

2023

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



Onewo Inc.

ONEWORLD
万物云共同发展计划

Content

1.0

About This Report 01

2.0

Summary 02

3.0

ESG Governance 03

ESG Policies and Strategies	03
ESG Governance Structure	04
Board of Directors Statement	05
Communication with Stakeholders	06
Management of Material Topics	07

4.0

About Onewo 09

Major Events of Onewo in 2023	09
Company Profile	10
Corporate Culture	11
Annual Honours	12

5.0

Oneworld Plan 13

AI Life: Reducing Unnatural Deaths in Service Spaces	13
AI Growth: Helping Front Line Service Providers Grow in Diversity	17
AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification	18
AI Community: Property Renewal and Coordinated Development with the Surrounding Community	21

6.0

Being People Oriented 24

Talent Attraction and Retention	25
Protection of Employee Rights and Interests	30
Talent Development	33
Occupational Health and Safety	35

7.0

Growing Together with the Community 38

Customer Health and Safety	40
Enhancement of Service Quality	42
Improvement of Customer Satisfaction	47
Promotion of Industry Development	50
Promotion of Community Development	53

8.0

Responsibility Governance 57

Corporate Governance	59
Integrity Construction	62
Sustainable Supply Chain	65
Information Security and Privacy Protection	68
Intellectual Property Rights Protection	70

9.0

Being Environmentally Friendly 71

Responses to Climate Change	73
Green and Low-carbon Operation	77
Biodiversity Protection	81

10.0

Appendix 82

Appendix I - ESG Key Performance Data	82
Appendix II - Index to the <i>Environmental, Social and Governance Reporting Guide</i> of the HKEX	89

About This Report

This report is the second 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 2023.

● Basis of preparation

This report is prepared in accordance with the Appendix C2 *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 (“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 and 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 second ESG report disclosed by the Company. 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 from 1 January 2023 to 31 December 2023 (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 *2023 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, reports and other related documents

● Approval of report

This report was reviewed, acknowledged and confirmed for publication by the Board of Directors on 22 March 2024.

● Access to this report

This report is available in simplified Chinese, traditional 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 simplified 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.

Summary

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

Being People Oriented

100%



Safety training coverage of Onewo's new employees was up to 100%.

2,598



Facilitated 2,598 front line service providers to transfer to technical, social, and emotional communication roles.

77.8



Average hours of training received by employees was 77.8 hours.

100%



100% of employees and other service providers signed the *Letter of Protecting Female Employee Rights and Interests*.

Growing Together with the Community

39,000



More than 39,000 employees and other service providers of Onewo completed the CPR (cardiopulmonary resuscitation) practical operation training, including all front line customer service providers in Shenzhen.

1,346



1,346 additional AEDs were deployed in the service spaces of Onewo, covering all 141 housing estates in Shenzhen.

19



Onewo's employees and other service providers saved 12 lives with CPR skills, and have saved 19 lives in total since 2022.

2,558,000



The public welfare contribution was more than RMB2,558,000 (including the Neighbourhood Program and charitable donation).

Responsibility Governance

0



Zero significant risks or systemic risks that affected the Company's sustainable operation occurred.

100%



100% of employees and other service providers signed the *Integrity Pledge*, took the integrity exam, and declared potential conflicts of interest.

100%



100% of suppliers signed the *Anti-corruption Cooperation Agreement*.

100%



100% of employees received information security training.

Being Environmentally Friendly

2,004



Onewo conducted waste classification in 484 new housing estates; as of the end of the reporting period, Onewo has conducted waste classification in 2,004 housing estates in total.

The research report *Status Quo of Urban Residents' Awareness of Waste Classification in China in 2023: A Case Study of the Housing Estates Served by Vanke Service*



Released by Onewo's community waste classification research group with Sun Yat-sen University to offer a guide on waste classification in communities.

700



Vanke Service initiated the "Solarium" programme in approximately 700 housing estates nationwide to automatically monitor the dawn and dark time of cities and adjust the on-off time of common lighting fixtures accordingly, saving about 2% of lighting energy consumption.

White Paper on Commercial Real Estate Decarbonisation in China (in both Chinese and English)



Compiled by Cushman & Wakefield Vanke Service in cooperation with RICS and Tongji University to promote China's low-carbon property management experience to the world.

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 work 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 optimising management practices and utilising 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 minimising the impact of extreme weather on business operations.

As for topics of common concern, we launched the “**Oneworld Plan**” in 2021, which focuses on four core topics, namely, “AI Growth (Helping Front Line Service Providers Grow in Diversity)”, “AI Life (Reducing Unnatural Deaths in Service Spaces)”, “AI Environment (Building Energy Conservation and Emission Reduction, and Community Waste Classification)” and “AI Community (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 on strategies, actions and conspicuous achievements of the “Oneworld Plan”, please refer to the section “Oneworld Plan” on page 13 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 composed of the Chairman of the Board of Directors and senior management members is responsible for guiding, supervising and managing ESG works. In 2023, Onewo further refined its ESG governance structure by setting up the **Sustainability Centre** to serve as the secretariat of the ESG Management Committee, file the decisions and implement the resolutions of the ESG Management Committee and work with the ESG Task Force to promote specific implementation.

