoguan City, achieved significant results. The town's central kindergarten, funded and constructed by Vanke, completed its main structure and officially opened for the fall semester of 2025, adding 180 high-quality student places and effectively alleviating the local shortage of early childhood education resources. At the same time, the community sports and leisure park project was successfully completed and opened to the public. Designed around residents' actual needs, the park creates a welcoming, friendly, and vibrant town public space, promoting harmonious coexistence between people and nature, and providing the local community with a high-quality venue for recreational activities.


Aerial View of the Kindergarten in Lishi Town, Shaoguan City


Aerial View of the Community Park in Lishi Town, Shaoguan City

Rural education

Case Vanke's Educational Support Project in Yongshun County, Hunan Province

From March to September 2025, Beijing Green & Shine Foundation, in collaboration with Hunan Yongshun County Education and Sports Bureau and supported by the Vanke Foundation, organised activities including science teacher exchanges, summer camps for science and reading, and science demonstration classes. Through teacher mentoring, student inquiry, and reading practice, the activities improved teachers' professional capabilities and sparked students' interest in science and overall literacy. They promoted the sharing of educational outcomes and formed a sustainable education support model that balances resource support and capacity building, helping improve the quality of education.



Participating Team of the Green & Shine Science Teacher Exchange Programme



First day of the Science Summer Camp

Creating a happy and harmonious community

Affordable housing and commercial development

Government-subsidised rental residential property



Since the State Council issued *Opinions on Accelerating the Development of Government-Subsidised Rental Housing* in July 2023, affordable rental housing has been elevated to a national strategy. Port Apartment of Vanke has actively responded to the national policy of including housing in the affordable housing system. Approximately 132,000 units of its housing have been incorporated into the affordable rental housing category, accounting for 65% of the total available units.

As of the end of 2025, Port Apartment operated and managed 270,200 long-term rental units, with 197,800 units in operation and an occupancy rate of 95.4%, serving over 7,100 corporate customers and becoming a preferred housing choice for young people. This has effectively supported cities in attracting and retaining talent while promoting the standardised development of the rental housing market.

Highlight Projects of Vanke's Government Subsidised Rental Residential Properties in 2025

In Hangzhou

The talent rental housing project "Qinxianli Port Apartment · North University Town", jointly developed by Hangzhou Qiantang New Area Construction and Investment Group Co., Ltd. and Port Apartment, commenced centralised leasing at the end of November. Eligible applicants include municipal-level and Qiantang District-level recognised talents, as well as individuals holding a college diploma or above, contributing to local social security, and without home ownership in Hangzhou. Recent university graduates are also eligible for housing subsidies. The project has become another welcoming platform for Qiantang District to attract and retain talent.

In Beijing

The pilot government-subsidised rental housing project "Port Apartment Courtyard · Jiugongxin Community" officially opened on 6 November. The project was acquired by CCB-Vanke Fund, a housing rental fund jointly established by China Construction Bank and Vanke Group, and is operated by Port Apartment. As one of the first collective land rental housing projects in Daxing District to enter the market circulation mechanism, the community represents a landmark case in establishing a closed-loop business model for income-generating real estate covering investment, financing, construction, management, and exit. It also provides a replicable pathway for local governments exploring the market-oriented supply of rental housing on collective land, offering valuable experience to support the sustainable and high-quality development of the housing rental sector.

Support for commercial office properties targeting SMEs in the cultural sector

Case Vanke Cloud City Design Community Provides Commercial Office Property Support for SMEs in the Cultural Sector

Located in Nanshan District, Shenzhen, Vanke Cloud City Design Community covers an area of 100,000 square metres and has been officially recognised as a municipal-level cultural industry park by the Shenzhen government. The park is strategically positioned to foster a new cluster of design industries, attracting over 100 renowned design institutions to set up operations within its premises. What sets this industrial park apart is its unique layout, which combines "courtyard-style architecture, low-density urban park spaces, and open connectivity". This innovative design provides flexible and diverse office spaces, with 90% of the offices featuring private courtyards and terraces.

As a municipal-level cultural industry park in Shenzhen, Vanke Cloud City Design Community is committed to providing robust commercial office property support for small-, medium- and micro-sized cultural enterprises. For SMEs in the cultural sector that have been registered in the park for at least one year, the park offers a rental subsidy of up to 50% of the previous year's paid rent, with a maximum subsidy amount of RMB1 million. This subsidy policy can be enjoyed continuously for three years. In addition to substantial rental subsidies, the park is equipped with a wide range of shared industrial spaces designed to fully support the growth and development of its tenants, such as auditoriums and lecture halls, meeting rooms and sports parks.

This project attaches great importance to the clustered development of the cultural and creative industries, and has introduced enterprises from industries such as architectural design, spatial design, industrial design, and new consumption. Meanwhile, the industrial park provides a complete set of operational services ranging from industrial services to lifestyle services. This helps design enterprises meet their non-core business needs, enabling them to focus more on their business development.





Community engagement

In advancing harmonious community development, Vanke Service actively participates in grassroots community co-governance. By steadily promoting community co-building initiatives, it strengthens engagement and collaboration with residents, enhances the effectiveness of community governance, and injects positive momentum into fostering warm, inclusive, and liveable neighbourhoods that support both quality living and working environments.

Case Onewo's Lingshi System Supports Community Governance

At the Onewo Insight Conference 2025 "Insight · Lingshi" event held on 12 December 2025, "Lingshi 3.0" made its debut. Through its flagship technology product, Lingshi 3.0, Onewo empowers grassroots community governance. The system integrates multiple streams of information into an on-site edge server, connecting existing community hardware with various types of robots, enabling a shift in work order dispatching from a reactive "people looking for tasks" model to a proactive "tasks finding people" mechanism, while also facilitating intelligent energy management and embedding robotic applications to build a comprehensive service ecosystem. Onewo also pioneered a "digital employee" leasing model and, in collaboration with corporate partners, established an ecosystem alliance to advance smarter governance. Its "Ideal Land" solution covers diverse scenarios, including improving inspection efficiency, alleviating traffic congestion, and accelerating responses to safety hazards. Through technology enablement and ecosystem collaboration, Onewo enhances the overall effectiveness of community governance.

Fitness-for-all program

Run for Fun

In 2025, Vanke celebrated the 12th anniversary of Run for Fun series, a landmark initiative that has left its mark across 371 cities worldwide. Over the past 12 years, it hosted more than 475 events, attracting nearly 6,518,000 participants nationwide. As a widely influential national fitness initiative, Run for Fun has developed into a diverse event system, including city runs, community events, university marathons, and full marathons. The event consistently promotes the spirit of "running for health, running for happiness, and running for friendship", and continues to spread positive energy, contributing actively to the construction of a Healthy China.

Case 2025 Vanke National Urban Run for Fun

From 15 September to 19 October 2025, the 2025 Vanke National Urban Run for Fun successfully concluded after 35 days. The event covered 338 cities across China and attracted 358,000 participants. Of these, more than 70,000 were employees, and the total accumulated distance reached 9,172,300 kilometres, equivalent to nearly 229 laps around the Earth, with a total running time of 1,168,000 hours. During the event, cities adopted a "small-scale, high-frequency" approach, bringing together homeowners, customers, and partners to participate. By encouraging active lifestyles, the event brought to life the spirit of the Run for Fun, i.e., "running for health, running for happiness, and running for friendship".



Investor education

Since its establishment in 2015, Vanke Investor Education Base has focused on serving small- and medium-sized investors, spreading investment knowledge, and improving risk awareness. It receives over 10,000 public visitors annually, conducts over 600 investor research exchanges, and answers investors' questions related to industry, market, and company development. In 2025, the base actively promoted "alerting investors to investment risks and protecting financial rights", spreading the latest policies, investment knowledge, and risk prevention strategies to investors. In the future, the base will continue to optimise services, respond to investors' concerns, and help create a transparent, stable investment environment that fosters rational investment development.

Climate-related Disclosure

RESPONSE TO SDGS

SDG 13 - Climate Action
Take urgent action to combat climate change and its impacts.

RESPONSE TO TOPICS UNDER *THE GUIDELINES* OF THE SZSE

Climate response

CORRESPONDING KPIS OF THE HKEX

A4

RELEVANT GRI INDICATORS

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

Governance

We have established an ESG management structure with the Board as the highest decision-making level. The Board is responsible for determining the Company's ESG management structure and management strategy to ensure the establishment of appropriate and effective ESG risk management and internal monitoring systems. The Board has integrated climate change-related risks and opportunities into its ESG management. For details on the governance structure related to climate change, please refer to the *Sustainability Management* section of this report.

Strategy

Climate scenario analysis

Based on the current situation and analysis of the future, Vanke continues to optimise the original scenario selection, and adds two hypothetical scenarios based on IPCC's RCP8.5 and RCP4.5 Scenarios, as well as the delayed transition scenario and current policy from the Central Bank and Regulators Network for Greening the Financial System (NGFS) for climate scenario analysis and comparison.

The climate scenarios are detailed as follows:

	Physical Risks		Transition Risks	
Scenario Name	IPCC-RCP4.5	IPCC-RCP8.5	NGFS-Delayed Transition	NGFS-Current Policy
Potential Temperature Rises	2°C~3°C	~4°C	2°C~3°C	~3°C
Scenario Description	Carbon dioxide emissions are assumed to begin declining around 2045 and to fall to approximately half of their 2050 levels by 2100. The global temperature is expected to rise by 2°C to 3°C under this scenario.	No significant policies have been introduced, economic growth, and technological progress still heavily rely on fossil fuels. The global temperature is expected to rise by 4°C by 2100 under this scenario.	It is assumed that no new climate policies will be introduced before 2030 and that countries and regions will take varying degrees of action in accordance with the existing policies. The global temperature is expected to have a 67% probability of limited rise by 2°C by 2100 under this scenario.	It is assumed that the existing climate policies will remain in effect without further enhancement. The greenhouse gas emissions are expected to continue to rise before 2080, so that the global temperature is expected to rise by approximately 3°C under this scenario.

We conducted short-term and long-term analyses of climate change risks and opportunities respectively in accordance with the recommendations of the *ISSB's IFRS S2 Climate-related Disclosures*, the *SZSE Self-Regulatory Guidelines No. 3*, and the *HKEX ESG Reporting Code.*

Definitions of Current, Short-Term and Long-Term

Current	2025~2026	Short-Term	2026~2030	Long-Term	2030~2050



Climate risk assessment

Climate Risk			Reporting Periods of Primary Concerns	Influence of Value Chain	Business Model Implications	Potential Financial Impacts (Including Current and Prospective Analysis)	Impact Scale	Climate Resilience Assessment	Transition Plan
Transition Risks	Policy and Legal Risks	Carbon Emission Trading	Long-Term	Upstream Operations	Under the Measures for the Administration of Carbon Emissions Trading (for Trial Implementation), upstream sectors in the construction industry may be included in carbon trading in the future, therefore, steel, cement and other procurement will face higher carbon costs, the General Code for Energy Conservation, Renewable Energy Utilisation requires new buildings to reduce carbon emission intensity, and companies to invest more in energy-saving renovation and green technology applications.	The inclusion of certain energy-consuming industries in the management of the carbon emission trading market will significantly impact Vanke's external development, causing the Company to incur additional costs from carbon emission quotas and trading to fulfil its environmental responsibilities.	● ●	**Uncertain factors:** Fluctuation in carbon emission trading **Adjustment capability:** Strong resilience, we have gradually reduced its dependence on carbon emissions in the operating process.	Continue to promote the application of renewable energy, develop low-carbon technologies, optimize energy efficiency, reduce carbon emissions, and ensure the competitiveness of enterprises under the carbon pricing policy.
		Environmental Regulatory Requirements	Current Short-Term Long-Term	Upstream Operations	Under the General Code for Energy Conservation and Renewable Energy Utilisation, new buildings are required to fully implement green building standards. Meanwhile, the guidelines of regulators such as the A-share market and the Stock Exchange have progressively improved in line with the International Financial Reporting Sustainability Disclosure Standards, which has also exerted certain pressure on report disclosure.	Stricter requirements for environmental information disclosure and more external services for verification and auditing will increase costs. At the same time, severe pressure from stricter environmental compliance will lead to penalty risk and the risk of extra expenses.	●	**Uncertain factors:** Policy tightening trend. **Adjustment capability:** Strong resilience, we have established a sound environmental management system.	Establish a rigorous environmental compliance system, further implement green building standards for all new buildings, and ensure that business operations comply with the latest environmental regulations and standards.
	Market Risk	Raw Material Costs and Supply	Short-Term Long-Term	Upstream Operations	Steel, cement, and wood are essential building materials in the real estate industry. Since all building materials are energy-intensive and carbon-intensive, under the Assessment Standard for Green Building, new projects are required to use environmentally friendly materials, but the prices of those materials may increase due to capacity and technology constraints.	Fluctuation of upstream raw material prices will increase procurement and management costs. Rising energy prices will increase the operating costs of Vanke.	● ●	**Uncertain factors:** Market fluctuations in supply and demand. **Adjustment capability:** Moderate resilience, the supply chain's response to climate risks is generally based on legal requirements and less proactive.	Optimize supply chain management, increase procurement channels for alternative materials, further promote supply chain empowerment, ensure the stability and diversity of raw material supply, and reduce the risk of supply chain disruption.
		Changing Customer's Preferences	Short-Term Long-Term	Operations Downstream	Under the Assessment Standard for Healthy Buildings, healthy residential buildings are required to meet the requirements of air, water quality, noise and other aspects. Consumer demand for green and healthy residential buildings has increased significantly. Failure to adjust product lines promptly may result in difficulties in selling off inventory.	The initial design and development for customers' needs such as green buildings and healthy residential buildings will increase the initial investment, resulting in cash flow pressure, additional investment risks caused by the uncertainty of green technology, and fluctuations in market demand may affect the speed of selling off inventory and rental returns of green projects. Additionally, if the prediction of relevant green products is incorrect, this could lead to difficulties in selling off inventory, the expected income below expectations, and reduced profits.	●	**Uncertain factors:** Under the new circumstance, consumers' choice tendencies are more diversified. **Adjustment capability:** Strong resilience, we have been active in maintaining sensitivity to the market.	Develop green building products, enhance the brand's image for environmental protection, meet customers' demand for sustainable development, and consolidate market competitiveness.
	Technology Risks	Green Building Technologies	Current Short-Term	Upstream Operations	In Shanghai and other regions, enterprises are required to increase ultra-low energy building construction step by step, and adopt advanced technologies to achieve ultra-low energy objectives. However, inadequate maturity of some technologies or management methods may lead to construction or operation problems, thereby increasing project risks.	The research, development and application of new energy-saving building technologies will cause extra R&D costs to Vanke. The application of ultra-low energy building and zero-carbon building systems will lead to higher costs than now. However, certain ultra-low energy or green building projects could benefit from cost-effective financing channels such as government subsidies and green bonds and loans.	● ●	**Uncertain factors:** The speed of technology iteration. **Adjustment capability:** Strong resilience, we have established the capability to research and develop green building technologies.	Require new projects to pursue green building certification, proactively enhance internal design standards, and develop and implement specialized guidelines for green design and procurement to improve the environmental performance of buildings.
		Energy Structure and Energy Use	Current Short-Term Long-Term	Upstream Operations	Under the dual-carbon goals, fossil fuels need to be replaced by hydropower, photovoltaic (PV), and wind power. However, the lack of unified standards in PV system operation and maintenance affects power generation efficiency and grid integration. Energy supply stability must be enhanced through solutions such as microgrids and energy storage.	The development and application of renewable energy technologies will increase costs. The application of renewable energy may increase the upfront costs of individual projects (including R&D input and construction costs in the early stage).	● ●	**Uncertain factors:** Price volatility in new energy markets, and changes in energy markets. **Adjustment capability:** Strong resilience, we have adopted an energy strategy featuring diversification.	Develop comprehensive technical and management guidelines covering the entire photovoltaic lifecycle—from design to construction and operation—and promote diversified energy supply to optimize energy efficiency, ensure energy security, and support sustainable development.

