

2022 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Onewo Inc.



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Cover Story

Six positive and healthy trainees jumping up on the beach during the outward bound of the Leadership Training Program (Director Trainees).

Onewo values the goodwill and potential of our employees. In addition to helping employees acquire competitive professional skills through our service competency training and certification system, we have also built a leadership training program for all VS trainees, supervisor trainees, manager trainees, and director trainees, as well as an on-job competency coaching system for senior management, empowering ordinary people with lofty ideals to make an impact that matters.

Since 2005, the leadership training program has trained more than 20,000 key staff who share the cultural concept of "Service, Champion and Positive" and provide critical guarantee for the Company's sustainable development. More practices and achievements on sustainable development of Onewo will be presented in each section of this report.

People in the picture (from left to right):

Li, Jun (the current General Manager of Foshan Shunde Cloud Smart Urban Resource Management Co., Ltd., a Sun Yat-sen University graduate recruited in 2016 from on-campus recruitment)

Chen, Cheng (the current General Manager of Zhengzhou City Representative Office, a Zhengzhou University graduate recruited in 2013 from on-campus recruitment)

Liu, Yalan (the current Head of Cooperation and Development Department in Hangzhou Regional Representative Office, a South-Central Minzu University for Nationalities graduate recruited in 2015 from on-campus recruitment)

Meng, Qingsha (the current Head of Business Support Department in Beijing Regional Company of Cushman & Wakefield Vanke Service, a Nanchang University graduate recruited in 2009 from on-campus recruitment)

Hu, Bing (the current Vice General Manager of Bon Property, a Fuzhou University graduate recruited in 2016 from social recruitment)

Liu, Bo (the current National Financial Operation Management Expert of Vanke Service, a Fudan University graduate recruited in 2017 from social recruitment)

About This Report

This report is the first Environmental, Social and Governance Report (the "ESG Report" or the "Report") issued by Onewo Inc. (the "Company"), which highlights the management philosophy, management measures, conspicuous achievements, etc. of the Company and its subsidiaries (collectively as "Onewo", "we" or "us") regarding ESG in 2022.

Basis of Preparation

This report is prepared in accordance with the Appendix 27 Environmental, Social and Governance Reporting Guide (the "ESG Reporting Guide") of the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the "Listing Rules") issued by Stock Exchange of Hong Kong Limited (the "Stock Exchange"). It also refers to recommendations of the Task Force on Climate-related Financial Disclosures (the "TCFD") framework.

Principles of Reporting

The preparation of this report follows four reporting principles set out in the Stock Exchange's ESG Reporting Guide.

Principle	Response
Materiality	Onewo commenced its assessment of material topics in 2022, invited stakeholders to participate in the assessment. The Board of Directors approves and acknowledges the results of annual materiality analysis, and discloses the effects of the Company on material topics and the Company's ESG performance in this report.
Quantitative	Data in this report have been reviewed, and measurement standards and methodologies referred by key data are also set out in this report.
Balance	The Company's ESG performance is disclosed accurately, authentically and completely.
Consistency	This report is the first ESG report disclosed by Onewo. In the future, we will try our best to ensure consistent disclosure principles and explain specific changes and reasons for changes in the report in case of any changes in statistical methods and other relevant factors.

Scope of Report

The reporting period is 1 January 2022 to 31 December 2022 (the "Reporting period" or the "Current year"), with the period of some content moderately extending forward and backward.

Except for specific instructions on individual data, policy papers, statements, data, etc., in the report cover the actual business scope of Onewo. Unless otherwise specified, currency amounts involved in this report are denominated in RMB. This report focuses on the disclosure of ESG information, some of which shall be read in conjunction with the 2022 Annual Report of Onewo Inc.

Data Sources

Data and information used in this report are mainly derived from public data, internal statistical statements, third-party surveys, administrative instruments and reports and other related documents.

Approval of Report

This report was reviewed, acknowledged and confirmed for publication by the Board of Directors on 27 March 2023.

Access to This Report

This report is available in Chinese and English, with electronic versions available on the Stock Exchange website (www.hkexnews.hk) or the Company's official website (<https://www.onewo.com>). In case of any discrepancy between the Chinese and English versions, the Chinese version shall prevail.



Opinions and Feedback

If you have any questions or feedback regarding the Company's ESG work or the report or its contents, please contact us at esg@onewo.com.





Annual ESG Highlights

We are guided by the United Nations 2030 Sustainable Development Goals (SDGs) and the Stock Exchange ESG indicators, and integrate human rights, labor, environmental and anti-corruption principles into our corporate daily business management, formulate our ESG strategy, continuously to create value for stakeholders, and contribute to the sustainable development of the economy, environment and society.

Being People Oriented

<p>100% </p> <p>Safety training coverage of new employees was up to 100%</p>	<p>3,130 </p> <p>Facilitated 3,130 front line service providers to transfer to technical, social, and emotional communication roles</p>	<p>76.43 </p> <p>Average hours of training received by employees was 76.43 hours</p>	<p>559 </p> <p>559 front line service providers received funding support to achieve higher academic qualification promotion</p>
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Growing Together with the Community




<p>29,000 </p> <p>29,000 employees and other service providers completed the CPR practical operation training</p>	<p>643 </p> <p>643 additional AEDs deployed in residential projects</p>	<p>150 million </p> <p>Over RMB150 million invested in public welfare (including the Neighborhood Program, Community Renewal Fund and charitable donation)</p>	<p>7 </p> <p>7 life-saving incidents by CPR skills for Onewo employees and other service providers</p>
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<p>Industry's first "Checklist for Empty Nesters Services", with 16,000 elderly service files established and significant improvement in abnormal deaths of elders in the service spaces</p>	<p>The residential service achieved "No.1 in China's Property Service of 315 Satisfaction Survey "</p>
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Responsibility Governance

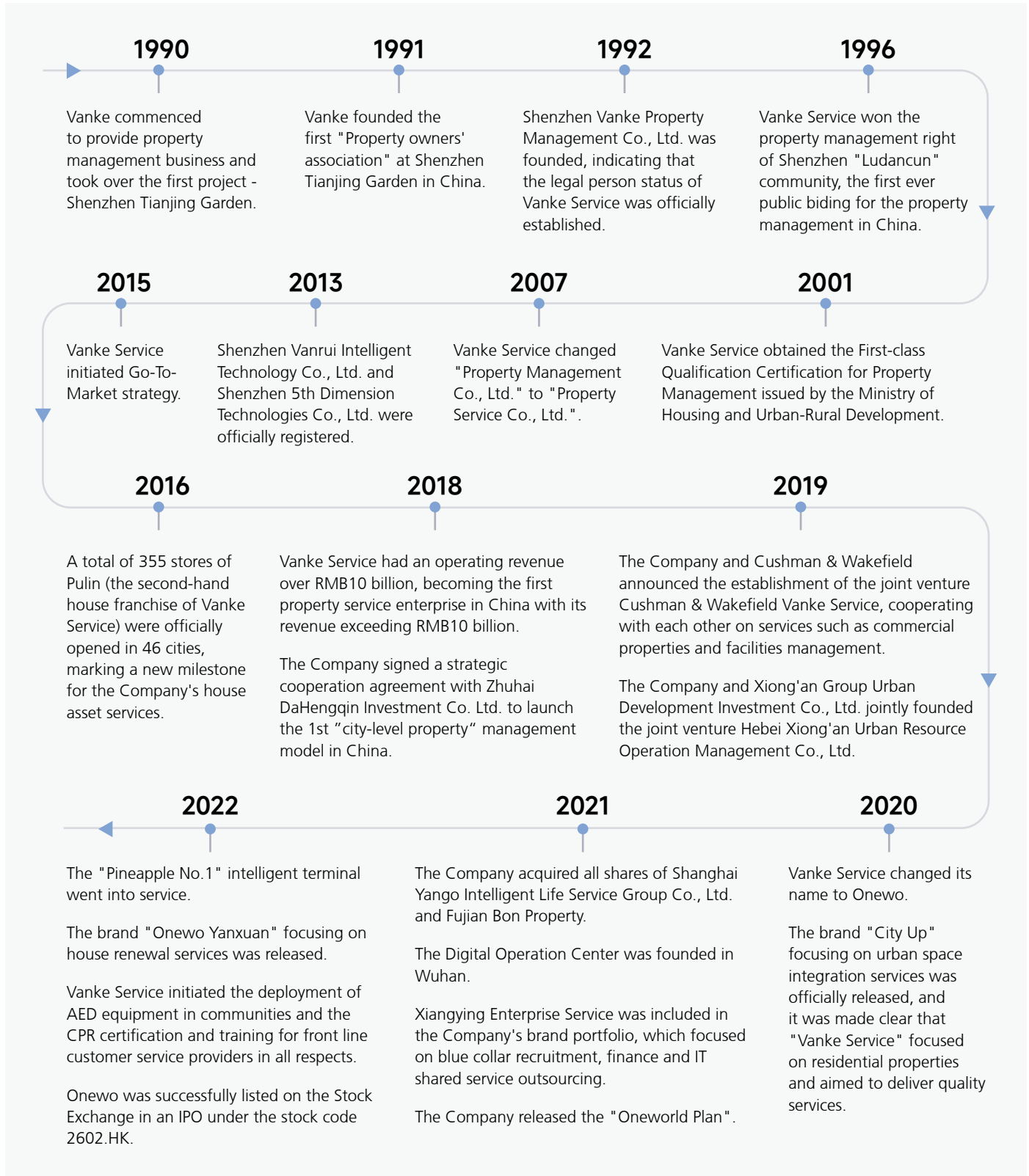
<p>310 </p> <p>310 special inspections and assessments, 5 integrated audits and 14 special audits were completed</p>	<p>100% </p> <p>100% of all staff signed the Integrity Pledge and declared their conflicts of interest</p>	<p>0 </p> <p>0 corruption proceedings against the Company or its employees were instituted and concluded</p>	<p>100% </p> <p>100% of suppliers signed the Anti-corruption Cooperation Agreement</p>
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Being Environmentally Friendly

<p>11 </p> <p>11 pilot energy-saving or water-saving experimental projects were set up in commercial projects under management nationwide</p>	<p>68 </p> <p>68 water-saving and energy-saving proposals were awarded the Onewo's the innovative service proposals- "Dolphin Action of Innovation "</p>	<p>625 </p> <p>Conducted waste classification in 625 new residential communities</p>	<p>7% </p> <p>Onewo headquarters piloted the energy management platform and high efficiency refrigerating plant room, with building energy consumption reducing by 7%</p>
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About Onewo

Company Development History



Company Profile

Onewo pioneers and innovates the property services industry in China. 32 years ago, we kick-started our journey with the simple purpose of pursuing delightful property services for more people – a purpose which still guides the way we do business today. Drawing on our exceptional brand strength and service quality, we have become a leading omni-space service provider with an unmatched growth model built upon the synergy of businesses across community, commercial and urban spaces. Maintaining such a leading position is possible because of our culture of self-motivation. Leveraging decades of domain expertise, we have developed AIoT and BPaaS solutions aiming to digitalize workflows, mobilize resources and improve efficiency of the spaces we serve. As our service offerings intertwine and further integrate with purpose-built technologies, we have advanced into the era of “Remote & Hybrid,” and become well-prepared to achieve economies of scale and capture adjacent opportunities. In terms of geographic focus, we strive to provide best-in-class space services to customers in high-tier cities with strong economic fundamentals.

With our continuous effort in exploring new growth directions and proactive approach to refining our business strategies, we have established a business model that comprises the following three business segments:

Community space living consumption services

Services we offer to individual customers, such as property owners and residents, are primarily categorized under this business segment. To address the diverse needs of property owners and residents in various consumption scenarios encompassing residential living, we provide a broad range of services in community space, including residential property services, home-related asset services and other community value-added services. We carry out residential property services using the Vanke Service brand. As an extension of our residential property services, we have also launched Pulin and a series of other brands to broaden our service offerings for community spaces, with a strategic focus on home-related asset services, including home sale, rental brokerage services, home renovation and furnishing services.

Commercial and urban space integrated services

Services we offer to enterprises, government and other institutional clients other than our AIoT and BPaaS solution services are categorized under this business segment. Aiming at creating pleasant commercial and urban spaces, we provide corporate, government and other institutional clients with property and facility management services, value-added services for developers and urban space integrated services. Through the integration of our property and facilities management services business with Cushman & Wakefield Greater China, we have established our unique property and facilities management brand, Cushman & Wakefield Vanke Service, and set up a new direction of business development with a strategic focus on customers. We also offer urban space integrated services that benefit various stakeholders of the urban public spaces, including but not limited to government authorities and the general public, through the use of our City Up brand.

AIoT and BPaaS solution services

Our technology offerings are separately grouped under this business segment. To enhance service capability and efficiency in all aspects, we have consistently invested in R&D activities and developed a series of technology-enabled solutions which focus on standardizing and digitalizing our services in community, commercial and urban spaces, including AIoT solutions and BPaaS solutions. These solutions serve as the cornerstone for us to achieve remote operation of on-site services ahead of our peers in China and help more corporate customers in various industries to explore future opportunities.

Onewo created an operating income of RMB30.11 billion in 2022. For details of the Company's business strategies, operating and financial performance, please refer to the 2022 Annual Report of Onewo Inc.

Annual Honors

Onewo is committed to improving service quality, developing scientific and technological competitiveness, and transforming business model to create value for our customers and society. This year, we received awards and recognition from the government, industry bodies, media platforms and the public, including (partial display):



Comprehensive Company

Onewo was awarded the **"IPO with the Most Investment Value" of Guruclub "Golden Grid Award" Greater China Best Listed Company Awards 2022**

Onewo was awarded the **Bronze Medal in Image Matching Challenge of Conference on Computer Vision and Pattern 2022 Workshop**



Community Space Service

Vanke Service was awarded the **No.1 in China's Property Service of 315 Satisfaction Survey**



Commercial Space Service

Cushman & Wakefield Vanke Service was awarded the **Excellence in Management Award by Harvard Business Review**

Cushman & Wakefield Vanke Service was awarded the **City Regeneration Project of the Year and the Facilities Management Team of the Year by RICS China**



Urban Space Service

City Up was awarded the **Best Innovation Pioneer Case and the Outstanding Innovation Pioneer Case of ICT China (2022)**

City Up was awarded the **"Energy & Environment Award" (for "Gulangyu Island" program and "Water Quality of Rivers in Shenzhen" program) by Smart City Expo World Congress**

ESG Governance

ESG Policies and Strategies

Adhering to the concept of responsible development, Onewo integrates the concept and goal of sustainable development into the overall strategy and daily operations based on the mission of "Reshape Space Efficiency, Service for Ever Better", laying emphasis on both economic benefits and environmental and social benefits. We believe that responsible operation is the best ESG practice.

We value our people and our customers, and care about our community

We create a healthy and safe working environment for our front line staff, build a diversified talent development system, and heed the voices of staff openly. For customers, we advocate a culture of "Service" and "Champion", always aiming to provide quality services and constantly refining our services to meet the growing needs of our customers. For the community and the industry, we give full play to our influence and join hands with excellent peers to advocate quality services and create a better community.

We operate prudently with a sense of responsibility and reverence

We promote a "Positive" culture of integrity, honesty and transparency, and have formulated risk control and management policies that are appropriate to our business operations. We have established standards and closed-loop management mechanisms in the areas of compliance operations, sustainable supply chain, internal control and audit, integrity monitoring, etc., and to enhance our operational resilience and sustainable development.

We take action to protect green hills and clear waters

By optimizing management practices and utilizing intelligent means, we provide green and low-carbon property management services for customers and mitigate the environmental impact of our operations. In the face of climate change, we identify potential risks and opportunities while insisting on improving our emergency management standards. Through warning, drills and protection against natural disasters and extreme weather, we protect both health and safety of customers and staff while minimizing the impact of extreme weather on business operations.

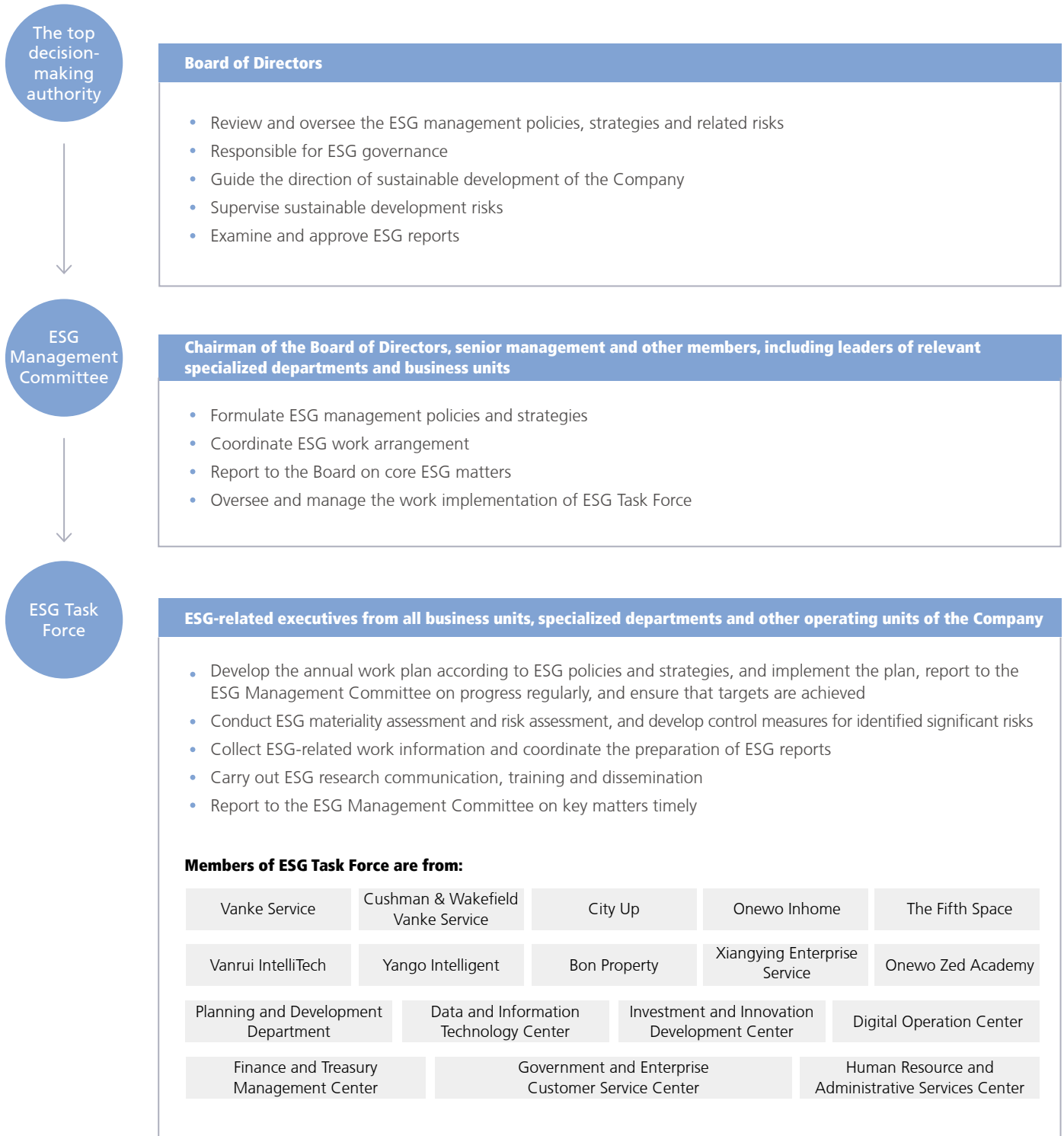
As for topics of common concern, we launched the corporate social responsibility program "**Oneworld Plan**" in 2021, which focuses on four core topics, namely, "Helping Front Line Service Providers Grow in Diversity", "Reducing Abnormal Deaths in Service Spaces", "Building Energy Conservation and Emission Reduction, and Community Waste Classification" and "Property Renewal and Coordinated Development with the Surrounding Community", and aims to keep our feet on the ground by starting making a difference close to home.



For more information about strategies, actions and conspicuous achievements of the Oneworld Plan, please refer to Page 12, the section headed "Oneworld Plan" of this report.

ESG Governance Structure

Onewo has established an ESG governance structure with well-defined responsibilities, clarifying duties of each level, policy-making process and reporting mechanism of related matters: the Board of Directors has the highest authority and ultimate responsibility for ESG-related matters of the Company, and the ESG Management Committee and the ESG Task Force take charge of specific practical work.



Board Statement

Onewo highly values the sustainable development management. In accordance with requirements of ESG Reporting Guide released by the Hong Kong Stock Exchange, Onewo continues to refine the governance structure of sustainable development, strengthens the Board's oversight and participation in the governance of the Company's ESG affairs, and actively integrates ESG into business practices, safeguarding the Company's sound operations and long-term development.

ESG Governance

The Board of Directors takes full responsibilities for Onewo's ESG strategies and reporting, makes decisions on the ESG development direction and management strategies for Onewo, and ensures that a suitable and effective system is developed for ESG risk management and internal monitoring. Board members heed the results of discussions on key ESG-related matters, monitor progress towards ESG goals, and examine and approve ESG annual reports.

In order to implement the sustainable development strategy, under the guidance of the Board of Directors, Onewo has established the ESG Management Committee and set up the ESG Task Force to take charge of the implementation of specific work. Relevant teams act on established responsibilities, and communicate with and report regularly to the Board on the work progress.

ESG Risk Management

Onewo keeps its eyes on development trends of its industry, constantly inspects and improves the status quo of internal management, identifies ESG risks and opportunities. Meanwhile, we regularly communicate with stakeholders to learn about internal and external suggestions, demands and concerns, and assess the materiality of topics through interviews, surveys, expert assessments and other approaches, and consider the assessment as one of the factors for the Company to formulate and adjust management policies. The Board of Directors has participated in the assessment on materiality of ESG topics, and approved and acknowledged the results of annual materiality analysis.

ESG Goal Management

Following the requirements of ESG Reporting Guide released by the Stock Exchange, Onewo is committed to integrating the concept of sustainable development into corporate strategies, and issues the "Oneworld Plan". We have set up critical ESG goals, including greenhouse gas emission, waste discharge and resource utilization. The Board of Directors reviews and discusses goals setting, and regularly inspects the progress towards relevant goals.

This report, which fully discloses the progress and achievements of Onewo's 2022 ESG work, was reviewed and approved by the Board of Directors on 27 March 2023.

Stakeholders

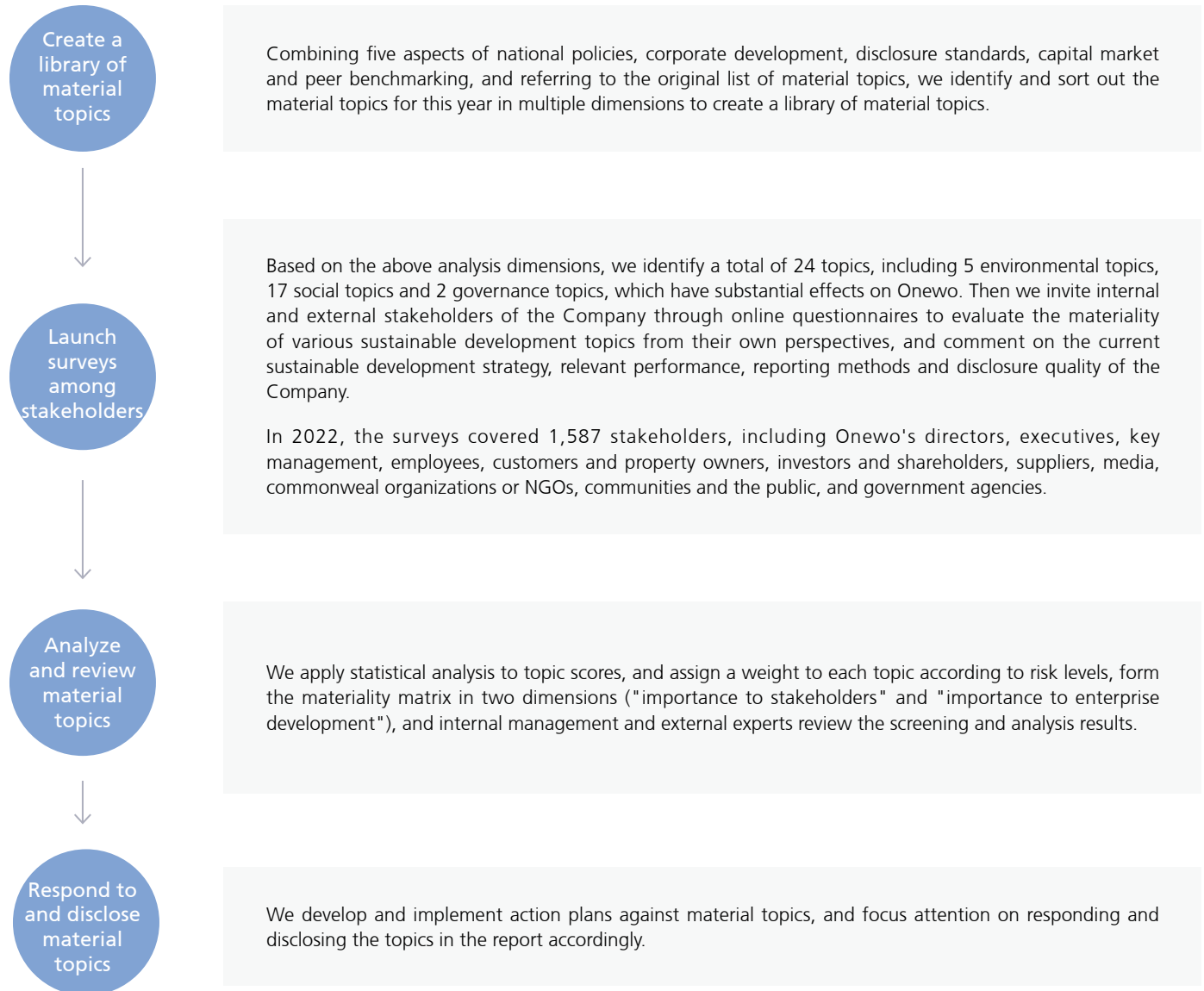
Onewo attaches great importance to the communication with stakeholders, fully heeds the views of all parties, and stands ready to balance and meet the needs of all stakeholders. Meanwhile, we constantly refine the Company's sustainable development strategy, and strive to achieve win-win cooperation.

Stakeholders	Communication Channels	Related Topics
 Government and Other Regulators	<ul style="list-style-type: none"> Official correspondence Conference forum Face-to-face communication Telephone call 	<ul style="list-style-type: none"> Corporate governance Reduction in waste and sewage discharge Reduction in greenhouse gas and exhaust gas Responses to climate change Use of renewable energy Improvement water efficiency
 Shareholders and Investors	<ul style="list-style-type: none"> Annual report Announcements and notices Conference Telephone call Email 	<ul style="list-style-type: none"> Corporate governance Enhancement of energy efficiency Advertising and brand management
 Customers and Property Owners	<ul style="list-style-type: none"> National Customer Service Hotline "Zhuzher" App WeChat Enterprise accounts of coordinators Face-to-face communication Conference, telephone call Questionnaire survey Understanding through visiting 	<ul style="list-style-type: none"> Information security and privacy protection Customer satisfaction management Improvement of community infrastructure and support services Intelligent property service development Improvement of service quality and efficiency Construction of intelligent city Protection of customer health and safety
 Employees	<ul style="list-style-type: none"> Employee information feedback platform Workers Congress Staff meeting Face-to-face communication Female Employee Rights and Interests Protection Hotline Training 	<ul style="list-style-type: none"> Employee recruitment and retention Protection of employee health and safety Prohibition of child labor and forced labor Protection of employee rights and interests Equal opportunity and diversity Enhancement of employee engagement and satisfaction Provision of training and career development opportunities
 Suppliers and Other Partners	<ul style="list-style-type: none"> Conference Telephone call Face-to-face communication Official correspondence 	<ul style="list-style-type: none"> Sustainable supply chain Advertising and brand management Promotion of industry exchange and innovation
 Media, Commonweal Organizations and NGOs	<ul style="list-style-type: none"> Telephone call Email Conference Face-to-face communication 	<ul style="list-style-type: none"> Public benefit activities and volunteer services
 Community Public	<ul style="list-style-type: none"> Understanding through visiting Public participation survey 	<ul style="list-style-type: none"> Improvement of community infrastructure and support services Promotion of community development

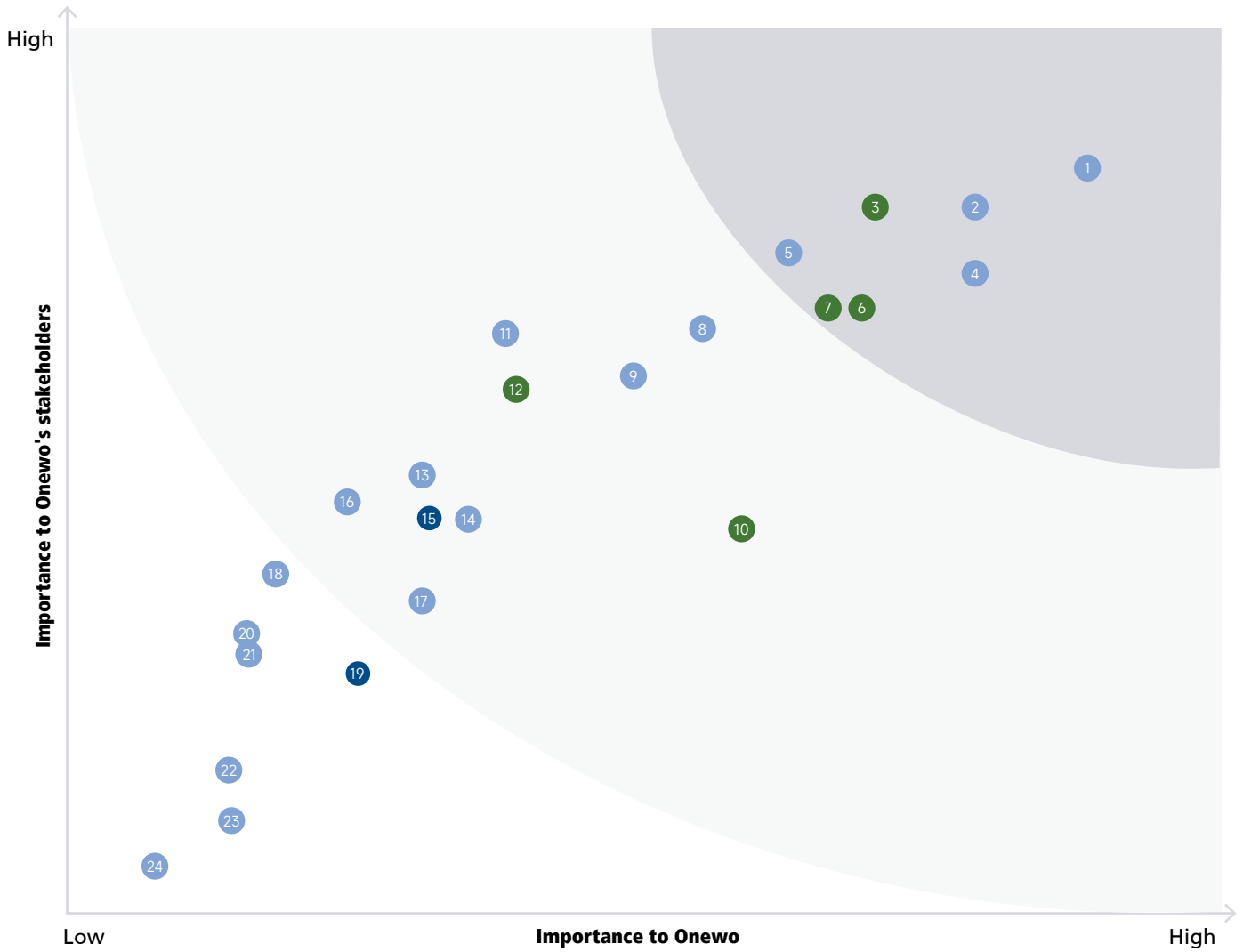
Management of Material Topics

Onewo values the authenticity of ESG reports. We conduct a materiality assessment based on the company's actual situation and social issues in order to understand the importance of each ESG topic to the company's business development and stakeholders' concern about material topics. On that basis, we actively take precautionary measures in response to continually enhance the management level of Onewo's ESG information disclosure and related matters, and further achieve sustainable development goals.