Board of Directors

A diverse and independent Board of Directors oversees the Company's sustainability issues, including:

- Review and oversee ESG and climate change related management policies, strategies and related risks
- Responsible for ESG governance
- Guide the direction of sustainable development of the Company
- Supervise sustainable development risks
- Examine and approve ESG reports

ESG Management Committee

The ESG Management Committee composed of the Chairman of the Board of Directors and senior management members guides and manages the Company's sustainability issues, including:

- Formulate ESG and climate change related management policies and strategies
- Coordinate ESG work arrangement
- Report to the Board of Directors on ESG and core matters
- Oversee and manage the work implementation of the ESG Task Force

Sustainability Centre

The Sustainability Centre composed of senior business professionals and ESG experts serves as the secretariat of the ESG Management Committee and takes charge of the daily operation of the ESG Management Committee and the ESG Task Force, including:

- Formulate annual work plans and work with the ESG Task Force to promote specific implementation in accordance with the Company's ESG and climate change related policies and strategies
- Conduct ESG materiality assessment and ESG risk assessment, and develop improvement measures for material ESG risks with the members of the ESG Task Force and relevant business heads based on assessment results
- Collect ESG and climate change related information and coordinate the preparation of ESG reports
- Conduct ESG and climate change related research, communication, training and dissemination
- Improve the Company's ESG reputation and influence

ESG Task Force

The ESG Task Force composed of ESG-related executives from all business units, specialised departments and other operating units is responsible for specific implementation of ESG-related works, including:

- Execute specific tasks in accordance with the Company's ESG and climate change related policies, strategies and annual work plans, report progress to the ESG Management Committee on a regular basis, and ensure that targets are met
- Work with the Sustainability Centre to identify ESG and climate change risks and develop and implement improvement measures
- Collect ESG and climate change related information

Board of Directors Statement

Onewo highly values 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 oversight and participation of Board of Directors 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, with the Chairman of the Board of Directors as its chairman, and set up the Sustainability Centre and 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 of Directors 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 and climate change risks and opportunities. Meanwhile, we regularly communicate with stakeholders to learn about internal and external suggestions, demands and concerns, 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 has issued the "Oneworld Plan". We have set up critical ESG goals, including greenhouse gas emission, waste discharge and resource utilisation. The Board of Directors reviews and discusses goal setting, and regularly inspects the progress towards relevant goals.

This report, which fully discloses the progress and achievements of Onewo's 2023 ESG work, was reviewed and approved by the Board of Directors on 22 March 2024.

Communication with Stakeholders

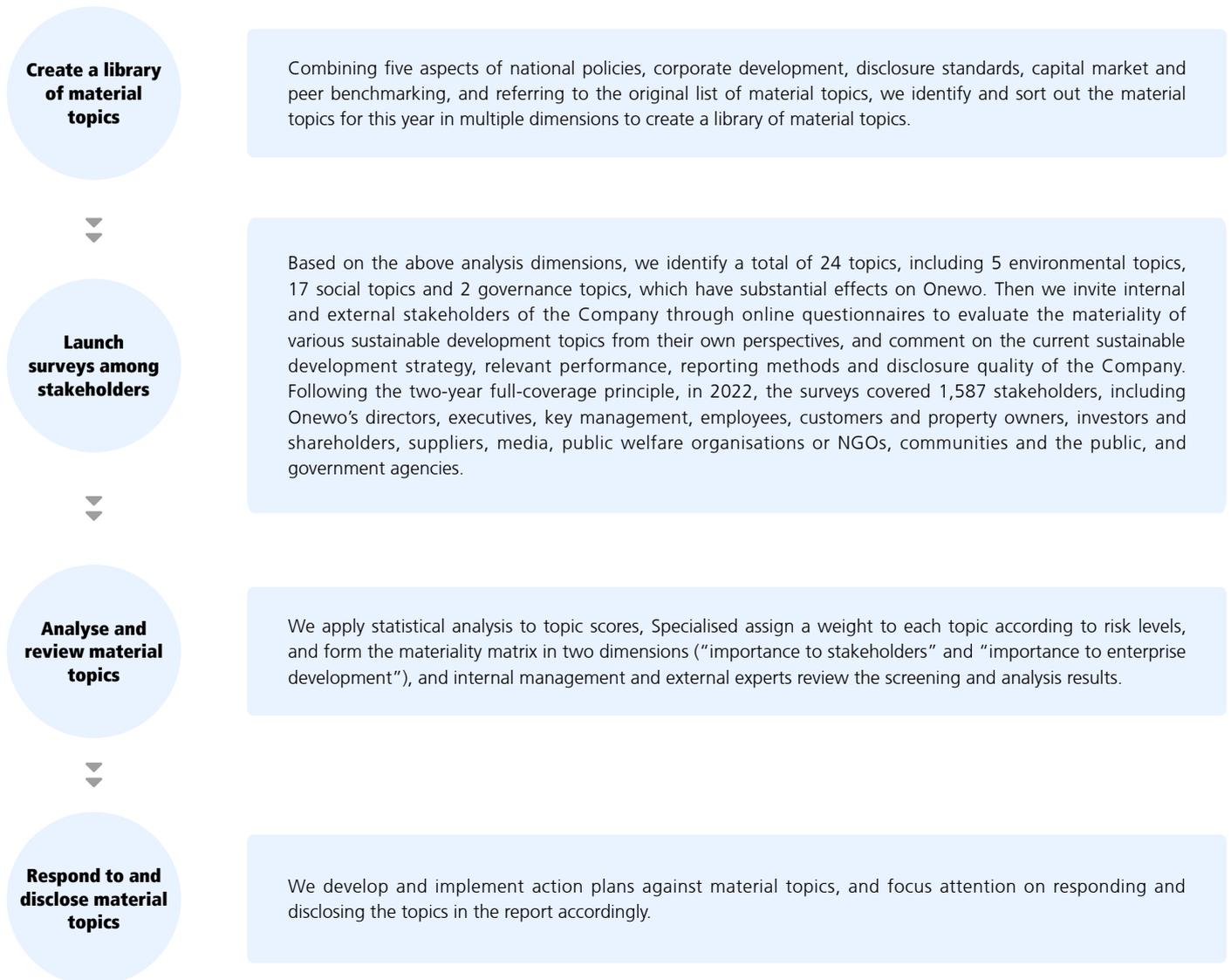
Onewo attaches great importance to the communication with stakeholders, fully heeds the views of all parties, and stands ready to balance and meet the needs of all stakeholders. Meanwhile, we constantly refine the Company's sustainable development strategy, and strive to achieve win-win cooperation.