Climate Risk			Reporting Periods of Primary Concerns	Influence of Value Chain	Business Model Implications	Potential Financial Impacts (Including Current and Prospective Analysis)	Impact Scale	Climate Resilience Assessment	Transition Plan
Physical Risks	Acute Risks	Tropical Cyclones	Current Short-Term Long-Term	Upstream Operations Downstream	Strong winds and heavy rains may cause direct damage to roofs, windows and facades of buildings, especially high-rise buildings and unreinforced structures. Cyclones may also trigger power outages and traffic disruptions, impacting project accessibility and daily operations.	• **Real estate development:** They will lead to project suspension, longer development periods, or direct economic losses, thus resulting in extra construction costs. • **Property services:** They will lead to flooding of the garage and broken windows, resulting in extra maintenance costs. • **Rental housing:** Mounting pressure on customer service and initiatives such as public area maintenance will lead to additional operating costs. • **Hotel and resort:** Typhoons and rainfall will lead to a decrease in the number of visitors and wide range operation management, thus resulting in less operating income and more operation and maintenance costs. • **Logistics and warehousing:** Rainfall and strong winds will cause damage to packages and logistics disruption, resulting in extra operation and maintenance costs. • **Retail property development and operations:** Reduced foot traffic in shopping malls may lead to issues such as curtain wall leakage and exterior facade detachment, requiring increased typhoon and flood prevention materials, resulting in lower revenue and higher operation and maintenance costs.	● ●	**Uncertain factors:** The prediction of the path and intensity of tropical cyclones. **Adjustment capability:** Strong resilience, the government provides sufficient information and supporting measures.	Enhance building design for typhoon and wind resistance, allocate schedule buffers and maintenance budgets, and optimize risk prevention and emergency response systems to ensure the safety of critical infrastructure.
		Riverside Floods	Current Short-Term Long-Term	Upstream Operations Downstream	Underground facilities, parking lots and low-rise buildings of real estate projects will be flooded, damaging building structures and equipment and affecting normal use. Floods may also cause issues such as water supply interruptions and power failures, disrupting project operations and residents' lives and reducing living comfort and safety.	• **Real estate development:** Floods will result in project shutdowns and foundation damage, increasing restoration and labor costs, and affecting cash flow and revenues. • **Property services:** Floods will damage facilities, increase repair costs, and may cause customer complaints, affecting service quality and customer satisfaction. • **Rental housing:** Floods will damage houses, reduce subsequent rental income, and raise renovation expenses, increasing operating costs. • **Hotel and resort:** Floods will damage facilities, resulting in customer attrition and reduced income, while requiring plenty of time and funds for repair, affecting the overall cash flows. • **Logistics and warehousing:** Floods will overwhelm warehouses and damage inventories to cause insurance fees and inventory loss, resulting in impairment of assets. • **Retail property development and operations:** Floods will damage facilities and affect merchant business, resulting in reduced rental income, while causing reinstatement costs.	● ●	**Uncertain Factors:** River stream flows and geological conditions. **Adjustment Capability:** Strong resilience, we have had a good flood defence package and have an emergency plan in place.	Increase the flood resistance of buildings, improve the efficiency of drainage systems,enhance flood control facilities to ensure that the buildings and infrastructure can resist the threat of floods.
		Wildfires	Current Short-Term Long-Term	Upstream Operations Downstream	Wildfires may burn down the real estate projects close to vegetation areas, and damage the building structure and surrounding environment. Smoke and ash will pollute the air, affecting the quality of living environment and residents' health.	• **Real estate development:** Wildfires will burn down projects under construction, causing significant impairment of assets. The increased reconstruction costs and delayed construction periods will affect sales plans and cash flows. • **Property services:** Wildfires will damage facilities, increase emergency response and disaster relief efforts, and repair costs. In the case of injured personnel, additional labour costs will be needed. • **Rental housing:** Wildfires will burn down houses and cause losses of rental income, affecting profitability. • **Hotel and resort:** Wildfires will pose a destructive impact on the surrounding ecology. The original site of the hotel will be no longer suitable for selection, resulting in increased impairment of assets and reconstruction costs. • **Logistics and warehousing:** Wildfires will burn down warehouses, damage inventories, and increase insurance fees and inventory loss, incurring impairment of assets. • **Retail property development and operations:** Wildfires will damage facilities, affecting merchant business, leading to reduced rental income, while causing high reinstatement costs.	●	**Uncertain Factors:** Drought weather and vegetation conditions. **Adjustment Capability:** Moderate resilience, major fire incidents require the government to carry out emergency rescue and disaster relief.	Strengthen the fire control facilities, optimize the the design of building separation zones, and conduct regular fire safety drills and training to ensure fire safety.
	Chronic Risks	High Temperatures	Current Short-Term Long-Term	Upstream Operations Downstream	High temperatures will lead to an increased reliance on air conditioning and other cooling systems for project operations. It may also accelerate the ageing process of building materials, such as roofs and facades, increasing maintenance needs while affecting the frequency of use and experience of outdoor facilities.	• **Real estate development:** Increased days of extreme high temperatures will lead to more high-temperature allowances and increased labor costs, while reducing work efficiency and prolonging construction periods, with an impact on cash flows. • **Property services:** High temperatures will increase the energy consumption of air-conditioning and increase operating costs. Meanwhile, it may cause the malfunction of equipment, increasing repair costs. • **Rental housing:** Tenants will increase their usage of air-conditioning, leading to higher electricity bills and elevated maintenance costs for air-conditioning, thereby driving up to some extent operating costs. • **Hotel and resort:** High temperatures will lead to customer attrition and reduced occupancy rates, while increasing the energy consumption and maintenance costs of air-conditioning, thereby reducing the profit margin. • **Logistics and warehousing:** High temperatures will increase inventory damages and operating costs of cold chains. • **Retail property development and operations:** High temperatures will increase the energy consumption of air-conditioning, increase pedestrian flow, and put pressure on order maintenance in shopping malls, causing more operation and maintenance costs.	●	**Uncertain Factors:** High temperature and its duration. **Adjustment Capability:** Strong resilience, the buildings are of heat-resistant materials or designs.	Continue to implement the energy-saving and environmentally friendly equipment, improve the design for building insulation,and optimize the cooling system to ensure a comfortable working environment and reduce energy consumption.

Climate Risk			Reporting Periods of Primary Concerns	Influence of Value Chain	Business Model Implications	Potential Financial Impacts (Including Current and Prospective Analysis)	Impact Scale	Climate Resilience Assessment	Transition Plan
Physical Risks	Chronic Risks	Low Temperatures	Current Short-Term	Upstream Operations Downstream	Low temperatures will lead to risks such as pipe freezing, malfunctioning of heating systems and fragile building materials, affecting the normal use of buildings and residents' lives. They may also prevent outdoor facilities from functioning properly, thereby reducing the functionality and attractiveness of projects.	• **Real estate development:** Low temperatures will lead to construction stagnation, increase labor and equipment costs, and prolong construction periods, affecting project delivery and sales schedules. • **Property services:** Low temperatures will increase heating energy consumption and push up operating costs. Meanwhile, they may also result in the freezing and cracking of pipes, thereby increasing repair costs. • **Rental housing:** Low temperatures will lead to higher heating maintenance costs, affecting profitability. • **Hotel and resort:** Low temperatures will require increased food and room insulation or heating efforts, expanding heating energy consumption and maintenance costs, thereby elevating operating costs. • **Logistics and warehousing:** Low temperatures will affect the work efficiency of employees, and increase labor costs. • **Retail property development and operations:** Low temperatures will reduce the number of visits, causing reduced rental income, while increasing heating maintenance costs.	●	**Uncertain Factors:** Frequency of cold waves and degree of cooling. **Adjustment Capability:** Strong resilience, we have a complete ventilation and heating systems.	Upgrade the heating system, optimize the insulation performance to ensure the normal operation of key facilities at low temperatures, and guarantee the health of employees and production efficiency.
		Snow	Current Short-Term Long-Term	Upstream Operations Downstream	Snow will mount pressure on the roofs of buildings, resulting in structural damage, especially in unreinforced buildings. Snow may also block roads and entrances and exits, affecting the accessibility and daily operations of projects, thereby degrading the customer experience.	• **Real estate development:** Snow will result in construction stagnation, increased snow removal and insulation costs, and prolonged construction periods, affecting project delivery and sales schedules, while pushing up the financing costs of projects. • **Property services:** Snow will increase investment and maintenance costs for snow removal equipment as well as the possibility of frozen pipes, which will increase emergency maintenance expenditures and affect annual budget execution. • **Rental housing:** Snowfall may cause the heating system to fail, resulting in high repair costs and impacting net operating income (NOI). • **Hotel and resort:** Traffic congestion leads to a reduction in clientele, while increased heating and snow removal costs compress profit margins. • **Logistics and warehousing:** Delays in logistics and transport increase the cost of inventory, while damaging inventory and driving up insurance costs, thus affecting cash flow. • **Retail property development and operations:** Snow will dampen footfalls, resulting in lower rental income, while increasing snow removal and facility maintenance costs, thereby affecting return on investment (ROI).	●	**Uncertain Factors:** Snowfall and coverage. **Adjustment Capability:** Moderate resilience, the allocation of more snow removal equipment is required.	Allocate schedule buffers, increase snow removal equipment deployment, enhance building load-bearing capacity, and ensure unobstructed transportation routes.
		Rainfall	Current Short-Term Long-Term	Upstream Operations Downstream	Localized heavy rainfall can trigger flooding, submerging low-lying areas such as basements and parking lots, damaging facilities. It may also cause soil erosion, affect foundation stability, and lead to traffic congestion and infrastructure damage.	• **Real estate development:** Rainfall will lead to construction stagnation, increase the procurement of drainage equipment, and prolong construction periods, thereby increasing costs and simultaneously exerting pressure on cash flows. • **Property services:** Rainfall will increase the burden on drainage systems and push up maintenance costs. It may also lead to water leakage problems and increase repair costs. • **Rental housing:** Rainfall will lead to leakage in houses, incurring renovation fees and increasing maintenance costs. • **Hotel and resort:** Rainfall will cause customer attrition and reduced occupancy rates. Outdoor facilities will require more investment in maintenance. Thus, profit margins will be compressed. • **Logistics and warehousing:** Rainfall will flood warehouses, damage inventories, and disrupt traffic. It will also increase insurance fees and inventory losses, and put pressure on transportation, with an overall impact on impairment of assets. • **Retail property development and operations:** Rainfall will affect the schedule of outdoor activities, and reduce pedestrian flow and the overall revenues of shopping malls.	●	**Uncertain Factors:** Rainfall intensity and coverage. **Adjustment Capability:** Strong resilience, we have sound flood control and drainage systems.	Monitor early warning information, enhance risk screening, and develop emergency operation guidelines for heavy rain alerts; improve flood control facilities, strengthen drainage system maintenance, and ensure buildings and infrastructure can withstand heavy rain and flooding.
		Strong Winds	Current Short-Term Long-Term	Upstream Operations Downstream	Strong winds will directly damage the external walls, windows and roofs of buildings, resulting in direct economic losses. In addition, they pose a challenge to the stability of super high-rise buildings. Meanwhile, strong winds may also cause power outages and traffic interruptions, disrupting project operations and reducing the functionality and attractiveness of projects.	• **Real estate development:** Strong winds will damage the facades and temporary facilities of projects under construction, increase repair costs and delay construction periods, adversely impacting the collection of pre-sale proceeds and capital turnover efficiency. • **Property services:** Strong winds will damage facilities such as roofs and windows and increase repair costs and insurance claims costs, thus adversely impacting the operating margin. • **Rental housing:** Strong winds will damage the housing structure and disrupt rental income, incurring significant reinstatement costs and affecting valuation of assets. • **Hotel and resort:** Strong winds will damage outdoor facilities and landscapes and affect customer experience, resulting in booking cancellations and reduced revenues, while increasing repair costs and the cost of insurance. • **Logistics and warehousing:** Strong winds will overturn the roofs of warehouses and rooftop photovoltaic equipment, damage inventories, and increase inventory loss, insurance fees and energy consumption costs, pushing up operating costs. • **Retail property development and operations:** Strong winds will damage commercial facilities and billboards and affect merchant business, resulting in decreases in earnings such as that from advertising. Meanwhile, they will increase reinstatement costs. All of these factors will adversely affect the return on investment (ROI).	●	**Uncertain Factors:** Wind speed and coverage. **Adjustment Capability:** Strong resilience, the architecture structure has strong resilience against wind.	Optimize the wind-resistant structure of architecture and reinforce the support systems to ensure the stability of architecture and infrastructure during strong winds.