Process of Material Topics Assessment



Material Topic Matrix



Materiality Analysis Matrix of Onewo's 2022 ESG Topics

Highly material topics

- 1 Enhancement of service quality
- 2 Intelligent service development
- 3 Pollutant discharge management
- 4 Customer satisfaction management
- 5 Information security and privacy protection
- 6 Water resource management
- 7 Energy management

Moderately material topics

- 8 Protection of employee health and safety
- 9 Prohibition of child labor and forced labor
- 10 Responses to climate change
- 11 Staff remuneration and benefits
- 12 Greenhouse gas emissions management
- 13 Protection of customer health and safety

- 14 Protection of employee rights and interests
- 15 Business ethics and anti-corruption initiatives
- 16 Employee attraction and retention
- 17 Staff training and development

General material topic

- 18 Sustainable supply chain
- 19 Corporate governance
- 20 Diversity and inclusion
- 21 Intellectual property rights protection
- 22 Empowerment of industry development

- 23 Promotion of community development
- 24 Participation in public welfare

- Environmental Topic
- Social Topic
- Governance Topic

Oneworld Plan



AI Growth: Helping Front Line Service Providers Grow in Diversity

"There are nearly 200,000 (including employees of Onewo and other service providers in 2021) front line service providers on our platform. They are at the forefront of service, fighting typhoons, preventing rainstorms and epidemic prevention to help customers solve problems. More than half of them have only gone to high school or technical secondary school, and many of them have just got off the train with their suitcases in tow when they apply for a job. How can we help people enrich their career skills, get ahead of being replaced by AI and increase their income level?"

- "A Journey of a Thousand Miles Begins with a Single Step: Written on the First Anniversary of the Name Change of Onewo" by Zhu, Baoquan

In the era of digitalization and intellectualization, simple and repetitive jobs such as accounting cashiers, property janitors and receptionists are being replaced by intelligent algorithms, what will happen to these people? As a team, it is Onewo's responsibility to help front line service providers achieve diversified growth. Onewo always opens the gate for advancement, offers opportunities to learn new skills and challenge new jobs, allowing more front line service providers to transfer from simple and repetitive jobs to technical, social and emotional communication roles. The "AI Growth: Helping Front Line Service Providers Grow in Diversity" special program is our answer to the "machines taking over jobs" debate and our determination to create better development and higher income for our employees.

Onewo Dream Development

In 2019, the Company launched the "Thousands into Pulin" employees development program to encourage front line service providers to explore new career paths and transfer to asset coordinators of Pulin. In 2020, the Company initiated the "Onewo Dream Development" program to further establish a professional, diversified and full-service-scenarios-covering multi-path development mechanism for front line service providers, helping them move to a larger stage and obtain higher income.

We provide front line service providers with extensive skills training and a wide range of job options, helping them transfer to other more skill-rich and more irreplaceable positions. During the reporting period, we have promoted 3,130 front line general operation service providers in successfully transferring positions to technical, social and emotion communication service providers such as grid coordinators, asset coordinators, electromechanical experts and digital operation staff. Since the initiation of "Onewo Dream Development" in 2020, we have cumulatively facilitated 5,173 front line service providers to transfer successfully.

During the reporting period, we have assisted

3,130

front line general operation service providers in successfully transferring positions



| Working Photo Before and After Transfer of Position of Fang, Yihong

Case

Fang, Yihong: From security to asset coordinator

Fang, Yihong ("Sister Fang") transferred from security to asset coordinator. The process of transformation was difficult but fulfilling. Starting from a "green hand", she broke through in the way of learning new knowledge and facing new challenges, and eventually achieved a personal annual performance of over RMB1 million, becoming a role model for those who broke through their own capability boundaries by transferring positions.

Kilo Plan

Onewo actively supports its front line service providers to get further study through "high school to junior college" and "junior college to bachelor" programs, provides fundings to help them achieve higher academic qualification promotion. In 2010, the Company launched the "Double Hundred Plan", which planned to offer 200 opportunities to front line service providers to achieve academic qualification promotion through the "high school to junior college". In 2021, we upgraded the "Double Hundred Plan" to the "Kilo Plan", and we planned to offer 1,000 opportunities to our front line service providers to achieve academic qualification promotion through "high school to junior college" and "junior college to bachelor" programs, and provide a grant-in-aid up to RMB5,000~7,000 for each participant.

In 2022, we updated college partners of the "Kilo Plan", and service providers looking to study further could apply for up to 52 colleges, including the Open University of China, South China Normal University, Jinan University and Xiamen University of Technology. During the reporting period, the "Kilo Plan" has supported 559 service providers, with an expected grant-in-aid contribution of RMB3.35 million.



During the reporting period, additional

559

service providers receive support through the "Kilo Plan"

For more information about employee health and safety, career development, equality and diversity, remuneration and benefits, rights and interests protection, please refer to Page 29, the section headed "Being People Oriented" of this report.

| Some Beneficiaries of the "Kilo Plan"

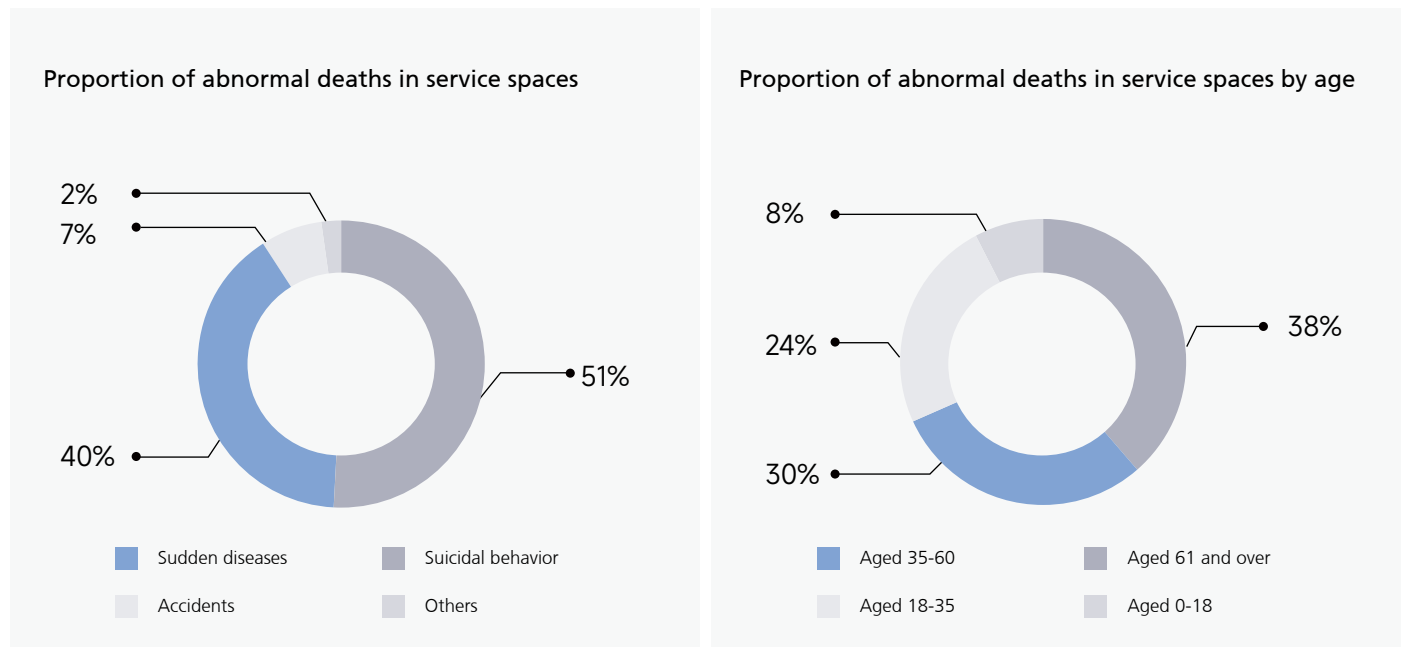
AI Life: Reducing Abnormal Deaths in Service Spaces

"(Unnatural deaths recorded in services areas) with the highest proportion being suicides, mainly caused by cancers or depression of the elderly. Community is not just about elderly care, but also about enhancing interaction and avoiding loneliness. Second, there are sudden deaths from heart attacks and other causes, many of which could have been treated with CPR (Cardio Pulmonary Resuscitation) and AED (Automated External Defibrillator)...Reverence for life and effective investment in means of protection are worth it."

- "A Journey of a Thousand Miles Begins with a Single Step: Written on the First Anniversary of the Name Change of Onewo" by Zhu, Baoquan

The communities and commercial spaces Onewo serves support living and working of more than 30 million people every day, and our urban service projects are spread across different regions in China. As a space service provider, it is Onewo's responsibility to explore how to effectively control the occurrence of abnormal deaths in service spaces. Adhering to our original intention of being reverent and respectful to lives, Onewo has set up a special program in the Oneworld Plan - "AI Life: Reducing Abnormal Deaths in Service Spaces".

According to our analysis of abnormal deaths recorded in the Company's emergency reporting system, suicide (51%) and sudden disease (40%) were predominant. In addition, the elderly aged 60 and above account for the more significant proportion of abnormal deaths by age (38%).



We believe that many abnormal deaths can be prevented or rescued effectively, for example, for sudden deaths from sudden cardiac arrest, we can apply intervention means of CPR (Cardio Pulmonary Resuscitation) and AEDs (Automatic External Defibrillators) within the "Golden 4 Minutes" to effectively increase survival probability. Facing special populations such as elderly people living alone and people with mental illnesses in the service community, we systematically organize services and care, such as responding to their emotional needs, intensifying daily communication and interactions, and providing assistance when necessary to minimize tragedies of self-harm or suicide.

CPR Training and Certification

Currently, the popularity rate of basic first aid skills in China still lags behind that of developed countries. However, within the spaces we serve, creating rescue conditions as far as possible and improve our ability to save lives in sudden emergencies is where Onewo can make proactive and effective efforts.

We have launched a CPR certification and training for all staff and other service providers, and collaborated with local Red Cross organizations, the Emergency Center at Zhongnan Hospital of Wuhan University, American Heart Association, and other medical services to jointly promote the CPR first aid skill coverage of service providers through cooperation. In 2022, Onewo successfully established a three-level training system consisting of "First Aid Instructor Certification - CPR Practical Operation Certification - CPR Theoretical Popularization", and also obtained the certification of "American Heart Association Emergency Cardiovascular Care Training Center".

During the reporting period, with the help of organizations such as local Red Cross organizations and Shenzhen Municipal Emergency Center, we have promoted more than 29,000 employees and other service providers to obtain the CPR first aid practical operation certification and more than 150,000 employees have completed the CPR theoretical popularization training. We have successfully saved 7 lives through these efforts.



Cushman & Wakefield Vanke Service and Guangzhou Red Cross Jointly Carried out a "Save the People Around Me" First Aid Public Welfare Training



Training Site of First Aid Instructors



Onewo's Certification of "American Heart Association Emergency Cardiovascular Care Training Center"

During the reporting period, we have promoted more than

29,000 employees and other service providers to obtain the CPR first aid practical operation certification

More than

150,000 employees have completed the CPR theoretical popularization training

We have successfully saved

7 lives through these efforts



| On-site Manager Jiang, Ting Saved a Life Using CPR Skills

Case

Saving lives in service spaces

In September 2022, Jiang, Ting, an on-site manager of Nanchang Vanke Service, found a fainted woman during a routine inspection. Upon hearing the call, she went to the scene at once and called 120 and notified the patient's family. The patient suffered a cardiac arrest emergency after fainting. The manager immediately applied the first aid skills learnt from the Company's CPR training a week earlier and administered CPR to the patient. After emergency treatment, the patient gradually regained consciousness. Her emergency treatment bought more time for paramedics to rescue the patient and successfully prevented a tragedy.

First Aid Certification

Certification Qualification

First aid instructor certification

Complete first aid instructor courses, and assess trainees through instructional supervision.

CPR practical operation certification

Complete CPR practical operation courses and pass the CPR practical operation examination. Certification priority is given to customer-facing service positions such as life coordinators and asset coordinators.

CPR theoretical popularization

Complete CPR online first aid courses (which are jointly developed by Onewo and First Aid Center of Zhongnan Hospital of Wuhan University) and pass the CPR online theoretical examination.

Onewo Three-level First Aid Certification System

Case

Popularization and publicity of first aid knowledge

To strengthen the first aid awareness and first aid skills of employees, for the first time, we have designed a CPR first aid manual as a cultural and creative product. We hope to spread knowledge, sow wishes and share beliefs with our staff and customers through thoughtful design. In 2022, we have distributed over 110,000 CPR first aid manuals through Mid-Autumn Festival and New Year gift boxes.



| A CPR Brochure in Onewo Customized Mid-Autumn Gift Box and New Year's Calendar "Onewo Culture"



AED Deployment in Service Spaces

AED is a device that automatically analyzes a patient's heart rhythm and delivers an electric shock when the heart stops normal beating, and deploying AEDs is a major step towards saving lives. In 2022, Onewo issued Notice of Systematically Promoting the Implementation of CPR Certification and AED Deployment, and continued to explore the best solutions to equip AEDs in our service spaces.

During the reporting period, additional 643 AEDs were deployed for residential projects under the joint efforts of Onewo, Government, Red Cross, public welfare foundations and enthusiastic property owners; by the end of 2022, 934 AEDs have been deployed in residential projects, covering 366 residential communities and making the spaces Onewo serves safer and more secure.

In addition to improving and deploying AEDs in residential areas, to better ensure customer safety, we also proactively offered customers-oriented first aid training and improve customers' first aid quality and capabilities in commercial service spaces. During the reporting period, commercial customers Onewo serves have deployed a total of 698 AEDs in office spaces, covering 183 commercial projects.

During the reporting period, residential projects deployed additional

During the reporting period, commercial customers Onewo serves have deployed a total of

643 AEDs

698 AEDs in office spaces

Care for Empty Nesters

Onewo highly values senior services, actively responds to national policies such as Opinions of CPC Central Committee and State Council on Strengthening the Work of the Elderly in the New Era, National Medium and Long-term Plan to Actively Address Population Ageing, and implements a series of caring programs to actively contribute to building a senior-friendly community.

The elderly constitutes a considerable percentage of unnatural deaths in service spaces, most of which are due to suicides arising from psychological problems caused by diseases. By creating exclusive files for more than 16,000 empty nesters, Vanke Service tailors senior services to the needs of the elderly at different age levels to ensure health and safety, enhance life quality and meet spiritual needs. In September 2022, Vanke Service, in collaboration with Shenzhen Property Management Association, published the Guidelines for Property Service of Empty Nesters to the industry for the first time, which has built an elderly-oriented standard service system.

Case

Responding to "Operation Line One"

In November 2022, to meet the needs of empty nesters, Vanke Service initiated the "Operation Line One" to provide a series of non-profit senior services by linking up residential communities under management nationwide. The "Operation Line One" has created caring files for over 16,000 empty nesters, met their most urgent needs (such as accidental fall, sudden diseases, lack of company) through the emergency setting One-Touch Call, gradually developed a standardized work order for elderly care services, while also offering personalized elderly care services according to local conditions and individual circumstances. At the same time, we have designated the 9th of every month as "Filial Piety and Love Day", and responded to the immediate needs of the empty nesters to help more owners enjoy their "most beautiful sunset".

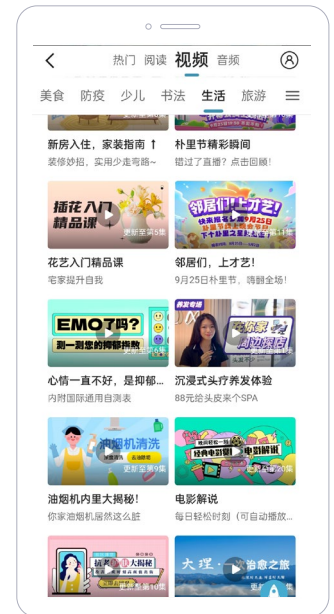


A Coordinator of Nanchang Xulan Spring Helped a Tumbled and Immobilized Elder

Care for Mental Health

In August 2022, we launched a set of psychological assessment tools, six courses about depression and 37 psychological counselling hotlines in "Zhuzher" App for community spaces, hoping to facilitate users in need to participate in depression screening and receive effective counselling and treatment in a timely manner through online approaches that are faster and more convenient. Our psychological assessment tools take root in the PHQ-9 Depression Self-Assessment Screening Scale recommended by the Work Plan for Exploring Specialized Services for Depression Prevention and Treatment issued by National Health Commission of the People's Republic of China in 2020, and all assessments take place on a voluntary basis, with assessment results strictly adhering to user privacy policies. We will continually keep an eye on mental health, enhance psychological support for employees and serve those suffering from depression.

For more information about ensuring the health and safety of employees and customers, please refer to Page 29, the section headed "Being People Oriented", and Page 43, the section headed "Growing Together with the Community" of this report.



Screenshots of Community Depression Classes in "Zhuzher" App

AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification

"Based on the national 'carbon peaking and carbon neutrality' goal, we help our customers to save energy and reduce consumption in over 1,000 commercial and office spaces. By using technology to reduce energy consumption and save money, customers will see tangible benefits, and they will support carbon reduction with concrete action... The benefits of waste sorting go without saying, but there is still a long way to go to change people's habits and create overall awareness in our thousands of residential properties."

- "A Journey of a Thousand Miles Begins with a Single Step: Written on the First Anniversary of the Name Change of Onewo"
by Zhu, Baoquan

"Clear waters and green mountains are as valuable as mountains of gold and silver", in the context of national calls for carbon peaking and carbon neutrality, how to complete the green transition of buildings is one of the key issues that Onewo needs to address. We are committed to the concept of green, low-carbon and circular throughout our services. According to the different ecologies of service spaces, the "AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification" special program of "Oneworld Plan" focuses on the energy conservation and emission reduction in commercial buildings and household waste classification in residential areas.

Onewo is committed to creating green and sustainable commercial spaces and attaches importance to the energy management of buildings. We help customers with energy conservation and emission reduction by using digital technology to empower the low-carbon transition of buildings, and realize refined management of energy use. Meanwhile, we actively undertake our responsibilities in the implementation and promotion of waste classification in residential properties, explore a "win-win" strategy that balances the steady implementation of waste classification policy with good experience of property owners, and launch a pilot project on on-site resource utilization to further promote waste reduction in community.

Energy Conservation and Emission Reduction in Buildings

Practicing Green Services

The Company pushes for energy conservation and emission reduction in the process of property management services. The energy consumption arising from operation of main structure of buildings is constantly reduced by developing energy management related systems and adopting advanced energy management technologies and other means to constantly reduce. Cushman & Wakefield Vanke Service has established internal policies such as the Administrative Regulations on Energy Review, the Regulations on Controlling Energy Benchmarks and Performance Parameters and the Management System for Resource and Energy Conservation to standardize energy management and improve energy management requirements. In June 2022, Cushman & Wakefield Vanke Service passed the ISO 50001 Energy Management System Certification.

Cushman & Wakefield Vanke Service practices the concept of "green service" in its daily operations. By taking advantage of intelligent technology renovation, refined operation and active micro-innovation, we have reduced energy consumption of equipment in various spaces, such as office buildings, industrial parks, museums, exhibition halls and commercial centers, and also effectively saved operational costs.

Digital Empowerment

Onewo makes full use of intelligent and digital means to create an innovative smart property management system, enabling green and low-carbon transformation. By means of energy monitoring, energy statistics and energy consumption analysis, we can visualize various energy media and resource consumption information such as electricity, gas, heat and water. Through identification and analysis of key energy-consuming equipment and areas, we help ourselves and customers to timely obtain and understand the scientific and accurate data and explore the potential of energy conservation. Currently, such conservation efforts have been implemented in our property management. Through continuous optimization of management tools, we have realized four intelligent transformations:

- Equipment management from hand-copy to digital
- Operations and maintenance from empirical to analytical
- Fault warning from reactive to proactive
- Energy consumption management from rough to precise

Case

Shenzhen Binhai Cloud Center

Being a super grade-A office building, Shenzhen Binhai Cloud Center was built and designed with sustainable development in mind from the very beginning, and to which a number of energy-saving technologies were applied innovatively. As a property and facility management service provider of the building, Cushman & Wakefield Vanke Service continues to optimize green operations, assists Binhai Cloud Center in continuously improving green operation management systems of water and energy conservation, etc., and promotes the application of new energy-saving equipment and technologies for more efficient green operations. Currently, Shenzhen Binhai Cloud Center has obtained the LEED and WELL Platinum Certification as well as the Three-star Green Building Label.

Energy Consumption Management

Through the intelligent management system provided for the building, Cushman & Wakefield Vanke Service performs visualized monitoring to energy consumption data of water, power and air conditioners in different areas in real time, and has achieved the function of synchronously uploading measurement data to the municipal energy consumption monitoring platform.

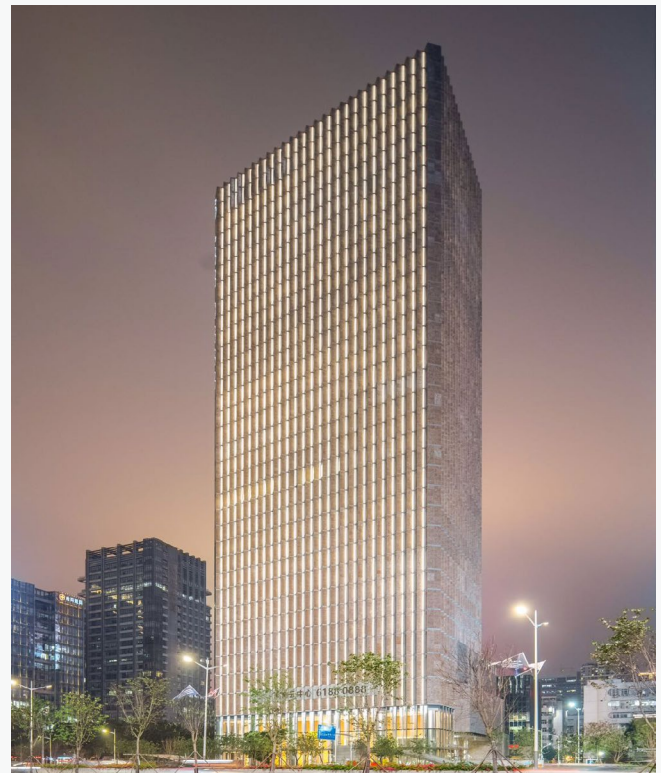
Power and Water Conservation:

In terms of power conservation, we have helped reduce energy and emissions, and building energy consumption by over 12%, and achieved "win-win" of economic and environmental benefits by taking measures such as installing air conditioning and lighting time switches, applying zoned + centralized intelligent energy-saving control, and implementing upgrading and renovation projects such as installing solar panels on roofs, optimizing control strategies of refrigeration units, and optimizing elevator assignment routes.

In terms of water conservation, we use an automatic sprinkler system along with rain sensors for ground greening irrigation with reclaimed rainwater and air conditioning condensate as watering sources.

Green Publicity

Cushman & Wakefield Vanke Service assists Binhai Cloud Center in organizing and receiving a number of green visits and exchange events, and proactively promotes the high-performance and high-comfort office environment experience brought by green buildings and green operations. In addition, we provide Instructions on Green Facilities for enterprise customers which have settled in buildings, guiding customers to jointly practice the concept of green, low-carbon and environmental protection.



Reality Image of Shenzhen Binhai Cloud Center



LEED and WELL Platinum Certification, and Green Building Label Obtained by Binhai Cloud Center

New Track Exploration and Capacity Building

In addition to practicing "green operations" in our daily services, Onewo is also proactively exploring energy management tracks. In 2022, we issued the Notice on Launching the Campaign of Energy Management and Research on Low-carbon Property Service Products in Cushman & Wakefield Vanke Service, and Cushman & Wakefield Vanke Service built an energy team composing of headquarters and regional energy experts to map out the energy management status of our customers and launch an energy management digital platform, a dual carbon management digital platform, high-efficiency refrigerating plant rooms, unattended power distribution rooms and other energy management products to meet in-depth energy management needs of customers and open up new business in energy management.

In addition, to better provide energy management services to our customers and strengthen energy performance improvement, we continue to strengthen training on energy conservation and consumption reduction for staff and improve energy management knowledge and related skills of our business staff.

<p>Popular science training on energy management</p>	<p>Trainings themed by "Energy Management for Low-carbon Property Services" are offered to sales and operation staff nationwide. During the reporting period, a total of 11 popular science training sessions on energy management training were held, with over 900 employees trained.</p>
<p>Case-specific training on energy management</p>	<p>During the reporting period, a total of 4 case-specific training sessions on energy management were held for all regional operation managers, project experts and the General Manager of the Management Department under topics of "Energy Management - Business Models and Cases", "Energy Management - Central Air Conditioning High Efficiency Plant Rooms" and "Energy Management - Power Sales and Green Power", with 80 experts trained.</p>
<p>Energy conservation promotion for the summer peak</p>	<p>An energy conservation publicity campaign was launched for all staff to be prepared for the summer peak season, and guidance was offered on the analysis of energy conservation strategies.</p>



"Earth Hour" Poster

Case

"Earth Hour"

As a leading space service provider, we are committed to "moving towards green development" along with our customers and industry peers. In March 2022, as the official promotion partner of "Earth Hour", Cushman & Wakefield Vanke Service worked with 60 commercial projects in 24 cities to turn off lights for one hour, saving nearly 10,000kwh of electricity and reducing carbon emissions by over 5.24t.

Community Waste Classification

Waste classification and the integrated waste recycling act as critical initiatives to improve the living environment, promote refined urban management and achieve sustainable development. Nationwide waste classification is still at its 'humble beginning'. Many communities have encountered conflicts in the early stages of waste bin removal and waste classification. To tackle the problem of misclassification and waste accumulation, we actively respond to national policies and explore an integrated management model for community waste classification, working with customers to create a green, low-carbon, clean and hygienic community.

Actively Cooperating with Local Governments to Implement Waste Classification

As a promoter of "Green Eco-community Building" and a property management service provider, Onewo is committed to developing a replicable and generalizable model of domestic waste classification, and building a green, low-carbon, clean and hygienic community. In strict accordance with the Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution as well as other relevant national and local laws and regulations on waste management, we have formulated internal management systems and standardized operational guidelines, such as the Measures for the Operation and Management of Waste classification in Residential Projects, the Operational Guidelines for the Separation of Residential Domestic Waste, the Operational Guidelines for Waste classification, and the Operational Manual for Waste classification Management, to continuously optimize the waste classification governance level of our service spaces. During the reporting period, no service spaces were subject to additional administrative penalty for waste classification.