Stakeholders	Communication channels	Related topics
 <p>Government and other regulators</p>	<ul style="list-style-type: none"> • Official correspondence • Conferences and forums • 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 emissions • Responses to climate change • Use of renewable energy • Improvement of water efficiency
 <p>Shareholders and investors</p>	<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
 <p>Customers and property owners</p>	<ul style="list-style-type: none"> • National Customer Service Hotline • Zhuzher App • WeCom of coordinators • Face-to-face communication • Conferences and telephone calls • 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
 <p>Employees</p>	<ul style="list-style-type: none"> • Employee information feedback platform • Workers Congress • Staff meeting • Face-to-face communication • Specialised Female Employee Rights and Interests Protection Special Training 	<ul style="list-style-type: none"> • Employee recruitment and retention • Protection of employee health and safety • Prohibition of child labour and forced labour • Protection of employee rights and interests • Equal opportunity and diversity • Enhancement of employee engagement and satisfaction • Provision of training and career development opportunities
 <p>Suppliers and other partners</p>	<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
 <p>Media, public welfare organisations and NGOs</p>	<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
 <p>Community public</p>	<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

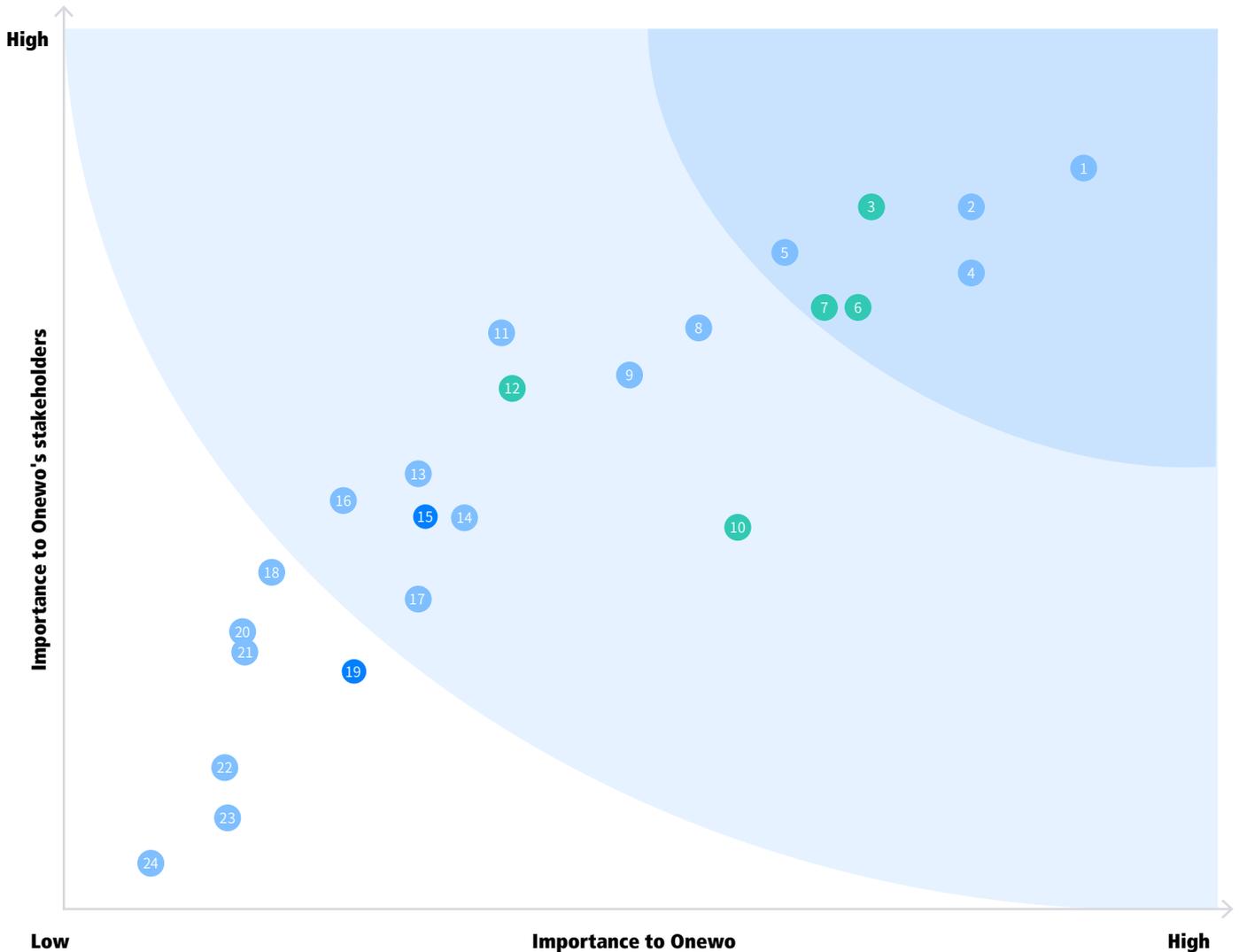
Management of Material Topics

Onewo values the authenticity of ESG reports. We regularly conduct an assessment of material topics based on the Company's actual situation and social issues in order to understand the importance of each ESG topic to the business development of the Company and the concerns about material topics of stakeholders such as employees, customers and property owners, investors and shareholders, suppliers, media, public welfare organisations or NGOs, communities and the public, and government agencies. 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. In 2023, we engaged professional external consultants to review and assess material topics from the relevant dimensions and based on stakeholders' expectations and requests for sustainability.

● Process of assessment of material topics



Material topic matrix



Materiality Analysis Matrix of Onewo's 2023 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

About Onewo

Major Events of Onewo in 2023

January 2023

Vanke Service organised the “Equipment Room Open Day” to practice Total Quality concept and revitalise services.

February 2023

Xiangying Enterprise Service obtained the CMMI Level 3 software capability maturity certificate and passed ISO 14001 environmental management system certification, ISO 45001 occupational health and safety management system certification and ISO 20000 information technology service management system certification.