Impact Scale Legend Low ● Middle ● ● High ● ● ●

Climate opportunity assessment

Climate Opportunity	Business Model Impact	Potential Financial Impact	Future Plans
Investor concerns	Investors are increasingly focusing on the impact of green investments and are utilizing various green financing instruments, such as green bonds, green loans, and direct ESG investments, thereby broadening the financing channels for the real estate sector.	In terms of green financing, our expertise in environmental management and energy-efficient building technologies enables us to design, construct, and operate projects in accordance with the requirements of green financing instruments, thereby broadening our financing channels with minimal management adjustments.	Continuously improve green financing policies and frameworks, enhance requirements for information disclosure and transparency in green financing, and increase market confidence.
Ultra-low energy building technology system	Ultra-low energy building technology can significantly reduce energy consumption and minimize negative environmental impacts through innovative design and construction methods. Vanke is conducting large-scale pilot projects and applying ultra-low energy building system technologies to promote overall energy efficiency in buildings.	Reduce building energy consumption during the operational phase, thereby lowering operational costs.	Continuously expand the application of ultra-low energy consumption building technologies across our new projects, and pilot and roll out the implementation of zero-carbon building technology systems.
Renewable energy use	Energy security and energy structure transformation are among China's major strategic initiatives. By vigorously developing hydropower, photovoltaic, wind, and nuclear power to replace traditional fossil fuel consumption, and by enhancing energy supply stability through microgrids, digital energy, and energy storage technologies, China is advancing its energy transition. Meanwhile, distributed energy systems offer broad application prospects. As a key application sector, the real estate industry should proactively invest in research and deployment of related technologies. Vanke should take early action to strengthen its capabilities in addressing climate-related risks.	The application of renewable energy can exempt part of the operational costs during the building operation phase, thereby reducing overall operating expenses.	Optimize supply chain management, expand alternative material sourcing channels, further enhance supply chain capabilities, and ensure the stability and diversity of raw material supply to reduce the risk of supply chain disruptions.
Green building targets and standards	The state's requirements for green buildings are becoming increasingly stringent, and mandatory regulations on green buildings and energy efficiency are expected in the future. Vanke has already initiated in-depth green building certifications and established its own standards, giving it a relatively leading advantage in future industry competition.	Gradually advancing green building management and green building certification helps Vanke effectively respond to mandatory standards in the future, spread out transition costs, reduce short-term transformation expenses during periods of mandatory requirements, and ensure stable cash flow.	Continuously monitor policy developments regarding green buildings and ultra-low energy consumption buildings, require new projects to pursue green building certifications, accelerate progress toward Vanke's green building goals, continuously optimize unit costs for launching green building projects, and maintain stable cash flow.

Climate-related financial impacts

In 2025, building on the climate-related risk inventory across various business sectors—including residential development, commercial, industrial and office, logistics, and hotel and resort—we conducted financial impact analyses on both current and projected timeframes for climate risks of high significance (inherent risks) and climate-related opportunities that can be transformed into drivers for growth. Guided by policy frameworks such as the *Guidance Catalogue for Green and Low-Carbon Transformation Industries (2024 Edition)*, we implemented a green labeling management system for internal green economic activities. Additionally, by organising cross-sector workshops, we facilitated departments and business units in standardising data metrics for climate-related financial impacts, continuously enhancing our capabilities in addressing climate risks and harnessing climate-related opportunities.

Currently, key initiatives such as green building investments, green technology research and development, and disaster preparedness have been incorporated into routine operational management and the annual budgeting system. Overall climate-related financial impacts remain within a manageable range, and no individual risk or opportunity with financial materiality has been identified at this stage. However, to proactively capture low-carbon transition trends and strengthen sustainable competitiveness, we have established this long-term climate-related financial indicator system. It covers multiple dimensions, including risk mitigation expenditures, green investments, technological innovation, and revenue generation, aiming to support strategic decision optimisation, precise resource allocation, and high-quality disclosures under climate-related reporting frameworks such as IFRS S2 through continuous monitoring and analysis.

Type of Climate-related Impacts	Serial Number	Indicator	Description	Corresponding Business Segment
Climate-related risks	1	Amount of High-Temperature Allowance Disbursed (RMB10,000)	The total amount of high-temperature allowances paid directly by the Company to employees during the reporting period, excluding amounts covered by outsourcing contracts and paid by the contractors.	General (all business segments)
	2	Green Procurement Amount (RMB10,000)	Total contract value signed with Green Supply Chain Action whitelisted suppliers during the reporting period.	General (all business segments)
	3	Green Procurement Ratio (%)	The proportion of green procurement amount to the total procurement contract amount during the reporting period.	General (all business segments)
	4	Investment in Building Energy Efficiency and Green Buildings (RMB10,000)	Funding inputs in areas such as green buildings, ultra-low energy consumption/low-carbon buildings, green retrofitting of existing buildings, renewable energy applications, prefabricated buildings, and intelligent construction. Specifically include: • **Green buildings:** Design, construction, commissioning, and smart operation and maintenance meeting one-star or higher standards; • **Ultra-low/low-carbon buildings:** Comply with requirements such as the *Technical Standard for Nearly Zero Energy Buildings*; • **Existing building retrofit:** Energy-efficient upgrades and intelligent operation of envelope structures, energy systems, and cooling systems; • **Renewable energy applications:** Rooftop/wall-mounted photovoltaics, heat pumps, solar water heating systems, etc.; • **Prefabricated building:** Constructed using prefabricated components, meeting Grade A or higher standards • **Intelligent Construction:** BIM, intelligent construction systems, construction robots, smart management platforms, etc.	Property development/ retail property development and operations/ office/ logistics and warehousing

Type of Climate-related Impacts	Serial Number	Indicator	Description	Corresponding Business Segment
Climate-related risks	5	Green Logistics Investment (RMB10,000)	Funding input in areas such as green logistics hubs and parks, green warehousing facilities (including cold storage), green grain storage and logistics facilities, and the application of green logistics technologies and equipment. Specifically includes: • **Green logistics hubs/parks:** Green construction and operation of national logistics hubs, backbone cold chain bases, demonstration parks, etc.; • **Green warehousing:** construction of warehouses and cold storage facilities using green building materials and energy-efficient equipment; • **Green grain storage and logistics:** construction of high-standard grain warehouses, bulk grain loading/unloading facilities, and bulk-to-container projects; • **Green logistics equipment:** new energy vehicles, intelligent freight platforms, reusable packaging, pallet sharing systems, cold storage returnable containers, etc.	Logistics and warehousing
	6	R&D Investment in Green Building Materials Manufacturing (RMB10,000)	R&D expenditures on energy-saving wall materials, exterior wall insulation materials, energy-efficient glass, prefabricated components, ready-mixed concrete/mortar, and green industrialized customized home decoration products, with relevant products meeting national green product standards.	Property development / Retail property development and operation / Office
	7	R&D Investment in Building Energy Efficiency and Green Building Technology (RMB10,000)	Including research and development investments in green building design, low-energy building technologies, existing building retrofit technologies, renewable energy systems, prefabricated structures, and intelligent construction software and equipment.	Property development / Retail property development and operation / Office / Logistics and warehousing
	8	Investment in Green Logistics Technology Research and Development (RMB10,000)	Including research and development investments in green logistics park operation technologies, green warehousing systems, new grain storage and transportation processes, new energy transport equipment, intelligent information platforms, and reusable packaging technologies.	Logistics and warehousing
	9	Property insurance expenses (RMB10,000) for natural disaster preparedness	Property insurance costs during the reporting period for specific coverage against asset losses caused by natural disasters such as typhoons and floods, categorized by business type: • **Logistics:** Insurance for logistics warehousing and transportation facilities and other assets; • **Hotel:** Insurance for hotel properties and related facilities.	Logistics and warehousing / Hotel and resort
	10	Amount spent this year on purchasing emergency facilities and equipment for adverse weather conditions (RMB10,000)	Expenditures on emergency facilities and equipment procured for the prevention and response to extreme weather events such as typhoons and heavy rain, including drainage pumps, flood barriers, backup power supplies, monitoring systems, etc.	Property development / Retail property development and operations / Office / Logistics and warehousing / Hotel and resort
	11	Expenditure on Green Building Certification (RMB10,000)	Expenses incurred during the reporting period for applying for green building certification, covering residential, commercial, office, logistics, and other types of buildings, including expenditures on certification consulting, registration and application, testing and inspection, expert review, etc., are reported based on the actual occurrence period.	Property development / Retail property development and operations / Office / Logistics and warehousing
Climate-related opportunity	12	Year-on-year decrease rate of guest supplies procurement quantity (%)	The year-on-year decrease ratio in procurement volume due to the hotel's environmental policy of not proactively providing disposable guest amenities (such as toothbrushes, combs, etc.).	Hotel and resort
	13	Robot delivery service revenue (RMB10,000)	Order revenue generated during the reporting period from delivery services provided by intelligent robots, applicable to scenarios such as hotel room delivery and last-mile logistics delivery.	Hotel and resort/ Logistics and warehousing
	14	Green Building Subsidy (RMB10,000)	Government special subsidies or incentive funds obtained due to the implementation of green building projects, covering residential, commercial, office, logistics, and other building types.	Property development / Retail property development and operations / Office / Logistics and warehousing

Risk Management

With the approval of the Board, Vanke has established a comprehensive, full-process climate risk identification, assessment, and management process, as detailed in Climate Change Policy of China Vanke Co., Ltd.. Through scenario analysis, we have clarified the likelihood and significance of overall risks and prioritized climate-related risks accordingly. For specific information and parameters regarding the scenario analysis, please refer to Climate scenario analysis Section. We have fully integrated climate-related risks into Vanke's overall risk management system and regularly review and assess the progress of climate risk management through our comprehensive risk management process. For details, please refer to Compliant operation Section.

Climate risk materiality management

Through scenario analysis and policy streamlining, six transition risks and eight physical risks for Vanke were identified, forming a climate change risk inventory. Through internal and external analysis, seven high-risk items were identified across two dimensions: likelihood and impact.

Vanke Group Climate Risk Matrix



Serial Number	Risk Category	Risk Name	Importance Level
1	Chronic risk	High Temperatures	High
2	Policy and legal risk	Carbon Emission Trading	High
3	Market risk	Raw Material Costs and Supply	High
4	Policy and legal risk	Environmental Regulatory Requirements	High
5	Technology risk	Energy Structure and Energy Use	High
6	Chronic risk	Rainfall	High
7	Market risk	Changing in Customer Preferences	High

Serial Number	Risk Category	Risk Name	Importance Level
8	Technology risk	Green Building Technologies	Moderate
9	Acute risk	Riverside Floods	Moderate
10	Chronic risk	Low Temperatures	Moderate
11	Acute risk	Tropical Cyclones	Moderate
12	Chronic risk	Strong Winds	Moderate
13	Chronic risk	Snowfall	Moderate
14	Acute risk	Wildfires	Moderate

Metrics and Targets

Goals

Vision: Become a pioneer in green development

Vanke Group's Short-, Medium-, and Long-Term Management Goals for Carbon Emissions

Bring total carbon dioxide emissions of Scopes 1 and 2 to a peak by 2030 or earlier

Carbon peaking and carbon neutrality strategic goals:

Achieve carbon neutrality for total carbon dioxide emissions for Scopes 1 and 2 by 2060 or earlier

Short-term phased goals - Green Transformation

Drive the green and low-carbon transformation of business group, enhance energy efficiency and reduce carbon emissions.

Real estate development:

- With 2021 as the base year, a cumulative total of five ultra-low energy, near-zero-energy or low-carbon demonstration zone projects will be certified by 2025.
- For commercial office projects in operation using centralized cooling systems, compared with the energy consumption standards in 2020, the energy consumption of cold sources is reduced by 10% by 2025 and 15% by 2030.

Logistics and warehousing:

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

Retail property development and operations:

- By 2025, the electricity intensity of the public areas in 20 SCPG shopping malls will be reduced by 6% against a 2021 baseline.
- By 2025, at least 18 SCPG shopping malls will realize solar power generation, and the power generated will account for 2% of the electricity consumption in the public areas of the shopping malls. We plan to continue to promote the application of solar power generation in the future.