Vanke Service ensures the implementation of waste classification while guaranteeing service quality and owner experience through the construction of facilities and equipment, innovative incentive mechanisms and community culture fostering, in accordance with domestic waste classification policies and standardized operational guidelines of the provinces and municipalities in which we operate. During the reporting period, we have implemented waste classification in a total of 1,520 residential projects in 58 cities in accordance with local policies, representing an increase of 16 new cities and 625 projects compared to the previous year, of which 82 residential projects were awarded subdistrict, regional, municipal and provincial honors for waste classification. During the reporting period, residential projects received a total of RMB7.4513 million of waste classification awards and subsidies granted by local governments, and the funds awarded were used to invest in waste classification for the corresponding residential projects.

During the reporting period,

0

service spaces were subject to additional administrative penalty for waste classification

During the reporting period, implemented waste classification according to local policies reached in a total of

1,520 residential projects

82

residential projects were awarded honors for waste classification.

Received a total of

RMB 7.4513 million

of waste classification awards and subsidies granted by local governments

Construction of facilities and equipment

We have constructed waste classification facilities such as waste classification bins, drop-off stations and segregation waste removal vehicles in the community; to enhance owners' experience of putting out waste, we have installed convenient facilities and equipment such as hand-washing sinks, fly repellent and deodorizing supplies, 24-hour drop-off points, etc. in the community.

Innovative incentive mechanisms

We have set up operation management incentive mechanisms such as the "Waste classification PK Competition" and the "Waste classification Red and Black Lists" to fully mobilize staff's initiative in waste classification management and motivate them to actively implement waste classification work.

Creation of community culture

We have conducted various forms of waste classification publicity campaigns for owners, such as community posters, online group chats, coordinators' communication with households, signing of separation advocacy letters, public announcement of property owners' "Red and Black lists", and community waste classification themed cultural activities.

Operation Management of Community Waste Classification

Innovative Exploration of Waste Reduction

The resourceful utilization of waste can not only improve the efficiency of resource use, but also contribute to the national goals of carbon peaking and carbon neutrality. We actively explore the innovative ways to achieve waste reduction and resourceful utilization, "turn wastes to treasure" through the community waste composting special program, explore biotechnological methods for constructing organic circulatory system through animals and plants, and realize 100% on-site resourcefulness and composting of kitchen waste in the community with the help of black soldier fly to achieve the recycling of organic matter, significantly reducing carbon emissions while increasing carbon sequestration.

- **Greening Compost in Community**

Vanke Service continues to promote the community waste composting project, collaborates with the Vanke Foundation to export operational guidelines for community composting on a pilot basis, and organizes certification training for compost practitioners to compost greenery waste in communities, which produces fertilizer that used to improve soil quality. In 2022, we carried out greening compost in 263 residential projects.

- **Recycling of Organic Waste**

The kitchen waste with high carbon content is a valuable resource that can be fully utilized. Recycling the organic matter in it can increase carbon sequestration and reduce carbon emissions. In collaboration with Vanke Foundation, we have launched the pilot project on the use of black soldier flies for kitchen waste treatment in the residential, commercial and urban spaces served. Biological processes are more energy efficient than mechanical processes, produce less carbon dioxide and other greenhouse gases when they are converting, and can also convert carbon into insects, feed and fertilizer, therefore, black soldier fly process is more beneficial than other treatment processes to reduce carbon emissions.

For more information about responses to climate change, intelligent green operation, green office, please refer to Page 75, the section headed "Being Environmentally Friendly" of this report.

Case

Practices of black soldier fly kitchen waste treatment in residential, commercial and urban spaces

Commercial Space - Dameisha Vanke Center

To enhance waste recycling, we have set up a black soldier fly station in the Shenzhen Dameisha project to dispose of kitchen waste, which can handle about 200 kg of kitchen waste per day, and digest all the kitchen waste (dry matter) generated by 3 restaurants in the zone, convert the kitchen waste into fresh insects (feed) and insect dung (compost raw material) by the ecological treatment technology of black soldier flies. This station has the functions of biological treatment of kitchen waste and popular science education. It can show popular science tips such as the organic recycling technology, black soldier fly and the back-end "Aquaponics circulation system".



A Corner of Black Soldier Fly Kitchen Waste Treatment Station at Dameisha

Community Space - Beijing Xishan Courtyard

In Beijing Xishan Courtyard, Vanke Service uses black soldier fly to digest and treat kitchen waste, which can handle 660kg of kitchen waste per day, reducing the annual emission of about 1.93t of carbon dioxide, achieving a relative reduction of carbon emissions of about 58%. In addition, the community greenery waste compost could reduce carbon emissions by 1.96t per year, a relative reduction of about 64%; the community waste classification could reduce carbon dioxide emissions by 28.01t per year, a relative reduction of about 56%.



"Black Soldier Fly Hut" and Domestic Waste Classification Station in Beijing Xishan Courtyard

Urban Space – Resourceful Treatment Center of Kitchen Waste in Hengqin

Da Hengqin Public Facility Management Co. Ltd., which is controlled by City Up, undertakes waste classification work services covering 106.46 square kilometers of Zhuhai Hengqin, and in 2021 finished building a resourceful treatment center of kitchen waste (namely a pilot project on black soldier fly kitchen waste treatment), with a daily kitchen waste treatment capacity of approximately 500kg; and meanwhile introduced various on-site kitchen waste treatment projects including aerobic composting, Biolan composting and earthworm composting, with an annual kitchen waste treatment capacity of approximately 28t.



Fieldwork Picture for an Aquaponics Circulation System in the Resourceful Treatment Center of Kitchen Waste

AI Community: Property Renewal and Coordinated Development with the Surrounding Community

"Buildings will also face the problem of 'providing for the elderly'. Since 2020, we have successively ushered in the 30th anniversary of the delivery of Tianjing Garden and the 30th anniversary of the delivery of Weideng Villa. The vertical running distance of the elevators we manage has exceeded 4,800km. The equipment and facilities are getting older, but the 'pension' is obviously insufficient in the process of renewal. Elevators outage, façade falling off, pipe network leakage not only affect life but also may bring property and life risks. The properties we serve are getting older, but they are commercial housing estates after all. In the face of the lack of professional property management around the old residential areas, urban villages, as a space service provider, what can Onewo do?"

- "A Journey of a Thousand Miles Begins with a Single Step: Written on the First Anniversary of the Name Change of Onewo" by Zhu, Baoquan

China's urbanization has turned into the second half, and the promotion of a new type of urbanization with people at its core, and the strengthening of the renovation of old urban areas and community construction are included in the 14th Five-Year Plan and the 2035 Vision. The service quality of property services is a matter of residents' lives, and is an important link in improving front line community governance and implementing refined urban management, as well as a visual representation of the effectiveness of urban front line governance. In recent years, many of the residential projects' service lives have reach nearly 30 years, and elevators we manage have vertical running distance over 4,800km, with persistent problems of ageing equipment and facilities and insufficient funds for renewal. Vanke Service checks, repairs and prevents the facilities and equipment in old and dated communities, promoting diverse collaborative efforts among local governments, developers, property, property owner groups and social capital, and creates a better living environment for property owners and helps maintain and increase the value of their assets.

The original intention of the special program "AI Community: Property Renewal and Coordinated Development with the Surrounding Community" is to find a solution to the challenges of community renovation and foster coordinated development with the surrounding community.

Property Renewal

We actively participate in community governance, vigorously improve the level and quality of management services, continuously explore effective paths and means of property renewal, optimize infrastructure and actual residential functions, and provide customers with better living environment in response to the macro-trend of urban renewal and the specific requirements of the renovation of old residential areas. To solve the problem of property renewal, Vanke Service sets up an "Anti-aging" task force to explore ways of co-construction, and promoting property renewal national wide through innovative methods such as Neighborhood Program, Beautiful Community Plan, and Community Renewal Fund. During the reporting period, we launched a total of 403 property renewal projects.

Vanke Service's headquarters and each regional company take into account the prevention and control of unaged projects and the research and treatment of aged projects, and promote the resolution of focal problems of fire protection, building units, strong and weak electricity, water supply and drainage, elevators and other facilities and equipment in "aged" projects. We inspect the age data of buildings under management, conduct "physical examination" on the old buildings that are identified, and summarize the process of property renewal actions to help the old buildings to complete "elderly-oriented" work in the light of the actual situation.

During the reporting period, we launched a total of

403

property renewal projects

During the reporting period,

34

"aged" communities

With buildings over

20

years old were inspected

Building archives management

Age profiles (accurate to each building) are created for buildings in the communities, matching the different ages of buildings to the inspection matters that need to be focused on. During the reporting period, Vanke Service had a 100% coverage of our service spaces.

Physical examination of "aged" communities

A list of standards for facility and equipment inspections is developed, and priority is given to "aged" communities for comprehensive inspections. During the reporting period, 34 "aged" communities with buildings over 20 years old were inspected.

Implementation of updates

For routine ageing of facilities and equipment, repairs, maintenance and anti-decay are carried out in accordance with Vanke Service's standardized quality management system; for major and medium repairs, safety risk cutting is reported, major and medium repair works are promoted for establishment and repair after community input and funding is in place. During the reporting period, major and medium repair works were completed on 205 matters in 130 projects.

Studying ways of co-construction

Refine typical cases of funding, share experiences in the renewal of medium and large properties, form a standardized action guide, and explore ways to co-construction and co-management and commercial sustainability in old communities.

Process of "Anti-aging" Task Force's Property Renewal Action

Case

Community renovation and renewal

Shanghai Zhongyuan Two Bay City links multiple parties to promote systemic renovation of 10,000-unit mega-community

Shanghai Zhongyuan Two Bay City is a mega community covering 1.53 million square meters, with 96 buildings and over 16 years of completion, with over 11,000 residents. Vanke Service took over the site in 2021 and submitted a 418-page assessment report on site issues around road quality, campus intelligence (mainly monitoring and access control), fire safety and other matters to the owners committee and the relevant government departments of the subdistrict, and it took 4 months to reach an agreement with the property owners committee, the subdistrict and other relevant organizations on the renovation intentions. As a result, Vanke Service has received a total of RMB10.741 million in community public revenue and government subsidies, and used the community's public maintenance fund. The renovation of the eastern district was officially launched in 2022.



| Road Quality Improvement of Zhongyuan Two Bay City

Elevator retrofit in Shanghai Yangqu Community

Shanghai Yangqu Community has been completed for 35 years. After settling in the Yangqu Community in 2016, to meet the demand of residents, with the support of Linfen Road subdistrict, Vanke Service has established an elevator retrofit task force, and launched the elevator retrofit model of "integrated construction and management". Based upon thorough demand research, information collection, public consultation, plan making, etc., Vanke Service actively communicated with property owners, the subdistrict neighborhood committee, and the builder. In the end, the community completed the installation of 3 elevators, and elderly residents finally ended the long "hanging life". Upon delivery of the elevators, Vanke Service developed management on daily operation and maintenance, and established service mechanisms of emergency response, energy bill collection and payment, and public resource operation, so as to deliver "wonderful elevator, carefree installation" experience.



| A Newly Retrofitted Elevator in Shanghai Yangqu Community

Infrastructure rehabilitation of Tianjin Boxuan Yard

Boxuan Yard used to be a dirty and unsafe community. After accepting the invitation of property owners committee to improve the community, Tianjin Vanke Service set up and deployed a service team within three days to make this community green, water flowing and the streetlights back on. In addition, Vanke Service also installed additional vehicle identification facilities at the entrance and exit of the community, upgraded the pedestrian access control to a "dual system" service of intelligent face recognition and card swipe, and introduced our unique "Blackcat 1 Intelligent Access Control" system facilities to effectively prevent tailgating and enhance the privacy and security of the community. Within six months of our renovation, the market housing price of Boxuan Yard increased significantly.



| Before and After Infrastructure Rehabilitation of Tianjin Boxuan Yard

In property renewal, Onewo is trying to solve the industry’s challenge of insufficient pensions funds for old housing. Improving the quality of inhabited environment and encouraging the entry of social capital are the directions we are taking to promote multi-party co-construction of diverse communities. To promote co-construction, co-governance and sharing among the government, residents and the society, and to explore a sustainable modes for the renewal and governance of old communities, we have worked together with the property owners, developers and local governments to actively carry out initiatives such as the Beautiful Community Plan, the Neighborhood Program and the Community Renewal Fund.

Neighborhood Program

The "Neighborhood Program" is a "Consumption supports community renewal and culture construction" public welfare action initiated by Vanke Service in 2016. Based on Youlin Market, it provides owners with grain and oil and fresh agriculture products, household supplies, education and tour products, maternal and infant products, pet supplies and other high-quality products, then part of the income obtained will be provided freely to the community in the name of Neighborhood Program, to help the renewal and upgrade of the community. The Neighborhood Program income balance of relevant communities we serve can be checked on "Zhuzher" App at any time.

In 2022, the Neighborhood Program identified fitness equipment, recreational facilities and AEDs as core support items. By the end of the reporting period, the "Neighborhood Program" has raised a total of over RMB29.10 million, covering more than 3,400 residential communities, with over 1 million residents involved in the fundraising, and has helped over 100 communities complete hundreds of renovations, benefiting over one million owners.

By the end of the reporting period, the Neighborhood Program has raised a total of over

RMB **29.10** million

Helped over

100 communities
complete hundreds of renovations

Beautiful Community Plan

The "Beautiful Community Plan" is a continuation and upgrade of the "Neighborhood Program" concept of co-funding and co-construction. Joining hands with Vanke Real Estate, Onewo invests in the "Beautiful Community Plan" funds for facilities renewal and renovation in residential communities, thereby leveraging owners' concern for the public benefits and rights of their communities. During the reporting period, the Beautiful Community Plan had a total construction cost of RMB136 million (consisting of Vanke Real Estate's funds, government subsidies, the Neighborhood Program and property owners' public revenue), involving 88 projects in 20 cities and 302 renovation items.

During the reporting period, the Beautiful Community Plan had a total construction cost of

RMB **136** million

During the reporting period, a total of

RMB **157** million

was invested by the Community Renewal Fund

Community Renewal Fund

By investing in the "Community Renewal Fund" for residential community facilities renewal from 2021, Vanke Service has gained customer trust, enabled long-term win-win results between customers and Vanke Service, and obtained more property service contracts of residential communities on a discretionary basis. The plan defines the direction of investment in community construction as upgrading community intelligence, improving the community environment and renewing the traffic flow facilities, and sets out the standardization of putting into use of community intelligence products. During the reporting period, a total of RMB157 million was invested by the Community Renewal Fund, and a total of 95 new property service contracts of residential communities were obtained.

A total of

95
new property service contracts of residential communities were obtained

Coordinated Development with the Surrounding Community

In the face of the lack of professional property management in the old communities and urban villages surrounding new commodity residential areas, we have made attempts in a number of regions, under the leadership of the government and through joint governance with multiple parties, to gradually implement the livelihood issues of concern to the residents of old communities around such segments as infrastructure rehabilitation, digital equipment infrastructure, and involvement in community co-construction and coexistence, building a better home together.



Renovated Small Square of Xima New Village

Case

Management of old communities in Xima New Village, Jiangnan District, Wuhan

Jiangnan Urban Resources Management Co., Ltd. of City Up provides property services for 99 old communities in Jiangnan District, Wuhan, including the approximately 30-year-old Xima New Village with over 1,000 households. The Xima New Village has no contracted property company, and no property owners committee has been formed. It is a typical old community with dilapidated façade, ageing pipes and insufficient parking spaces. Unlike traditional property management, we have created Wuhan's first "property city" long-term governance model for old communities by restructuring community and block services and bringing urban space municipal services into the communities. Through the installation of intelligent access control, parking and common area monitoring facilities, and the uploading of community building information data, demographic data and security monitoring onto the company's intelligent operation and dispatch platform, remote operation and intelligent management are achieved.

We use the approach of "the government pays a little, the people pay a little, and the business makes up a little", and the government, enterprises and residents work together to establish a self-blooding mechanism to reduce the property fees paid by residents, and to solve the problem of insufficient funds for the management of old communities by supplementing the government's financial resources and public resources for the operation and paid services of the communities.



The Low Wall of Gangyuan New Village was Revitalized by Fun Painting to Reduce Fire Hazards

Case

Management of old communities in Gangyuan New Village, Luyang District, Hefei

In Gangyuan New Village, Luyang District, Hefei Luyang Urban Resources Management Co., Ltd. integrates resources from all sides and works with community front line party organizations to explore new ways to manage old communities and improve the living quality of residents in both physical and cultural dimensions. While carrying out wall repairs, reinforcing railings and installing additional charging piles, Luyang Urban Resources joins hands with the subdistrict community to organize a series of community cultural activities such as the "Free Haircut on Dragon Heads-raising Day" and the "Community Cleaning Sweep by Luxiaozhi" to create a rich and colorful cultural life for residents, taking on an altogether new aspect in the community.

For more information about community services, community culture construction and community charity, please refer to Page 43, the section headed "Growing Together with the Community" of this report.



Being People Oriented

- Talent Attraction and Retention
- Protection of Employee Rights and Interests
- Employee Training and Development
- Occupational Health and Safety
- Employee Care

Foshan Onewo's Runners Who Participated in the "All-China Sports Federation Cup"

Our Strategies

Onewo considers our employees as the most valuable treasure. Onewo values employees, absorbs and retains talents extensively, builds a healthy, diversified, inclusive and warm working environment, creates a diversified talent cultivation and development system, actively listens to the voices of employees and builds a fair and healthy company together.

Progress Towards Goals

Goals

- To continually improve the production safety system, strengthen occupational health management and continuously enhance employee awareness of production safety.
- To continuously improve the talent cultivation system, provide employees with diversified career paths and learning opportunities to promote a fair promotion environment.
- To continuously improve employee remuneration and benefits system, enhance employee satisfaction and engagement.

Progress

- The safety training coverage of new employees was up to 100% in 2022.
- In 2022, Onewo promoted 3,130 front line service providers to transfer positions through the "Onewo Dream Development" plan;
- In 2022, Onewo funded 559 front line service providers to upgrade qualification through the "Kilo Plan" for enhanced service capability and employability;
- In 2022, the average hours of training received by employees was 76.43;
- A total of 3,238 employees and other service providers have been evaluated as internal trainer.
- In 2022, organizational culture index of staff was 85.2/100 (for details, please refer to Page 35, the section headed "Employee Recognition" of this report).

Talent Attraction and Retention

Onewo considers our employees as the most valuable treasure. We are committed to building a diverse and dynamic talent team, attracting and retaining the best talent for our business development needs, and providing career opportunities for employees to achieve self-growth and social value.

Recruiting More Capable Personnel

Onewo proactively acquires external talents in line with the organization's needs, continuously explores high-quality recruitment channels and acquires external talents for the organization in a timely manner; continuously undertakes industry research, refines the talent map, constantly improves our own recruitment capabilities and enriches external talent database of the organization. During the reporting period, we attracted 29,500 employees through diversified channels of recruitment, and established positions with industry characteristics, such as coordinators, coordinator experts, city coordinators, safety experts, environmental experts, operation and maintenance experts, to help the society maintain employment stability under the challenges of great industry cyclical influences.

We attracted

29,500 employees

through diversified channels of recruitment

Onewo has established a comprehensive recruitment professional certification and interviewer certification system. Every recruiter and interviewer are required to study various basic labor laws and regulations and be certified for recruitment; recruitment and hiring are subject to strict verification of candidates' identity proof and require approval before sending an offer.

Campus recruitment

VS Trainees (the "VTs") are fresh university graduates unified recruited by Onewo. Our campus recruitment philosophy is "for a period of 5 years, we expect VTs who join us to create real value through their field experience, to achieve outstanding results in the positions they undertake, and to move forward with their own efforts towards their 3- and 5-year development goals". The types of positions recruited for our projects and the reserve positions for recruitment target are divided into management, marketing, technology and professional directions. Since the launch of campus recruitment in 2006, 6,074 fresh graduates from 17 recruitments have joined us as "VTs", many of whom have started from the front line and become business leaders and senior experts in their fields.

Online recruitment

Onewo reaches out to a wide range of talents through well-known online recruitment platforms, new media live recruitment, mini video recruitment and other internet recruitment channels, and enhances the attention of talents to Onewo, so as to continuously expand the reach of recruitment information and achieve more accurate and efficient talent recruitment.

Local promotion-type recruitment

Onewo actively liaises with local government military recruitment, bureau of human resources and social security, and social job fairs to carry out local promotion-type recruitment in regions. In response to the difficulty of recruiting for front line positions, we reach out to villages and streets to meet candidates face-to-face.

Internal referral

Employee internal referral is an important way to get various kinds of talents. We encourage employees to recommend talents for the Company and provide rewards for employees who make a successful referral.

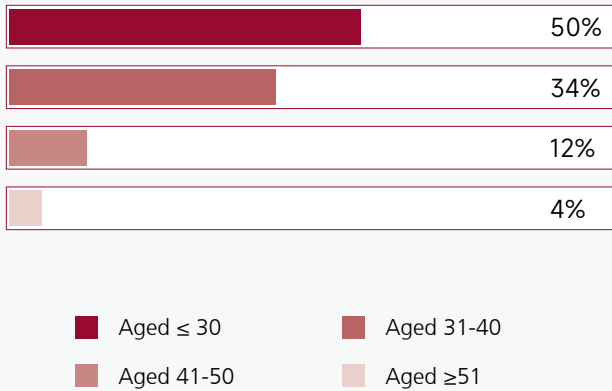
Diversity and Inclusion

The "Diversity principle" is part of Onewo's overall recruitment principles and is applied throughout the recruitment, hiring and promotion processes. We are committed to providing a diversified and non-discriminatory work environment for employees and do not discriminate between employees on the basis of gender, ethnicity, race, religion, age, marital status, family status, disability, etc. The relevant policy requirements are set out in the Onewo Recruitment Management System and the Onewo Administrative Measures for Recruitment Risk, etc. In the recruitment process, we take into account the gender, culture, experience and other professional backgrounds of employees and strive to achieve a diverse workforce; we advocate that organizations focus on the diversity of talent brought in from outside and constantly enrich the diversity of candidate sources, and strive to bring in different external perspectives, diverse competency carriers and resource layers to the organizations.

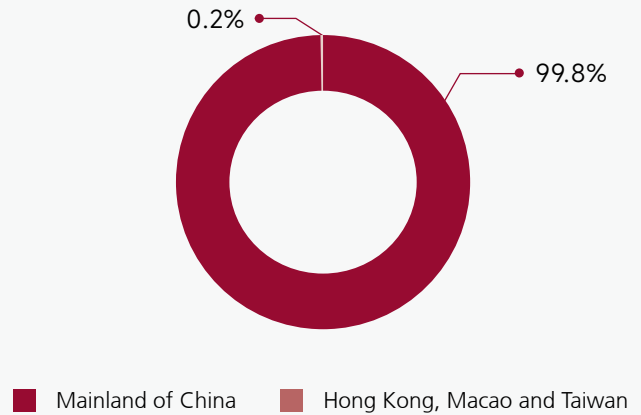
Onewo pays attention to the employment demand of disabled people, and proactively recruits a certain percentage of employees with disabilities and provide them with equal pay and benefits in accordance with the Law of the People's Republic of China on the Protection of Disabled Persons, the Regulation on Employment of Disabled Persons and other laws and regulations. We provide necessary trainings for our staff with disabilities to help them adapt to their job responsibilities and to better integrate into society and realize their values. During the reporting period, Onewo has employed 765 handicapped persons and 3,129 veterans among its staff and other service providers.

During the reporting period, females accounted for about 34.23% of the management. The Board of Directors of Onewo consists of a total of 11 members, including 1 female director. We take implementing the Board diversity policies as a critical factor in achieving sustainable development. To enhance the efficiency of the Board and maintain a high level of corporate governance, the Company has adopted the Board diversity policies which set out approaches to realize and maintain Board diversity.

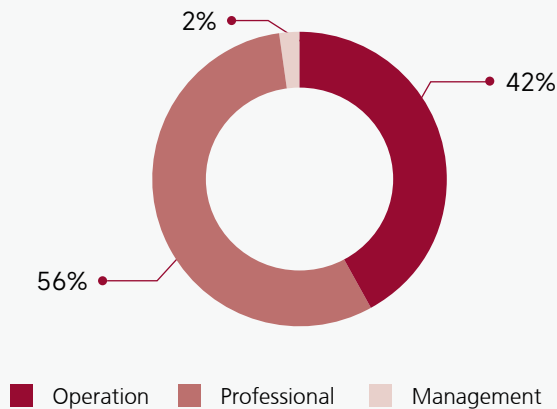
Age Structure of Employees



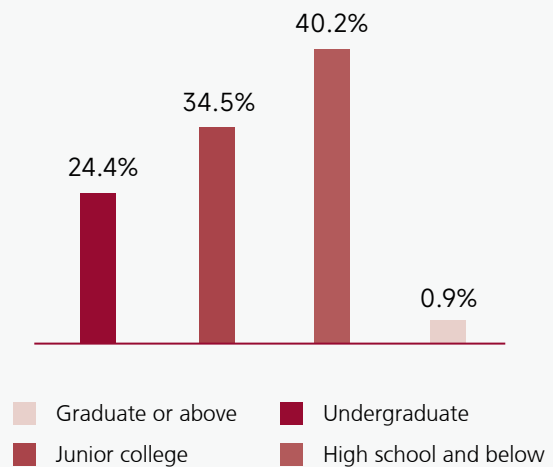
Regional Distribution of Employees



Business Type of Employees



Educational Structure of Employees



Protection of Employee Rights and Interests

Strictly adhering to Labor Law of the People's Republic of China, Labor Contract Law of the People's Republic of China and other laws and regulations of labor and social security system, Onewo has established a comprehensive internal management system for employment to fully protect the legitimate rights and interests of employees in terms of induction, promotion, demission, working time limits, remuneration and benefits, privacy protection, etc. We follow the principle of fair, just and open employment and fully protect the legitimate rights and interests of employees.

Protection of Rights and Interests

We respect and follow the Universal Declaration of Human Rights, the Core Conventions on Labor Standards issued by ILO and other related guidelines and norms, constantly optimize our internal policies to create a diversified, fair and open development environment with full protection of employee rights and interests.

Employment Compliance

Onewo carries out rigorous personnel information checks before induction and implements reviews at the time of employment; we sign employment contracts with all recruits and clearly agree on their working and holiday hours in such contracts.

Prohibition of Child Labor and Forced Labor

We strictly prohibit child labor, forced labor, employment discrimination and other illegal employment practices, and have adopted a number of targeted safeguards in various aspects such as employment management, employment risk prevention and control, and contractor management. During the reporting period, Onewo did not violate any laws or regulations related to child labor or forced labor.

Strengthen risk prevention

Onewo human resources system regularly conducts various forms of risk monitoring every year, such as self-inspection and mutual inspection, and implements three-tier risk classification and management; establishes a clear system, implements retroactive responsibility, and enforces treatment in accordance with legal provisions for violations.

Implement contractor management

When hiring suppliers and contractors, we make it mandatory for contractors to sign contracts prohibiting child labor and forced labor.

Protection of Women's Rights and Interests

We explicitly prohibit any harassment and bullying and are committed to providing a workplace free from harassment and bullying. We have issued and require all employees to sign a Letter of Protecting Female Employee Rights and Interests. We conduct training on molestation risk prevention to enhance the protection of female employees in the workplace. We also provide means for employees to report any violations of the rights of female employees, and the identity of the whistleblower will be kept confidential.

Remuneration and Benefits

Adhering to the concepts of "energizing the organization, inspiring every striver and creating real value consistently", Onewo encourages more pay for more work and inspires strivers, and is committed to establishing a fair and competitive remuneration system to attract and retain talents. We offer competitive remuneration and benefits to our employees and respect their values.

Remuneration System

For the majority of front line employees, we establish piece-rate, time-rate, and pay-rate remuneration schemes around operating service delivery work orders, and set direct and explicit remuneration rules so that every employee can increase their income through their efforts, enhancing the sense of gain of front line employees; For management and professional employees, we establish floating incentives related to performance around the business they are responsible for and their professional values, and at the same time, the remuneration structure is designed with a floating proportion according to the difference of position value. The higher the level, the higher the floating proportion, which reflects the matching of employee's ability and performance with its remuneration.

Performance Appraisal

Onewo has established a complete employee performance appraisal system and iterated the Personal Performance Management Opinions of Onewo in 2022. We have corresponding performance management requirements for different employee groups of different business types, levels and positions, and conduct performance appraisal for employees on a quarterly and annual basis, including but not limited to goal decomposition, process management and result application. The appraisal content covers key performance evaluation, value behavior evaluation and quality and ability evaluation. At the same time, we regularly carry out talent review to ensure the completeness and effectiveness of talent echelon construction through comprehensive analysis and evaluation of employees' past performance, personal ability, personal potential, values, etc., combining with job responsibility requirements and talent portraits.

Employee Stock Ownership Plan

In order to attract and retain talents, enhance the competitiveness of Onewo and realize the long-term sustainable development of the Company, Vanke Group introduced and adopted an internal business partner mechanism for employees of Onewo in June 2015. At present, the business partner mechanism has been further revised and merged into "Employee stock ownership plan". For details, please refer to the Onewo Inc. Global Offering.

Diversified Welfare

Onewo has established a diversified welfare system. We act on the requirements of Labor Law, Social Insurance Law, Regulations on Annual Paid Leave for Employees and other policies and regulations, pay social insurance and housing provident fund for employees, guarantee employees' legal holidays, annual leave, wedding leave, bereavement leave, maternity leave and other legal holidays, and provide employees with various legal welfares such as high temperature allowance and heating allowance. On this basis, we also provide employees with additional welfares such as general welfares and position specific welfare to strengthen employees' happiness and take better care of their lives:

General welfares

We provide employees with holiday care and Chinese New Year duty gifts, annual physical examination and commercial insurance, and congratulatory ceremonies, memorial ceremonies and dietary allowances, etc.