Vanke Service launched the “Green Shade Action” in all directions to promote at full stretch the greening works in all housing estates under its management across the country, in order to re-foster the landscape quality of “green grass as carpet” and “orderly and enjoyable environment”.

June 2023

Vanke Service built 100 elderly service stations named the “Home to the Silver Generation” to explore the development of elderly-friendly communities.

April 2023

City Up held the Urban Governance Innovation Practices Forum with the Chinese Society for Urban Studies.

September 2023

Onewo officially announced the “G4 Action” for continuous promotion of CPR training for front line customer service providers and AEDs in communities, in a bid to speed up its service providers’ emergency responses in various service spaces.

City Up was included in the first batch of member units of the Digital Government Construction Service Committee of China Electronics Standardization Association.

Cushman & Wakefield Vanke Service passed the ISO 41001 facility management system certification.

The *White Paper on Digital Empowerment for Industrial Buildings*, compiled by Vanrui IntelliTech and others, was released.

October 2023

Onewo rolled out “Libra, Property Committee Workbench”, the first large model for the property management industry, to empower community governance with technology and solve urgent and knotty problems encountered by communities.

Onewo hosted the opening ceremony of 2023 China International Property Management Industry Expo and participated in the expo. During the expo, Cushman & Wakefield Vanke Service hosted the Integrated Facility Management (IFM) forum themed “Integrating Facility Management and Exploring Space Value” with its partners, and initiated the “IFM High-quality Development” initiative.

The *Management Guide to Facilities and Equipment of Super High-rise Buildings*, the first domestic guide to the operation and maintenance of super high-rise buildings, compiled by the expert team of Cushman & Wakefield Vanke Service and others, was officially released.

December 2023

Onewo’s “G4 Action” was initiated in Shenzhen, enabling all front line customer service providers in Shenzhen to receive CPR training and all residential projects to be equipped with AED.

November 2023

The *White Paper on Commercial Real Estate Decarbonisation in China* in both Chinese and English, compiled by Cushman & Wakefield Vanke Service, RICS and Tongji University, was officially released.

Company Profile

Onewo pioneers and innovates the property services industry in China. For 33 years, we are always committed to the simple purpose of pursuing delightful property services for more people and conveying the excellent quality of property services. 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. With AIoT and BPaaS solution services, we enable remote and hybrid operations in the space and improve efficiency of the spaces we serve. Based on our brand positioning, we strive to provide best-in-class space services to customers in high-tier cities with strong economic fundamentals.

During our ongoing exploration of new growth directions and proactive implementation of strategic transformation, 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 categorised 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 provide 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 categorised 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.

As of 31 December 2023, the number of Onewo Towns has grown to 621, and Onewo's residential property service has covered 3,810 projects and commercial property service has covered 2,241 projects. Onewo created an operating income of RMB33.18 billion in 2023. For details of the Company's business strategies, operating and financial performance, please refer to the *2023 Annual Report* of Onewo Inc.

Corporate Culture

● Mission

Reshape Space Efficiency, Service For Ever Better

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".

● The Onewo's Culture

Faced with more diversified business scenarios, Onewo has concluded "Service, Champion and Positivity" as the Onewo's Culture from its past practices and cultural gene, in order to address conflicts and build consensus to the full extent.

Regarding "Service", we encourage both management members and front line employees to be humble service providers

Always maintain a clean service environment, to be social volunteers needed by the people, and foster their service consciousness and convey the service spirit.

Regarding "Champion", we encourage employees to always strive for the first

To do their best even in minor works, to perform better than in the past, than competitors and than the market average, and to forge ahead with constant awareness of their deficiencies and without complacency, which is not only our modus operandi but also our common pursuit.

Regarding "Positivity", we encourage employees to be transparent and positive

Always behave aboveboard, and to exercise regularly to maintain health and live a healthy and abundant life. We wish everyone, every customer and every partner positive.

Onewo wants to provide every employee and other service providers with not only jobs or remuneration but also equal opportunities and an environment where they can gain from study and work and also live a healthy and beneficial life. Everyone, despite their birthplace or growing environment, will feel inclusive and cared for in Onewo.

Annual Honours

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):



Social responsibility

Onewo was awarded the **"Best Listed Company at ESG Advancement Award" on the First Hong Kong International ESG Ranking**

Onewo was awarded the **"Pioneer Enterprise of Social Responsibility" in CAILIANPRESS's ESG election**

Oneworld Plan was awarded the **"Responsible Case of the Year 2023 for responsibility fulfilment" by INFZM**



Investor relation

Onewo was awarded the **"Best Digital Investor Relation Award" at the 7th China IR Annual Awards**



Space technology service

Onewo was listed on the **"Top 100 Internet Enterprises in China"**

Onewo was awarded the **"2023 Technology Service Providers with Outstanding Performance of Digital Intelligence" prize**

"Edge AI Patrol and Inspection" won the **third prize of Digital Transformation Application Competition and the Most Popular Case of Digital Native New Entity Competition in the 2nd "Dingxin Cup"**

"Onewo Territory-wide Intelligent Operation Platform" was selected in the **Panorama of High-Quality Digital Transformation Products and Services released by the China Academy for Information and Communication Technology**



Community space service

Vanke Service was awarded the **"2023 TOP 1 Residential Property Service Company in China"**

Vanke Service was awarded the **"2023 Leading Chinese Company in Property Service Quality"**



Commercial space service

Cushman & Wakefield Vanke Service was awarded **"Facilities Management Team of the Year, Sustainability Achievement of the Year" and other seven awards in 2023 by RICS China**

Cushman & Wakefield Vanke Service was awarded the **"2023 Contribution Award for Carbon Peaking and Carbon Neutrality" at the 13th Philanthropy Festival**



Urban space service

"Jiangnan Model" of City Up was awarded the **"Outstanding Case of Smart City in China of the Year"**

City Up was awarded **"2022-2023 Influential Enterprises and Excellent Solutions in the Industrial Internet Smart City Field"** by CCID

Oneworld Plan

AI Life: Reducing Unnatural Deaths in Service Spaces

"(Abnormal deaths in service spaces) 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). The reverence for life and effective investment in the means of protection are necessary."