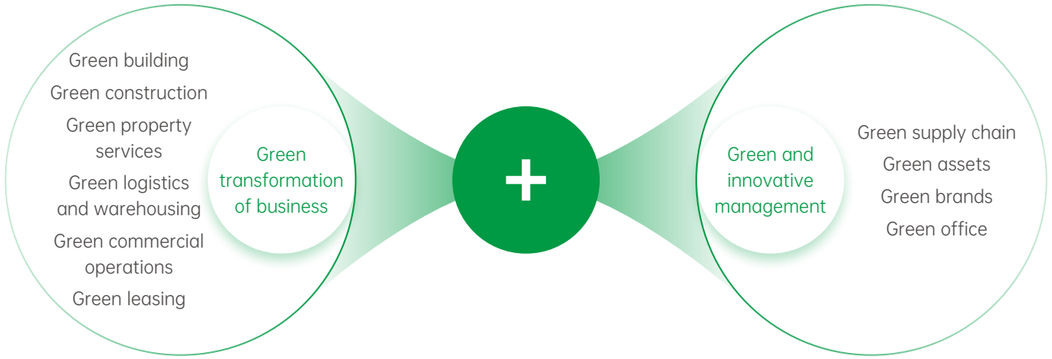
Medium-term goal - Low Carbon Development

Bring total Scopes 1 and 2 carbon dioxide emissions to a peak by 2030 or earlier.

Long-term goal - Towards Carbon Neutrality

Achieve carbon neutrality for total carbon dioxide emissions for Scopes 1 and 2 by 2060 or earlier.

General Plan for Carbon Emission Reduction



Indicators

We have conducted a scope 3 greenhouse gas applicability analysis. For details, please refer to the Appendix ESG Key Data - Environmental Data section.

Indicator	Unit	2025
Total energy consumption	Tonne (standard coal)	650,666.2387
Energy consumption intensity	Real estate development, property services, logistics and warehousing, hotel and resort, retail property: Tonne (standard coal)/person	4.9507
Total greenhouse gas emissions (Scope 1, 2)	Tonne - carbon dioxide equivalent	2,833,997.6106
Area in new construction projects meeting green building evaluation standards	Ten thousand square meters	710.16
Cumulative number of ultra-low energy and near-zero-energy or low carbon demonstration areas	Project	9



Climate Resilience

Against the backdrop of national efforts to promote the development of resilient cities, the 14th Five-Year Plan and Vision 2035 explicitly includes resilience as part of urban modernization pilot initiatives, providing policy guidance for enhancing community-level resilience. In the face of increasing climate change and frequent extreme weather events, which highlight risks and shortcomings in early warning and emergency response, residential neighborhoods—being core units of communities—play a critical role. Building neighborhood resilience is essential, achieved through coordinated improvements in spatial planning, buildings, and other physical and organizational infrastructure, to strengthen the capacity to respond to emergencies, maintain functional stability, and enable rapid recovery.

Vanke, guided by the Guidelines for Resilient Residential District Design, has developed differentiated defense strategies for high-risk areas prone to flooding and typhoons. It integrates climate adaptability concepts into the entire lifecycle of green buildings, establishing a comprehensive, five-dimensional resilience solution encompassing space, architecture, environment, infrastructure, and governance, thereby advancing precise and sustainable resilient community development.

Spatial resilience	Risk mitigation in advance, functional adaptation	• Use GIS to identify flood and geological hazard risks, prioritizing low-risk sites • Establish ventilation corridors to improve microclimate and mitigate high temperatures • Designate disaster prevention green spaces ⩾ 600 ㎡ with emergency shelter functions • Integrate vertical design with dedicated drainage channels to enhance stormwater drainage capacity • Construct a clearly marked network of emergency evacuation routes
Building resilience	Routine-to-emergency conversion, safe and controllable	• Modular design of community public spaces, convertible into emergency facilities • Residential units equipped with independent sanitization rooms to meet epidemic prevention requirements • Reinforced building façades to prevent component detachment • Enhanced wind resistance, airtightness, and waterproofing performance of windows and doors in typhoon-prone areas • Provision of refuge floors in super high-rise buildings according to standards, with strengthened seismic structures in earthquake-prone zones
Environmental resilience	Ecological adaptation, climate regulation	• Plant tall trees and implement vertical greening to mitigate the urban heat island effect • Apply sponge city facilities (permeable paving, rain gardens, retention ponds, etc.) to enhance water retention and drainage capacity • Use native plant species for ⩾ 80% of landscaping, selecting weather-resistant and disease-resistant varieties • Introduce urban farms to strengthen ecological engagement • Incorporate ecological water bodies and photovoltaic streetlights to achieve dual improvements in ecological sustainability and energy efficiency
Facility resilience	Stable operation and emergency coordination	• Elevate underground equipment rooms with waterproofing and monitoring to prevent flood damage • Equip with dual-power drainage pumps and photovoltaic energy storage emergency power supply • Install fully equipped micro fire stations at key locations • Elevators support automatic leveling during power outages to ensure safe evacuation • Build an intelligent platform integrating early warning and facility monitoring for smart interconnectivity
Governance resilience	Multilateral collaboration, long-term guarantee	• Develop emergency response plans, clearly defining responsibilities and evacuation routes • Establish property management-resident-community emergency teams and conduct regular drills • Implement routine property inspections for fire safety, drainage, and exterior facade hazards • Conduct disaster prevention outreach through multiple channels to enhance residents' self-rescue capabilities • Promote collaborative governance involving government, residents, and schools to achieve joint construction, management, and shared benefits

Schematic Diagram of Sponge City Technology Measures



Comparison of the Effects of Different Sponge Technology Measures

Measures	Permeable paving	Sunken green space	Rain garden	Rain garden	Bioswale	Water storage
Runoff control performance	●	●	●	●	●	●
Pollution control performance	○	○	●	●	○	○
Cost	○	○	○	●	○	●

Note: ● High ○ Medium ○ Low



Photovoltaic landscape lights can be installed without wiring, making installation convenient and suitable for supplemental lighting to enhance landscape aesthetics.



Photovoltaic installation with emergency charging capability



The photovoltaic corridor can generate electricity for use as an emergency power source.





Urban Eco-Farm: Farming areas can be established on rooftops and non-landscaped primary zones, allowing residents to freely utilize and self-manage these spaces through community initiatives.

Case Highlight Practice Case: Climate-Resilient Community Practice Case: Wuhan·NEXUS

Wuhan NEXUS, a demonstration project for the new real estate development model in Hubei Province, is jointly developed by Wuhan Financial Street Group and Vanke. Leveraging the geographical foundation of Jianghan District's Golden Triangle and the cultural context of the Han River basin, the project adopts GREEN PULSE – Green Connectivity as its core design concept. Climate-responsive strategies are deeply integrated across all dimensions—planning, architecture, landscape, and equipment—establishing a practical, tangible model of residential resilience. It serves as a benchmark for implementing sustainable development principles in residential environments.

Spatial Resilience: A Dual-Functional Spatial System with Elastic Composite Properties

The project strictly follows the requirements of the Guidelines, focusing on the integrated utilization of spatial functions, transforming the core green space into a dual-functional flexible facility for daily recreation + disaster emergency response. Under normal conditions, the space serves as a landscaped area for residents' leisure walks and family activities, equipped with convenient amenities such as rest seats and shaded pathways to enhance living experience. In emergency situations, it can be rapidly converted into a standardized emergency shelter—designating a clear open area of ⩾ 600 ㎡, equipped with emergency water supply connections, material storage cabinets, and standardized hazard-avoidance signage. During flood seasons, it can function as a temporary detention area to alleviate urban flooding; during heatwaves or public health incidents, it enables safe evacuation of people by leveraging natural ventilation corridors, effectively realizing the resilient value of multi-functional use of the space.

Building Resilience: Dual-Use of Space in Routine and Emergency Scenarios – Integration of Resilient Functions between Green Spaces and Buildings

The project centers on the adaptation of peacetime and emergency functions, complemented by innovative detachable modules, to establish a building resilience system from two dimensions—architectural functionality and spatial modules—balancing community service efficiency with emergency response capability.

Dual-use function adaptation

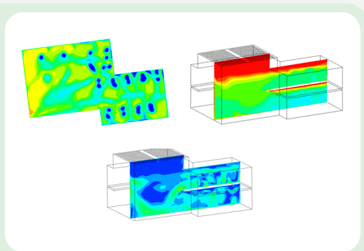
Public buildings such as community centers and neighborhood canteens adopt modular partition designs. Under normal circumstances, they serve as core spaces for resident activities and dining services, meeting daily community living needs. In emergency situations, partitions can be quickly removed to expand usable space. The canteen reserves interfaces for emergency meal supply, and the community center is equipped with dedicated emergency command equipment, enabling a one-click transition into an emergency command hub, thus achieving efficient conversion between routine and emergency functions.

Detachable modules adapt to routine and emergency needs

Focusing on the core requirements of transitioning between normal and emergency use, this design employs fast-growing bamboo and timber with short growth cycles and strong soil stabilization properties sourced locally in Wuhan, along with recycled Tetra Pak materials—low-carbon resources—to create detachable box spaces. This approach not only reduces production carbon footprint by approximately 40% through the use of low-carbon materials, but also enables flexible spatial reconfiguration thanks to its detachable features. In daily use, these modules serve as multi-functional community service units; during emergencies, they can be rapidly disassembled and converted into emergency supply warehouses or temporary shelters. This precisely meets the dual-use for normal and emergency purposes building standard, enhancing the adaptability and resilience of buildings across diverse scenarios.



Atrium Climate Regulator


Courtyard Comfort Analysis

Environmental Resilience: Climate Regulation System for Ecological Adaptation

Construct an ecologically and climatically adaptive resilient system by integrating plant selection and landscape water body design requirements:

Habitat garden

Utilizes native Wuhan plant species such as Sapium sebiferum and Quercus nuttallii (with over 80% of plants being indigenous), combined with herbs and flowering plants to create a multi-layered vegetation structure. This provides habitats for birds and insects while reducing ground surface temperatures in residential areas by approximately 2–3°C through shading and evapotranspiration. Additionally, Nature Education Workshops are conducted to enhance residents' awareness of ecological conservation and climate risks.

Wetland garden

Integrates sunken green spaces, permeable paving, and rain gardens to create a closed-loop system for rainwater collection - storage - utilization. During the flood season, it can retain approximately 30% of regional rainfall, alleviating urban flooding pressure; during dry periods, stored rainwater is used to irrigate green areas, reducing reliance on municipal water supply.


Wetland Garden

Facility Resilience: Energy Self-Sufficiency for Emergency Support

To meet the requirement of utilizing residential-scale new energy, photovoltaic lighting fixtures (including pathway streetlights and public area lighting) are deployed throughout the community, combined with small-scale energy storage systems to achieve energy self-sufficiency. Under normal conditions, they meet the basic electricity needs of public areas; during extreme weather events that cause grid outages, they ensure power supply for lighting and communication equipment at emergency command centers and shelter zones, providing critical time for rescue operations.

Governance Resilience: A Community-Based Risk Prevention and Control System

In alignment with the requirement to build an emergency rescue team system, the project enhances governance resilience through a dual-dimensional approach of awareness + action: raising residents' risk prevention awareness through activities such as eco-garden education and emergency drills; collaborating with property management to proactively establish volunteer emergency response teams, clearly defining responsibilities for emergency supplies, evacuation guidance, etc. Going forward, regular hazard inspections and risk assessments will be conducted, establishing a self-organized emergency response mechanism characterized by resident participation and property management coordination.

Climate Change Response Actions

The Vanke Foundation focuses on core ESG issues such as climate change and community sustainable governance, establishing a collaborative system of value leadership—capacity building—ecological support. With climate change response as its guiding value, the Foundation integrates sustainability principles into corporate culture, systems, and core operations, leveraging carbon peaking and neutrality policies and the philanthropic ecosystem to provide external support, systematically promoting harmonious coexistence between people and society, and between people and nature, thus facilitating the practical implementation of sustainable development.

Case Climate Change Co-Learning: Empowering Social Organizations for Collaborative Creation

In September 2025, Vanke Foundation and the China Environmental Grantmakers Network (CEGA) jointly launched the Climate Change Adaptation Learning Initiative, an initiative aimed at advancing climate-resilient urban development through two core components: general education lectures on climate change adaptation and on-site field visits and exchanges. By adopting an integrated learning-through-research model, the program empowers civil society organizations to become key drivers of climate action. The general education segment, featuring four high-quality lectures, sparked active engagement among online learners and live-stream viewers, attracting over 13,000 participant visits. During the offline activities in Shenzhen, participants visited zero-waste communities and ecological restoration project sites, engaging in dialogue with frontline practitioners and experts. These experiences helped translate theoretical knowledge into tangible, real-world cases, facilitated cross-organizational knowledge sharing, and enabled public welfare organizations to evolve from climate-aware entities into effective on-the-ground implementers.

In 2025, two sessions of the Low-Carbon Communication Initiative media capacity-building workshops were co-organized, with 40 participants from over 10 provinces and cities across China, including 30 media journalists and 10 representatives from public welfare organizations. Through thematic lectures integrating current industry topics and case studies, the workshops encouraged media professionals to engage in discussions and deepen their concern and reflection on climate issues. During the project period, participants and their media organizations published more than 20 in-depth reports.