Position specific welfares

We provide employees with relevant subsidies and welfares, including car allowances, phone allowances, off-site dispatching subsidies, and educational welfares for employees to improve their education, which are dynamically released based on their positions and performance.

Democratic Communication

Onewo listens to employees' voices and keeps the expression channels open. We establish "Twelve Communication Channels" with the guidance of "actively listening to employees' demands and solving problems on the spot" to provide employees with opportunities to speak freely from four aspects: "information acquisition and daily communication", "help one's own growth", "provide suggestions for the company", "praise, complaint and report", and simultaneously provide various communication channels and ways to fully protect employees' communication rights, accept overall supervision, and work together to create a fair and healthy working environment.

Information acquisition and daily communication

- ① The Company's official website: Employees can learn about the Company's strategies and business development through the "Official Publicity" media;
- ② Employee forum: Employees can visit the Company's employee forum, an open and free online communication platform, when things aren't going so well, inspiration dries up or methods become unenforceable, for complaints, discussions and references;
- ③ Work discussions and meetings: We advocate the team working mode, and the team must share common work objectives and values. Employees can make comments on the work objectives being developed and share their visions with other partners through work discussions and meetings;
- ④ Internal channels: Employees can contact anyone through WeChat Enterprise, telephone or email for workplace communication.

Supporting personal development

- ⑤ Onboarding mentor: Entry guides assist employees in learning about all aspects of the Company and developing personal development plans;
- ⑥ Embracing job interview: Employees can communicate ideas, make suggestions or seek help through face-to-face conversations with their superiors at important junctures such as regularization, performance appraisal, transfer and resignation.

Offering advice and suggestions for the Company

- ⑦ Keeping an "open door": We require all managers to keep an "open door", where employees are entitled to directly suggest ideas and raise questions to managers, and managers are obliged to respond positively to employees;
- ⑧ Managers often make on-site visits;
- ⑨ Participating in various surveys initiated by the Company.

Praises, appeals and whistle-blowing

- ⑩ Turning to the Company's employee forum for help when necessary: For complaints, suggestions, consultations and praises, employees can visit "WeChat Enterprise - Workbench - Youban'er - Communication - I have words to say"; a special acceptance channel for "protection of women's rights and interests" is also available;
- ⑪ Consulting the "Employee Relations Specialists and members of Workers Congress";
- ⑫ Reporting to the Audit Center.

Twelve Communication Channels of Onewo Staff

We follow the "1237" principle to deal with and follow up complaint management in a timely manner (i.e., responding within 1 working day, handling within 2 working days, and advising the handling progress or results within 3 working days. If the complaint content is relatively complex and requires investigation by multiple departments, the maximum time limit shall be no more than 7 working days), and the hierarchical management shall be applied to complaint information through the "voice" management system to achieve data merger and closed-loop management. We fully respect and protect employees' privacy while ensuring responding to their voices.

Employee Recognition

Since 2020, Onewo has carried out the organizational culture survey among the Company's staff for three consecutive years, and has received over 300,000 questionnaires, aiming to develop a quantitative tracking method for organizational vitality through digitalization. As one of the effective and practical models for measuring organizational culture, this survey, rooted in the Denison model theory of organizational culture proposed by a Swiss Professor Daniel R. Denison, is widely used all over the world. The organizational culture survey questionnaire covers four dimensions: adaptability, mission, involvement and consistency, with a total of 48 specific questions and 6 reverse questions (reverse questions serve to test the preciseness of survey results). The survey results can reveal not only the Company's efforts in internal employee training, employee communication, employee recognition, etc., but also its comprehensive capability and performance in adapting to the external environment.

In 2022, Onewo received a total of 72,551 samples from the Onewo organizational culture survey, of which 63,481 were valid, with effectiveness and preciseness of 87.50% and 87.78%, respectively, and the survey results were highly representative. According to the results of valid samples, the total score of the Onewo Organization Culture Index in 2022 was 85.2/100, 84 for adaptability, 86.2 for mission, 85.2 for involvement, and 85.4 for consistency. The organizational culture index serves as the organization's "thermometer" which reveals the employees' perception of organizational culture for now. Given the results of the organizational culture index, Onewo further reviewed internal management, and collaborated with various departments and business units in completing dedicated improvement work.

By taking advantage of survey events along with the "Twelve Employee Communication Channels", Onewo has collected and analyzed employees' voices, delved into employees' demands and expectations, and further improved factors affecting employee satisfaction. We further reviewed internal management in many aspects, such as working environment, accommodation environment, corporate cultural recognition, remuneration and benefits as well as employee relations, and collaborated with various departments and business units in complete special improvement work, such as the special "Nice Environment" project of "N3 Action". For details of the special "Nice Environment" project, please refer to Page 39, the section headed "Health and Safety System and Measures" of this report.

The total score of the Onewo Organization Culture Index in 2022 was

85.2_{/100}

Training and Development

Onewo has built a broad development platform. According to business needs and personal career plans and development of front line service providers, Onewo has developed a training system in favor of their development, and provided diversified career development channels and learning opportunities. For property receptionists and other front line service providers engaged in simple repetitive work, we have launched the special "Onewo Dream Development" plan to help front line service providers learn new skills, and facilitate transition to technical, social and emotional communication positions.

For more information about the "Onewo Dream Development" plan, please refer to Page 12, the section headed "Oneworld Plan" of this report.

Talent Development

Onewo strives to build a diversified employee training system, thus providing employees with learning opportunities for self-challenge and sustainable development. During the reporting period, the total online and offline training duration for staff was 7,095,159.63 hours and the average training time for employees was 76.43 hours.

Allowing for the needs of business development and employees' professional development, we have built a talent training system focusing on "Service", "Leadership" and "Growth", and launched various training products and training programs to meet development needs of the talent team.

During the reporting period, average training time for employees was

76.43

 hours

Service

Employee shall be certificated before jobs , and we advocate on-the-job training and certification, and launch training and empowerment events for different positions at different frequencies, such as "Professional Qualification Certification for Residential Projects On-site Managers", a professional post qualification certification project independently developed by Onewo. In addition, we encourage all the middle- and back-office staff to serve other organizations for temporary post experience, hold different positions and assume corresponding responsibilities, and also help employees accumulate more practical experience and improve their comprehensive vocational skills.

Leadership

For senior, middle and front line managers as well as different types of employees, we a series of leadership training camps and talent training programs, including MPP (Manager Promotion Project), TPP (Talent Potential Program), DPP (Development Potential Program) training camps, front line leadership training camps and VS Trainees program, to improve the efficiency and speed of talent training, accelerate and encourage the growth of outstanding talents.

Growth

To meet the needs of market expansion ability of various regions and business units and support quick business success, we have provided empowerment training on business products, sales strategies, customer relationship management and other aspects for market expansion personnel of different ranks.



The Team Won the Baseball Championship in the VT17 VS Trainees Training Camp

Case

VS Trainees training camp

The VS Trainees program takes "cultivating future leaders of the Company" as the primary goal, and focuses on and empowers students at each juncture of career after they get offers. In the first year of employment, the Company helps students transform smoothly from students to professionals through mentoring, job rotation, induction training, personal growth plan, case extraction and other ways from the aspects of understanding the Company's business and strategy, being familiar with the work culture, professional role transformation and professional ability building. In 2022, we held a total of 11 VS Trainees training camps with a total number of 1,040 participants and cumulative training duration of 74,880 hours.



Trainees at the MPP13 Training Camp Were Discussing Training Tasks

Case

MPP training camp

MPP training camp, a training program developed for reserve high-potential candidates for middle and senior management at manager level and above, aims to strengthen both structured thinking and professional management capability of middle and senior management through the allocation of professional teachers and the selection of typical cases. Adhering to the concept of combining selection with training, by enhancing special training through deepening cooperation with colleges and universities, we have integrated training modes of pre-training tasks, centralized face-to-face training and post-training super tasks. In 2022, we officially launched the 13th MPP training camp, and a total of 290 people completed their study in the camp.



Trainees Receiving Training on Professional Qualification Certification for Residential Projects On-site Managers

Case

Professional qualification certification for residential projects on-site managers

Professional qualification certification for residential projects on-site managers of Vanke Service is a professional post qualification certification project independently developed by Vanke Service. This program focuses on capabilities of on-site managers of residential projects, refines operating standards and professional knowledge of each section, and combines diverse learning styles such as pre-training self-study, offline experience exchange and post-training community mutual assistance to help reserve and new on-site managers become competent quickly.

Diversified Training

"Joyful Learning" Platform

Onewo encourages employees to explore essential learning opportunities by creating a free and open "Joyful Learning" online platform for all staff to deliver targeted learning courses to them. With the online platform, we can track and close the loop of employees' learning behaviors while empowering training.

Culture construction	Onboarding guidance, new employee training, culture ambassador, annual culture examination, communication on partners' inheritance responsibility, etc.
Skills training	Training for high-potential management talents, learning camp for reserve management talents, multi-dimensional growth series for asset coordinators, professional qualification examination coaching and certification, etc.
Professionalism	Professional image, professional thinking, professional mindset, professional communication, professional skills, professional bottom line, etc.
Organizational style	The Sun Shines on Me to Struggle, "I am a customer service provider", staff handbook, etc.

Joyful Learning Platform Courses

Characteristic Empowerment Activities

In addition to regular vocational skills training and certification courses, Onewo also launches business empowerment events for employees with Onewo culture characteristics, and stimulates employees' awareness and ability of improving innovative services through fun competitions and honor awards.

Case

"Hi, Pineapple" coordinator speech contest

The sixth annual "Hi, Pineapple" speech contest concerning coordinator's excellent deeds was held as scheduled, which was held to commemorate the late star coordinator Zhu, Qingli of Vanke Service (known as the nickname "Pineapple") and learn the spirit of "Pineapple". At the end of each year, coordinators of Vanke Service get together and share their ordinary and warm stories sharing the spirit of "Pineapple". In 2022, more than 300 coordinators shared their warm-hearted service stories through online or offline speeches, fully explaining the sincere service concept expressed by the "Pineapple spirit".



Final Site of 2022 "Hi, Pineapple" Coordinator Speech Contest

Internal Trainers

Onewo also attaches great importance to building a team of internal trainers, and has established the Administrative Regulations for Internal Trainers and organized a team of trainers which can quickly build organizational capabilities and effectively pass on corporate culture, so as to ensure the quality of instructors' lectures and effectively deposit and pass on organizational knowledge and wisdom to facilitate the rapid development of the Company's diversified businesses. As of the end of the reporting period, a total of 3,238 instructors have been evaluated, thus ensuring the needs of talent development.

Occupational Health and Safety

Onewo attaches great importance to employee health and safety and pushes for a safe and comfortable working environment for employees. We have formulated a series of management standards and measures aiming at employee health and safety, such as the Management Procedure for Occupational Health and the Active Health Management Plan for Employees, and specified and standardized safety management of the operation areas and office areas in property management parks in detail. We regularly identify and control potential risks in various workplaces to ensure the health and safety of employees' working environment. At the same time, Vanke Service and Cushman & Wakefield Vanke Service have obtained the ISO 45001 Occupational Health and Safety Management System Certification.

Health and Safety System and Measures

Onewo attaches great importance to the occupational health and safety of employees and other service providers. We carry out special safety management work in various regions, with safety management supervisors, EHS (Environment, Health and Safety) experts, business supervision experts, and quality accident supervisors jointly completing the formulation and implementation of safety management policies. According to the Company's Administrative Regulations on Quality Accidents, personnel safety accidents caused by poor management will be graded as quality accidents and included in the performance appraisal of relevant business leaders and corresponding management in accordance with grades.

For the safety of personnel in property operation areas, the Company stipulates that appropriate labor protection articles, and tools and equipment meeting the requirements of safety standards shall be supplied to in-service personnel, and provided with regular inspection and maintenance. It is explicitly stipulated that the acquisition and storage of essential hazardous goods shall be in line with the requirements of Regulations on Hazardous Goods, and that adequate safety warning signs and isolation barriers shall be deployed for various construction operations and maintenance of equipment and facilities in the project in line with actual conditions.

In terms of employee health and safety in office areas, the Company is committed to providing employees with a safe and comfortable office environment, including deploying fire-fighting equipment in office areas and posting fire evacuation guidelines in prominent places; conducting comprehensive cleaning and regular disinfection in office areas; providing employees with ergonomic chairs and fitness equipment to relieve work fatigue; banning smoking in office areas, equipping with air purifiers and green plants, adjusting humidity in office areas, and improving the air quality and comfort in office areas. In addition, we have deployed AEDs in some office areas; in the future, we are committed to deploying AEDs in all office areas.

In terms of employee health and safety in living areas, the Company has carried out the "Nice Environment" initiative of "N3 Action", standardized management and supervision for canteen and dormitory environments of front line service providers, and have provided front line service providers with a safe, healthy and comfortable living environment.

Case

Employees accommodation

To ensure that 3,037 front line service providers' dormitories and all market-oriented canteens meet safety and health standards, the Company has issued the "Three Disciplines and Eight Notes" for accommodation of front line service providers, in which the "Three Disciplines" are the red line while the "Eight Notes" are the yellow line. We also advocate that the management take the lead in visiting canteens and dormitories of front line service providers' at the front line, strengthen supervision and management, and enable employees to eat and live well.

During the epidemic, we issued the Principles and Guidelines for Emergency Plan of Staff Dormitories Under the "New Ten Rules" for Prevention and Control, and carried out health management in a warm manner, ensuring labor rights and interests, providing daily needs, drug supply and psychological counseling, enabling standby quarantined dorms, providing three meals for quarantined staff in time, and taking reasonable measures in line with local conditions.



Fellows Made Dumplings for Front Line Service Providers in Suzhou Linglongwan Garden Canteen for Winter Solstice



General Manager of Onewo Suzhou Representative Office Mr. Wang, Di Visited the Dormitory of Front Line Service Providers

Health and Safety Training and Publicity

We emphasize the work concept of safety first, and the "Ten Rules of Occupational Safety" in the staff handbook signed by all staff emphasizes the principles of "Do not advocate work dedication at the expense of health" and "Do things on the premise of personal safety". The Company strengthens employees' awareness and ability of health and safety through training, assessment and cultural publicity, including (partial):

We require personnel in key safety-related positions (such as safety directors and special operation personnel) to attend regular drills and trainings and receive regular assessments; special operation personnel shall hold relevant certificates and attend trainings required by national laws and regulations on schedule.

We require new employees to participate in occupational safety training and assessment before they formally take up posts. During the reporting period, 100% of new employees have attended occupational safety training. Besides, we require senior employees to participate in occupational safety training and assessment regularly; certain positions are not allowed to be held without safety training and assessment.

We promote CPR training and certification for front line customer-facing service providers and AED deployment in service spaces to strengthen employees' awareness and skills of first aid.

We regularly publicize the self-rescue and refuge measures against typhoon, earthquake, firefighting and other disasters among all employees.

We carry out active health management for employees, and continuously launch physical examination, physical fitness tests, health-themed events and occupational safety trainings for employees. Moreover, we offer free medical examinations to employees who have been with us for one year and encourage voluntary participation.

For more information about employees' health and safety, please refer to Page 14, the section headed "Oneworld Plan" of this report.

Health and Safety Management of Related Parties

Onewo places a high priority on the health and safety of contractors' employees, and applies the same health and safety management standards to its contractors as it does to its employees. To promote the health and safety of contractors' employees, our Outsourcing Agreement explicitly stipulates that health and safety factors are included in service evaluation, and requires contractors to prepare safety emergency plans, and implement and rehearse such plans. In addition, we conduct occupational safety training for contractors' employees from time to time and organize safety specification examinations, etc., in order to raise their safety awareness.

Onewo requires contractors to purchase insurance for employees providing mechanical and electrical security services for us, and implement a series of health and safety management measures, including:

Safety training

Service providers of Wanyu Security Service are required to comply with the Regulations on Safe and Civilized Construction of Derivative Projects, and provide trainings on professional knowledge and skills for service providers.

Work with certificate

Construction personnel are required to take appointment with certificates, pass the training of Safe Production (Engineering) courses and pass the examination before taking appointment. Personnel undertaking special operations must hold relevant special operation certificates.

Health management

Contractors are required to manage the health of employees, ensure the management of entry examination, monitor annual physical examination data, and encourage contractors' employees to participate in "Run for Fun" activities.

For suppliers of cleaning services, we have also formulated occupational safety regulations as follows: when signing a Contract for Cleaning of Semifinished Product Rooms with a contractor, we require the contractor to sign a Safety Management Agreement for Cleaning Operations, which clearly stipulates that: operators shall wear safety belts, safety hooks, safety helmets and rubber shoes, and must stop working at heights in case of severe weather, such as wind above category 5, thunder and lightning, rainstorm and fog; semifinished product room cleaning personnel are explicitly required to attend professional trainings and wear protective tools such as rubber gloves, masks and cuffs when using hazardous cleaning supplies or appliances such as hydrochloric acid and razor blades.

Employee Care

Onewo always puts the well-being of employees in the first place, earnestly helps employees have a better work-life balance, and organizes diversified employee activities, so as to create a positive working atmosphere and extend the happiness of employees. Furthermore, we will help employees in need at the first time, so that employees can feel the Company's care, love and concern with practical actions. Every year, we carry out employee care activities such as Coolness in Summer, Warmth in Winter, and New Year's Gifts for Service Providers on Duty, and also themed cultural activities such as Run for Fun, Programmer's Day, and International Women's Day.



General Manager of Onewo Shanghai Representative Office Mr. Qiu, Xiaohuan Sent a Mobile Phone and Handwritten Thank-you Card to the Winner

Case

New Year's Gifts for Service Providers on duty

Since 2021, Onewo has carried out the "New Year's Gifts for Service Providers on duty" event. The managers of the Company's headquarters and various business units have voluntarily raised gifts to front line service providers who stick to their posts during the Chinese New Year in the form of a lucky draw. In 2022, a total of 225 managers volunteered to participate in, and collected 1,891 gifts such as travel expenses reimbursement, mobile phones, drones and massage chairs. Each manager personally sent gifts and handwritten thank you cards to winners to express their gratitude to service providers on duty.



Onewo Runners Participated in the "All-China Sports Federation Cup"

Case

"All-China Sports Federation Cup" of 2022 Run for Fun in cities nationwide

From April to September 2022, we actively participated in the "All-China Sports Federation Cup" 2022 Run for Fun held in cities nationwide by Vanke Group and the All-China Sports Federation, promoting the concept of health and safety and calling for employees to pay attention to physical health through rich activities such as online and offline running, management-led running, team PK competition, monthly themed activities and honor recognition. During the 2022 Run for Fun, employees participated in small-scale running for over 1,000 times, driving over 130,000 employees and other service providers to make the move.

Helping Employees in Need

Fraternal Society is an organization initiated by the Vanke Group Workers Congress for employees to help each other, which upholds the principle of "joining voluntarily and quitting freely", and all members enjoy rights and assume obligations equally. Membership dues paid by members are managed by the Vanke Group Workers Congress, and are used to help members who suffer from catastrophic events such as major diseases and accidental injuries which result in family financial difficulties. During the reporting period, the Fraternal Society helped 51 members of Onewo employees with a total donation amount of RMB3.455 million. Since its inception, the Fraternal Society has assisted a total of 409 Onewo employees with a total donation amount of RMB30.549 million.

During the reporting period, the Fraternal Society helped

51 members of Onewo employees

With a total donation amount of

RMB **3.455** million



Growing Together with the Community

- Customer Health and Safety
- Enhancement of Service Quality
- Improvement of Customer Satisfaction
- Information Security and Privacy Protection

- Community Culture Construction
- Promotion of Industry Development
- Assumption of Social Responsibility

The Site of Using "Pineapple No.1" Self-service Terminal

Our Strategies

Onewo upholds the "Customer-centric" service concept, pushes for a healthy and safe service environment, and insists on providing customers with comfortable, satisfactory and quality diversified services. We heed the voices of customers, follow up on complaints, respond to customers' demands instantly, and continuously enhance service quality to improve customer satisfaction. Besides, to safeguard customer privacy and security to the maximum, we have established a detailed and sophisticated management mechanism for information security and privacy protection.

We attach importance to strengthening community culture construction, giving full play to our strategic advantages and industry influence, actively attending industry exchanges, and contributing to the development of the industry while upholding the concept of openness, cooperation and win-win. At the same time, Onewo closely integrates its own development with the assumption of social responsibility, actively launches various public welfare and charity activities, and pushes for a more harmonious and beautiful social environment.

Progress Towards Goals

Goals

- To protect customer health and safety, and information privacy and security.

Progress

- In 2022, Onewo carried out the CPR (Cardiopulmonary Resuscitation) certification and training for staff comprehensively. With the help of local Red Cross organization and first aid organizations of public interest, a total of 29,000 employees and other service providers completed the CPR practical operation training, and more than 150,000 employees completed theoretical training. In addition, Onewo obtained the certification of "American Heart Association Emergency Cardiovascular Care Training Center";
- In 2022, we promoted the deployment of additional 643 first aid equipment AEDs (Automatic External Defibrillators) in residential service spaces;
- In 2022, Onewo employees and other service provider saved a total of 7 lives successfully using CPR first aid skills;
- In 2022, the breakdown rate of elevators in residential service spaces decreased by 57.14%, achieving an annual number of elevator entrapment of 0.06 times/per elevator a year, superior to the national standard of 1.4 times per elevator a year;
- Employees receive trainings and examinations on customer information confidentiality awareness at least once a year, and continue to implement monthly and quarterly information security audits and inspections of each business unit and specialized department through the information security audit and inspection system;
- We set up a "Face Information Authorization and Confirmation" special group in each region and conduct trainings on the application, management and organization of customers' face information for front line employees.

- To continuously refine the customer service system to improve customer satisfaction.
- To actively promote exchanges and development of the industry, and practice social responsibility.
- The residential service achieved "No.1 in China's Property Service of 315 Satisfaction Survey" in 2022;
- The overall satisfaction rate of commercial services was 93.90% in 2022.
- The public welfare contribution for 2022 was more than RMB150 million (including the Neighborhood Program, Community Renewal Fund and charitable donation);
- In 2022, a total of 1,411 volunteers participated in community activities, with an average service duration of approximately 370 hours.

Customer Health and Safety

Onewo shoulders an important responsibility in ensuring customer health and safety. In order to reduce sudden diseases, suicides, self-injuries and other abnormal death events in service spaces, we carry out the CPR (Cardiopulmonary Resuscitation) training and certification for customer-facing service providers, deploy first-aid equipment AEDs (Automatic External Defibrillators) in service spaces, and provide targeted care services for empty nesters, patients with psychological disorders and other special groups.

Moreover, strictly abiding by laws and regulations related to safety production management, the Company establishes a sophisticated safety management system in the process of property management and operation, regularly identifies project hazards and develops a control mechanism, and makes full use of technology empowerment to prevent and reduce all kinds of accidents while exploring a new mode of digital intelligent safety management and control.

For more information about customer health and safety, please refer to Page 14, the section headed "Oneworld Plan" of this report.

Intelligent Safety Management

From "traditional property services" to "intelligent services", we gradually apply intelligent means to optimize safety management of service spaces. While bringing convenient life experience, we focus far more on and protect customer health and safety.

Urban E-control Center

Taking advantage of digital transformation and intelligent deployment, we have installed a "Super Brain" - Urban E-control Center for communities we serve. Urban E-control Center is a city-level community intelligent security dispatching center in residential areas served by Vanke Service, which provides 24-hour "Remote + Field" dual protection through remote monitoring, dispatching and AI alarming. With the Urban E-control Center, we can monitor communities we serve in real time, keep abreast of security trends of the communities and protect the safety of the owners.

Remote agents

The remote agents in our remote operation center is online 7*24 hours. In case of any abnormalities, the agents will respond timely and solve the problems encountered by customers instantly, for example, when the license plate can't be recognized on rainy and foggy days and vehicles can't pass, customers can communicate with the remote agents in real time to solve such problems.

High-rise littering cameras

High-rise littering cameras are conducive to preventing high-rise littering from the source. We have initiated a pilot project in some communities to install special cameras for owners that can automatically monitor high-rise littering and give an alarm utilizing AI algorithms.

Safety Supervision and Inspection

We have commenced the EHS (Environment, Health and Safety) work in residential services and commercial services, established the EHS Committee and released EHS Manual in some local pilot projects, to provide customers with a safe and secure living and working environment.

We have established a special safety inspection system, regularly identified hidden safety hazards in service spaces, including a number of special safety supervision and inspection matters such as equipment room inspection, hardware equipment maintenance, public facilities reinforcement and upgrading. On this basis, we have carried out regular inspections every day, and quickly reported and rectify problems upon receipt to ensure the safe environment of service spaces. In 2022, the incidence of quality accidents in residential service spaces was 0.91 per million square meters, representing a year-on-year decrease of 18.51%; during the reporting period, no responsible fire or flood accidents occurred.

In addition, we have conducted a "Water, Fire, Elevator and Electricity" special project, covering special quality supervision, early warning drills, training and publicity for four safety risks: water (rainstorm and flood, hidden dangers in swimming pools and tap water pollution, etc.), fire (fire hazard), elevator (elevator out of service, elevator entrapment), electricity (electric shock, obsolete and damaged power supply and distribution equipment, etc.).



Local Media Report on the Installation of High-rise littering Cameras in Jinan Vanke City

Case

Protection of owners' "overhead safety"

Jinan Vanke City accommodate more than 13,000 residents with an occupancy rate of over 92%. With the gradual increase of the resident population, the incident of high-rise littering occurred from time to time. After investigating, publicizing and reaching a consensus over the opinions of owners, Vanke Service plowed community public benefits into installing 138 high-rise littering cameras. Such cameras can automatically monitor high-rise littering phenomena and give alerts through AI algorithms. Meanwhile, we adjusted the angle of camera according to the building height and spacing to protect the privacy of owners, and strictly managed the video data.



Vanke Service Maintenance Personnel Performed the Fine Adjustment and Maintenance of the Elevator Pit

Case

"No Elevator Entrapment" special action

In order to reduce the incidence of elevator entrapment, improve customers' elevator experience and reduce the impact on their living safety and transportation convenience, Vanke Service has set up a No Elevator Entrapment working group, focusing on nine measures for No Elevator Entrapment, including nine aspects of hall door/car door floor cleaning, aging accessories renewal, special program of broken wire rope, elevator fine tuning, safe and civilized elevator publicity, renovation and optimization of operating environment, professional elevator operation and management team, emergency leveling function restoration, and dedicated personnel + system rigid management. Besides, Vanke Service has built an online accountability closed loop mechanism, and strengthened the quality of elevator repair and maintenance, so as minimize the possibility of elevator entrapment, and improve safe operation levels of elevators. During the reporting period, Vanke Service effectively reduced the failure rate of elevators, achieving an annual number of elevator entrapment of 0.06 times/per elevator a year (superior to the national standard 1.4 times/per elevator a year), representing a decrease of 57.14% than before.

Vanke Service has set a precedent in the industry by establishing the "Elevator Entrapment Care Fund" from January 2022. In the absence of uncivilized behaviors of elevator passengers or force majeure such as sudden power outage, each passenger trapped in elevator can receive RMB200 which will be paid to "Zhuzher" App wallet.



| Urban E-control Center of Shatou Subdirect, Shenzhen

Safety Training for Customers

We deliver safety knowledge such as extreme weather risk prevention, fire emergency treatment and swimming pool drowning prevention to customers in the integrated online and offline mode. Safety education is conducted through the publication of special articles in the WeChat official account Neighbors, forwarding posters in coordinators' WeChat Moments, and posting posters at residential entrances and exits and pedestrian walkways.

Handling of Emergencies in Service Spaces

In order to quickly and efficiently respond to, and strengthen the management and control of emergencies in service spaces, Onewo has formulated such institutional norms such as the Emergency Management Guidelines and On-site Emergency Information Reporting System. In 2022, we iteratively updated the Emergency Management Guidelines, further clarifying the emergency handling framework and management tools, as well as the emergency handling process at all levels, the composition of the disposal team members and responsibility division of disposal personnel.

In case of emergencies involving fire, water pollution, 24-hour elevator failure, underground water inflow, swimming pool drowning and other risk events, we can report with one click within 3 minutes via "Help Platform" App (a server-side application for emergency reporting, work order clock-in, and mutual aid communication, etc.) and Cloud Dispatching IOC (Intelligent Operation Center) Workbench system, and carry out on-site emergency treatment in time to protect customer health and safety. We also regularly carry out emergency training for emergencies in service spaces, such as extreme weather, fire, elevator failure, etc., to strengthen the safety awareness and safety management level of employees.

Enhancement of Service Quality

Onewo always maintains respect for spaces and assets, customers and service providers, insists on being a good service provider and making bold innovations, and will continue to devote itself to optimizing service capabilities through investment in science and technology, so as to achieve the goal of "Reshape Space Efficiency, Service For Ever Better". We have been practicing the values of "Service" "Champion" and "Positive".

Residential Services

Pioneering Coordinator Services

We have taken the lead in creating the coordinator service system spanning the full life cycle of services in residential communities. Driven by technologies, we have created healthy, people-oriented and rich habitable homes for customers, and provided real estate services spanning the full life cycle from real estate planning and design to construction, opening, delivery, decoration, occupancy and rental for sale, so as to protect and increase the value of owners' assets, and strive to "enable more users to embrace the beauty of property services".

Initiator of coordinator services

We allocate one coordinator for every 500 units, and follow the "2341" service principle: respond within 20 minutes to reported matters, solve common matters or reply within 30 minutes, coordinate resources for matters that cannot be solved immediately within 4 hours, and give written solutions to major problems within 1 working day.

Advocator of warm community

Various community public welfare and cultural activities, such as Please Day, Community Run for Fun Race, Star Cinema and Summer Camp, are regularly launched to enrich lives of property owners, boost the relationship between neighbors, and build a humane community full of warmth.