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

The communities and commercial spaces Onewo serves strongly support living and working of more than 30 million people every day, and our urban service network covers a wide range in China. We are well aware that Onewo, as a space service provider, is primarily responsible for constantly attempting to and substantively reducing the risk of abnormal deaths in service spaces, and guarding the safety and well-being of every user. Adhering to our original intention of being reverent and respectful to lives, Onewo has set up a special programme in the "Oneworld Plan" - "AI Life: Reducing Unnatural Deaths in Service Spaces".

G4 Action

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. Since 2022, Onewo has been offering CPR certification training for employees and other service providers and deploying AEDs in service spaces, committed to exerting every effort to make emergency rescue available and improve our ability to save lives.

In 2023, adhering to sustainable development, we further enhanced the value of space services and upgraded emergency response capacity-building in CPR training and AED deployment in service spaces. We initiated the G4 Action to continuously improve the emergency response capabilities of our service providers in various service spaces while attracting more support from proper owners, communities, government agencies, social businesses and commonweal organisations for construction of the emergency system, and continuously strengthen the emergency response capabilities in service spaces to guard every life and make constant, positive and effective efforts in building a healthier and safer community environment.

The name "G4 Action" derives from the Golden 4 Minutes in first aid, and its logo, like the Arabic figure "4" or an injured lying flat and a first aider kneeling beside him, is composed of two overlapping hearts to indicate the core rescue concept of "a heart saving another". The four short and one long lines in the middle of the logo derive from the Morse code for "4", echoing with "4 Minute" and symbolising precious and urgent timing for rescue.



CPR training and certification

In 2023, we continued to work with local Red Cross organisations, the Emergency Centre at Zhongnan Hospital of Wuhan University, American Heart Association, and other medical services to offer CPR first aid skill training to all employees and other service providers following the three-level training system consisting of “First Aid Instructor Certification - CPR Practical Operation Certification - CPR Theoretical Popularisation”.

By the end of the reporting period, we have, in cooperation with local non-profit first aid organisations, helped more than 39,000 employees and other service providers obtain the CPR first aid practical operation certification and more than 180,000 employees and other service providers receive the CPR theoretical popularisation training. In 2023, the CPR certification rate among Onewo’s new front line customer service providers was up to 100%, and Onewo’s employees and other service providers successfully saved 12 lives using CPR first aid skills, with the total number of lives saved since 2022 reaching 19.



The “Headphone Man” who saved a life in Beijing Capital International Airport

On his way home via Beijing Capital International Airport, Mr. Sun Qimeng, the Case Scene Director of Cushman & Wakefield Vanke Service, performed CPR and used AED on a male who fell to the ground, and saved his life, with what Mr. Sun Qimeng had learned in the Company’s CPR training. Passers-by took a video clip of Mr. Sun Qimeng rescuing the fainting man and uploaded it to the Internet, and numerous netizens named Mr. Sun Qimeng the “Headphone Man” and praised him for his good deed.



Mr. Sun Qimeng is teaching students how to use AED ▲

Onewo awards the “G4 Action” medal to all service providers that guard lives, no matter they are students or teachers in the first aid certification training or rescuers in emergency incidents, thus recognising their professional skills, as well as their awareness and recognition of the life-saving mission, and encouraging more people to learn and practice first aid skills.



“G4 Action” media campaign ▲



CPR training for Onewo’s management members ▲

AED deployment in service spaces

AED is a device that automatically analyses 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 2023, Onewo continued to explore the optimal solution to AED deployment in service spaces as guided by the *Notice of Systematically Promoting the Implementation of CPR Certification and AED Deployment*.

During the reporting period, Onewo deployed 1,346 new AEDs in its service spaces under the joint efforts with government, Red Cross, public welfare foundations, social businesses, enthusiastic property owners, and customers. As of the end of the reporting period, we have deployed a total of 2,870 AEDs in residential and commercial service spaces.



"G4 Action" was Initiated in Shenzhen

Onewo initiated "G4 Action" in Shenzhen on 20 December 2023, enabling AEDs to cover all residential projects in Shenzhen under its management and all front line customer service providers in Shenzhen to have CRP skills. It deployed the "G4 Action" volunteer scheduling system, and enabled one-click video call for help for property owners through Zhuzher App, contributing to lowering the incidence of out-of-hospital cardiac arrest in Shenzhen (which is a significant public health issue) and helping Shenzhen become a national benchmark for emergency rescue.



"G4 Action" in Shenzhen: Save More Lives in the Golden 4 Minutes ▲



First aid publicity event in communities in Shenzhen ▲

Care for empty nesters

The number of the aged population in China is increasing and the degree of aging is on the rise. Active participation and effective response to the aging of population are the social responsibilities that should be proactively undertaken by Onewo as an industry leader. We highly value senior services, actively respond to national policies such as *Opinions of CPC Central Committee and State Council on Strengthening the Work of the Elderly in the New Era* and the *National Medium and Long-term Plan to Actively Address Population Ageing*, and implement a series of caring programmes to actively contribute to building a senior-friendly community.

“Home to the Silver Generation” elderly service stations

After releasing the industry's first *Guidelines for Property Service of Empty Nesters* in 2022, Vanke Service has been actively exploring new ideas and new measures for serving the elderly population in communities. During the reporting period, Vanke Service built the “Home to the Silver Generation” for the elderly in communities, and renovated 100 Happy Inns into elderly service stations.

We equipped the elderly service stations with handrails, ramps, magnifying glasses, wheelchairs and other age-friendly facilities, as well as electronic blood pressure monitors and oximeters for the use of elderly property owners as necessary, and invited professional medical institutions to offer regular health lectures and primary physical examinations for the elderly and provided them with customised assistance. We also helped them make friends, facilitated their reading of books and newspapers, and conducted anti-Internet-fraud publicity among them, satisfying all the needs of elderly property owners in life.