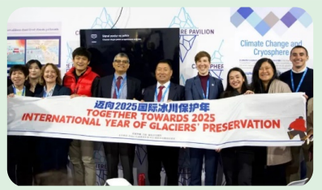




Case Glacial China: Cross-sector Innovation and International Advocacy in Grassroots Climate Action

In 2025, the International Year of Glacier Preservation, the foundation has partnered with multiple stakeholders to launch the public welfare initiative Glacier China—China's Actions on Glacier Conservation and Climate Change Response. Through a cross-disciplinary approach combining science, art, youth engagement, and international communication, the initiative implements diverse actions across multiple platforms, offering a Chinese civil society solution to global cryosphere protection. It shares stories of grassroots glacier conservation efforts from China at the Cryosphere Pavilion of the United Nations Climate Change Conference, showcasing the role and responsibility of Chinese non-governmental actors to the international community. At the Glacier Summit, it engages youth in cryosphere protection through citizen science campaigns such as Viewing Glaciers and Zero Waste on Glaciers. It provides scientific support for preserving glacial and climate data, and promotes broader public awareness of specialized topics through initiatives like the Glacier China promotional video, effectively bringing professional issues into mainstream discourse.





Case Meisha Carbon Neutral Community Development

Carbon Neutrality Education Base: The Meisha Carbon Neutral Community focuses on nature-based solutions and emphasizes the implementation of carbon neutrality actions and awareness raising at the community level. It aims to establish a nationally leading science education base for carbon neutrality. In 2025, aligning with the green event concept of the National Games, it will innovatively integrate sustainable art and sports health activities. By the end of December, it had received a cumulative total of 180,000 visitors, including approximately 70,000 primary and secondary school students, becoming a core hub for regional youth environmental education.

Meisha Action Program: The Meisha Carbon Neutral Community Initiative centers on the Meisha Action Program as its core mechanism, focusing on four communities within Meisha Subdistrict—Binhai, Dameisha, Xiaomeisha, and Donghaian. Through interviews, research, open recruitment, and expert review, 15 action proposals have been shortlisted, covering diverse areas such as community waste sorting optimization, low-carbon lifestyle promotion, and green space development. By the end of December, a total of 40 community events have been implemented, directly serving over 1,137 individuals. By providing financial support and professional guidance, the Action Program empowers residents and community organizations to become initiators and implementers of low-carbon actions, establishing a community carbon-neutral governance network that enables everyone can contribute and everyone can participate.



Case Telling the Story of China's Climate Action

Since 2013

The Vanke Foundation has consistently followed the United Nations Framework Convention on Climate Change Conference of the Parties (COP) as an international observer, supporting Chinese voices in reaching the global stage and helping enterprises, non-governmental organizations, university think tanks, and media to tell China's climate story and build bridges for cross-sector dialogue.



At COP30, Vanke Foundation collaborated with Da Dao Center for Climate Change Action to set up an exhibition booth showcasing outstanding Chinese grassroots climate initiatives, and supported The Paper's Zero Carbon Point in launching a converged media special feature titled Live Coverage of the United Nations Climate Change Conference in Belém, which published a total of 56 related articles.

Supported 14 Chinese civil society organizations in international exchanges through the COP+X Together initiative, visited 8 international institutions across the Asia-Pacific region to establish partnerships, and organized four side events during Bangkok Climate Week—covering topics such as sustainable finance and resilience building—engaging over 260 participants from various countries, effectively sharing Chinese grassroots practices while connecting to international climate action resources.

With the support of the Vanke Foundation, the Center for Climate Change Response (C Team) and the Ministry of Ecology and Environment's Center for Environmental Education and Communication, as co-initiating organizations, have jointly organized the corporate climate action case collection initiative for seven consecutive years, continuously documenting and advancing green practices by Chinese enterprises. On November 17, 2025, they jointly held a press conference at COP30, while simultaneously hosting the Public Narrative on Corporate Climate Action and the 2025 China Corporate Climate Action Case Release and Exchange Event in Shenzhen, China.

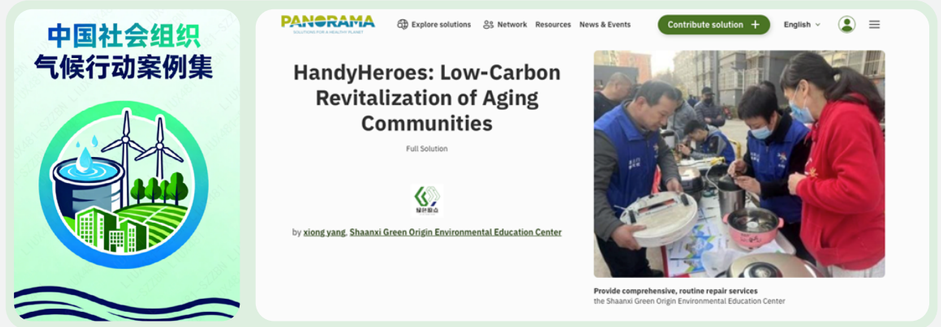
CCCA (China Corporate Climate Action) hereby releases the 2025 Corporate (Park) Climate Action Case Collection and other project outcomes, encompassing 27 carefully selected exemplary cases across sectors including energy, manufacturing, transportation, construction, retail, internet, and park operations. These cases reflect how Chinese enterprises are progressively advancing toward professionalization, visualization, and digitalization in climate action, serving as a key platform for communicating China's low-carbon transformation to the world.





From February to July 2025

The Dissemination of Climate Action Cases by Chinese Social Organizations project, funded by the foundation, collected 67 domestic climate action cases. Sixteen cases were initially selected, covering public climate education, industry-level climate action exchanges, and community-based climate change mitigation and adaptation practices. After evaluation, six outstanding cases were chosen for in-depth research and promotional support, and five additional representative cases were included, culminating in the publication of the Case Collection of Climate Actions by Chinese Social Organizations. Among these, the Climate Adaptation Project for Women along the China-Myanmar Border in Yunnan was selected for inclusion in the book Harmony and Coexistence: Chinese Civil Society's Contribution to Global Climate Governance, published by the China NGO Network for International Cooperation (CNGOIC) and launched globally at COP30; it was also incorporated into the Climate Action and Gender Equality Synergy China Data Report. Meanwhile, the cases of Shaanxi Yuandian Lexiujiang and Friends of Nature's Linglong Initiative were featured on the PANORAMA platform, showcasing stories of Chinese civil society climate actions internationally in 13 languages.



On November 9, 2025

Vanke Foundation, in collaboration with Meisha Art Center, created a COP 30-related venue at the Vanke Center Dapengshan Carbon Neutrality Pilot Zone in Shenzhen. Under the curatorial theme From Shenzhen to the Universe, the event will feature the climate and ecology conceptual exhibition Breathing the Cosmos: Decoding Climate Civilization and a green sustainability salon. Starting with local climate stories from Shenzhen, the program will extend to global climate dynamics, ultimately reaching reflections on a cosmic scale, aiming to raise public awareness and inspire action on climate change.



Appendix

Key ESG Performance

Environmental performance

Indicator No.	Unit	2025								2024								2023							
						Logistics and warehousing			Retail property					Logistics and warehousing			Retail property					Logistics and warehousing			Retail property
		Summary[a]	Real estate development	Property services	Hotel and resort	Headquarters offices	Shared area of high standard logistics park (including project management team office)	Cold chain logistics park (including transportation)	Shared area (including project management office)	Tenant	Summary[a]	Real estate development	Property services	Hotel and resort	Headquarters offices	Shared area of high standard logistics park (including project management team office)	Cold chain logistics park (including transportation)	Shared area (including project management office)	Tenant	Summary[a]	Real estate development	Property services	Hotel and resort	Headquarters offices	Shared area of high standard logistics park (including project management team office)	Cold chain logistics park (including transportation)	Shared area (including project management office)
A1 Emissions																										
A1.1 The types of emissions and respective emissions data																										
SO_2 emissions	kg	460.2578	279.21	138.91	24.01	10.80	1	1.28	5.49	473.6204	301.80	41.01	38.44	84.89	0	3.12	4.37									
NO_x emissions	kg	42,094.109	6.75	209.96	948.07	0.14	304.35	40,594.16	30.67	4,837.472	6.33	6.00	4,090.62	0.19	189.50	479.72	65.11	1,641.95	10.94	4.24	214.31	0.23	320.18	1,092.04	166.57
Particulate matter emissions	kg	33.8878	20.56	10.23	1.77	0.80	0	0.09	0.40	34.8717	22.22	3.02	2.83	6.25	0	0.23	0.32								
A1.2 Greenhouse gas emissions and intensity																									
Total greenhouse gas emissions (Scope 1, 2)	Tonne - carbon dioxide equivalent	2,833,997.6106	8,118.6490	2,419,204.9127	36,013.5119	198.522	47,017.8680	105,010.5767	218,433.5706	275,897.0313	6,313.0192	1,411.9007	40,658.8995	244.581	27,206.5378	89,027.1024	111,034.9907	203,732.6222	13,784.0963	5,207.4465	33,496.6719	229.9199	46,903.7252	104,110.7624	
Greenhouse gas emission intensity (Scope 1, 2)	Real estate development, logistics and warehousing, retail property: kg – carbon dioxide equivalent/GFA; hotel and resort: kg – carbon dioxide equivalent/guest stay; property services: kg – carbon dioxide equivalent/m^2 of managed area;		0.0769	0.6931	0.0457	0.0352	0.0061	0.0249	0.0459		0.0541	0.0338	0.0443	0.0447	0.0052	0.0644	0.0489		0.0697	0.0316	0.0423	0.042	0.0054	0.0659	
	Real estate development, property services, logistics and warehousing, retail property: Tonne - carbon dioxide equivalent/ person	21.5630								2.1616								1.5541							
Direct carbon dioxide emissions (Scope 1) [b,i,l]	Tonne - carbon dioxide equivalent	66,445.9580	1,389.1251	42,836.5988	2,719.6082	21.8435	1,102.1877	6,598.4201	11,778.1746	14,570.1977	1,489.8172	211.9032	4,191.0278	28.6284	866.5387	88.1019	7,694.1805	7,807.3166	2,385.1186	511.7288	4,312.7844	35.5611	381.5756	180.5481	
Carbon dioxide emissions from gasoline	Tonne - carbon dioxide equivalent	30,822.4576	1,031.0367	29,439.4975	139.4869	21.8435	4.5596	4.7006	181.3328	1,414.3044	978.9246	210.2964	162.4021	28.6284	1.1649	10.3444	22.5436	2,333.942	1,662.4177	456.4977	172.541	35.5611	3.4059	3.5186	
Carbon dioxide emissions from diesel	Tonne - carbon dioxide equivalent	6,793.1135	0.0131	4.6492	153.5470	0	49.3347	6,580.7880	4.7815	782.7285	0	0.7517	662.9675	0	30.7196	77.7575	10.5322	263.7326	0.0313	0.2088	34.5613	0	51.9017	177.0295	
Carbon dioxide emissions from natural gas for heating	Tonne - carbon dioxide equivalent	26,513.5804	206.4572	13,392.4521	261.3859	0	1,048.2934	13	11592	9,496.2660	284.4081	0.8551	715.2439	0	834.6542	0	7661	1,730.3684	357.4652	0.8551	1,045.7801	0	326.268	0	
Carbon dioxide emissions from natural gas for domestic use	Tonne - carbon dioxide equivalent	2,293.8928	139.6339	0	2,154.2589	0	0	0	0	2,838.4942	189.1093	0	2,649.3849	0	0	0	0	3,472.8866	358.8174	54.1672	3,059.902	0	0	0	
Carbon dioxide emissions from pipeline gas	Tonne - carbon dioxide equivalent	22.9137	11.9842	0	10.9295	0	0	0	0	38.4046	37.3752	0	1.0294	0	0	0	0	6.387	6.387	0	0	0	0	0	
Indirect carbon dioxide emissions (Scope 2) [c,d,h,l]	Tonne - carbon dioxide equivalent	2,568,094.8184	6,729.524	2,176,911.4795	33,293.9038	176.6781	45,915.6803	98,412.1567	206,655.3960	261,326.8334	4,823.202	1,199.9976	36,467.8716	215.9525	26,339.9990	88,939.0005	103,340.8102	195,925.3055	11,398.9777	4,695.7175	29,183.8875	194.3588	46,522.1497	103,930.2143	
Carbon dioxide emissions from purchased electricity [j]	Tonne - carbon dioxide equivalent	2,332,194.2652	6,262.1894	1,951,670.0073	32,492.7069	176.6781	45,915.6803	97,407.7163	198,269.2869	248,647.1862	4,622.7414	1,058.2375	34,227.6731	215.9525	26,339.9990	86,598.5012	95,584.0815	191,402.9758	10,663.9573	3,835.4413	26,962.0116	194.3588	46,522.1497	103,225.0571	
Carbon dioxide emissions from purchased heating power [k]	Tonne - carbon dioxide equivalent	235,900.5532	467.3346	225,241.4722	801.1969			1,004.4404	8,386.1091	12,679.6472	200.4606	141.7601	2,240.1985			2,340.4993	7,756.7287	4,522.3297	735.0204	860.2762	2,221.8759			705.1572	
Indirect carbon dioxide emissions (Scope 3) [f,g,h,m,n]	Tonne - carbon dioxide equivalent	468,532.9762								181,473.9767								274,948.4837							
Category 1: Purchased goods and services	Tonne - carbon dioxide equivalent	57,074.5175		57,074.5175																					
Category 3: Fuel- and energy- related activities(not included in Scope 1 or Scope 2)	Tonne - carbon dioxide equivalent	142,185.4050		142,185.4050																					
Category 6: Business travel - emissions from employee travel [h]	Tonne - carbon dioxide equivalent	1,319.3836								5,858.8237								6,846.8777							
Category 13: Carbon dioxide emissions from downstream leased assets [e]	Tonne - carbon dioxide equivalent	267,953.6701								175,615.153															
Category 15: Investments - SCPG emissions [e]	Tonne - carbon dioxide equivalent																	268,101.606							
Carbon dioxide emissions from gasoline [l]	Tonne - carbon dioxide equivalent	0							0	0							0	52.0479							52.0479
Carbon dioxide emissions from diesel [l]	Tonne - carbon dioxide equivalent	0							0	0							0	26.9482							26.9482
Carbon dioxide emissions from natural gas for heating [l]	Tonne - carbon dioxide equivalent	0							0	0							0	14,116.4183							14,116.4183
Carbon dioxide emissions from natural gas for domestic use [l]	Tonne - carbon dioxide equivalent	517.103							517.103	0							0	0							0
Carbon dioxide emissions from pipeline gas [l]	Tonne - carbon dioxide equivalent	0							0	0							0	2.2483							2.2483
Carbon dioxide emissions from purchased electricity [o]	Tonne - carbon dioxide equivalent	261,853.086							261,853.086	170,345.154							170,345.154	232,314.7931							232,314.7931
Carbon dioxide emissions from purchased heating power [o,p]	Tonne - carbon dioxide equivalent	5,583.481							5,583.481	5,269.999							5,269.999	21,589.1502							21,589.1502