Promotor of fair and transparent revenue

In addition to visible services, for the property management pain point of "hidden" income, we keep the revenue transparent and searchable to protect property owners' right to know. We are the first in the industry to advocate full transparency of elevator advertising revenue, and implement quarterly publication of property expense accounts.

Defender of maintenance and appreciation of assets value

Excellent property service providers not only provide traditional "Security, Warranty, Green Protection and Cleaning" services, but also help property owners spend money from the perspective of asset maintenance to realize asset preservation and appreciation. Our residential consumption services in community spaces also include renting, selling and buying second-hand houses and new houses, soft outfit, room decoration and house repair.

Ingenious Quality Services

Onewo strictly abides by the Law of the People's Republic of China on Urban Real Estate Administration and the Regulations on Property Management, and has formulated various service management systems such as the Four-level Supervision System of Residential Business Quality to fully implement the quality management standards, so as to guarantee the quality of property services and ensure steady improvement of residential business service quality.

We follow four-level supervision principles: combination of online and offline inspections, combination of full coverage inspection and sampling inspection, combination of daily monitoring and abnormality inspection, and combination of customer contact inspection and professional system inspection.

In 2022, we made essential updates to three closed loops, including the closed loop between customers and employees at remote, the closed loop between coordinators and "Four Basic Services", and the closed loop between on-site managers and district directors. In addition, we redefined the ways and points of supervision at all levels and clarified the people responsible for underwriting quality management at all levels; established an accountability mechanism for quality issues, with different kinds of issues (e.g., customer complaints, internal inspections) being graded and tiered to specific responsible persons based on the severity to effectively improve service quality supervision capability.

Supervisory Department

Supervisory Content

Headquarters	Focusing on online quality indicator supervision, the Digital Operation Center at headquarters undertakes remote monitoring of all projects nationwide online quality indicator and analysis, and conducting online supervision on abnormal indicator items based on the project quality operation according to the data of the system platform;
Regional Department	The regional quality management team is responsible for evaluating the quality operation in the region, conducting spot checks at the regional level, supervising the implementation of branch/management center level inspections, and paying attention to significant risks, customer reputation and quality operation results through the combination of regional internal audit and external third-party perspective;
Branch/ Management center	Periodically perform full coverage inspection of project sites according to quality inspection standards, establish a self-running quality supervision system by clarifying supervision rules and methods, and conduct online quality indicator problem supervision so as to shape quality culture and quality habits among front line employees;
Project Department	Conduct frequent on-site cycle inspections according to management standards for customers' process contacts, coordinators lead the project quality management from the customer's perspective and realize quality supervision and loop closing.

Four-level Supervision System of Residential Property Service Quality

Warm-hearted Services

In this year, we developed new internal systems such as the Guidelines for Serving Customers, the Service Manual for Offering Warm-hearted Services to Homecoming Customers (Version 1.0), the Position Operation Guide for Business Coordinators, and the Vanke Service Checklist for Empty Nesters Services, to refine the service granularity and provide warmer services to customers.

We have released a series of surprise service checklists by analyzing special groups in the spaces or key moments for customers, including property service guide for empty nesters, service checklist for vacant rooms, service checklist for service interruption and extreme weather, and 2022 white paper on surprise services during the Spring Festival, to enhance the service capability of coordinators in multiple dimensions.

Case

Service Manual for Offering Warm-hearted Services to Homecoming Customers

Residential community is the "Direction of Home" for customers who enjoy property services. In order to let customers find a little delight and have warm experience on the way home, Vanke Service released the "Service Manual for Offering Warm-hearted Services to Homecoming Customers (Version 1.0)", created 23 customer service contacts to solidify the basic business service quality on the customer homecoming process, and on this basis, upgraded the humanized service design for customers' homecoming journey through innovation of surprise services.



Welcome-home Garden in Shenzhen Vanke Park Brings Residents Better Experience

Property Renewal

For old communities with aged buildings, Vanke Service has established an "Anti-aging" special working group to focus on solving the focus issue of equipment and facilities in "elder" communities, and tries to explore a sustainable model of multiple co-construction and co-governance among government, residents, developers and properties.

Commercial Services

For more information about property renewal, please refer to Page 25, the section headed "Oneworld Plan" of this report.

Combination of Chinese and Western Commercial Services

We focus on providing solutions for management services spanning the full life cycle of commercial spaces, including property management, integrated facility management and innovative value-added services.

Property Management (PM): helping clients to maintain and increase the value of their assets and maximize investment returns

Operation and maintenance of building and facilities	Public order management	Public environment management	Building energy management
Space asset services	Preceding stage of property consulting	Lobby concierge services	Asset management

Integrated Facility Management (IFM): providing worry-free office services for corporate clients

Work environment management	Operation and maintenance of facilities and equipment	Business continuity assurance	Space planning management
High-end concierge reception	High-end conference services	Occupational health and safety	Pan-administrative staff services

Innovative Value-added Services: be a good enterprise coordinator, contribute to the healthy development of enterprises

Recruitment Process Outsourcing (RPO)	Human Resources Outsourcing (HRO)	Business Process Outsourcing (BPO)
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Ingenious Quality Services

In the commercial service space, we have formulated the Management Measures for On-site Quality Inspection of Four-level Supervision, the Control Procedure for Service Process Monitoring and Measurement and other systems to carry out all-round quality control management at all levels. We set different inspection frequencies for each level, with monthly inspection at the project level, quarterly inspection of key projects in a certain proportion at the management level and regional/business level according to their own business development, and inspection at the headquarters level is carried out according to the annual quality inspection plan of the headquarters.

Responsible department	Responsibilities
Operation Management Center	Responsible for the overall operation of quality supervision and inspection and various quality supervision and assessment at the headquarters level, and assisting the regional/business division and management department in the rectification, closure, and verification of supervision problems; correcting common problems and putting forward solutions and suggestions.
Regional/Business Division Operation Department	Responsible for various quality supervision and assessment work of the regional/business division, enabling the management department to carry out corresponding quality supervision and improvement, collecting the highlights of quality work submitted by each management department, and forming case studies and replications within the regions.
Management Department	Responsible for all kinds of quality supervision and assessment work of the management department, carrying out quality supervision, rectification and tracking of each project, finding highlights in the quality supervision and improvement work, and forming case studies to report to the regional/business division.
Project Department	Responsible for formulating and implementing rectification and corrective measures for all kinds of quality inspection failures, improvement items.

Four-level Supervision System of Commercial Service

Warm-hearted Service

In commercial services, we continuously and deeply analyze the needs of space owners, users, and experiencers at different levels, providing customers with meticulous and warm-hearted services, such as adding eyeglass cleaning services to the workplace space, providing customers a first aid kit with a picture list of medicines to facilitate rapid discovery of medicines in emergency situations, using abandoned lattice to store express goods and classifying them by phone number to facilitate customers' quick search of express goods, etc.

Case

Helping clients take care of their pets

In some Internet workplaces where employees are allowed to bring pets to work, the Cushman & Wakefield Vanke Service team helps customers take care of their pets, acts as the part-time "Pooper" to handle cat litter, creates "Pet Badges" for pets, and does a good job of cleaning and disinfection of the space, allowing customers to balance work and pet. During the lockdown period, we helped our clients take care of pets stranded in office buildings.



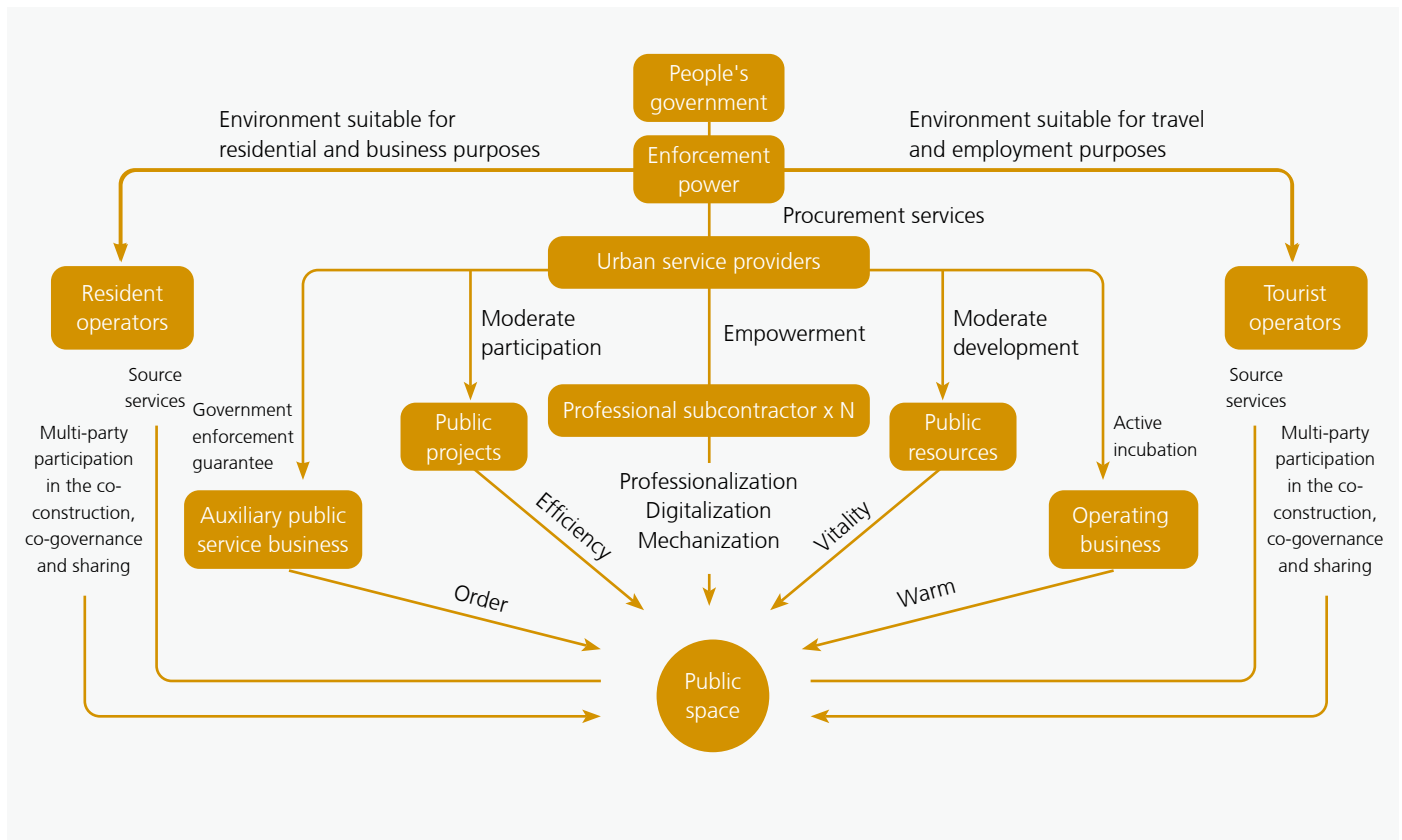
Cushman & Wakefield Vanke Service Team Helped Customers Take Care of Pets Stranded in the Office Area During the Lockdown Period

Urban Service

Territory-wide Intelligent Operations

In 2018, Onewo began to provide urban space intelligent operation services for the Guangdong-Macao In-Depth Cooperation Zone of Hengqin, becoming the first practitioner and promoter of the "Property City" model. In 2022, we upgraded the "Property City" to a "Territory-wide Intelligent Operations" service, integrating the systematic thinking and process management capabilities of property management into urban governance, and improving the efficiency and effectiveness of urban operations.

In the face of the lack of professional property management in the surrounding old communities and urban villages, City Up explored the governance way of old communities around segments such as infrastructure rehabilitation, digital equipment infrastructure, and involvement in community co-construction and co-growing through cooperation with government and other community service providers for co-management and co-governance.



For more information about governance way of old communities, please refer to Page 25, the section headed "Oneworld Plan" of this report.



| Gulangyu Island of Xiamen City Under the Territory-wide Intelligent Operations Service

Case

Space intelligent operation of world cultural heritage

At Gulangyu Island, a world cultural heritage site in Xiamen, we used UAV to patrol and shoot in the sky, analyzed the on-site environment using AI algorithms, and synchronously transmitted the images back to the intelligent operation scheduling platform. In addition, we have installed garbage cans equipped with overflow alarm sensors, green vegetation equipped with intelligent sprinkler systems, grid-controlled cameras, streetlamps, and landscape lighting on the island, making this "Sea Garden", which received tens of thousands of tourists every day, in an orderly manner.



| High Quality Construction Experimental Area (Living) Project

Case

Construction and operation of China's future urban model

We participated in the construction and operation of Hebei Xiong'an New District throughout its full life cycle, and launched smart city operation services with Xiong'an characteristics.



| Intelligent Operation Platform

Case

Construction of "Wisdom" benchmark in urban villages

We have brought a new intelligent model of community building to Sanyuanli urban village of Baiyun District, Guangzhou. Relying on the intelligent operation platform, the management modules of urban villages such as regional signs, comprehensive inspections, and municipal sanitation are dynamically presented in a real-time and data-based form. It also provides citizens a "Cloud Reporting" Mini-program to achieve a closed-loop co-governance of "Taking Photos of Issues", "Uploading Issues at Any Time", "Checking Progress at Any Time", and "Evaluating Results at Any Time".



| "Cloud City Captain" Onsite Personnel Operation Scenario

Case

Promoting the transformation of urban governance from "Personnel Intensive" to "Human-computer Interactive"

We launched the "Cloud City Captain" product in Chengdu Hi-Tech District, which is composed of posts, equipment, and scheduling systems. It carries 73 specific businesses in urban space, including municipal sanitation, greening and cleaning, road and bridge management and maintenance, auxiliary patrols, and ecological environment testing. The "Cloud Leopard" AI intelligent patrol car equipped with a panoramic 360° HD camera automatically captures and identifies abnormal situations in urban management such as road occupation by tourists and stall keepers and overflowing garbage cans. After feedback to the intelligent operation platform, a work order is generated and distributed to the corresponding grid personnel, and the "Cloud City Captain" conducts acceptance of the work order, thereby achieving online closed-loop management of offline business.

Space Intelligent Services

One-stop Digital Construction and Operation Mode

We have pioneered a one-stop service for space technology that integrates "design consulting, R&D integration, intelligent delivery, and operation services" to help create intelligent construction sites, intelligent communities, intelligent hotels, intelligent campuses, intelligent hospitals, and intelligent industrial parks.

Design consulting

Project status analysis and demand research, white paper development and assistance release, intelligent design and smart platform planning, plan implementation and project consulting.

R&D integration

Scenario design and development, intelligent products R&D and launch, digital twin PaaS platform, and the development of IOC/IBMS integration platform.

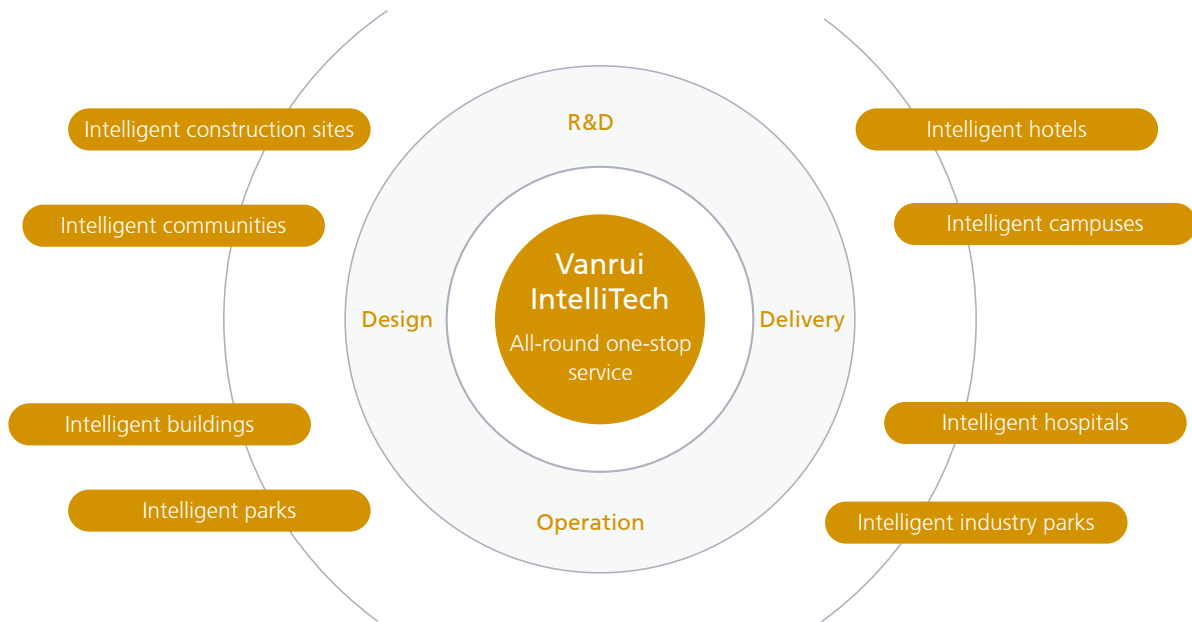
Intelligent delivery

National self-sustaining construction capacity, intelligent construction capacity for urban renewal, digital construction management and operation capacity, group centralized procurement supply chain management capacity.

Operation services




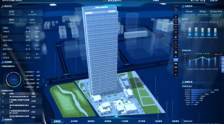


Construction, consulting and operation of business digitization, construction and operation of quality remote evaluation capacity, integrated platform data operation services, equipment after-sales maintenance.

One-stop Service for Space Technology



Intelligent Applications

Onewo has developed a number of online application platforms and products, integrating the resources of people, places, things, feelings and events in the community, promoting the interconnection of data between different systems, bringing "people-space-service" together, providing customers with integrated intelligent services, comprehensively improving the service capacity of intelligent space and promoting the intelligence and modernization of service space management. The intelligent applications of Onewo include (partial):

<p>"Zhuzher" App</p>	<p>"Zhuzher" App provides more convenient property life service, more useful content information and more affordable consumption experience for local communities. It has three sections: basic service of "Living Here is Really Convenient", community life of "Living Here is Really Useful" and value-added service of "Living Here is Really Affordable" and is committed to improving the quality of life and happiness of community and subdistrict residents.</p> <p>As of the end of the reporting period, the "Zhuzher" App had registered users of 10.28 million, served 4,284 communities.</p>	 <p>"Zhuzher" App</p> <p>Homepage of "Zhuzher" App</p>
<p>"Cloud Traffic" Pedestrian Management Platform</p>	<p>We have independently developed the "Cloud Traffic" pedestrian management platform, providing intelligent access integrated products for all types of communities to render comprehensive digital access services for users (including residents and non-residents) in the community, realizing full-scene-covering pedestrian management in the community, and ensuring community safety. At the same time, we have developed a new mobile phone door-opening function, replacing the traditional door-opening mode and integrating three new hardware interaction technologies (QR code identification, Bluetooth identification and remote network control), so that residents can quickly and safely enter and leave the community through the "Zhuzher" App.</p>	 <p>Mobile phone door-opening function in "Zhuzher" App</p>
<p>"Pineapple No.1" Self-service Terminal</p>	<p>"Pineapple No.1" is a self-service terminal integrated machine independently developed by Onewo, focusing on the more complicated service demand and complex service relationship in the property industry, covering asset services (decoration filing, house transfer), pedestrian access services (access card application, renewal and cancellation), vehicle access services (parking fee payment/storage, rental parking space refund, property license plate binding) and so on.</p> <p>In order to ensure information security, the system will forcibly log out if the customer has no operations with 30 seconds at the self-service terminal. At the same time, the personal information will be desensitized, and the watermark will be added to the uploaded certificates. As of the end of the reporting period, a total of 1,611 "Pineapple No.1" terminals were put into use in 805 service projects of Vanke Service.</p>	 <p>"Pineapple No.1" self-service terminal in Happy Inn</p>
<p>Digital Twin PaaS Platform</p>	<p>This platform realizes data fusion and scene linkage through Internet of Things services, visualization services, audio and video services, and location services, and provides PaaS level service empowerment for applications in corresponding systems in scenes such as construction sites, urban streets, residential communities, and office buildings.</p> <p>As of the end of the reporting period, our digital twin PaaS platform has been connected to a total of 3,775 projects, providing data interconnectivity for more than 736,000 smart devices, and thus deriving multiple intelligent space solutions.</p>	 <p>IOC screen: "One Screen Overview, Map Out a Strategy"</p>
<p>Park IOC Platform and App</p>	<p>The intelligent park solution of Vanrui IntelliTech serves the needs of different roles in the park based on the "Platform + Open ecology" model. The main products include intelligent park operation platform, building integration IBMS platform, and Yuncheng APP/Mini-program.</p> <p>The main customers are enterprises, neighborhood management committees and other asset holders of the park type buildings. The intelligent scenarios cover the scenarios of park basic application, intelligent property, enterprise service and asset management, providing diversified application services for enterprises.</p>	 <p>Yuncheng App: "A Cell Phone to Provide Enterprise Services"</p>
<p>Lingshi Edge Cloud</p>	<p>Lingshi Edge Cloud Solution is a one-stop intelligent space solution that provides customers with an integrated hardware and software edge solution for the entire business process and quickly builds a set of "edge computer rooms" to support business flow.</p> <p>Vanrui Lingshi Solution helps accelerate the transformation process of intelligent multi-state spaces such as communities, parks and cities, realizes the organic combination of equipment, applications, infrastructure, services and other elements through digital technologies such as artificial intelligence, edge computing and big data, and provides management applications such as intelligent space equipment self-control, low-carbon energy, intelligent access, intelligent firefighting and intelligent security to meet the needs of safety, convenience, efficiency, energy saving and low-carbon.</p>	 <p>IBMS: "Cross-system Linkage, Unified Management with One Screen"</p>

Improvement of Customer Satisfaction

Improvement of Satisfaction

Onewo strictly abides by the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and other laws and regulations, adheres to customer-oriented service, puts customer satisfaction first, and respects and protects the legitimate rights and interests of consumers. We constantly strengthen customer service awareness and improve service quality through standardized and refined management, continue to pay attention to customer satisfaction feedback, improve the customer satisfaction management system, effectively identify customer pain points and difficulties in the process of providing services, and improve customer experience.

We always uphold the concept of "Respecting customers and putting customers at the center", set scientific goals in terms of satisfaction, for example, making satisfaction as one of the measurement indicators in the annual assessment of some business units, and consolidate and improve customer reputation. We conduct satisfaction survey through 400 phone calls, code surveys, door-to-door visits and telephone interviews, and perform analysis over such survey. This year, our residential service won the "No.1 in China's Property Service of 315 Satisfaction Survey", and the overall satisfaction rate for commercial service was 93.9%.

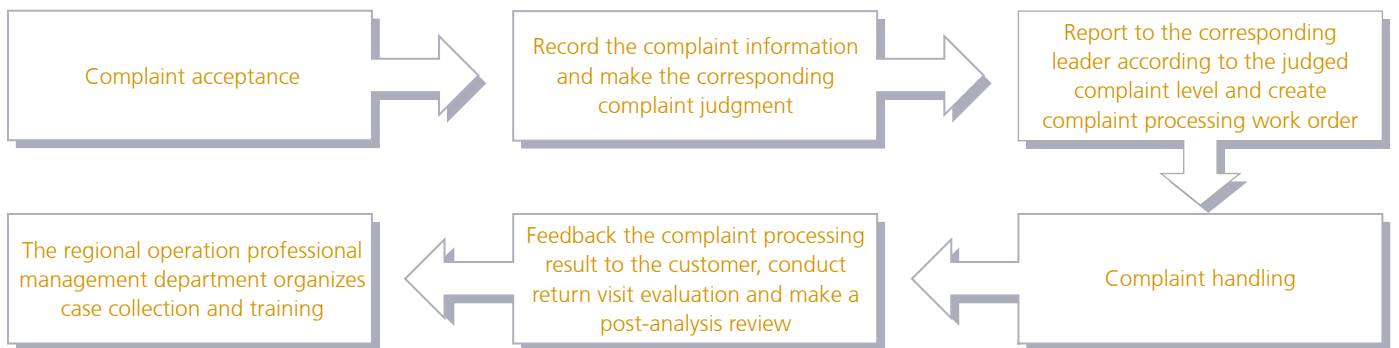
We have developed targeted satisfaction improvement measures for businesses with different characteristics based on the satisfaction survey results and customer feedback, such as:

Vanke Service	Standardized service actions are formed in the aspects of key moments, flow line hygiene, elevator experience, lighting guarantee, empathy and community activities to enhance customer satisfaction.
Cushman & Wakefield Vanke Service	We set up a key account management mechanism to manage the maintenance of our relationship with nation-wide key accounts in a unified manner through continuous and effective governance at the strategy level, management level and execution level; at the same time, we build and design a customer voice case study library, combine customer complaints, praises, suggestions, demands and other events to dig up typical cases, generate customer voice case study reports, dig deeper into the causes of events for root analysis, eliminate the occurrence of complaints, encourage the spirit behind praised events, effectively solve customer voices, and jointly realize the improvement of customer satisfaction.
Onewo Inhome	By releasing reassuring service promises and providing convenient service support for customers, Onewo Inhome protects customers' rights and interests, builds their trading confidence, improves brand reputation as a whole, and maintains customer relationships; at the same time, it builds its own team of self-employed workers, and develops standardized training and certification, effectively improving the professional quality and operational efficiency of industrial workers, ensuring the service standard and quality of business, and thus guaranteeing customer satisfaction.

Complaint Management

Onewo keeps improving the complaint management mechanism to ensure that customer complaints can be handled quickly and effectively, to avoid repeated customer complaints and to improve customer satisfaction. Each business unit of the Company formulates customer complaint management policies suitable for its own business reality, for example, Vanke Service formulates Residential Property Customer Complaint Management System, Cushman & Wakefield Vanke Service formulates Customer Complaint Management Procedures, City Up formulates Customer Complaint Handling Control Procedures, etc.

We actively respond to customers' demands through complaint channels such as 400 complaint hotline and help customers solve problems. When receiving customer complaints, we clearly record the content of complaints, organize relevant personnel to analyze the reasons for customer complaints, and provide timely feedback and follow up on the later treatment of complaints through digital platforms to form a closed loop of problems. We have process control over customers' complaints. According to different levels of complaints, we require personnel of different ranks to follow up to ensure that customers' demands are properly solved, and make a post-analysis review to the complaint handling process, constantly improving the complaint handling mechanism and improving customer satisfaction.



Complaint Handling Process

Information Security and Privacy Protection

Onewo strictly abides by the provisions of the Cybersecurity Law of the PRC on information security and privacy protection, and has internally formulated a series of systems to address information security and privacy, such as the Customer Information Management Specification, the Personal Customer Data Extraction Work Specification, the Work Notice on Authorization of Community Face Information Use, the Residential Property Face Recognition Information Application Management System, the Customer Personal Data Application and Approval, and the Employee Personal Information Protection Policy, to ensure the maximum protection of customers' information security and privacy. We actively carry out information security related certification, and have obtained the ISO/IEC 27001 standard certification for the information security management system. In addition, our commercial property management services also obtained ISO 27001 certification for information security management activities related to property management services in 2022.



Certificates for the Information Security Management System

Management Mechanism

We have established a detailed information security management mechanism, defined the responsibility of each part for data maintenance, and defined the standards of customer information storage encryption, desensitization display, authority control, operation retention and so on in all aspects of customer information collection, storage and use.

Management Structure

We have established a management structure for information security and privacy protection. The information security team is responsible for the information security function of Onewo, and the joint working group established by the information security team and the legal team is responsible for the compliance of personal information and privacy protection.

Management Measures

We take the following measures to ensure customer information security and privacy:

- We carry out national grade protection certification for important business systems (such as "Zhuzher" App, Pulin Asset Service and Onewo Yanxuan);
- We regularly conduct penetration tests and privacy compliance tests on customer service-related business systems;
- We regularly back up important databases of Onewo;
- We carry out routine safety inspection and reinforcement on all systems of the Company every quarter.

Training Publicity

In order to improve the information security protection level and confidentiality awareness of employees, ensure the confidentiality, integrity and availability of the Company's information, and prevent the irregular circulation or use of information from causing risks to the Company's operation and management, we conduct customer information confidentiality awareness training and examination for our employees at least once a year, and continue to implement the monthly and quarterly information security audit and inspection work of each business unit and specialized department through the information security audit and inspection system.

We also set up a special team for "Face Information Authorization and Confirmation" in various regions, and organize training for front line employees on the application and management of face information recognition; in the property's application of face recognition information, we explain the risks and operation specifications in terms of procurement and installation, information collection, data storage, data extraction, data deletion, etc.

During the reporting period, the assessment coverage rate of information security and privacy protection of employees in the departments related to the core work of Onewo data reached 100%; the Company has not had any customer information leakage cases or major information security accidents.

During the reporting period, the assessment coverage rate of information security and privacy protection of employees in the departments related to the core work of Onewo data reached

100%

Community Culture Construction

Onewo is committed to being an advocate of warm community, we enrich owners' lives, bring the neighborhood closer and build a warm and humane community through community cultural activities. We hold more than 100 kinds of community cultural activities with different themes for 5 million customers across the country every year, and accompanies customers through every season.

We spread the concept of positivity and health with practical actions, drive more people to "move", and carry out "sports" through community activities. A variety of sports activities such as Community Run for Fun, Owners' Sports Meetings, Morning Exercise Plans, and Holiday Morning Runs have filled the Vanke community with vitality. In addition to the iconic healthy sports activities, we also carry out Please Day, Starry Sky Cinema, Bubble Carnival, Summer Camp and other community cultural activities with different themes.