During the reporting period,

100 Happy Inns were renovated into “Home to the Silver Generation” elderly service stations

“Smart Orders” for empty nesters

In 2023, we conducted a thorough investigation into empty nesters in all the communities under our management across the country, and learned that more than 8,000 empty nesters were in need of our special concern. To better serve them, we designed the age-based door-to-door service plan to offer them tailor-made services based on the demands of elderly people of different ages, so as to serve every one of them in a way that best suits them.

We piloted the plan in some regions in the form of online orders. By importing the detailed records of empty nesters into our internal smart platform and generating “smart orders”, we enabled online orders of periodic door-to-door visits, water and electrical safety inspections and other services.

Free hearing examinations for the elderly in communities

On the Double Ninth Festival in 2023, Vanke Service organised a free hearing examination, themed on “Hear Happiness on the Double Ninth Festival”, for the elderly population in Vanke Mountain City and Vanke Fifth Garden in Shenzhen, in cooperation with NGOs, at which it spread hearing knowledge, conducted hearing examinations and offered free doctor's consultation to property owners over 60 years old who thought they had hearing impairment. It also offered preventive and customised diagnostic suggestions to elderly people with common ear diseases, and assigned hearing aid fitters to guide elderly people who had hearing impairment and were willing to wear hearing aids to try on hearing aids and explain to them the usage and precautions in wearing hearing aids so that they could better adapt to hearing aids.



A community coordinator is doing a hair-cut for an old lady in the elderly service station ▲



Elderly service station in Chenbei Garden, Hangzhou ▲

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 Mr. Zhu Baoquan

Amidst the trend of intellectualisation, simple and repetitive jobs such as property janitors and receptionists are being replaced by technological innovations. Onewo is well aware of the significance of transformation to front line service providers, so it opens the door for employees to learn new skills and challenge new positions so that they can transfer from simple and repetitive jobs to technical, social and emotional communication jobs. Our “AI Growth” programme is not only a positive answer to the “machines taking over jobs” debate but also our determination to create broader room for development and higher income for our employees.

Onewo Dream Development

In 2023, as tradition, we continued the Onewo Dream Development programme to 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 promoted 2,598 front line operation service providers in successfully transferring into technical, social and emotional 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 7,771 front line service providers to successfully transfer to new positions thus moving to a larger stage and obtaining higher income.

By the end of the reporting period, we have promoted

2,598 front line operation service providers in successfully transferring positions

Mr. Luo Chengwen: From a janitor to a coordinator

Mr. Luo Chengwen, once a property janitor, took a brave step and transferred to a grid coordinator. He encountered obstacles but gained fruitful results in this transformation. Seeing himself as a beginner, he learned new knowledge with an open mind and rose to new challenges and kept making breakthroughs with courage. In the first quarter after transfer, he performed excellently and won recognition from property owners in the grid he was in charge of becoming a model of self-breakthrough and hard work among all those who had transferred to new positions.



Working Photo Before and After Transfer of Position of Mr. Luo Chengwen ▲

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” programmes, and 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” programmes, and provide a grant-in-aid up to RMB5,000 to 7,000 for each participant. In 2023, we maintained college partners of the “Kilo Plan”, and service providers looking to study further could apply for up to 52 colleges.

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 Mr. Zhu Baoquan

Problems brought by climate change are increasingly prominent. As the provider of space services, the property industry shoulders the crucial mission of green transformation. “Clear waters and green mountains are as valuable as mountains of gold and silver”. In the context of national promotion of 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 development 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 programme of “Oneworld Plan” focuses on the energy conservation and emission reduction in commercial buildings and household waste classification in housing estates.

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 realise refined management of energy use. Meanwhile, we actively undertake our responsibility for implementing and promoting waste classification in housing estates, 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 utilisation to further promote waste reduction in community.

Energy conservation and emission reduction in buildings

Green and low-carbon services

We push for further energy conservation and emission reduction in the process of property management services, and keep improving our energy management by developing energy management related systems and adopting advanced energy management technologies. On the basis of the existing 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*, Cushman & Wakefield Vanke Service updated and revised the regulations on energy assessment and performance management in 2023, to continuously standardise energy management and improve energy management requirements. During the reporting period, Cushman & Wakefield Vanke Service passed the ISO 41001 facility management system certification, and consolidated and put into operation the integrated management system covering quality, environment, occupational safety, information security, energy and facility management.

Commercial buildings are both engines for urban economic growth and importance sources of greenhouse gas emissions. Through early intervention, technological transformation, intelligent operation and low-carbon publicity during buildings’ operation stage, we provide customers with energy management services, improve energy and resource utilisation, help customers make flexible use of building energy, and provide customers with comfortable, convenient and high-tech experience while saving energy, reducing consumption and improving quality and efficiency.

Digital empowerment

Onewo makes full use of intelligent and digital means to create an innovative smart property management system and enable green and low-carbon transformation, and always leverages digital methods to advance intelligent and refined energy management, so as to provide customers with green, low-carbon and efficient energy use experience and beef up green buildings and sustainable development together with customers.

In 2023, Cushman & Wakefield Vanke Service further integrated internal and external core resources and technologies, and promoted multi-dimensional, commercial-space, zero-carbon digital intelligent energy services centring on customer demands, committed to becoming a professional and outstanding provider of zero-carbon services for commercial spaces and assisting customers in establishing green, low-carbon, and sustainable benchmarks.