Indicator No.	Unit	2025									2024									2023								
						Logistics and warehousing			Retail property						Logistics and warehousing			Retail property						Logistics and warehousing			Retail property
		Summary[a]	Real estate development	Property services	Hotel and resort	Headquarters offices	Shared area of high standard logistics park (including project management team office)	Cold chain logistics park (including transportation)	Shared area (including project management office)	Tenant	Summary[a]	Real estate development	Property services	Hotel and resort	Headquarters offices	Shared area of high standard logistics park (including project management team office)	Cold chain logistics park (including transportation)	Shared area (including project management office)	Tenant	Summary[a]	Real estate development	Property services	Hotel and resort	Headquarters offices	Shared area of high standard logistics park (including project management team office)	Cold chain logistics park (including transportation)	Shared area (including project management office)
A1.3 Total hazardous waste produced and intensity																												
Office - hazardous waste	kg	10,476.2	542.7	1,312.85	2,875.6	330.0	900.0	678.0	3,837.0	149,600.0	26,544.1	18,206.4	3,240.0	3,078.2	230.0	82.0	244.0	1,463.5	555.0	25,091.9	20,406.2	2,110.2	1,220.5	75	880	400	12,383.6
Hazardous waste intensity	Real estate development, property services, logistics and warehousing, retail property: kg/GFA; hotel and resort: kg/guest stay		0.0051	0.0156	0.0036	0.0585	0.00010	0.0002	0.0008	0.0653		0.1561	0.0776	0.0034	0.0420	0.00002	0.0002	0.0006	0.0003		0.1032	0.0128	0.0015	0.0137	0.0001	0.0003	0.0026
	Real estate development, property services, logistics and warehousing, hotel and resort, retail property: kg/person	0.0697									0.208									0.1914							
A1.4 Total non-hazardous waste produced and intensity																												
Total non-hazardous waste	Tonne	160,970.925	1,372.668	717.570	3,806.037	21.500	34,779.600	2,492.140	117,781.410	108,874.750	44,526.821	8,461.671	69.875	2,067.821	10.456	19,486.880	1,858.783	12,571.336	17,819.600	86,960.6373	42,951.509	712.4065	3,526.9830	24.38	38,467.1787	1,278.1801	55,018.851
Non-hazardous waste intensity	Real estate development, property services, logistics and warehousing, retail property: Tonne/GFA; hotel and resort: Tonne/ guest stay		0.0130	0.0085	0.0048	0.0038	0.0045	0.0006	0.0248	0.0476		0.0725	0.0017	0.0023	0.0019	0.0037	0.0013	0.0055	0.0111		0.2172	0.0043	0.0044	0.0045	0.0044	0.0008	0.0115
	Real estate development, property services, logistics and warehousing, hotel and resort, retail property: Tonne/person	1.2248									0.3489									0.6633							
Office - recyclable waste	Tonne	5,060.1735	42.809	29.7	91.125	5.500	3,072.000	583.310	1,235.730	3,952.1	1,868.6135	761.815	17.890	82.036	3.756	211.430	706.141	85.546	16.2	9,173.9847	7,699.286	54.2865	212.1494	18.7500	820.28	369.2328	860.891
Office - other waste	Tonne	137,997.9970	1,081.057	676.75	713.390	5.0	31,635.50	1,816.59	102,069.71	46,579	38,923.1055	7,260.157	45.645	858.764	6.7	19,184.95	1,137.64	10,429.25	12,912	73,579.0091	34,684.75	563.67	1,106.6298	0	36,320.812	903.1473	49,885.4535
Kitchen - food waste	Tonne	17,912.754	248.802	11.12	3,001.522	11	72.1	92.240	14,475.97	58,343.2	3,735.102	439.699	6.340	1,127.021	0	90.5	15.002	2,056.54	4,891.4	4,207.6435	567.473	94.45	2,208.2038	5.63	1,326.0867	5.8	4,272.5065
A2 Use of resources																												
A2.1 Direct and/or indirect energy consumption by type in total and intensity																												
Total energy consumption[d,7]	Tonne (standard coal)	650,666.2387	2,357.3754	538,695.29	9,427.6924	51.4857	11,493.0671	31,983.8359	56,657.4899	62,701.9058	75,775.3186	1,945.1094	388.9106	11,000.6583	63.3042	6,956.8288	25,325.3518	30,095.1555	40,649.6028	47,024.4249	3,839.8447	1,350.7163	9,127.0002	59.0804	10,252.1449	22,395.6384	64,194.9278
Energy consumption intensity	Real estate development, property services, logistics and warehousing, retail property: tce/GFA; hotel and resort: tce/guest stay		0.0223	0.0002	0.012	0.0091	0.0015	0.0076	0.0119	0.0274		0.0167	0.0093	0.012	0.0116	0.0013	0.0183	0.0133	0.0252		0.0194	0.0082	0.0115	0.0108	0.0012	0.0142	0.0134
	Real estate development, property services, logistics and warehousing, hotel and resort, retail property: tce/person	4.9507									0.5937									0.3587							
Gasoline consumption	Litre	13,047,510.0724	453,601.7100	12,439,080.64	61,366.85	9,610	2,006.0	2,068	79,777	0	622,219.2821	430,675.1221	92,519.32	71,448.34	12,595	512.5	4,551	9,918	0	1,026,811.288	731,376.0276	200,834.9	75,908.95	15,645	1,498.41	1,548	22,898.3267
Diesel consumption	Litre	2,602,627.974	5	1,684	58,830.26	0	18,902.20	2,521,374.700	1,832.00	0	299,895.989	0	288	254,010.55	0	11,769.98	29,792.149	4,035.31	0	101,046.98	12	80	13241.88	0	19,885.7	67,827.4	10,325
Total natural gas consumption	m^3	13,262,538.6586	160,227.39	6,125,954.80	1,118,354.0800	0	485,321	5,987	5,366,694.5900	239,400	5,710,537.1757	219,221.02	395.88	1,557,698.5235	0	386,414	0	3,546,807.7522	0	2,408,914.36	331,612.29	25,473.31	1,900,778.76	0	151,050	0	6,535,378.85
Natural gas consumption for heating	m^3	12,200,551.2486	95,582.1	6,125,954.80	121,012.00	0	485,321	5,987	5,366,694.5900	0	4,396,419.4522	131,670.4	395.88	331,131.42	0	386,414	0	3,546,807.7522	0	801,096.48	165,493.13	395.88	484,157.47	0	151,050	0	6,535,378.85
Natural gas consumption for domestic use	m^3	1,061,987.4100	64,645.33	0	997,342.0800	0	0	0	0	239,400	1,314,117.7235	87,550.62	0	1,226,567.1035	0	0	0	0	0	1,607,817.88	166,119.16	25,077.43	1,416,621.29	0	0	0	0
Pipeline gas consumption	m^3	101,120	52,887	0	48,233	0	0	0	0	0	169,482	164,939	0	4,543	0	0	0	0	0	28,186.06	28,186.06	0	0	0	0	0	9,922
Electric power consumption	10,000 kWh	435,439.83	1,193.8006	363,710.4002	6,123.7668	33.2978	8,653.5394	18,358.0317	37,366.9972	49,350.3742	46,337.530049	861.487406	197.211608	6,378.619663	40.2446	4,908.68412	16,138.371448	17,812.911204	31,745.276561	33,611.742629	1,917.696557	674.656782	4,727.689211	34.0801	8,157.487226	18,100.132753	40,735.542104
Purchased heating power	GJ	2,144,550.4831	4,248.4963	2,047,649.7471	7,283.6081	0	0	9,131.2761	76,237.3555	50,758.9196	115,269.5195	1,822.3691	1,288.7279	20,365.4408	0	0	21,277.2662	70,515.7155	47,909.0822	41,112.0889	6,682.0038	7,820.6931	20,198.8716	0	0	6,410.5204	196,265.0019
Renewable energy consumption	kWh	79,951,139.72	119,378	61,887.99	80,000	0	1,524,208	60,455,452.51	17,710,213.88	0	63,574,607.71	5,378	0	60,004	0	3,216,660	43,018,784.86	17,273,780.85	0	13,363,613.11	0	689,580	3,162,114.51	0	292,645.6	9,219,273	15,615,102.46
A2.2 Water consumption in total and intensity																												
Water consumption	Tonne	88,533,385.2920	111,533.46	81,164,810.774	1,047,577.85	242	586,960.28	696,249.37	4,926,011.56	4,920,824.4	4,908,046.5608	86,720.38	9,531.101	1,150,332.42	466	467,921.34	710,393.24	2,482,682.08	3,122,668.1	2,289,733.126	175,034.776	70,052.476	823,410.339	267	598,219.69	622,748.845	5,110,797.69
Water consumption intensity	Real estate development, property services, logistics and warehousing, retail property: Tonne/GFA; hotel and resort: Tonne/ guest stay		1.057	0.023	1.330	0.043	0.077	0.165	1.036	2.150		0.744	0.228	1.254	0.085	0.089	0.514	1.094	1.936		0.8851	0.4256	1.0388	0.0488	0.0685	0.3943	1.0659
	Real estate development, property services, logistics and warehousing, hotel and resort, retail property: Tonne/person	673.6214									38.4529									17.4659							

Scope of Statistics

Real estate development	Property services	Hotel and resort	Logistics and warehousing	Retail property
Group Headquarters/regional, directly managed companies and Business Units frontline offices	2023 and 2024: Headquarters offices/Regional/frontline offices 2025: All entities and operational facilities over which Onewo has operational control	Hotel	Headquarters offices, high standard logistics park (including project management team office) and cold chain logistics park (including transportation)	Shared area (including project management office) and Tenant

Notes

- a) The consolidated data for 2023, 2024, and 2025 is calculated based on the respective consolidation scope. In 2024 and 2025, the scope includes five business segments: real estate development, property services, hotel and resort, Logistics and warehousing, and retail property. In 2023, retail property was not included, resulting in four segments. In 2025, the consolidation boundary for property services was expanded to include all entities and operational facilities over which the company has operational control. This expansion encompasses 8,262 consolidated managed projects and office operating sites across business units such as Vanke Service, Cushman & Wakefield Vanke Service, and Zhuhai Dantin Property Management Co., Ltd.
- b) Scope 1 carbon dioxide includes direct emissions from gasoline, diesel, natural gas, and pipeline gas used by each business from within the consolidation scope;
- c) Scope 2 carbon dioxide includes indirect emissions from purchased electricity and heat used by each business from within the consolidation scope;
- d) Scope 3 carbon dioxide includes indirect emissions from Category 1 (Purchased goods and services), Category 3 (Fuel- and energy-related activities not included in Scope 1 or Scope 2), Category 6 (Business travel), and Category 15 (Investments). Within Category 15 (Investments), emissions consist of gasoline, diesel, natural gas, piped gas, purchased electricity used by retail property in shared area (including project management office) and tenants;
- e) Total energy consumption refers to the total usage of gasoline, diesel, natural gas, pipeline gas, purchased electricity, purchased heat and renewable energy.

Reference standards for data calculation

- 1) Direct carbon dioxide emissions from gasoline, diesel, natural gas and pipeline gas were calculated by referring to the *Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Operating Units (Enterprises) of Public Buildings (Trial)* issued by the General Office of the National Development and Reform Commission;
- 2) Indirect carbon dioxide emissions from purchased electricity and purchased heat were calculated according to the *Guidelines for Accounting and Reporting of Greenhouse Gas Emissions from Operating Units (Enterprises) of Public Buildings (Trial)* issued by the National Development and Reform Commission. The power emission factors in the Chinese Mainland referred to the Announcement on the Release of the 2023 Power Sector Carbon Dioxide Emission Factor by Ministry of Ecology and Environment, and the power emission factors in overseas regions referred to IGES List of Grid Emission Factors (https://www.iges.or.jp/en/pub/list-grid-emission-factor/en);
- 3) For Scope 3 carbon dioxide emissions from Category 6: Business travel (including air and train journeys), the carbon emission factors are derived from the GHG assessment tool provided by the travel service provider;
- 4) The formula and carbon emission factors for Scope 3 carbon dioxide emissions from Category 13: Use of downstream leased assets and Category 15: Investments are consistent with that of Scope 1 and Scope 2 carbon dioxide emissions factors;
- 5) The scope of statistics for purchased heat is central heating, of which the energy consumption is calculated using the formula in Standard CJJ/T34-2022, *Design Standard for Urban Heating Network*;
- 6) The total energy consumption is converted into standard coal according to Standard GB/T 2589-2020, *General Rules for Comprehensive Energy Consumption Calculation*.