Healthy Exercise	Help the residents form the habit of exercise, exercise for 15 minutes every day and enjoy the joy of exercise; disseminate health concepts and advocate healthy living habits for residents.
Caring for Growth	Help the elderly make friends in the community, stimulate their hobbies, and send warmth to the elderly; help children learn a skill that they will never forget in the community.
Happy Life	Help the residents have a hearty play in the community, feel the happy atmosphere, and let happiness pass on to everyone.
Co-construction and Co-governance	It has become the common consensus of residents to contribute to the construction of their homes, which facilitates a batch of resident organizations full of positive energy, and makes norms, positivity and transparency become the labels of the community.

Value Proposition of Community Cultural Activities



| Please Day Offline Activity Site

Case

20th anniversary celebration of Please Day

The English name of Please Day is "Please Day", which is a large-scale community public welfare activity jointly organized by Vanke Service Community and Rui Alliance Community. It aims to build simple and friendly neighborhood relations and advocate civilized and harmonious community life. We set the last Sunday in September as the Please Day every year. "Puli" stands for the most authentic neighborhood relationship, and "Please" advocates that everyone become a harmonious and loving good neighbor. Usually, there will be a variety of community activities with regional characteristics in the community about one month before and after the "Please Day" to enhance the friendly relations between neighbors and communities.

2022 was the 20th anniversary of the Please Day. With the theme of "All things in a happy neighborhood have love", Onewo integrated the concept of embracing subdistricts (Onewo Towns) for the first time, covering and serving more users of non-Vanke properties. In 2022, the Please Day displayed the community humanistic care and scientific and technological charm through multi-platform live streaming of opening ceremony, online and offline interactive parties. Among others, the virtual stage of online party for the opening ceremony used more than ten new technologies, such as holographic image spatial positioning, for live streaming of the party. The main stage design integrated the landmark buildings of 20 cities, participators could visit the happy neighborhoods while watching the wonderful party. During the activity, more than 570,000 people were attracted to participate in online activities and more than 1,000 community activities were organized.



| In the "Onewo with Children" Summer Camp, the Teacher Explained the Use of Fire Extinguishers to Child Owners

Case

"Onewo with Children" summer camp

Since 2016, we have carried out 5 to 6 days of "Onewo with Children" summer camp courses for child owners aged 6 to 12 in the summer vacation every year, so that children can enrich their summer vacation time, know their peers in the community, learn while playing, increase knowledge and broaden horizon through four sections of physical training, escape skills, job experience and community classroom. This activity has been carried out for seven years, with a total of 40,000 small owners participating in it. It is the community children's development activity with the widest coverage and longest duration in China. With the theme of "Let's Go, Let's Grow", 409 "Onewo with Children" community summer camps in 398 projects from 39 cities were held in 2022, attracting 12,279 child owners to participate in this activity.

Promotion of Industry Development

Industry Exchange

Onewo actively makes industry-leading breakthrough attempts. We adhere to the concept of open and sharing, actively participate in industry exchanges, promote the rapid development of the industry, contribute our strength and wisdom to the improvement of property service quality while improving our own development level, and export our own brand culture, enhance our own brand construction while communicating with various social organizations and peers in the property industry.



2022 Closing Ceremony of Cushman & Wakefield Vanke Service Super High Rise Expert Committee

Case

Super High Rise Property Expert Committee

Cushman & Wakefield Vanke Service is the first property service company in China to set up a Super High Rise Property Expert Committee. We set up an expert group to take charge of super-high-rise projects over 200 meters, build a powerful middle and back office support system for super-high-rise projects to provide market expansion, operation and talent support for the projects, and formulate business systematic document standards to conduct quality supervision on the projects on a regular basis.

In 2022, the kick-off meeting of the second Super High Rise Expert Committee of Cushman & Wakefield Vanke Service was officially launched in Hangzhou. As the industry pioneer, the Super High Rise Expert Committee of Cushman & Wakefield Vanke Service aims to comprehensively promote the capacity building of operation and maintenance management of super high rise buildings, improve the systematic and professional level of facilities and equipment maintenance management, and contribute to the high-quality development of the industry.



Cushman & Wakefield Vanke Service Held the "Workplace Environmental Health from the Perspective of WELL" Online Seminar Through Live Streaming

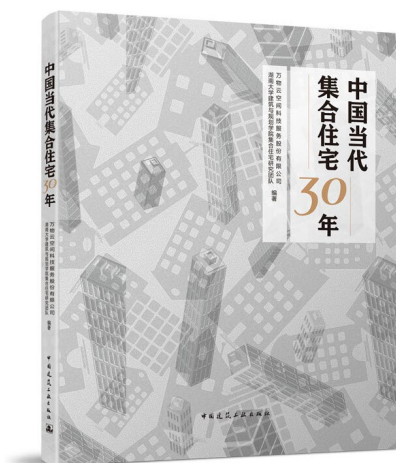
Case

Seminar on "Workplace Environmental Health from the Perspective of WELL"

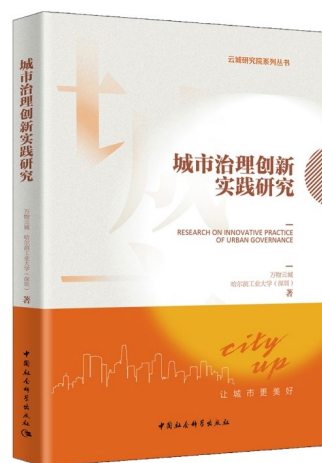
The online seminar on "Workplace Environmental Health from the Perspective of WELL", organized by Cushman & Wakefield Vanke Service in conjunction with IWBI (International WELL Building Institute) and RIBA (Royal Institute of British Architects) was successfully held. We joined hands with industry organizations and experts to share knowledge. Guests from different professional fields, such as design, service and standard formulation, shared innovative measures and forward-looking insights on improving workplace environmental health from different perspectives, and carried out in-depth discussions around the topic of "workplace environmental health in the post- pandemic era" to talk about the new path of workplace space health. Nearly 7,000 people watched the event online, which was recognized by customers and partners. The output of professional content also further improved the company's brand reputation and consolidated the image of "Commercial Property Service Specialist".

Theoretical Research

Through our practical experience within residential, commercial and urban service spaces, Onewo has conducted in-depth research in conjunction with a team of university scholars to explore topics such as urban governance and changes in community architectural forms from a property perspective. For example, we have co-compiled and published the Research on Urban Governance Innovation Practice with Harbin Institute of Technology (Shenzhen) and the 30 Years of Contemporary Collective Housing in China with the Collective Housing Research Team of School of Architecture and Planning from Hunan University, providing theoretical basis and practical reference for improving the governance and planning of cities and communities.



| The 30 Years of Contemporary Collective Housing in China



| The Research on Urban Governance Innovation Practice

Standard Development

Adhering to the principle of common development and responding to the call of the state and industry, Onewo actively participates in the construction of public services and the development of industry standards. During the reporting period, Onewo participated in the development of the following industry standards (partial):

The 13th volume headed "City (Town) Management System Standard for Property" of Sichuan Property Service Standard, jointly compiled by City Up and its member company CDHT Investment Urban Resources Management Co., Ltd., has passed the evaluation. This standard has created two national firsts - the first standard in China compiled by provincial housing and urban-rural development administration department and the first provincial service standard system in China, and has guidance and reference significance for the establishment of city management system for property in the industry.

Vanke Service participated in the compilation of a standard (league standard) called the Soil for Greening Land in Eco-city published by the Three-dimensional Greening and Ecological Landscape Professional Committee of China Building Energy Conservation Association as a participating development organization, and provided the required greening compost soil samples for research.

Nanjing Vanke Service participated in the consultation on property management regulations of Jiangsu Province in 2022 and the investigation on price adjustment of property fees in Nanjing.

Assumption of Social Responsibility

Onewo gives full play to its business advantages, promotes the creation of a more harmonious and beautiful social environment based on the needs of the community, and achieves common development with society while providing high-quality services for customers and ensuring a good working environment for employees.

Public Charity

We advocate that our public welfare actions complement our own business operations and the actual needs of customers' employees. For example, through the Neighborhood Program, we raise a portion of money to fund the renewal of community facilities while providing customers with convenient community e-commerce services and high quality grain and oil and fresh products; and by investing the Community Renewal Fund in old communities, we expand the growth space of business and upgrade old facilities at the same time. In addition, we also devote in helping and benefiting farmers, rural revitalization, poverty alleviation through education, first aid public welfare undertakings and other aspects.



The Dragon Boat Festival Gift Box for Employees Jointly Launched by Onewo and the Characteristic Agricultural Brand "88 warehouses" Under a Mission of Rural Revitalization

Case

Caring for employees in combination with helping farmers

As a practitioner of helping and benefiting farmers, Onewo worked together with a characteristic agricultural brand "88 warehouses" under the mission of rural revitalization on the Dragon Boat Festival and Mid-Autumn Festival in 2022, and precisely connected with the supply chains participating in the construction of the characteristic pastoral countryside in Jiangsu Province, combining employee care with the action of helping farmers by buying instead of helping, and delivering high-quality agricultural products from the fields to the tables of thousands of families. The total amount of agricultural products purchased by us is about RMB10.0096 million, reaching about 100,000 customers, employees and other service providers, and exploring the road of helping farmers with practical actions.

We invested

RMB **157** million

in the Community Renewal Fund for the renewal of community public facilities (during the reporting period)

We have raised more than

RMB **29.1** million

through the Neighborhood Program, all of which will be used for the renovation of facilities in the corresponding raising communities (historical accumulation)

In addition, we invested a total of

RMB **714,100**

for donations in rural revitalization, poverty alleviation through education, first aid public welfare undertakings and other aspects (during the reporting period)

For more information about the Neighborhood Program and the Community Renewal Fund, please refer to Page 27, the section headed "Oneworld Plan" of this report.

Anti-epidemic Support

In 2022, Onewo mobilized all units and groups to organize community epidemic prevention and support local anti-epidemic efforts, with a total of 1,411 volunteers and an average service time of about 370 hours, and supported the normalized epidemic prevention and control policy with practical actions. During the period affected by the epidemic, under the leadership of the government, we organized voluntary service for many times to protect the safety of employees, owners, customers and communities.

In order to remember and thank the volunteers for their efforts in supporting the fight against the epidemic, encourage more partners to bravely practice the Onewo volunteer service spirit of "Neighbors helping neighbors, me helping everyone" and interpret the Onewo cultural gene of "Service" and "Positive", the Company added the honorary title of "Onewo volunteer".

Case

Full support for Shatou Street in the fight against epidemic

In February 2022, hundreds of Onewo's volunteers from Guangzhou, Fuzhou, Xiamen, Foshan, Changsha and other cities were gathered to support the "anti-epidemic" work in the lockdown area of Shatou Subdistrict, Futian District, Shenzhen. The volunteers sleep in temporary dormitories such as schoolhouses and boarding houses, fighting for more than ten hours continuously, and the gradually warming weather in Shenzhen which made the "Volunteers in White" in protective clothing drenched, these difficulties challenged their mental and physical limits. However, they served 53,000 residents in the lockdown area by cleaning up household waste, distributing daily supplies, and sending medicine and sending patients to hospital, and completed the task successfully in 38 days. They won excellent reputation among the residents, and were awarded the medal of "Futian Anti-Epidemic Pioneer" by Futian District.



A Banner from All the Residents of Building 8, Lane 5, Yeshu Village, Shangsha, Shenzhen



Medal of "Futian Anti-Epidemic Pioneer"

Affordable Housing

Active participation in the construction of affordable housing and rental housing is an important way for enterprises to fulfil their social responsibility. Onewo gives full play to its advantages in terms of personnel, resources and experience to actively explore ways to participate in the construction of affordable rental housing and help the country accelerate the alleviation of housing difficulties of new citizens, young people and other groups.



Case

Chengdu Pulin was selected as a supplier of affordable rental housing in Chengdu

During the year, Pulin Asset Service Chengdu Team was successfully selected as one of the four affordable rental housing provider enterprises in Chengdu after a public selection, and Chengdu Pulin was the enterprise with the lowest rental service fee charging standard. Chengdu Pulin started the operation services of affordable rental housing in July 2022. On 10 August, the deputy director of Chengdu Municipal Housing and Urban-Rural Development Bureau led a team to visit Chengdu Onewo Headquarters for inspection and guidance. We relied on the advantages of property to serve customers accurately: providing lessor inspection, lessee inspection, safety patrol, repair and other services, so as to compact the operation of affordable rental housing. During the reporting period, Chengdu Pulin received a total of 5,876 public inquiries and 2,162 applications for affordable rental housing, accounting for 54.9% of the total number of applications, and we expect a yearly increase of no less than 2,200 new applications in the next five years.

Responsibility Governance

- Risk Management
- Integrity Construction
- Sustainable Supply Chain
- Intellectual Property Right Protection
- Enterprise Integration Management



Service Team of Shenzhen Binhai Cloud Center

Our Strategies

Onewo attaches great importance to internal control and risk management, insists on standardizing the internal governance system of the Company, continuously improves the management system of risk response and internal control, identifies the short-, medium- and long-term risks that the headquarters specialized departments and each business unit may face, and controls them effectively. We also value the integrity construction and anti-corruption system improvement, and protect the intellectual property rights of the Company and our partners from infringement to continuously improve the Company's overall risk management capability.

Onewo has established a risk management system and related policies and procedures appropriate to our business operations and implements risk management processes to achieve risk control through procedures such as gathering initial information on risks, risk assessment, developing risk response processes, and risk monitoring and improvement. We provide regular anti-corruption and anti-bribery compliance training for senior management and employees to foster a good compliance culture.

In addition, Onewo continuously monitors potential risks in business operations through risk assessment, learning empowerment and in-depth communication, and promotes systematic, normalized and front-loaded risk management to enhance the Company's resilience and flexibility in dealing with risks.

Progress Towards Goals

Goals

- Strengthen internal control and risk management capabilities to enhance the Company's resilience and flexibility in dealing with risks.

Progress

- The Company formulated the various Onewo Control Management System and set up the "Management of Three Lines of Defense" and "Management of Six Key Risks" mechanisms;
- In 2022, 310 times of special inspections and assessments, 5 times of integrated audits and 14 times of special audits were completed;
- In 2022, 24 internal control empowerment training sessions were conducted, with a total of 7,920 participants and 1.33 hours of average training time per person.

- Strengthen the integrity construction of the Company and eliminate corruption, fraud and other violations of business ethics.
- Continuously improve the supply chain management system and jointly build a responsible supply chain.
- In 2022, Onewo launched online and offline integrity training and organized 20 integrity visits in all regions of the country;
- 100% of staff signed the Integrity Pledge and declared their conflicts of interest;
- In 2022, no corruption proceedings against the Company or its employees were instituted and concluded.
- In 2022, the signing rate of Anti-corruption Cooperation Agreement of suppliers reached 100%.

Risk Management

Building a Solid Foundation

Onewo continues to strengthen the construction of internal control and risk management system, and has formulated the Onewo Internal Control Management System to clarify the Company's objectives and principles, risk identification, risk assessment, risk response, risk management monitoring and supervision, etc. of internal control management and risk management. At the same time, we continue to standardize business behavior from the system and process level to improve risk avoidance ability as much as possible and promote the Company's sustainable, stable and healthy development.

Optimization of Management

Management of Three Lines of Defense

Onewo has established a multi-level risk management structure from the headquarters to the regional level, built a "Three Lines of Defense" model for risk management, and further enhanced the effectiveness of the Company's risk management system under the supervision and guidance of the Board. We continue to improve and strengthen the functions of risk identification, monitoring, and prevention at the Board and internal management levels, and check and evaluate whether the risk management system established by the Company is operating effectively. The headquarters of Onewo is responsible for risk identification and prevention and control at the corporate level, and gradually establishes risk management functions in each business unit and specialized department to carry out risk identification and assessment.



Internal audit is independent of business and processes and exercises the responsibility of independent assessment of the company's risk control system. Deterrence is established through independent assessment and post-event investigation so that people do not do bad things and do not dare to do bad things.

Focusing on the middle of the matter, it is a helper for business, helping managers and responsible people at all levels to manage their business maturely, identify problems, drive improvement and close the loop effectively. By monitoring risks and mechanisms, we move toward comprehensive supervision.

From process compliance to process responsibility, it strengthens the process system construction and responsibility system construction and implements the process responsibility system. The process leader/business manager should really take the responsibility of internal control and risk supervision, and 95% of the risks should be solved in the process-oriented operation.

We continuously improve the risk compliance management system by self-examination through special inspection and evaluation, integrated audit and special audit. In 2022, Onewo completed 310 times of special inspection and assessments, 5 times of integrated audits and 14 times of special audits. During the reporting period, there was no significant risk or systemic risk in Onewo.



Special inspection and assessment (Partial)	Integrated audit (Partial)	Special audit (Partial)
<ul style="list-style-type: none"> Onewo seal management special inspection Onewo internal control compliance assessment report Onewo process internal control authority and responsibility list check 	<ul style="list-style-type: none"> Integrated audit of self-operated renovation business of Onewo Inhome Integrated audit of furnishing business of Onewo Inhome Integrated audit of Fuxun Technology's business 	<ul style="list-style-type: none"> Special audit of Onewo various technology organizations Special Audit of Procurement of Vanrui Intelligent Technology Special audit of City Up Special audit of market expansion of Onewo representative offices

Management of Six Key Risks

Based on the risk management mechanism, each specialized department identifies and responds to environmental risks, new business risks, talent risks, compliance risks, information security risks, fraud risks, etc., continuously follows up on special rectification and establishes long-term risk management mechanism. For more details of internal control and risk management, please refer to the China Vanke Co., Ltd. Annual Report 2022.

Empowerment Training

The Company pays attention to the risk management training of employees and has conducted training and education for all kinds of members, covering publicity topics such as finance, information confidentiality and compliance management, clearly positioning and creating a healthy and safe working environment. During the reporting period, Onewo conducted 24 internal control empowerment trainings, covering topics such as "Public Resources Risk Management", "Financial Due Diligence Preparation and Data Governance" and "Financial Closing Audit and Key Concerns". A total of 7,920 people participated in the training, with 1.33 hours of average training time per person.

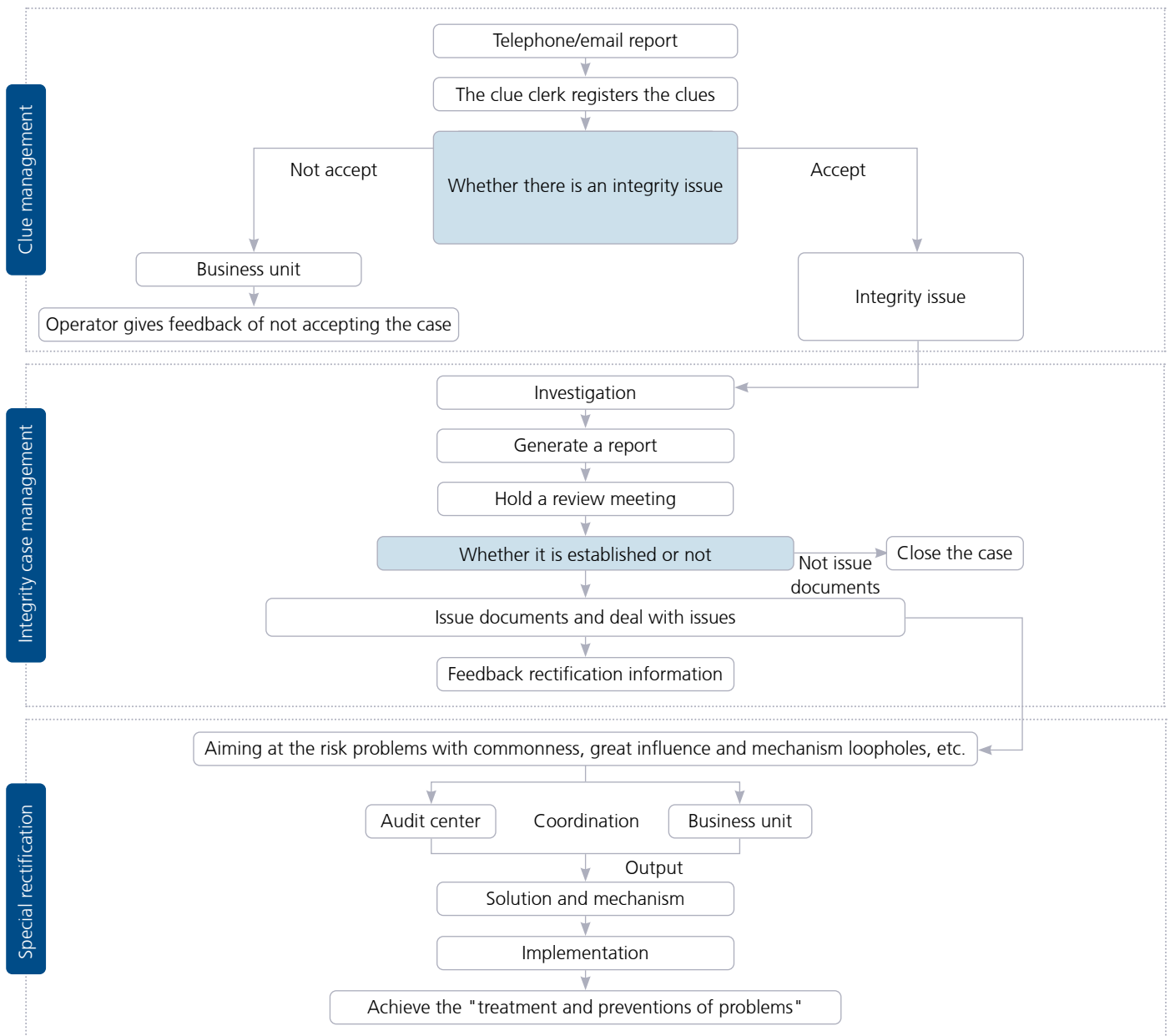


Integrity Construction

Onewo values integrity construction and takes a "Zero Tolerance" attitude to corruption, fraud and other violations of business ethics. We are committed to building a fair, equitable and sunny working environment, continuously improving our integrity management system and ensuring effective prevention, monitoring and implementation of the anti-corruption system through complaint reporting, business mechanism reform, and integrity culture construction, etc.

Integrity Management

Onewo strictly abides by the Company Law of the People's Republic of China, the Anti-Money Laundering Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China and the Interim Provisions on Banning Commercial Bribery, implements internal policies such as the Onewo Integrity Monitoring Case Grading and Handling Measures, the Anti-corruption Cooperation Agreement and the Onewo Red and Yellow Lines, and resists any form of corruption, bribery, extortion, fraud, malpractice and money laundering. We require all of our employees to sign the Letter of Commitment to Integrity and conduct conflict of interest declaration.

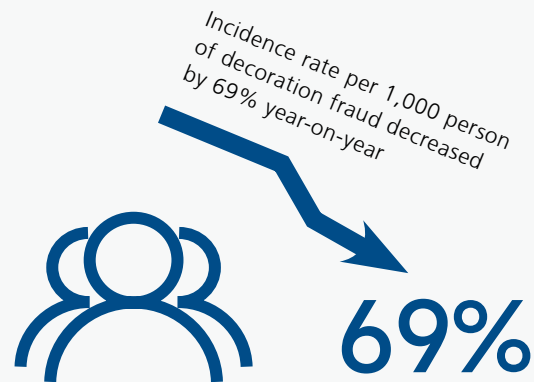


Integrity Monitoring and Correction Process of Onewo

Case


Special reform program for decoration management mechanism


This year, Onewo Integrity Monitoring Center launched the decoration management mechanism and created a SaaS solution for decoration management based on the induction and review of historical integrity cases, realizing the control and supervision of the entire decoration process from filing, deposit, gate post, inspection, acceptance to evaluation, solidifying the safety management and safety production of the building maintenance in the managed community through positive and transparent basic decoration data, and making the incidence rate per 1,000 person of decoration fraud decrease by 69% year-on-year. Onewo saved 2.8 million sheets of paper and reduced approximately 44.8 tonnes of CO₂ equivalent through the digital transformation of decoration filing.




Handling of Complaints and Reports

Onewo established a reporting policy of Procedures for Handling Reporting May Be Misconduct. We deeply implement the corporate culture of simplicity, sunlight and transparency, and set up reporting channels such as mail, reporting hotline and e-mail to encourage the Company's employees, suppliers, contractors and other related personnel to report any potential irregularities, malfeasance and frauds through open reporting channels. After receiving a confirmed reported case, the Anti-Corruption Center at the Company headquarters handles the reported cases of fraud and corruption seriously in accordance with the processing procedures of research and analysis, investigation by the case monitoring team, issuance of preliminary investigation results, notification of processing, report filing, and transfer to relevant regulatory agencies.

 **Reporting Mail Address:** Onewo Anti-Corruption Center, Meilin Vanke Center, No. 63 Meilin Road, Futian District, Shenzhen, PRC

 **Reporting e-mail:** 22198798@vanke.com

 **Reporting hotline:** 0755-22198798

We encourage real-name reporting and also accept anonymous reporting. We respect the complainant, protect the complainant's claims and maintain their confidentiality when handling reporting, and will only disclose information after obtaining the consent of the complainant. We take all complaints and reporting seriously, and any clues received by organization need to be reported to the Anti-Corruption Center within 8 hours, and unauthorized investigations are strictly prohibited. During the reporting period, there were no corruption litigation cases filed and concluded against the Company or its employees.

Integrity Culture Construction

Onewo conducts integrity and ethics education for employees through integrity online courses such as the Information Security Requirements and Awareness, the Integrity Visits, the Integrity Case Review, the Sunshine Illuminated System on the "Joyful Learning" Platform, and offline Integrity Visit and Communication Conferences. In addition, we conduct integrity culture construction activities such as the Integrity Certification Exam, the Integrity Questionnaire and poster campaigns for all specialized departments and business units. During the reporting period, 100% of Onewo staff signed the Integrity Pledge and declared their conflicts of interest.

We have reviewed the content of integrity and internal control through the Integrity Visit and Communication Conference, and required front line employees and managers to strengthen daily supervision at work, to eliminate environmental outsourcing fraud, smuggling orders and frauds, and to create a clean internal and external environment with business and culture as the grip. Meeting participants are required to take an integrity oath and sign the Integrity Pledge on site, pledging to adhere to the bottom line of behavior, to eliminate incidents of integrity, and to strengthen the sense of identification with the integrity atmosphere. During the reporting period, we completed 20 integrity visits in all regions of the country.

During the reporting period, we completed integrity visits in all regions of the country

20 times



Onewo Audit Center at the Integrity Visit and Communication Conference in Beijing-Hebei Region

Case

Integrity visit and communication conference in Beijing-Hebei region

In 2022, Onewo Audit Center visited the Beijing-Hebei region and held an integrity communication conference with the theme of "Working together and integrity first". The conference agenda began with the review of the internal control work of Onewo representative offices, followed by the integrity risks review of two business organizations, and then the Audit Center shared the integrity survey data in the Beijing-Hebei region, recent typical case warnings, and the risk tips of management cadres. Finally, the general manager of the representative office summarized the visit and communication conference, expressed the "Zero Tolerance" attitude towards violating the red and yellow lines, and leading the backbone of the regional team to take integrity oaths and sign the Integrity Pledge.

Sustainable Supply Chain

Committing to establishing a fair, transparent and sustainable supply chain, Onewo continuously improves the supply chain management system, builds a standardized procurement system and an open and transparent competition mechanism. We comply with relevant laws and regulations, develop and implement internal policies and systems, and strengthen supply chain compliance management at multiple levels, including supplier introduction, evaluation and elimination mechanisms, and supply chain anti-corruption procurement, to create a stable and healthy supply chain system. At the same time, we encourage and urge our suppliers to fulfill their social responsibilities and continuously promote the sustainable development of our own supply chain.

Consolidating the Sustainable Management

Onewo has formulated system documents such as Onewo Supply Chain Procurement Management System, Supplier Management Program, Supplier Certification Operation Guideline and Supplier Management Procedures to standardize the Company's supplier management process, refine management from supplier certification, site inspection process to performance evaluation, and commit to implementing a clean and fair procurement environment.

We also pay attention to environmental and social risk management in the supply chain. We actively identify whether there are legal and ethical risks in suppliers in terms of labor guidelines and environmental protection through a comprehensive supplier assessment system, and pass on sustainability concept and management requirements to suppliers to promote the sustainable development of whole value chain. For external companies that have passed ISO 20400 sustainable procurement certification or related certifications, we will give preference to them and require suppliers to meet sustainable development requirements in human rights, labor, environment and anti-corruption, including but not limited to: respecting and protecting human rights, eliminating all forms of forced and compulsory labor, child labor and occupational discrimination, and focusing on supply chain labor health and safety management. During the procurement process, we prioritize the consideration of green environmental protection as an important factor and give priority to the procurement of green and environmentally friendly products or services. During the reporting period, we had a total of 16,390 suppliers. We regularly evaluate our suppliers to promote those suppliers with issues to improve themselves, and eliminate and block some suppliers.

We have built a supplier management portal for digital procurement platform to achieve full lifecycle, all-platform, traceable management of suppliers through digital means.

During the reporting period, we had a total of

16,390

 suppliers

- Identification management: Identification management is carried out for different types of suppliers, including potential, qualified, eliminated and blocked, corresponding to different usage requirements;
- Qualification or franchise management: The platform can provide expiration reminders for both business licenses and franchise permits;
- Performance evaluation: The platform supports the establishment of multiple dimensions of evaluation indicators. It can freely combine such indicators into performance questionnaires, create questionnaire assignment rules based on personnel organization and category, let users complete online performance evaluation through the platform, and record historical evaluation data, delineate annual supplier performance ratings based on annual performance evaluation data, and support the application of performance evaluation results to the sourcing stage.