Vanke Yun City Phase VI in Shenzhen: Save energy and reduce consumption through AIoT

Vanke Yuncheng, located in Nanshan District, Shenzhen and covering a land area of about 400,000 square meters and a gross floor area of 1,335,000 square meters, is the headquarters base for strategic emerging industries and China’s first industrial park of interconnected innovation. To date, Vanke Yuncheng Phase VI has completed energy-saving renovation and started energy-saving operations. We have deployed an IoT data collection system for the central air-conditioning system of the complex, and have equipped the complex with AIoT-based smart central air conditioning/cooling system and AI algorithm-based dynamic supply-demand balancing system and global efficiency optimizing system. In 2023, the measured energy conservation rate of the central air conditioning system of Vanke Yuncheng Phase VI was 17.13%, and the energy efficiency coefficient of its cooling source system was improved to over 4.0 (far higher than what it is required in the *Standard for Energy Efficiency Test of Public Buildings*) from 3.0 or lower before the renovation. The air conditioning system in Vanke Yuncheng Phase VI could run in an intelligent and energy-saving manner, significantly improving the efficiency of system operation and control and lowering energy consumption and maintenance costs. The annual electricity saved is expected to be 270,000 kWh and the annual emissions reduced is expected to be 121 tonnes.



Rendering of Vanke Yuncheng in Shenzhen ▲

Bolstering green industry development

In 2023, the *White Paper on Commercial Real Estate Decarbonisation in China*, jointly compiled by Cushman & Wakefield Vanke Service, Royal Institution of Chartered Surveyors (RICS) and Tongji University was released at the Sixth China International Import Expo. It is China's first white paper on low-carbon property management jointly compiled by an authoritative enterprise, university and research institute and in both theoretical and practical ways. It describes detailedly and professionally the status quo of carbon emission paths in China's commercial spaces, as well as the challenges and carbon reduction paths faced by them, providing carbon reduction reference for domestic commercial asset owners and operators and promoting high-quality development of the industry.

We expect that this white paper will encourage more enterprises and individuals to actively participate in low-carbon practices, enhance the industry's awareness of low-carbon and decarbonisation, provide the industry with practical and feasible references in both theoretical and practical directions, export the low-carbon experience in China's commercial spaces to the world, and stimulate global partners to work with us to jointly advance green and sustainable development of commercial spaces and even the entire real estate sector.



Cushman & Wakefield Vanke Service, RICS and Tongji University jointly released the *White Paper on Commercial Real Estate Decarbonisation in China*

Community waste classification

Waste classification and the integrated waste recycling act as critical initiatives to improve the living environment quality, promote refined urban management and achieve sustainable development. China has made some progress in nationwide waste classification, but is still facing challenges. We actively respond to and implement national policies, and have explored and developed an integrated management model for community waste classification, working closely with customers to create a green and low-carbon, clean and hygienic community environment.

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 generalisable 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 standardised 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 optimise the waste classification governance level of our service spaces.

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 standardised operational guidelines of the provinces and municipalities in which we operate.

In 2023, we initiated university-enterprise cooperation, established Onewo's community waste classification research group with Sun Yat-sen University, and released the research report titled *Status Quo of Urban Residents' Awareness of Waste Classification in China in 2023: A Case Study of the Housing Estates Served by Vanke Service*. The research covered the housing estates managed by Vanke Service in 16 cities across the country, and 2,733 sample data were collected through questionnaires to residents. Based on these data, we conducted a further and detailed analysis to provide scientific basis for promoting waste classification.

During the reporting period, Onewo conducted waste classification in 484 new housing estates; as of the end of the reporting period, Onewo has conducted waste classification in 2,004 housing estates in 131 cities in total.



Innovative exploration of waste reduction

The resourceful utilisation of waste is a critical measure for stepping up green and low-carbon transformation, and is of vital significance to achieve sustainable development and build a recycling-oriented society. We actively explore innovative ways to achieve waste reduction and resourceful utilisation, "turn wastes to treasure" through the community waste composting special programme, explore biotechnological methods for constructing organic circulatory system through animals and plants, and realise 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 and improve the efficiency of resource use, 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 organises certification training for compost practitioners to compost greenery waste in communities, which produces fertiliser that is used to improve soil quality.

Recycling of organic waste

The kitchen waste with high carbon content is a valuable resource that can be fully utilised. Recycling the organic matter in it can increase carbon sequestration and reduce carbon emissions. In collaboration with Vanke Foundation, we keep promoting the pilot project on the use of black soldier flies for kitchen waste treatment and biological conversion and resourceful utilisation of kitchen waste while supporting the reduction of carbon emissions.

Waste classification and composting garden in Vanke Meiguili in Qingdao encouraged waste recycling and the building of a zero-waste ecosystem

Since 2021, Vanke Meiguili in Qingdao has been working with Qingdao You&Me Social Work Service Centre, integrating soft strengths such as social worker resources and community governance capabilities and hard techniques such as local composting and recycling, and stimulating residents' subjective consciousness to build a waste classification and composting garden for recycling to facilitate co-classification and co-recycling of waste. In the past three years, more than 30 tonnes of kitchen waste and 15 tonnes of fallen litter have been composted and turned into fertiliser, an ecological neighbourhood garden of more than 300 square meters has been built, and over 85% of community residents have been mobilised to participate in the project, opening a situation of co-classification and resourceful recycling of community waste by various related parties including property service providers, residents, volunteers and enterprises.



Children-friendly composting garden ▲

Use of Black Soldier Flies for kitchen waste treatment by Zhuhai DaHengqin Investment Co., Ltd.

Zhuhai DaHengqin practiced localised ecological treatment in an innovative way, and built a kitchen waste resourceful treatment centre. It has realised zero-emission kitchen waste treatment with the biological technology using black soldier flies, advancing resources recycling. In May 2023, *Economic News* on CCTV2 paid attention to the new ways of kitchen waste classification, visited the localised kitchen waste treatment centre in the Guangdong-Macao In-Depth Cooperation Zone in Hengqin, Zhuhai, and learned that all kitchen waste from nearby villages and housing estates would be sent to the centre for local treatment, in which black soldier flies in breeding racks would keep eating crushed kitchen waste. Every five tonnes of kitchen waste converted will generate one tonne of fresh insects and about two tonnes of insect fertiliser, thus realising zero emissions, turning waste into treasure, and achieving a green and recycling industry chain.