Applicability analysis of Scope 3 greenhouse gas emission

In the applicability analysis of Scope 3 greenhouse gas emission categories related to Vanke Group, 12 categories with high relevance, significant carbon emission intensity, and ranked from highest to lowest importance are included, along with 3 categories determined as not applicable after analysis.

Scope 3 Category		Description	Applicability	Calculation / Exclusion Justification
1	Category 2: Capital goods	Upfront embodied carbon emissions from new development projects of Vanke Group	Yes	To be disclosed in future
2	Category 13: Downstream leased assets	Emissions from assets owned by Vanke Group and leased to tenants for operation	Yes	Disclosed; refer to Appendix: Environmental performance. Category 13 downstream leased assets data includes carbon emissions generated from tenant consumption in the commercial segment.
3	Category 1: Purchased goods and services	Upstream emissions from resource extraction, production, and transportation processes related to purchased goods and services; upfront embodied carbon emissions from new property sales projects (such as residential buildings)	Yes	Disclosed; refer to Appendix: Environmental performance. Category 1 purchased goods and services includes carbon emissions data generated in the property service business value chain.
4	Category 11: Use of sold products	Operational carbon emissions during the entire use phase of commercial properties sold by Vanke Group (such as residential buildings) consumed by end consumers	Yes	To be disclosed in future
5	Category 12: End-of-life treatment of sold products	Carbon emissions from waste disposal and treatment at the end-of-life stage of commercial properties sold by Vanke Group (such as residential buildings)	Yes	To be disclosed in future
6	Category 5: Waste generated in operations	Emissions from the disposal and treatment of operational waste by Vanke Group	Yes	To be disclosed in future
7	Category 4: Upstream transportation and distribution	Emissions related to the transportation and distribution of purchased goods and services	Yes	To be disclosed in future
8	Category 6: Business travel	Emissions from employee business travel for business-related activities (using vehicles not owned or operated by the Group)	Yes	Disclosed; refer to Appendix: Environmental performance. Category 6 business travel includes carbon emissions from employee air and rail journeys, with emission factors sourced from greenhouse gas assessment tools provided by travel service suppliers.
9	Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	Extraction, production, and transportation of purchased fuels and energy by Vanke Group (not included in Scope 1 or Scope 2)	Yes	Disclosed; refer to Appendix: Environmental performance. Category 3 fuel- and energy-related activities (not included in Scope 1 or Scope 2) includes carbon emissions data generated in the property service business value chain.

Scope 3 Category		Description	Applicability	Calculation / Exclusion Justification
10	Category 8: Upstream leased assets	Operational emissions from assets leased in by Vanke Group	Yes	To be disclosed in future
11	Category 7: Employee commuting	Emissions from employees commuting between residence and workplace	Yes	To be disclosed in future
12	Category 15: Investments	Emissions from investment activities operated by Vanke Group	Yes	Investment activities vary significantly by company, possessing unique characteristics and differences that cannot yield universally applicable conclusions through qualitative analysis alone. In-depth quantitative analysis is required. Currently, few peers in the industry disclose this category; it will be disclosed when conditions mature.
13	Category 10: Processing of sold products	Emissions from semi-finished products sold to downstream enterprises such as processors and manufacturers	No	Not applicable. Vanke Group sells building structures to end consumers, not intermediate products to third-party companies for further processing. Additionally, building decoration is the responsibility of end consumers and constitutes spontaneous behavior by end consumers. Therefore, according to the definition of Category 10, the products sold by Vanke Group are not intermediate products, and Category 10 is not applicable to Vanke Group; reporting of such emissions is not required.
14	Category 9: Downstream transportation and distribution	Emissions from transportation and distribution of products sold by Vanke Group to consumers, including retail and inventory	No	Not applicable. The products sold by Vanke Group to end consumers are building structures, and the sale process of such products does not involve transportation to end consumers. Therefore, Category 9 is not applicable to Vanke Group; reporting of such emissions is not required.
15	Category 14: Franchises	Emissions from franchise operations of Vanke Group	No	Not applicable. Vanke Group does not lease any assets to other entities for operation through franchising arrangements, and therefore does not possess any franchise operations. Category 14 is not applicable to Vanke Group; reporting of such emissions is not required.

Social performance

ESG Indicator	Unit	2025	2024	2023
B1. Employment				
B1.1 Total workforce by gender, employment type, age group and geographical region				
Total number of employees	Person	131,429	127,638	131,097
By gender				
Male	Person	73,668	70,304	72,578
Female	Person	57,761	57,334	58,519
By employment category				
Full-time employees	Person	131,429	127,638	131,097
Part-time employees	Person	0	0	0
By age				
29 years old and below	Person	40,620	42,689	50,088
30 to 49 years old	Person	83,234	77,218	75,196
50 years old or above	Person	7,575	7,731	5,813
By region				
Chinese Mainland	Person	131,262	127,269	130,852
Hong Kong, Macau and Taiwan	Person	174	348	198
Overseas	Person	17	21	47
B1.2 Employee turnover rate by gender, age group and geographical region				
Rate of employee turnover	%	30.1	29.7	29.8
By gender				
Turnover rate of male employees	%	30.4	30.4	29.7
Turnover rate of female employees	%	29.8	29.0	29.9
By age				
Turnover rate of employees aged 29 and below	%	43.8	37.2	34.3
Turnover rate of employees aged from 30 to 49	%	23.8	25.7	25.8
Turnover rate of employees aged 50 or above	%	25.9	20.5	27
By region				
Turnover rate in Chinese Mainland	%	30.1	29.8	29.8
Turnover rate in Hong Kong, Macau and Taiwan	%	11.7	20.7	14.1
Turnover rate overseas	%	12.0	41.7	18.2
B2. Health and Safety				
B2.1 Number of work-related fatalities				
Number of work-related fatalities	Person	1	0	2
Number of days lost due to work-related injury	Day	1,261	1,453	536
LTIR	%	0.0259	0.0227	0.0099
B3 Development and Training				
B3.1 Percentage of employees trained by gender and employee category				
Total number of employees trained	%	100	100	100
By gender				
Male	%	56.1	55.1	55.4
Female	%	43.9	44.9	44.6
By employee category				
Management	%	0.5	0.8	0.8
Non-management	%	99.5	99.2	99.2
By training type				
New employee training	%	27.6	13.9	38.8
Other special training	%	72.4	86.1	61.2

ESG Indicator	Unit	2025	2024	2023
B3.2 Average training hours completed per employee by gender and employee category				
The total training hours of workforce	Hour	32.85	28.33	25.63
By gender				
Male	Hour	33.46	27.06	24.11
Female	Hour	31.63	29.88	27.52
By employee category				
Management	Hour	34.9	30.11	40.35
Non-management	Hour	32.8	28.32	25.51
By training type				
New employee training	Hour	6.77	6.52	6
Other special training	Hour	26.08	28.33	37.87
B5 Supply Chain Management				
B5.1 Number of suppliers by geographical region				
Region				
Beijing region	Supplier	1,078	2,773	3,646
Southern region	Supplier	2,161	4,898	4,846
Central China region	Supplier	623	2,033	2,381
Northwest region	Supplier	546	1,164	1,484
Shanghai region	Supplier	3,040	5,294	6,392
Southwest region	Supplier	1,238	2,056	2,455
Northeast region	Supplier	394	1,512	1,716
B6 Product Responsibility				
B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons				
Number of total products sold or shipped subject to recalls for safety and health reasons	Time	0	0	0
B6.2 Number of product- and service-related complaints received				
Number of customer (product or service) complaints	Complaint	1,733	1,265	1,702
Product and service satisfaction				
Overall customer satisfaction of Port Apartment business	%	96.52	93.03	92.81
B6.3 Description of practices relating to maintaining and protecting intellectual property rights				
Number of newly obtained patents in the reporting period	Patent	25	82	90
Number of accumulated patents held in the reporting period	Case	453	449	413
Number of accumulated software copyrights held	Copyright	367	407	261
Number of accumulated trademarks held	Trademark	1,034	928	832
B6.5 Description of how to implement and monitor information guarantee for consumers				
Average hours of information security training	Hour	3	3	3
B7 Anti-corruption				
B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period				
Number of cases where the Company is regarded as a participant in anti-competitive practices	Case	0	0	0
Number of cases in violation of the anti-monopoly law	Case	0	0	0
Lawsuits regarding corruption, bribery, extortion, fraud or money laundry	Case	0	0	0
B7.3 Anti-corruption training				
Number of board members and senior management participating in anti-corruption training	Person	13	14	22
B8 Community Investments				
B8.2 Resources contributed to the focused area				
Number of participants in voluntary activities	Person-times	42	562	3,192
Hours spent on voluntary activities	Hour	1,008	2,022	100,380

Index of Self-Regulatory Guidelines No. 17 for Companies Listed on Shenzhen Stock Exchange – Sustainable Development Report (Trial)

Disclosure Requirement	Article	Corresponding Section of This Report
Environmental Disclosure		
Climate Response	Article 20	Green Design Commitment; Advancing Green Construction; Practicing Green Operation
	Article 21	Climate Change Response; Climate-related Disclosure
	Article 22	Climate-related Disclosure
	Article 23	Climate-related Disclosure
	Article 24	Climate Change Response; Appendix: ESG Key Performance
	Article 25	Climate Change Response; Appendix: ESG Key Performance
	Article 26	Appendix: ESG Key Performance
	Article 27	Climate-related Disclosure
	Article 28	Green Design Commitment; Advancing Green Construction; Climate-related Disclosure
Pollution Control and Ecosystem Protection	Article 29	Biodiversity (TNFD)
	Article 30	Advancing Green Construction; Practicing Green Operation
	Article 31	Advancing Green Construction; Practicing Green Operation
	Article 32	Practicing Green Operation; Biodiversity (TNFD)
	Article 33	Practicing Green Operation
Resource Utilization and Circular Economy	Article 34	Practicing Green Operation
	Article 35	Appendix: ESG Key Performance
	Article 36	Practicing Green Operation; Appendix: ESG Key Performance
	Article 37	Practicing Green Operation
Social Disclosure		
Rural Revitalization and Social Contributions	Article 38	Shared Development
	Article 39	Shared Development
	Article 40	Shared Development
Innovation-Driven Development and Ethics of Science and Technology	Article 41	Good Products; Green Design Commitment
	Article 42	Green Design Commitment
	Article 43	/
Suppliers and Customers	Article 44	Compliant Operation; Good Products; Good Services; Win-win Partnership
	Article 45	Win-win Partnership
	Article 46	Win-win Partnership
	Article 47	Good Products; Good Services
	Article 48	Compliant Operation
Employees	Article 49	Striving for The Best as a Team
	Article 50	Striving for The Best as a Team
Disclosure of Sustainability-Related Governance Information		
Sustainable Development Governance Mechanisms	Article 51	Sustainability Management
	Article 52	Compliant Operation; Win-win Partnership
	Article 53	Sustainability Management
Business Conduct	Article 54	Compliant Operation
	Article 55	Compliant Operation; Appendix: ESG Key Performance
	Article 56	Compliant Operation; Appendix: ESG Key Performance

ESG Index

Environmental, Social and Governance Scopes and General Disclosure and Key Performance Indicators (KPIs)			Corresponding Section
Environment			
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.		Advancing G reen Construction; Practicing Green Operation
	A1.1	The types of emissions and respective emissions data.	Appendix: ESG Key Performance
	A1.2	Total greenhouse gas emissions (in tonnes) and intensity (e.g. per unit of production volume, per facility).	Appendix: ESG Key Performance
	A1.3	Total hazardous waste produced (in tonnes) and intensity (e.g. per unit of production volume, per facility).	Appendix: ESG Key Performance
	A1.4	Total non-hazardous waste produced (in tonnes) and intensity (e.g. per unit of production volume, per facility).	Appendix: ESG Key Performance
	A1.5	Description of emissions target(s) set and steps taken to achieve them.	Environmental Practices – Our Strategy
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Environmental Practices – Our Strategy
A2: Use of Resources	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.		Green Design Commitment; Practicing Green Operation
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Appendix: ESG Key Performance
	A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Appendix: ESG Key Performance
	A2.3	Description of energy use efficiency plan(s), target(s) set and the steps taken to achieve them.	Environmental Practices – Our Strategy
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, plan(s) to improve water use efficiency and the results achieved.	Environmental Practices – Our Strategy; Practicing Green Operation (The Group's daily business does not have any issue in sourcing water that is fit for purpose)
	A2.5	Total packaging material used for finished products (in tonnes) and with reference to per unit produced.	Packaging materials are not required for the finished products of the Group's business, so it is not applicable.
A3: The Environment and Natural Resources	General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.		Green Design Commitment; Advancing Green Construction; Practicing Green Operation
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Green Design Commitment; Advancing Green Construction; Practicing Green Operation
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 charity.		Striving for The Best as a Team
	B1.1	Total workforce by gender, employment type, age group and geographical region.	Appendix: ESG Key Performance
	B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix: ESG Key Performance
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.		Striving for The Best as a Team
	B2.1	Number and rate of work-related fatalities occurred in the past three years including the reporting year.	Appendix: ESG Key Performance
	B2.2	Lost days due to work injury.	Appendix: ESG Key Performance
	B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Striving for The Best as a Team