Management Phase

Management Approach

Management Focus



- Establish a supplier resource base;
 - Carry out comprehensive examination in combination with on-site inspection, credit strength, operation status and other approaches, and admit qualified suppliers after they pass relevant certifications;
 - For suppliers who have obtained qualification approval from relevant government departments but are unable to perform on-site inspection over their offices, plants or service sites due to epidemics and natural disasters and other force majeure, a remote inspection is conducted.
- Examine supplier admittance and exclusion principles, screen out suppliers for elimination and blacklist, and review supplier goodwill qualifications and related information;
 - Develop supplier inspection plan, the inspection processes include effective communication, review of the certification and related business, retention of image data, and determination of inspection results.

- Establish a quantifiable, comparable and traceable supplier assessment system;
 - Assessment indicators cover the business performance of suppliers over the full lifecycle, including product qualification ratio, etc.
- Conduct the registration, certification approval, file retention, etc. through the digital procurement platform.

- Identify, evaluate and manage various types of risks of suppliers, such as operational, quality, environmental and social risks;
 - Reduce risk level and eliminate risk sources through regular review, improvement tracking and training.
- Create quarterly questionnaires to solicit performance evaluations from demand departments and procurement departments, and interview those with unqualified results for rectification;
 - Calculate the average value of quarterly evaluation every year, manage suppliers at different levels, and apply it to the procurement sourcing stage.

- Regularly review suppliers for quality deficiencies or breaches such as safety incidents, falsifications, etc.;
 - Impose different levels of penalties based on the severity, such as severely eliminating cooperation with suppliers who commit fraud, breach of contract, etc.
- Collect facts of non-compliance and investigate and obtain evidence to determine whether the conditions for elimination and blacklisting are met, and conduct interviews with such suppliers.

Promoting the Concept of Sustainability

Onewo attaches importance to communication with suppliers and maintains interaction and communication through procurement digitization, revisit questionnaires, supplier conferences, and email advocacy. We have responded to the core issues of suppliers' concerns, such as bid evaluation methods and payment cycles, in our procurement procedures and bidding documents, and working papers and supporting documents are kept for the communication with suppliers throughout the cooperation.

Onewo's suppliers are required to sign the Anti-Corruption Cooperation Agreement, and the signing rate of Anti-corruption Cooperation Agreement of cooperative suppliers reached 100% during the reporting period. Suppliers are also required to sign the Supplier Affiliation Statement and confirm the following:

- Whether any current or former employees of Vanke or their relatives hold shares in their companies;
- Whether there are affiliated companies with whom Onewo is cooperating or in the Onewo supplier library;
- A commitment is required that in all future cooperation with Onewo, there will be no cooperation with Onewo's demand department personnel in procurement bypass practices.

During the reporting period, the signing rate of Anti-Corruption Cooperation Agreement of cooperative suppliers reached

100%

Training Empowerment

Onewo has formulated the Procurement Training Operation Rules, which stipulates that training related to supply chain procurement management system should be conducted at least once a month for the procurement work-related personnel of each business unit, in order to improve the quality of procurement service business and guarantee business compliance.

Onewo will conduct 2 to 3 training sessions on procurement business process specification for cooperative suppliers every year. Through the three major procurement categories of service, engineering and material, we will conduct irregular online or offline training on common procurement process issues, business cooperation specification and business risk tips, so as to standardize the business cooperation of suppliers and form a benign and sustainable normalized management mechanism to strengthen the stickiness of cooperation between the two sides.



| Supplier Symposium in Zhengzhou

Case

Supplier symposium

In March 2022, Onewo held a supplier symposium in Zhengzhou with the theme of "Anti-Corruption Cooperation", interpreted the Anti-Corruption Cooperation Agreement to suppliers with real cases, and warned against illegal procurement behaviors and misunderstandings of cooperation. In the discussion of performance issues, Onewo focused on the interpretation of the "Zero Tolerance for Administrative Punishment" policy and reiterated to suppliers that the principles of openness, transparency, reasonable price and standardized operation should be strictly observed in the process of cooperation.

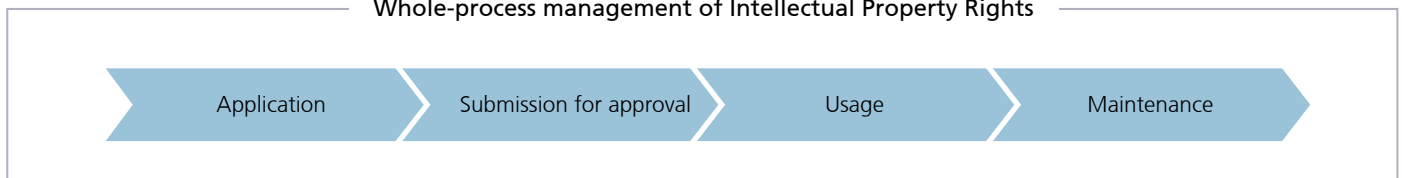
Intellectual Property Rights Protection

Protecting Our Own Intellectual Property Rights

Onewo has formulated internal process specifications such as the Corporate Intellectual Property Rights Management System, the Intellectual Property Rights Declaration Process, the Intellectual Property Rights Reward Application Process and the Intellectual Property Rights Authorization/Change/Internal Transfer Approval Process to standardize the process management of intellectual property rights such as patents and software copyrights. In 2022, we revised the Management Measures for R&D Innovation and Technology Subsidy Reward to further stimulate the innovation momentum and standardize the handling of R&D innovation and matters related to the protection of intellectual property rights. We attach importance to the protection of intellectual property rights, combine laws and regulations and refer to industry norms to implement the whole-process management of intellectual property rights, such as application-submission for check usage maintenance, supervise the implementation, and regularly review the effectiveness of the intellectual Property Rights management system.

During the reporting period, Onewo was granted a total of 128 intellectual property rights (including 11 authorized patents for inventions, 3 utility model patents, 47 authorized software copyrights and 64 authorized trademarks). The total number of authorized intellectual property rights was 1,007.

Whole-process management of Intellectual Property Rights



Respecting Others' Intellectual Property Rights

Onewo fully respects the intellectual property rights of others, encourages and protects fair competition, prevents and strictly prohibits any form of infringement, and tries our best to safeguard the legal rights and interests of others and ourselves from being infringed.

Case

A utility model patent of a kind of water tank which can inhibit water inlet surge

The automatic water replenishment valve installed on the inlet pipe of stainless-steel water tank can be open automatically to replenish water when the system pressure is lower than the set value. The water pipe on the valve is connected with the stainless-steel ball float valve in the water tank, and thus, the water level can control the opening and closing of the automatic water replenishment valve by controlling the action of the ball float valve. The large diameter of main pipeline generates a large impact force during water replenishment, causing the automatic control ball float valve to fluctuate greatly, and the automatic water replenishment valve is constantly closed and opened. The frequent movement makes the ball float valve loss balance, which is easy to cause pipeline damage, valve damage and water overflow.

The service team of Cushman & Wakefield Vanke Service has extended the service life of the automatic water replenishment valve and reduced the risk of water tank overflow through retrofitting measures such as lengthening the inlet pipe and fixing the end of the pipe. The invention was awarded a utility model patent certificate by the State Intellectual Property Office on 30 August 2022.



The Utility Model Patent Certificate of a Kind of Water Tank Which Can Inhibit Water Inlet Surge

Enterprise Integration Management

Onewo strengthens the effective integration with enterprises inside and outside the industry, clarifies the cooperation objectives, expands the integration areas, combines high-quality resources and service experience to give full play to its own advantages, achieving synergistic growth in business effectiveness and operation management and providing strong impetus for the sustainable development of the Company.



Cushman & Wakefield Vanke Service was Awarded the Excellence in Management Award by Harvard Business Review in 2022

Case

Cushman & Wakefield Vanke Service makes progress through integration

In 2022, Cushman & Wakefield Vanke Service was awarded the Excellence in Management Award by Harvard Business Review and received the following comment: "In 2020, Vanke Service and Cushman & Wakefield joined forces to create 'Cushman & Wakefield Vanke Service', which combines Vanke Service's local resources and service experience with Cushman & Wakefield's international vision and service standards. This 'transnational marriage' has gone through more than 30 months and has overcome a series of challenges, including cultural integration, team building, talent cultivation, marketing and promotion, and branding, which is the first of its kind in the industry and is highly innovative, providing a reference for the development of companies in the same industry and the integration of multinational enterprises."



Yango Intelligent's Project Leader Training with the Theme of "Walk into Onewo"

Case

Yango Intelligent post-investment integration management

In 2021, Yango Intelligent Life Service Group Co., Ltd. officially joined Onewo; in 2022, following the general principles of smooth business transition, overall transfer of project personnel, uninterrupted service, talent structure enhancement, customer experience enhancement and operational efficiency enhancement, the company formulated an integration plan to deeply integrate Yango Intelligent's middle and back office specialized departments and residential property business team, to effectively activate and release talents, and to promote business growth through synergy. After this integration, Yango Intelligent, as one of the key member companies of Onewo, will give full play to its strengths to further achieve high-quality development centering on the core-focused strategy.

Being Environmentally Friendly

- Responses to Climate Change
- Green and Low-carbon Operation



The Site of Using Drone to Monitor River Water Quality

Our Strategies

Onewo actively responds to the national strategies of building an "Ecological Civilization" and "Beautiful China", and contributes to the national goals of peak carbon dioxide emissions and carbon neutrality by integrating green and low-carbon concepts into the Company's operations. We continuously improve the internal environmental management system, optimize administrative measures, use intelligent means to empower the building space to save energy and reduce consumption, and devote ourselves to providing green and low-carbon environmentally friendly services.

Progress Towards Goals

Energy efficiency Goals

- Actively use intelligent means to help commercial customers save energy and reduce emissions, and set up 8 pilot energy-saving or water-saving projects in commercial projects under management nationwide.
- For commercial projects with a service scope covering energy management, collect operational energy efficiency indicators such as electricity/water consumption per unit of floor area and electricity/water consumption per RMB10,000 of turnover, and establish information on energy consumption benchmark values by project type.

Progress

- In 2022, 11 pilot energy-saving or water-saving experimental projects were set up in commercial projects under management nationwide;
- In 2022, a total of 68 energy-saving and water-saving innovative service proposals were awarded the "Dolphin" award by Onewo.

Greenhouse gases emission reduction goals

- Gradually reduce greenhouse gas emission density through intelligent and refined management, use of clean energy and other measures, to actively respond to climate change.

Progress

- In 2022, Onewo headquarters and regional/urban office areas reduced greenhouse gas emission density and actively responded to climate change through measures such as intelligent lighting control, intelligent air conditioning control, and advocating green travel.

Water-use efficiency goals

- Actively promote water conservation, continuously improve water conservation measures in daily business and self-operation processes through fine management and technical means, strengthen water resource recycling, and reduce water pollution.

Progress

- Onewo optimized operational measures in terms of water conservation at source, in process, and recycling, such as actively adopting efficient water-consuming equipment, regularly inspecting water-consuming equipment and pipelines to avoid water leakage and seepage, and using rainwater, air conditioning condensate, and mountain water for greenery irrigation;
- In urban service, the digital city operation service platform and the territory-wide intelligent operations and management model were introduced to realize the intellectualization of river management and maintenance, improve the urban river water quality and reduce water pollution.

Waste management goals

- Actively advance waste classification in residential projects, strengthen the resourceful utilization of waste.
- More than 100 new pilot residential project launched for waste classification in 2022.
- Establish a nationwide data ledger to record the disposal of kitchen waste and harmful waste from commercial projects. The classification of waste from commercial projects nationwide is completely compliant, and no administrative punishment incidents have occurred.

Progress

- Vanke Service conducted waste classification in 625 new residential communities in 2022; and cumulatively carried out waste classification in 1,520 residential communities from 58 cities;
- In 2022, the service spaces served by Onewo had no new administrative penalties for waste classification;
- Explore greenery composting, kitchen waste treatment by black soldier fly and other practices of organic waste on-site elimination in residential, commercial and urban service spaces.

Green office goals

- Put forward specific behavior initiatives in office space, office supplies and stationery, lighting, waste classification and zero waste, information and data, etc., to promote energy conservation and consumption reduction in the Company's daily operations and reduce the generation of waste.

Progress

- Onewo piloted the energy management platform and high-efficiency refrigerating plant room in the Onewo headquarters office building in 2022, with building energy consumption reducing by 7%;
- The Onewo electronic accounting filing system was launched in 2022, further promoting the paperless office and reducing the use of approximately 49.42 million sheets of A4 paper;
- Onewo established an "Austerity" work group in 2022, and issued the Expense Management White Paper to implement the zero-waste office initiative.

Responses to Climate Change

Onewo is proactive in identifying climate-related risks and opportunities as requested by the recommendations of framework from the Task Force on Climate-Related Financial Disclosure (the "TCFD"), and have developed strategies and targets to better avoid the potential impacts of climate change on our business operations and to seize opportunities in time to drive our own and our customers' transition to a more sustainable and low-carbon economy.



Actively Responding to Climate Change

Governance

Onewo is acutely aware that climate change will have a significant impact on our customers, operations, employees and local communities. We have integrated climate change-related oversight and management into our existing governance structure to address these challenges.

The Board is responsible for overseeing the effectiveness of the Company's significant risk control systems and managing risk at a strategic level to align the Company's long-term sustainable growth goals with the operational needs of the current business. The ESG Management Committee has overall responsibility managing and guiding the Company's climate change-related matters. It advises the Board on the Company's climate change-related strategies, goals and risks and opportunities, regularly reviews the Company's climate change-related responsible investment strategies, plans and key published reports, and monitors the Company's implementation of climate change-related matters and progress towards goals. Onewo's ESG task force is responsible for promoting the implementation of climate change strategies and the progress towards goals, organizing the identification and assessment of climate change risks and opportunities, and establishing response mechanisms.

Strategies

Onewo assesses the short-, medium- and long-term impacts of climate change after taking related risks and opportunities into consideration, and fully considers relevant responses in our corporate development strategy to minimize the potential impact of climate change on our business and operations.

We are aware that extreme weather arising from climate change may have a negative impact on our building operations, the safety of our customers' lives and properties, and our physical assets, which in turn may affect our business operations and financial performance. The policy regime and regulatory guidance tilting towards climate change and carbon neutrality will also have an impact on our service offerings, strategic business planning and other aspects.

Risk and opportunities are the two sides of a coin. Climate change also creates opportunities for our operations and business to stimulate our business innovation in the area of energy conservation and emission reduction while promoting low-carbon and environmental protection initiatives and improving energy efficiency. We will use technology to drive the digitalization of the space service industry, reduce energy waste in operations, actively consider the promotion and use of new energy sources, promote waste reduction and segregation, and integrate environmental protection and low-carbon and sustainable development concepts into all aspects of property and facilities management.

Risk Management

Identification of Climate Risks

According to TCFD's classification, the risks arising from climate change mainly include: (1) physical risks due to extreme weather or rising temperatures, etc.; (2) transition risks arising from market, regulatory and policy changes in response to climate change. Onewo has a deep understanding of the risks and opportunities that climate change presents to our business, and actively addresses the risks and challenges posed by climate change to achieve own sustainable development.

Referring to TCFD's classification of risks, Onewo identifies the risk items applicable to us based on the type of risk, combined with our business segments, and identifies the physical and transition risks relevant to us based on policy combing, industry analysis, combined with our internal operation and management, etc.

Responses to Climate Risks

Onewo has identified the significant climate risks and opportunities posed to the Company's operations and business and has developed responses to effectively manage climate-related physical and transition risks.

Physical Risk	Description	Potential Impact	Responses
Acute physical risks	<ul style="list-style-type: none"> Operational entities such as residential and commercial buildings may be exposed to property damage or operational interruptions due to extreme weather hazards such as typhoons, floods, storms and droughts. 	<ul style="list-style-type: none"> Depreciation of fixed assets; Increase in operation and maintenance costs and insurance expenses; Decrease in operating income; Rising credit risks; 	<ul style="list-style-type: none"> Develop emergency management systems such as the Guidelines for Emergency Response to Meteorological Disasters and the Guidelines for Emergency Response to Floods and Fires; Reinforce remote operation programs for extreme weather and establish the remote and on-site linkage mechanisms; Equip with first-aid equipment and supplies, and conduct the training in emergency response capabilities.
	<ul style="list-style-type: none"> Factors such as rising temperatures, sea level rise, water resource pressure, unstable supply, and land desertification may make it more difficult for Onewo to provide property services and manage facilities; Prolonged periods of extreme bad weather conduct the may also affect the health status of local residents. 	<ul style="list-style-type: none"> Potential operational challenges caused by supply chain disruptions; Increase in operating expenses due to the use of alternative water sources as a result of reduced rainfall; Increase in operating costs across the property portfolio due to increased cooling requirements; Customers and employees' complaints due to health risks, which in turn may affect the Company's business operations. 	
Transition Risk	Description	Potential Impact	Responses
Policy and regulation risks	<ul style="list-style-type: none"> The introduction or amendment of policies or laws related to energy structure and energy use, waste management, green building, environmental information disclosure, etc., may expose the Company and its customers to the risk of being held legally responsible, subject to regulatory measures, property damage or loss of business reputation for failure to comply with relevant regulations. 	<ul style="list-style-type: none"> Rising risk of fines for non-compliance; Increase in credit risk; Increase in operating costs. 	<ul style="list-style-type: none"> Regularly monitor trends in laws and regulations; Carry out energy-saving renovations to self-sustaining projects to improve energy use efficiency; Actively develop intelligent operations and strengthen the management of electricity and water consumption.
	<ul style="list-style-type: none"> As environmental concepts such as green building and waste classification continue to gain popularity among the people, customers are concerned about environmental matters related to themselves and the external environment, resulting in increased service and management costs for the Company in this segment. 	<ul style="list-style-type: none"> Increase in costs of green building development and operations; Increase in operational support arising from the development of waste classification, etc. 	
Market risks	<ul style="list-style-type: none"> As environmental concepts such as green building and waste classification continue to gain popularity among the people, customers are concerned about environmental matters related to themselves and the external environment, resulting in increased service and management costs for the Company in this segment. 	<ul style="list-style-type: none"> Increase in costs of green building development and operations; Increase in operational support arising from the development of waste classification, etc. 	<ul style="list-style-type: none"> Incorporate the concept of green building into property management services; Actively carry out publicity and guidance on waste classification management.

Transition Risk	Description	Potential Impact	Responses
Technical risks	<ul style="list-style-type: none"> Energy technology innovation has led to a low-carbon transition in the construction industry, creating a risk of increased financial costs for the Company and its clients in project design and operations. 	<ul style="list-style-type: none"> Increase in costs and difficulty of carbon reduction; Increase in costs of green building operations. 	<ul style="list-style-type: none"> Carry out intelligent operations to enhance energy use management and promote water and electricity conservations.
Opportunities Identification	Description	Potential Impact	Responses
Product and market	<ul style="list-style-type: none"> Integrating our strengths in commercial services and green building, we provide digital intelligence services to help our customers achieve energy conservation and emission reduction, and integrate the concept of environmental protection and low carbon and sustainable development into all aspects of property and facility management, opening up new growth opportunities for the Company. 	<ul style="list-style-type: none"> Increase in operating income. 	<ul style="list-style-type: none"> Broaden the service objects and empower the new energy and environmental protection industry; Commit to achieving carbon neutrality and set reasonable scientific carbon reduction targets; Promote the digital upgrade of the space service industry with technology, and join hands with industry partners on the road to high-quality growth with the help of intelligent operation model.
Adaptability	<ul style="list-style-type: none"> Improve the Company's ability to respond to climate risks and seize climate opportunities, and enhance the brand image of fulfilling social responsibility. 	<ul style="list-style-type: none"> Increase in reputation and influence. 	
Increased efficiency in resource use	<ul style="list-style-type: none"> Promote energy conservation and emission reduction and reduce operating costs through green living, green office, and more efficient use of resources and energy, etc. 	<ul style="list-style-type: none"> Appreciation of fixed assets; Decrease in operating costs. 	

Metrics and Targets

To support the national goals of peak carbon dioxide emissions and carbon neutrality and the solemn commitment addressing climate change, Onewo further explores the actual climate change response plan based on the existing energy conservation and emission reduction work, promotes the construction of a governance management system related to climate change in an orderly manner, and continues to deepen energy conservation and emission reduction measures in the course of our business operations.

Onewo will use energy efficiency and carbon emissions, etc. as climate change-related tracking metrics and targets. The table below sets out the core metrics we continue focusing on.

Metric	Unit	2022
Total energy consumption	Tonnes of standard coal	1,981.30
Energy consumption density	Tonnes of standard coal/m ²	0.012
Carbon emissions (scope 1 and 2)	Tonnes	8,191.00
Carbon emission density	kg CO ₂ e/m ²	49.60

Multi-dimensional Enhancement of Climate Resilience

In 2022, China not only experienced the most severe drought in more than 60 years, but also saw high temperatures exceeding 44°C and breaking historical extremes, and the frequent occurrence of extreme weather has further highlighted the need for climate action. Onewo attaches great importance to the prevention and response management of climate change and extreme weather, and has gradually established and improved our natural disaster response system.

Responses to Extreme Weather

Onewo has always been committed to improving our own property emergency management and strengthening protection against natural disasters and extreme weather to minimize the impact of extreme weather on business operations while protecting the health and safety of our employees and customers. During the reporting period, we completed 56,593 work orders of extreme weather emergency inspection in the residential service space.

Ensuring the Safety of Employees and Customers

We have developed operational guidelines such as the Service Interruption and Extreme Weather Surprise Service Checklist to actively respond to extreme weather (e.g., rainstorm, snowstorm, hail, typhoon, fog, etc.) in three areas: advance warning, follow-up and post-mortem to fully protect the rights and interests of customers and employees and enhance risk response capabilities. In hot weather, we distribute high temperature fees, cooling materials, anti-heatstroke medicine, etc. to employees, conduct heatstroke prevention publicity, and issue high temperature warning to customers to remind them to avoid heat stroke and cool down during high temperature period.

Ensuring the Normal Operation of the Business

We have developed the Emergency Plan Management Implementation Manual and the Seasonal Extreme Weather Warning, which set up countermeasures and emergency plans for typhoon, rainstorm, snowstorm, cold wave, fog, lightning, hail, high temperature, drought and other extreme weather on engineering, environment and safety, to control the immediate handling methods and processes of emergencies and minimize the impact of emergencies on operations due to extreme climate change.



| Snow Removing Operation at Wanda Park ONE in Shenyang

Case

Snow melting and anti-freezing work at Wanda Park ONE in Shenyang

Before the arrival of snow and ice, Vanke Service remote operation center issued extreme weather warnings in advance, set up emergency teams by dispatching resources of each service project, prepared emergency fuel and snow and ice removal vehicles and tools in advance, and collected cold-proof labor protection supplies. With snowfall as the order, all staff of the property service center carried out snow melting and anti-freezing work in the public areas and streets of the community they served to ensure the safe travel of the owners during the snowy days.



| Cushman & Wakefield Vanke Service Team Conducted Typhoon and Flood Frill

Case

Flood preparedness drill

Cushman & Wakefield Vanke Service make preparations for rainy weather in advance. In May 2022, it conducted comprehensive risk checks, scientific plan drills, adequate material supports and efficient equipment maintenance in multiple projects across the country in view of the upcoming flood season to improve the command and dispatch of flood prevention and lightning protection, ensuring the normal operation of business and avoiding and reducing owners' property losses.

Biodiversity Protection

Biodiversity is critical to human well-being. In the course of our business operations, Onewo upholds the concept of harmonious coexistence between human and nature, minimizes the impact of our operations on the environment and ecology, and focuses on the construction of greenery around our services and protection of natural ecology to implement the concept of ecological priority and green development.



The Original Ecological Water and Plant Area of Weixiu Lake are Inhabited by Hundreds of Species of Wild Birds.

Case

A "bird conservation park" in community

The Weixiu Lake in the center of Chunshen Vanke City, Minhang District, Shanghai, covering an area of about 20,000m², retains the original water body before development. The bottom of the lake is natural soil, and the water is connected with the reeds on both banks. The most distinctive feature of the lake is that it is home to over a hundred species of wild birds, including lanius schach, turdus pallidus and phoenicurus aureus. A variety of birds often can be seen due to the careful care of property and residents. In addition, a special bird-watching platform and related bird introduction signs are set along the Weixiu Lake, where natural vegetation, insects, lake water and birds constitute a unique natural scenery.



River Inspection Staff Used Handheld Monitoring Equipment to Monitor Water Quality

Case

Utilization of intelligent means to improve water pollution

Good environmental quality is the fundamental condition and integral component of biodiversity protection. In the Shenzhen River Water Quality Technology Control Project, City Up has used the intelligent platform, technological means and refined concepts to open up a new path for water environment management. It has formed a real-time, fine and intelligent control system to provide powerful support for water management decisions by establishing a "sea-land-sky" stereoscopic monitoring network, implementing grid-based fine management, building an intelligent platform to close the loop of supervision, organizing emergency work efficiently, and promoting public participation in co-governance and sharing and other measures.

The project has helped improve the water quality of rivers in Shenzhen. In 2022, 95.2% of the surface water sections for provincial and national assessments was of good quality, up 4.7 percentage points from the same period last year. 67.6% of 310 rivers were of good water quality, with a 17.6 percentage points year-on-year increase. The improved water quality has improved species habitats and alleviated biodiversity loss pressures.

Green and Low-carbon Operation

Onewo has always adhered to the development and operation concept of green and low-carbon cycle. We conduct fine management and actively seek changes while continuously improving our eco-friendly operation, actively promote our own green operation and office through improving internal systems, exploring technology empowerment and practicing green property management.

Onewo complies with Environmental Protection Law of the People's Republic of China and the Energy Conservation Law of the People's Republic of China and other laws, regulations and industry standards, integrates green concepts into operations to continuously improve our environmental management system and strengthen the foundation of environmental management. Vanke Service and Cushman & Wakefield Vanke Service have obtained the ISO 14001 Environmental Management System Certification, and Cushman & Wakefield Vanke Service has also obtained the ISO 50001 Energy Management System Certification and ISO 9001 Quality Management System Certification.



Environmental Management System, Energy Management System and Quality Management System Certification

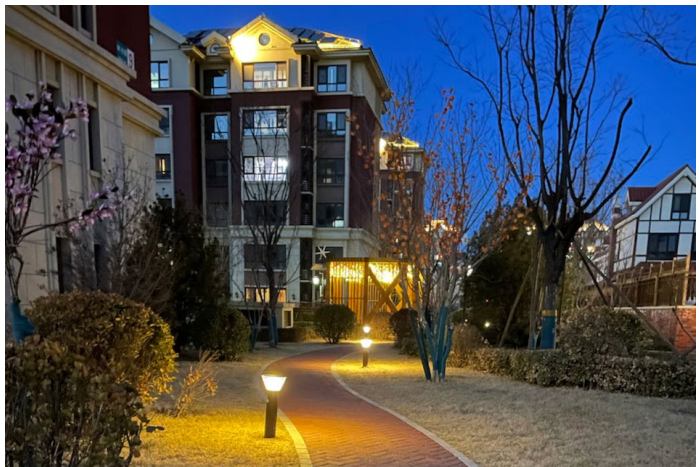
Green Property

Committing to providing green and low-carbon services for customers, Onewo actively explores innovative service models to improve the operational energy efficiency of all types of properties through scientific management, digital technology empowerment and behavioral guidance, while ensuring the quality of property services and other basic requirements, and deeply integrates the concepts of green, low carbon and sustainability into property services.

Energy Management

Residential Energy-saving Management

Vanke Service minimizes the energy consumption of property operations through scientific management and technological renovations, reduces carbon emissions from property operations, and ensures that energy systems and equipment are in optimal energy-saving condition. In 2022, we conducted energy-saving renovations to the infrastructure of some residential projects under management, with focuses on brightening and consumption reducing of lighting systems, energy-saving renovation of air conditioning and elevators, and making full use of renewable energy, etc., to strengthen energy management, improve energy efficiency of facilities and equipment, save energy consumption and costs, and achieve the integration of environmental and economic benefits.



Solar Floor Lamps in Tianjin Fengshuyuan

Case

Use of clean energy

In Tianjin Fengshuyuan, which is served by Vanke Service, we used 50 floor lamps equipped with solar photovoltaic cells. During the day, the solar panels receive solar radiation energy and convert it into electrical energy, which is stored in the battery through a charge and discharge controller. At night, they are discharged according to the illumination conditions, and the power consumption is only 22.5% of that of traditional floor lamps.

Energy Conservation Management in Commercial Enterprises

Cushman & Wakefield Vanke Service actively promotes energy conservation and emission reduction through various means and identifies the space for this purpose in commercial service spaces, strengthens energy management, builds its own energy conservation service strength and helps customers save energy and reduce consumption through strengthening energy management from the aspects of digital empowerment, equipment renovation, optimization of management, etc.

Energy Conservation Service Innovative Practice

Onewo implements the "Dolphin Action of Innovation" among our employees, encourages and promotes active participation of employees from all business units and specific departments in developing and putting forward innovative proposals, and promotes and implements quality proposals in more application scenarios through award selection of "Blue Dolphin" and "Golden Dolphin". During the reporting period, a total of 68 innovative proposals related to energy and water conservation were awarded the "Dolphin" award, and will be applied and extended in a wider range of businesses.