Environmental, Social and Governance Scopes and General Disclosure and Key Performance Indicators (KPIs)			Corresponding Section
B3: Development and Training	General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.		Striving for The Best as a Team
	B3.1	The percentage of employees trained by gender and employee category.	Appendix: ESG Key Performance
	B3.2	The average training hours completed per employee by gender and employee category.	Appendix: ESG Key Performance
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.		Striving for The Best as a Team
	B4.1	Description of measures to review employment practices to avoid child and forced labour.	Striving for The Best as a Team
	B4.2	Description of steps taken to eliminate such practices when discovered.	Striving for The Best as a Team
B5: Supply Chain Management	General Disclosure Policies on managing environmental and social risks of the supply chain.		Win-win Partnership
	B5.1	Number of suppliers by geographical region.	Appendix: ESG Key Performance
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Win-win Partnership
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Win-win Partnership
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Advancing Green Construction
B6: Product Responsibility	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 redress.		Compliant Operation Good Products; Good Services
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Product recall is not involved in the operations of the Group, so it is not applicable.
	B6.2	Number of products and service related complaints received and how they are dealt with.	Good Services; Appendix: ESG Key Performance
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	Compliant Operation
	B6.4	Description of quality assurance process and recall procedures.	Good Products
	B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Compliant Operation
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.		Compliant Operation
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Appendix: ESG Key Performance
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Compliant Operation
	B7.3	Description of anti-corruption training provided to directors and staff.	Compliant Operation Appendix: ESG Key Performance
B8: 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.		Sustainability Management; Shared development
	B8.1	Focus areas of contribution.	Climate-related disclosure; Sustainability Management; Shared development
	B8.2	Resources contributed to the focus area.	Appendix: ESG Key Performance

Disclosure Category	No.	Corresponding Section
Part D: Climate-related Disclosures		
(I) Governance	19	Climate-related Disclosure
(II) Strategy		
Climate-related risks and opportunities	20	Climate-related Disclosure
Business model and value chain	21	Climate-related Disclosure
Strategy and decision-making	22	Climate-related Disclosure
	23	Climate-related Disclosure
Financial position, financial performance and cash flows	24	Climate-related Disclosure
	25	Climate-related Disclosure
Climate resilience	26	Climate-related Disclosure
(III) Risk Management	27	Climate-related Disclosure
(IV) Metrics and Targets		
Greenhouse gas emissions	28	ESG Key Performance - Environmental performance Scope 3 Greenhouse Gas Applicability Analysis
	29	ESG Key Performance - Environmental performance, Scope of Statistics
Climate-related transition risks	30	Climate-related Disclosure
Climate-related physical risks	31	Climate-related Disclosure
Climate-related opportunities	32	Climate-related Disclosure
Capital deployment	33	Climate-related Disclosure
Internal carbon prices	34	Climate-related Disclosure
Remuneration	35	Not yet applied
Industry-based metrics	36	Not applicable
Climate-related targets	37	Climate-related Disclosure
	38	Climate-related Disclosure
	39	Climate-related Disclosure
	40	Climate-related Disclosure
Applicability of cross-industry metrics and industry-based metrics	41	Climate-related Disclosure

Index Table of GRI Indicators

GRI Standard Indicators	Particulars	Reference
General Disclosure		
The Organisation and its Reporting Practices		
2-1	Organisational details	About Vanke
2-2	Entities included in the organisation's sustainability reporting	About This Report
2-3	Reporting period, frequency and contacts	About This Report
2-4	Restatements of information	This report does not restate any information provided in previous reports.
2-5	External assurance	/
Activities & Workers		
2-6	Activities, value chain and other business relationships	Company Overview
2-7	Employees	Striving for The Best as a Team
2-8	Workers who are not employees	Striving for The Best as a Team
Governance		
2-9	Governance structure and composition	Compliant Operation
2-10	Nomination and selection of the highest governance body	Compliant Operation
2-11	Chair of the highest governance body	Compliant Operation
2-12	Role of the highest governance body in overseeing the management of impacts	Compliant Operation
2-13	Delegation of responsibility for managing impacts	Compliant Operation
2-14	Role of the highest governance body in sustainability reporting	Sustainability Management; Compliant Operation
2-15	Conflicts of interest	Please refer to China Vanke Co., Ltd. 2025 Annual Report for more details
2-16	Communication of critical concerns	Sustainability Management; Compliant Operation
2-17	Collective knowledge of the highest governance body	Compliant Operation
2-18	Evaluation of the performance of the highest governance body	/
2-19	Remuneration policies	Please refer to China Vanke Co., Ltd. 2025 Annual Report for more details
2-20	Process to determine remuneration	Please refer to China Vanke Co., Ltd. 2025 Annual Report for more details
2-21	Annual total compensation ratio	/
Strategy, Policies and Practices		
2-22	Statement on sustainable development strategy	Sustainability Management
2-23	Policy commitments	Sustainability Management
2-24	Embedding policy commitments	Sustainability Management
2-25	Processes to remediate negative impacts	During the reporting period, the Group did not commit any major violations of environmental laws and regulations, no legal action was taken against the Group for environmental issues, and no fines were paid by the Group.
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Management; Compliant Operation
2-27	Compliance with laws and regulations	Compliant Operation
2-28	Membership associations	Compliant Operation

GRI Standard Indicators	Particulars	Reference
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Sustainability Management
2-30	Collective bargaining agreements	Striving for The Best as a Team
Material Topics		
3-1	Process to determine material topics	Sustainability Management
3-2	List of material topics	Sustainability Management
3-3	Management of material topics	Sustainability Management
Economic Performance		
201-1	Direct economic value generated and distributed	Vanke Sustainability Strategy Annual Summary Please refer to China Vanke Co., Ltd. 2025 Annual Report for more details
201-2	Financial implications and other risks and opportunities due to climate change	Climate-related Disclosure
201-3	Defined benefit plan obligations and other retirement plans	Striving for The Best as a Team
201-4	Financial assistance received from government	/
Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Shared development
203-2	Significant indirect economic impacts	Shared development
Procurement Practices		
204-1	Proportion of spending on local suppliers	/
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Compliant Operation
205-2	Communication and training about anti-corruption policies and procedures	Compliant Operation
205-3	Confirmed incidents of corruption and actions taken	During the reporting period, there were 0 lawsuit against the Group regarding corruption, bribery, extortion, fraud or money laundry.
Anti-competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and anti-monopoly practices	During the reporting period, there were 0 case of anti-competition behaviours or violating the antitrust law in which the Group was considered to be a participant.
Materials		
301-1	Materials used by weight or volume	Green Design Commitment; Advancing Green Construction
301-2	Recycled input materials used	Green Design Commitment; Advancing Green Construction
301-3	Reclaimed products and their packaging materials	Packaging materials are not required for the finished products of the Group's business, so it is not applicable.
Energy		
302-1	Energy consumption within the organization	Practicing Green Operation
302-2	Energy consumption outside of the organization	Practicing Green Operation
302-3	Energy intensity	Practicing Green Operation
302-4	Reduction of energy consumption	Green Design Commitment; Advancing Green Construction; Practicing Green Operation
302-5	Reductions in energy requirements of products and services	Green Design Commitment; Advancing Green Construction; Practicing Green Operation
Water and Effluents		
303-1	Interactions of organizations and water as a shared resource	Green Design Commitment; Advancing Green Construction; Practicing Green Operation
303-2	Management of water discharge-related impacts	Green Design Commitment; Advancing Green Construction; Practicing Green Operation
303-3	Water withdrawal	Practicing Green Operation
303-4	Water discharge	Practicing Green Operation
303-5	Water consumption	Practicing Green Operation
Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	During the reporting period, the Group analyzed the dependency and impact of Vanke's assets on the natural environment and biodiversity in accordance with the TNFD framework. According to the assessment, the Group did not own, lease or manage operational sites in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, please refer to the section on Biodiversity (TNFD).
304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity (TNFD)
304-3	Habitats protected or restored	During the reporting period, the Group analyzed the dependency and impact of Vanke's assets on the natural environment and biodiversity in accordance with the TNFD framework. According to the assessment, there are no protected or restored habitats within the area where the Group's operations are located, please refer to the section on Biodiversity (TNFD).
304-4	Species listed on the IUCN Red List or national conservation list in the habitats affected by operations	During the reporting period, the Group analyzed the dependency and impact of Vanke's assets on the natural environment and biodiversity in accordance with the TNFD framework. According to the assessment, there were no species listed on the IUCN Red List or national conservation list in the habitats affected by the Group's operations.
Emissions		
305-1	Direct (Scope 1) GHG emissions	Climate Change Response; Climate-related Disclosure
305-2	Energy indirect (Scope 2) GHG emissions	Climate Change Response; Climate-related Disclosure
305-3	Other indirect (Scope 3) GHG emissions	Climate Change Response; Climate-related Disclosure
305-4	GHG emissions intensity	Climate Change Response; Climate-related Disclosure
305-5	Reduction of GHG emissions	Climate Change Response; Climate-related Disclosure
305-6	Emissions of ozone-depleting substances (ODS)	Appendix: ESG Key Performance
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Appendix: ESG Key Performance
Waste		
306-1	Waste generation and significant waste-related impacts	Advancing Green Construction; Practicing Green Operation
306-2	Management of significant waste-related impacts	Advancing Green Construction; Practicing Green Operation
306-3	Waste generated	Appendix: ESG Key Performance
306-4	Waste diverted from disposal	Practicing Green Operation
306-5	Waste diverted to disposal	Practicing Green Operation

GRI Standard Indicators	Particulars	Reference
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Win-win Partnership
308-2	Negative environmental impacts in the supply chain and actions taken	Win-win Partnership
Employment		
401-1	New employee hires and employee turnover	Appendix: ESG Key Performance
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Striving for The Best as a Team
401-3	Parental leave	Striving for The Best as a Team
Occupational Health and Safety		
403-1	Occupational health and safety management system	Striving for The Best as a Team
403-2	Hazard identification, risk assessment, and incident investigation	Striving for The Best as a Team
403-3	Occupational health services	Striving for The Best as a Team
403-4	Worker participation, consultation, and communication on occupational health and safety	Striving for The Best as a Team
403-5	Worker training on occupational health and safety	Striving for The Best as a Team
403-6	Promotion of worker health	Striving for The Best as a Team
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Striving for The Best as a Team
403-8	Workers covered by an occupational health and safety management system	Striving for The Best as a Team
403-9	Work-related injuries	Appendix: ESG Key Performance
403-10	Work-related ill health	In 2025, there were no occupational diseases.
Training and Education		
404-1	Average hours of training per year per employee	Appendix: ESG Key Performance
404-2	Programs for upgrading employee skills and transition assistance programs	Striving for The Best as a Team
404-3	Percentage of employees receiving regular performance and career development reviews	Striving for The Best as a Team
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Compliant Operation; Striving for The Best as a Team
405-2	Ratio of basic salary and remuneration of women to men	Striving for The Best as a Team
Anti-discrimination		
406-1	Incidents of discrimination and corrective actions taken	In 2025, Vanke Group had no incidents involving discrimination or harassment toward our employees.
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	In 2025, Vanke Group had no operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	In 2025, Vanke Group had no operations and suppliers at risk for incidents of child labor.
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	In 2025, Vanke Group had no operations and suppliers at risk for incidents of forced or compulsory labor.
Security Practices		
410-1	Security personnel trained in human rights policies or procedures	/
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Shared development
413-2	Operations with significant actual or potential negative impacts on local communities	In 2025, Vanke had no operations with significant actual or potential negative impacts on local communities.
Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Win-win Partnership
414-2	Negative social impacts in the supply chain and actions taken	Win-win Partnership
Public Policy		
415-1	Political contributions	/
Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Good Products; Good Services
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	/
Marketing and Labeling		
417-1	Requirements for product and service information and labeling	Good Products; Good Services
417-2	Incidents of non-compliance concerning product and service information and labeling	/
417-3	Incidents of non-compliance concerning marketing communications	/
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the reporting period, there were no complaints concerning breaches of customer privacy or losses of customer data.

Index to SASB Standards Metrics

Theme	Indicator	Code	Corresponding section
Energy Management	Energy consumption data coverage as a percentage of total floor area, by property sector	IF-RE-130a.1	Appendix: ESG Key Performance
	(1) Total energy consumed by portfolio area with data coverage; (2) percentage grid electricity; (3) percentage renewable, by property sector	IF-RE-130a.2	Appendix: ESG Key Performance
	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	IF-RE-130a.3	Appendix: ESG Key Performance
	Percentage of eligible portfolio that (1) has an energy rating; (2) is certified to ENERGY STAR, by property sector	IF-RE-130a.4	Green Design Commitment
	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	IF-RE-130a.5	Practicing Green Operation
Water Management	Data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	IF-RE-140a.1	N/A
	(1) Total water withdrawn by portfolio area with data coverage; (2) percentage in regions with High or Extremely High Water Stress, by property sector	IF-RE-140a.2	Appendix: ESG Key Performance
	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	IF-RE-140a.3	Appendix: ESG Key Performance
	Description of water management risks and discussion of strategies and practices to mitigate those risks	IF-RE-140a.4	Climate-related Disclosure; Practicing Green Operation
Management of Tenant Sustainability Impacts	(1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property sector	IF-RE-410a.1	N/A
	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector	IF-RE-410a.2	Appendix: ESG Key Performance
	Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	IF-RE-410a.3	Environmental Practices - Our Strategy; Practicing Green Operation
Climate Change Adaptation	Area of properties located in 100-year flood zones, by property sector	IF-RE-450a.1	N/A
	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	IF-RE-450a.2	Climate-related Disclosure

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