During the reporting period, a total of

68

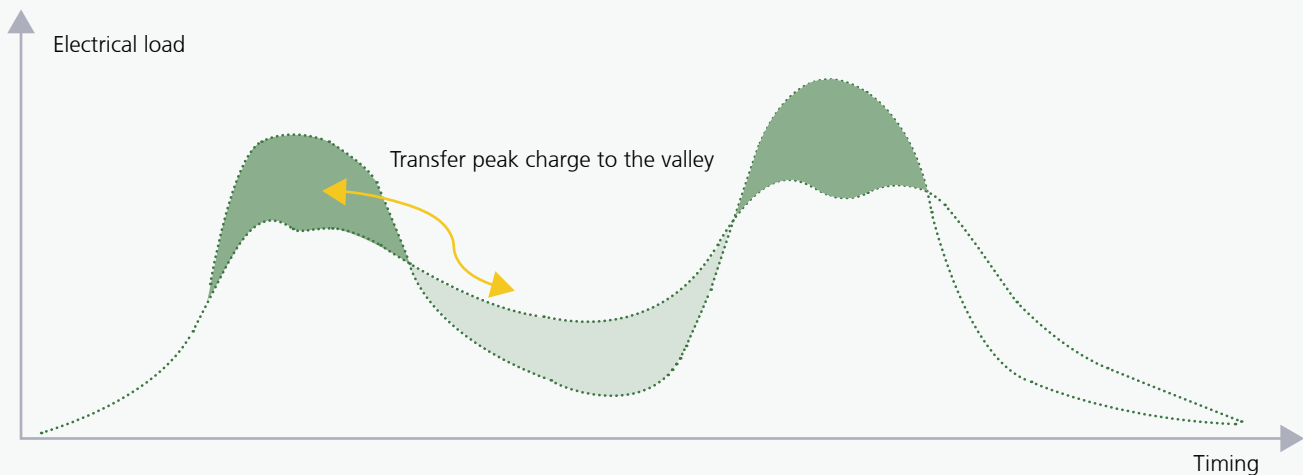
innovative proposals related to energy and water conservation were awarded the "Dolphin" award

For more information on building energy conservation, please refer to Page 19, the section headed "Oneworld Plan" of this report.

Case

The "Golden Dolphin" innovative proposal in 2022 : Pre-cooling in the valley and fluctuating water temperature control method

In typical industrial or commercial buildings, air conditioning systems account for a large proportion of the electricity consumed. Cushman & Wakefield Vanke Service has proposed a proposal of "Pre-cooling in the valley and fluctuating water temperature control method": pre-cool the chilled circulating water, indoor environment (indoor air, walls, floors, and roofs, facilities, etc.) during the valley to save cooling capacity; release such cooling capacity during the peak to increase the valley electricity and reduce the peak electricity, so as to complete the thermal load transfer in the area with a lower electricity price, saving the electricity load during the peak or flat periods. The proposal is quick to implement, with low investment costs but stable and long-term benefits, and is an industry-leading approach to energy conservation management by forming fully automatic control through applying manual adjustment in the early stage and upgrading BA control system in the later stage. The proposal has been piloted in one high-end manufacturing project with an estimated electricity cost saving of approximately RMB1.12 million per year. Currently, the proposal is being implemented in more customer service projects.



Optimization of Air Conditioning Operation Strategies to Decrease Peak Electricity and Increase Valley Electricity, Saving Energy and Reducing Costs

Waste Management

Onewo actively cooperates with local governments to implement waste classification in our residential, commercial and urban spaces, tries to explore the innovative practices of composting of green waste into fertilizer, organic waste recycling, and continues to improve the governance level of community waste classification.

For more information on waste management, please refer to Page 22, the section headed "Oneworld Plan" of this report.

Water Resource Management

Onewo understands the importance of water resource management to water conservation, constantly improves water conservation measures and reduces water pollution in the daily business operations by optimizing management methods and applying technical means, actively promotes water conservation and strengthens water recycling. Onewo strengthens monitoring in the areas of water conservation at source, water conservation in process and water recycling, regularly inspects and promptly deals with water leakage, and uses intelligent means to scientifically manage the use of water resources. During the reporting period, Onewo had no difficulties in seeking applicable water sources.

Water Conservation at Source

Onewo continues to strengthen the daily inspection and monitoring of water-consuming equipment in the service spaces, renovates water-saving equipment such as pumps and taps to minimize water leakage and seepage caused by ageing and damaged equipment, and actively adopts high-efficiency water-consuming equipment. For example, we actively promote the usage of grade 1 energy efficiency water-saving appliances, and our cleaning staff use a combination of scrubbing robots and water-saving high-pressure water guns to wash the roads, saving effort and water.

Water Conservation in Process

Onewo keeps track of the water use and renovation work, regularly inspects all water-consuming equipment and pipes and immediately notifies the relevant personnel of any drips and leaks for repair. We periodically keep statistics on water consumption, analyze the causes of abnormal water consumption and continually follow up on equipment renovation work.

Water Recycling

Onewo puts up water conservation posters, reinforces the concept of water conservation in our daily management process, uses water saving facilities, rainwater recycling equipment and intelligent irrigation systems and other measures to conserve and recycle water resources. We have installed an automatic spray irrigation system combined with a rain sensor for watering the ground greenery in many commercial projects, which is fed by rainwater collected from rainwater stations and air conditioning condensate.



Mountain Water Was Diverted to Water the Green Vegetation along Changlong Avenue

Case

Diverting mountain water for municipal water

The 2,960m deep-well section of Changlong Avenue operated by Dahengqin Urban Public Resources Management Co., Ltd. (the "Dahengqin Urban Public Resources") of City Up has a 100% coverage of the spray system in the pipe rack section. The early annual water consumption of this spray system was as high as 105,100m³ and the annual water bills were as high as RMB420,400. In order to reduce costs while ensuring the watering needs of the spray system and promoting the water recycling, the company successfully diverted mountain water from 450m away to the spray system by laying pipeline. After the completion of the pipeline laying, the test effect was good, basically realizing that the road section was fully watered with mountain water sprinklers, saving approximately 100,000m³ tap water.

Improvement of Water Pollution

Making full use of intelligent means to manage river water quality and introducing the digital city operation service platform and the territory-wide intelligent operations and management model of City Up, Onewo forms an online and offline integrated management through digital technology to realize functions such as real-time online monitoring, basin-wide digital operation, co-management and sharing of work order clock-in and closed-loop management, and upgrades the whole process of sanitation operations with intelligence, platform and data, realizing the intelligent daily management and cleaning of rivers, intelligently removes rubbish, debris and floating objects in river, establishing a long-term mechanism for river water protection and reducing water pollution problems.

Low-carbon Living Advocacy

Onewo makes full use of our unique industry advantages to actively promote green and low-carbon concepts and concrete actions to the majority of owners, so that the green and low-carbon wind blows into thousands of households and makes greater contributions to the achievement of the dual carbon target.

Case

5,000 property coordinators' publicity of "Zero Waste Day"

"Zero Waste Day" is a national public advocacy campaign launched by Vanke Foundation and many partners. In the public advocacy campaign with a theme of "Live a Good Life, Start with Me" held on the fifth Zero Waste Day in 2022, Onewo mobilized 5,000 residential property coordinators to promote the sustainable development concept of "Zero Waste" to community residents and advocate the public to practice green and low-carbon living in their daily lives. This publicity covered 2,823 residential projects under management in more than 120 large and medium-sized cities with development potential, and encouraged "Zero Waste" to become a normal way of life.



Poster of "Zero Waste Day"

Green Office

Zero-waste Office

Onewo actively advocates a green office for our staff and practices the concept of energy conservation, low carbon and resource recycling. Following the "Austerity" advocacy of Vanke Group, we launch a Zero-Waste Office advocacy, which sets out specific requirements for meetings, printing, canteens, lighting, air conditioning and awareness of conservation. During the year, we have set up an "Austerity" working group in each region and developed actionable plans.

Zero-waste office advocacy

Office space

- Before a meeting, ask ourselves whether the meeting is related to customers, employees, figures and strategies; eliminate unprepared, untargeted, unactionable and unproductive meetings;
- Bring your own paper, pencil and water glass for the meeting;
- Meeting organizers should take the initiative to turn off electronic equipment facilities such as air conditioning, lighting, audio and video after the meeting;
- Organize your own office space after work, desks should be kept tidy, items are placed in an orderly manner and all kinds of electrical and electronic equipment must be turned off.

Office supplies and stationery

- Encourage a paperless office and firmly refrain from printing information that can be made available online;
- Adjust photocopy paper from 80g to 70g and unify the default setting of double-sided printing in black and white;
- No single-sided printing if the double-sided printing is available, and no color printing if the black and white is available. Put recyclable stationery (paper clips, clips, etc.) into the recycling box to promote reuse;
- Eliminate the use of disposable paper cups, for external customer receptions etc., mugs can be used;
- Abolish the collection of whiteboard makers and use them only as fixed supplies for meeting rooms;
- Office supplies must be exchanged for new ones (e.g., writing pens, batteries, etc.); consumable supplies (e.g., notebooks, etc.) must be used up before being exchanged for new ones; replaceable supplies (e.g., cap of sign pen, etc.) will only be collected for replacement refills, with cap reused;
- Paper gift bags are no longer available to individuals and are provided on an as-needed basis.

Lightening

- Switch on lights in public office areas and power up printers before 08:30;
- Turn off lights in unoccupied office areas or run on a quantity halved at 19:00;
- Turn off electrical appliances, power supplies and lights in public areas at 22:00, only retain the lights in areas such as occupied overtime areas, key cameras in passages, and energize appliances such as refrigerators and cabinets that need to be turned on properly;
- Turn on the canteen lights before the meal and turn them off at the end of the meal and after cleaning.

Waste classification and zero waste

- Use hand dryers as a priority in the washroom and use only one sheet of hand towel at a time;
- Take as much as you can eat in the canteen and conscientiously follow the "Clean your plate" campaign;
- Separate kitchen waste from napkins and do not dump napkins, bags and other debris into the kitchen waste bin.

Employees' personal awareness of conservation

- Implement the environmental awareness of energy conservation and emission reduction and zero-waste office, combine employee responsibility, corporate responsibility and social and environmental responsibility to create value for a wider range of stakeholders.

Case

Paperless office

We have continued to promote the implementation of a paperless office and launched our electronic accounting filing system in June 2022. By the end of the reporting period, we filed more than 17.90 million documents, which required over 53.72 million sheets of A4 paper (calculated on the base on an average of 3 sheets of A4 paper per document). The system electronization could save 92% of the population, i.e., over 49.42 million sheets, and thus save approximately RMB1.977 million in costs (calculated on the basis that each sheet of A4 paper costs 2 cents), which was equivalent to reducing cutting down 1,977 trees (calculated on the basis that each sheet of A4 paper weighs approximately 2g and 10 large trees are required to be cut down for 1t of paper).



Energy Conservation and Emission Reduction in Workplaces

Onewo focuses on energy conservation management in our daily office processes by applying refined measures and intelligent means and using clean energy wherever possible. We have built an energy management platform and a high-efficiency refrigerating plant room in our headquarters office building to manage the energy consumption with intelligent means; additionally, we have piloted the mechanism of "Energy-saving Coordinator" in some regions, allowing employees to take turns to act as the coordinator in their office areas, enhancing their awareness of conservation and environmental protection, practicing such actions from every little bit.

Case

Shenzhen Meilin Vanke Center

In the office building of Onewo headquarters, we have created an energy management platform and a high-efficiency refrigerating plant room, digitally upgraded the operation of the old air conditioning units, monitored the air conditioning data in real time, set the normal temperature of mainframe for the cooling and non-cooling seasons and the corresponding hourly power consumption relationship based on the current situation at the project site as well as historical data analysis, while outputting and executing energy saving strategies (energy saving generation time, recommended mainframe setting temperature, feedback status, feedback time, whether it is the same as the recommended temperature after upward adjustment), the energy conservation rate of the air conditioning mainframe room reached about 10% and the energy consumption of the building was reduced by more than 7%.

Meanwhile, we have added an IoC (Inversion of Control) for edge computing to improve the timeliness of emergency handling in projects, especially in extreme conditions (external network disconnection, extreme weather, etc.) to operate without cloud-side impact. This technology can reduce the overall electricity consumption of the building's major energy user - the air conditioning system - and achieve energy conservation and carbon reduction.



Shenzhen Meilin Vanke Center Applies the Energy Management Platform

Low Carbon Actions for the Next Three Years

Building a Professional Team

Onewo plans to recruit and retain the most suitable talents for the "Energy" team through appropriate allocation of resources; improves the training mechanism, provides continuous training opportunities and various career development channels for employees, enhances the professionalism of the team to the advanced level in the industry, so as to achieve the professional team and capacity building related to "Energy".

Practicing the Concept of Responsible Investment

Onewo actively responds to domestic and overseas development trends, practices the concept of green development, and integrates the concept of responsible investment into various operations.

Digital Empowerment

Committing to promoting the digital upgrade of the space service industry with technology, Onewo integrates urban resources through digital, mechanized and professional operation means to lead in all professional operation ends, improves the construction of energy efficiency management systems, and strives to realize the digital linkage of facilities, equipment, assets, people and commercial activities, etc. of property services. Onewo improves energy efficiency by detecting abnormal energy use data and making timely adjustments, and formulates a reasonable carbon reduction roadmap through carbon emission data monitoring, carbon asset management, identification of carbon reduction points and other ways, so as to contribute to achieving the dual carbon target by Onewo and customers.

Appendix

Appendix I ESG Key Performance Data

List of Environmental Performance Indicators

ESG Indicator	Unit	2022
A1 Emissions		
A1.2 GHG emissions and density		
Total GHG emissions	tCO ₂ e	8,191.00
GHG emission density	kg CO ₂ e/m ²	49.60
Direct emissions of carbon dioxide equivalent (Scope 1)	tCO ₂ e	664.21
Indirect emissions of carbon dioxide equivalent (Scope 2)	tCO ₂ e	7,526.79
A1.3 Total hazardous waste generated and density		
Office - Total hazardous waste generated	tonnes	1.76
Hazardous waste density	kg/m ²	0.011
A1.4 Total non-hazardous waste generated and density		
Total non-hazardous waste	tonnes	1,126.14
Non-hazardous waste density	tonnes/m ²	0.0068
Office - recyclable waste	tonnes	34.04
Office - other waste	tonnes	989.16
Office - kitchen waste	tonnes	102.95

ESG Indicator	Unit	2022
A2 Resource consumption		
A2.1 Direct and/or indirect total energy consumption and density (by type)		
Total energy consumption	tonnes of standard coal	1,981.30
Energy consumption density	tonnes of standard coal/m ²	0.012
Gasoline consumption	L	233,945.53
Diesel consumption	L	80.00
Total natural gas consumption	m ³	61,224.62
Natural gas - heating consumption	m ³	32,267.00
Natural gas - domestic gas consumption	m ³	28,957.62
Pipeline gas consumption	m ³	0.12
Electricity consumption	10000 kwh	1,267.50
Purchased heat	GJ	2,769.09
A2.2 Total water consumption and density		
Water consumption	tonnes	129,598.95
Water consumption density	tonnes/m ²	0.78

Annotations

- 1) The collection scope of environmental indicators comes from 92 office areas in Onewo headquarters, representative offices of the whole department (regional market), headquarters of all business units, regional/city companies;
- 2) Scope 1 Carbon dioxide includes direct emissions from gasoline, diesel and natural gas;
- 3) Scope 2 Carbon dioxide includes indirect emissions from purchased electricity and purchased heat;
- 4) The total energy consumption includes the sum of gasoline, diesel, natural gas, pipeline gas, purchased electricity and purchased heat.

Data calculation reference standard

- 1) Direct carbon dioxide emissions from gasoline, diesel, natural gas, pipeline gas, etc. are calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Units (Enterprises) (Trial) issued by the General Office of the National Development and Reform Commission;
- 2) The indirect carbon dioxide emission generated by purchased heat is calculated with reference to the Accounting Methods and Reporting Guidelines for Greenhouse Gas Emissions of Public Building Operating Units (Enterprises) (Trial), and the electric power is calculated with reference to the emission factors in the Notice of the on Doing a Good Job in the Management of Greenhouse Gas Emission Reporting of Enterprises in Power Generation Industry from 2023 to 2025 issued by the Ministry of Ecology and Environment;
- 3) The purchased heat is calculated with reference to the Design Standard for Energy Efficiency of Residential Buildings in Cold and Cold Areas (JGJ 26-2010) issued by the Ministry of Housing and Urban-Rural Development;
- 4) The total energy consumption is converted into standard coal according to China standard GB/T 2589-2020 General Rules for Comprehensive Energy Consumption Calculation.

List of Social Performance Indicators

ESG Indicator	Unit	2022
B1 Employment		
B1.1 Total number of employees by gender, employment type, age group and region		
Total number of employees	persons	97,930
Gender		
Male	persons	51,463
Female	persons	46,467
Employment type		
Full-time employment	persons	97,930
Part-time employment	persons	0
Age group		
≤30	persons	49,005
31 to 40	persons	33,681
41 to 50	persons	11,411
Over 51 (inclusive)	persons	3,833
Region		
Mainland of China	persons	97,754
Hong Kong, Macao, and Taiwan	persons	176
B1.2 Employee turnover rate by gender, age group and region		
Employee turnover rate	%	32.58
Gender		
Turnover rate of male employees	%	32.49
Turnover rate of female employees	%	32.68

ESG Indicator	Unit	2022
Age group		
Turnover rate of employees under 30 (inclusive)	%	37.28
Turnover rate of employees from 31 to 40	%	27.42
Turnover rate of employees from 41 to 50	%	22.97
Turnover rate of employees over 51 (inclusive)	%	35.22
Region		
Turnover rate of employees in the Mainland of China	%	32.59
Turnover rate of employees in Hong Kong, Macao, and Taiwan	%	26.67

Annotation

1) Turnover rate of employee = Number of employees turnover in this category during the reporting period / (Number of employees in this category at the end of reporting period+ Number of employees turnover in this category during the reporting period) *100.

ESG Indicator	Unit	2022
B2 Health and safety		
B2.1 Number of work-related fatalities and work-related fatality rate		
Number of work-related fatalities	persons	2
Work-related fatality rate	%	0.002
B2.2 Working days lost due to work-related injuries		
	days	4,715

Annotations

- 1) Work-related fatalities don't include those fatalities caused by non-working reason, such as traffic accident or sudden illness during commuting;
- 2) Work-related fatality rate = Number of work-related fatalities/total number of employees*100;
- 3) Onewo was listed through spin-off at the HKEX in 2022. Please refer to the 2021 and 2020 sustainability reports of China Vanke Co., Ltd. for historical data.

ESG Indicator	Unit	2022
B3 Development and training		
B3.1 Percentage of employees who received training (by gender and employee category)		
Percentage of employees who received training	%	94.80
Gender		
Percentage of male employees who received training	%	94.65
Percentage of female employees who received training	%	94.97
Employee category		
Percentage of management level employees who received training	%	97.18
Percentage of non-management level employees who received training	%	94.76
B3.2 Average hours of training received by employees (by gender and employee category)		
Average hours of training received by employees	hours	76.43
Gender		
Average hours of training received by male employees	hours	57.84
Average hours of training received by female employees	hours	96.94
Employee category		
Average hours of training received by management level employees	hours	40.83
Average hours of training received by non-management level employees	hours	77.03
Type of training received		
Average hours of training received by new employees	hours	6.00
Average hours of training received by other special trainings	hours	74.78

Annotations

- 1) The training data include online and offline trainings;
- 2) Average training rate for employees in specific categories = Total number of employees in specific categories receiving training / total number of employees in such categories* 100;
- 3) Average training hours of employees in specific categories = Total hours of employees in specific categories receiving training / total number of employees in such categories.

ESG Indicator	Unit	2022
B5 Supplier management		
B5.1 Number of suppliers by region		
Total number of suppliers	numbers	16,390
Region		
Eastern China	numbers	4,221
Southern China	numbers	4,103
Central and Western China	numbers	3,892
Northern China	numbers	3,850
Headquarters supplier	numbers	324
B6 Product liability		
B6.2 Number of complaints about products and services received		
Total number of complaints received from customer (products and services)	pieces	159,360
B6.3 Describe practices related to the maintenance and protection of intellectual property rights		
Number of applications for registration of intellectual property rights submitted during the reporting period	pieces	298
Total number of intellectual property rights authorized during the reporting period	pieces	128
Number of authorized patents for inventions during the reporting period	pieces	11
Number of authorized patents for utility models during the reporting period	pieces	3
Number of authorized software copyrights during the reporting period	pieces	47
Number of authorized trademarks during the reporting period	pieces	64
Cumulative number of intellectual property rights held	pieces	1,007
Cumulative number of patents for inventions held	pieces	18
Cumulative number of patents for utility models held	pieces	15
Cumulative number of software copyrights held	pieces	172
Cumulative number of trademarks held	pieces	776

Annotations

- 1) The total number of customer complaints includes complaints received through 400 Hotline for residential and commercial services.
- 2) Customer complaint handling rate = Pieces of complaints handled / total number of customer complaints*100.

ESG Indicator	Unit	2022
B7 Anti-corruption		
B7.1 The number of corruption litigation cases filed against the issuer or its employees and concluded during the reporting period		
Number of cases of anti-competitive behaviors identified as participants	pieces	0
Number of cases of violations of the anti-monopoly law	pieces	0
Number of litigation cases involving corruption, bribery, extortion, fraud and money laundering	pieces	0
B7.3 Anti-corruption training		
Number of board members and senior management participating in anti-corruption training	persons	35
Number of hours participated in anti-corruption training	hours	245.49

Annotation

1) The training data include online and offline trainings.

ESG Indicator	Unit	2022
B8 Community investment		
B8.2 Resources used in social undertakings		
Charitable donations (including rural revitalization donation)	RMB10k	71.41
Number of people devoted to volunteer activities	persons	1,411
Number of hours devoted to volunteer activities	hours	522,070.00

Annotation

1) The number of volunteers and their duration is not complete statistics.

Appendix II Index to the Environmental, Social and Governance Reporting Guidelines of the HKEX

Topics	Guide Requirements	Disclosure Sections	
A. Environment			
A1: Emissions	<p>General disclosure</p> <p>With respect to emissions of exhaust gases and greenhouse gases, discharges to water and land, and generation of hazardous and non-hazardous waste:</p> <p>(a) Policies; and</p> <p>(b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.</p>	Being Environmentally Friendly	
	KPI A1.1	Emission types and related emission data.	Appendix I ESG Key Performance Data
	KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) GHG emissions (in tonnes) and, if applicable, density (e.g., per production unit, per facility).	Appendix I ESG Key Performance Data
	KPI A1.3	Total amount of hazardous waste generated (in tonnes) and (if applicable) density (e.g., per production unit, per facility)	Appendix I ESG Key Performance Data
	KPI A1.4	Total amount of non-hazardous waste generated (in tonnes) and (if applicable) density (e.g., per production unit, per facility)	Appendix I ESG Key Performance Data
	KPI A1.5	Describe the emission targets established and the steps taken to reach them.	Being Environmentally Friendly
	KPI A1.6	Describe the methods used to treat hazardous and non-hazardous waste and describe the waste reduction goals set and the steps taken to achieve them.	Oneworld Plan Being Environmentally Friendly
A2: Resource consumption	<p>General Disclosure</p> <p>Policies for efficient use of resources (including energy, water and other raw materials).</p>	Being Environmentally Friendly-Green and Low-carbon Operation	
	KPI A2.1	Total direct and/or indirect energy (e.g., electricity, gas, or oil) consumption (in 1000 KWH) and density (e.g., per production unit, per facility) by type.	Appendix I ESG Key Performance Data
	KPI A2.2	Total water consumption and density (e.g., per production unit, per facility)	Appendix I ESG Key Performance Data
	KPI A2.3	Describe the energy efficiency goals established and the steps taken to achieve them.	Being Environmentally Friendly

Topics	Guide Requirements		Disclosure Sections
A2: Resource consumption	KPI A2.4	Describe any problems in finding a suitable water source, as well as the water efficiency goals set and the steps taken to achieve them.	Being Environmentally Friendly-Green and Low-carbon Operation
	KPI A2.5	The total amount of packaging material used in finished goods (in tonnes) and (if applicable) the amount per production unit.	The main business of Onewo does not involve the use of packaging materials and is therefore not applicable.
A3: Environment and natural resources	General Disclosure Policies to reduce the issuer's significant impact on the environment and natural resources.		Being Environmentally Friendly
	KPI A3.1	Describe the significant impact of business activities on the environment and natural resources and the actions taken to manage such impact.	Being Environmentally Friendly
A4: Climate change	General Disclosure Policies for identifying and responding to significant climate-related issues that have and may have an impact on the issuer.		Being Environmentally Friendly-Responses to Climate Change
	KPI A4.1	Describe significant climate-related issues that have and may have an impact on the issuer, and actions to address them.	Being Environmentally Friendly-Responses to Climate Change
B. Society			
B1: Employment	General Disclosure With respect to remuneration and termination, recruitment and promotion, hours of work, leave, equal opportunity, diversity, anti-discrimination and other treatment and benefits: (a) Policies; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.		Being People Oriented-Talent Attraction and Retention Being People Oriented-Protection of Employees Rights and Interests
	KPI B1.1	Total number of employees by gender, employment type (e.g., full-time or part-time), age group, and geographical region.	Appendix I ESG Key Performance Data
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix I ESG Key Performance Data
B2: Health and safety	General Disclosure With regard to providing a safe working environment and protecting employees from occupational hazards: (a) Policies; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.		Being People Oriented-Occupational Health and Safety
	KPI B2.1	The number and rate of work-related fatalities in each of the past three years (including the reporting period).	Appendix I ESG Key Performance Data
	KPI B2.2	Working days lost due to work-related injuries.	Appendix I ESG Key Performance Data
	KPI B2.3	Describe the occupational health and safety measures adopted, and the related implementation and monitoring methods.	Being People Oriented-Occupational Health and Safety

Appendix | Appendix II

Topics	Guide Requirements		Disclosure Sections
B3: Development and training	<p>General Disclosure</p> <p>Policies related to enhancing employees' knowledge and skills to perform their job duties. Description of training activities.</p>		Being People Oriented-Training and Development
	KPI B3.1	Percentage of employees who received training by gender and employee category (e.g., senior management, mid-level management).	Appendix I ESG Key Performance Data
	KPI B3.2	Average number of hours of training completed per employee, by gender and employee category.	Appendix I ESG Key Performance Data
B4: Labor standards	<p>General Disclosure</p> <p>With regard to the prevention of child labor or forced labor:</p> <p>(a) Policies; and</p> <p>(b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.</p>		Being People Oriented-Protection of Employee Rights and Interests
	KPI B4.1	Describe measures to review recruitment practices to avoid child labor and forced labor.	Being People Oriented-Protection of Employee Rights and Interests
	KPI B4.2	Describe the steps taken to eliminate violations when they are found.	Being People Oriented-Protection of Employee Rights and Interests
B5: Supply chain management	<p>General Disclosure</p> <p>Manage environmental and social risk policies for the supply chain.</p>		Responsibility Governance-Sustainable Supply Chain
	KPI B5.1	Number of suppliers by geographical region.	Appendix I ESG Key Performance Data
	KPI B5.2	Describe the practices of hiring suppliers, the number of suppliers who implement the practices, and the related implementation and monitoring methods.	Responsibility Governance-Sustainable Supply Chain
	KPI B5.3	Describe the practice of identifying environmental and social risks in each link of the supply chain, and the related implementation and monitoring methods.	Responsibility Governance-Sustainable Supply Chain
	KPI B5.4	Describe the practice of promoting the use of environmentally friendly products and services when selecting suppliers, and the related implementation and monitoring methods.	Responsibility Governance-Sustainable Supply Chain
B6: Product liability	<p>General Disclosure</p> <p>With regard to health and safety, advertising, labelling and privacy issues of products and services provided and remedies:</p> <p>(a) Policies; and</p> <p>(b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.</p>		Growing Together with the Community-Customer Health and Safety

Topics	Guide Requirements		Disclosure Sections
B6: Product liability	KPI B6.1	Percentage of the total number of products sold or shipped that are subject to recall for safety and health reasons.	The main business of Onewo does not involve the recall of products and is therefore not applicable.
	KPI B6.2	The number of complaints about products and services received and the countermeasures.	Growing Together with the Community-Improvement of Customer Satisfaction Appendix I ESG Key Performance Data
	KPI B6.3	Describe practices related to the maintenance and protection of intellectual property rights.	Responsibility Governance-Intellectual Property Rights Protection
	KPI B6.4	Describe the quality verification process and product recall procedures.	Growing Together with the Community-Enhancement of Service Quality
	KPI B6.5	Describe the consumer data protection and privacy policy and the related enforcement and monitoring methods.	Growing Together with the Community-Information Security and Privacy
B7: Anti-corruption	General Disclosure With regard to the prevention of bribery, extortion, fraud and money laundering: (a) Policies; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.		Responsibility Governance-Integrity Construction
	KPI B7.1	The number of corruption litigation cases filed against the issuer or its employees and concluded during the reporting period and the litigation results.	Responsibility Governance-Integrity Construction Appendix I ESG Key Performance Data
	KPI B7.2	Describe preventive measures and reporting procedures, as well as related implementation and monitoring methods.	Responsibility Governance-Integrity Construction
	KPI B7.3	Describe the anti-corruption training provided to directors and employees.	Appendix I ESG Key Performance Data
B8: Community investment	General Disclosure Policy on community participation to understand the needs of the community in which it operates and to ensure that its business activities will consider the interests of the community.		Growing Together with the Community-Community Culture Construction
	KPI B8.1	Extent of social undertakings (such as education, environmental issues, labor demand, health, culture, sports).	Growing Together with the Community-Community Culture Construction Growing Together with the Community-Assumption of Community Responsibility
	KPI B8.2	Resources used in social undertakings (such as money and time)	Appendix I ESG Key Performance Data

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RESHAPE SPACE EFFICIENCY

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