Black soldier fly farm: A new Internet-famous spot ▲

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 4,800 kilometres. The equipment and facilities are getting older, but the "pension" is obviously insufficient in the process of renewal. Elevators outage, façade falling off, and 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 communities and 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 Mr. Zhu Baoquan

As the course of urbanisation has entered a new stage, the promotion of a new type of urbanisation with people at its core, and the strengthening of the renovation of old communities and community construction are included in the 14th Five-Year Plan and the 2035 Vision. As an important indicator of the effectiveness of urban front line governance, the quality of property services directly concerns the quality of residents' lives and the modernisation level of community governance. For the old communities managed by it, Vanke Service regularly carries out checks, repairs and preventive maintenance of the facilities and equipment in the estates, thus ensuring safe operation of such facilities and equipment and prolonging their service life. Besides, Vanke Service promotes diversified co-construction among local governments, developers, properties, property owner groups and social capital, thus boosting the living experience of property owners, and facilitating the building of the living environments with quality communities and the maintenance and increase of asset value.

● Property renewal

In order to conform to the urban renewal trend and meet the needs for renovating old communities, Onewo proactively integrates into community governance, constantly improves the level and quality of property management services, and optimises the infrastructure and living functions of housing estates, thus providing customers with higher-quality living environments. In order to respond to the challenge of property renewal, Vanke Service has established the "Anti-ageing" Task Force, sought diversified co-construction mode, and promoted solving key problems, such as fire protection, building units, strong and weak electricity, water supply and drainage, and elevators, regarding facilities and equipment in "aged" projects. We have investigated in detail the age data of the buildings in the housing estates under our management, and conducted comprehensive "physical examination" on the housing estates with old buildings. Based on this, we have summarised a set of procedures for property renewal action, and in combination with the actual situation, provided "elderly-oriented" renovation services for old buildings. During the reporting period, we launched a total of 302 property renewal projects.

Building archives management

Age profiles (accurate to each building) are created for buildings in the housing estates, 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 exams of "aged" communities

A list of standards for physical examinations of facilities and equipment is developed, and priority is given to comprehensive physical examinations of "aged" housing estates. During the reporting period, comprehensive physical examinations were completed on 33 "aged" housing estates with buildings over 20 years old.

Implementation of renewal

For routine ageing of facilities and equipment, repairs, maintenance and ageing resistance are carried out in accordance with Vanke Service's standardised quality management system; for major and medium repairs, safety risk decomposition and reporting are performed, project approval for major and medium repairs are promoted, and maintenance is carried out after opinions solicited from communities and fund raising are in place.

Studying ways of co-construction

By refining typical cases of fund raising, sharing experience in renewal of medium and large properties, and forming a standardised guide to action, we explore ways to co-construction and co-management and commercial sustainability of old communities.

Procedures for "Anti-ageing" Task Force's Property Renewal Action

During the reporting period, we carried out comprehensive physical examinations on

33

"aged" housing estates with buildings over 20 years old

During the reporting period, we launched a total of

302

property renewal projects

In the area of urban property renewal, in order to solve the industry specific problem of lack of funds of maintaining old buildings, Onewo is dedicated to facilitating the participation of capital from the government, residents, the society and other parties, and collaborating closely with such multi-party partners such as property owner groups, developers and local government. By doing so, Onewo has promoted the multi-party co-construction of diversified communities nationwide, proactively advanced such action plans as the Beautiful Community Plan and the Neighbourhood Program, and explored the sustainable mode of renewal and governance of old communities, thus boosting the quality of urban living environments.

Neighbourhood Program

The “Neighbourhood 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 Neighbourhood Program, to help the renewal and upgrade of the community. The Neighbourhood Program income balance of relevant housing estates we serve can be checked on Zhuzher App at any time.

By the end of 2023, the “Neighbourhood Program” has raised a total of over RMB30.90 million, covering nearly more than 5,000 projects, with over 1.2 million residents involved in the fund raising. During the reporting period, 4,330 projects participated in fund raising, and funds were applied for 14 projects to implement such matters as AED, outer wall restoration and activity room renovation, accumulatively assisting more than 100 communities in completing hundreds of renovations, and benefiting over one million property owners.

Beautiful Community Plan

The “Beautiful Community Plan” is a continuation and upgrade of the “Neighbourhood Program” concept of co-funding and co-construction. Joining hands with Vanke Real Estate, Onewo invests the “Beautiful Community Plan” special funds in housing estates. The funds are aimed at improving the quality of completed housing estates, boosting the satisfaction of property owners, disseminating the service brand, and creating a positive image, and used to renovate and upgrade the facilities and equipment out of warranty in the communities. The mode of renovation and upgrading, which has changed to be “property-owner-oriented”, has levered property owners’ concern for the public benefits and public rights and interests of their communities.

During the reporting period, the Beautiful Community Plan had a total co-construction amount of RMB3,250,100 (jointly funded by Vanke Real Estate, the Neighbourhood Program and property owners), involving a total of nine projects in two cities in the co-construction, with 17 renovation items.

By the end of the reporting period,
We levered the renovation funds of

3.58 million for the “Beautiful
Community Plan” and the “Neighbourhood Program”

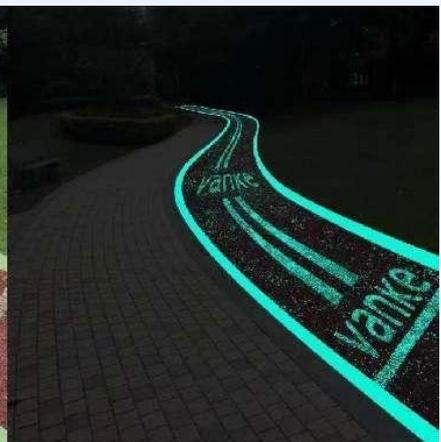
assisting

23 residential housing estates in
acquiring a completely new outlook

Opal Project in Panyu, Guangzhou, for renovation of “Coloured Glow-in-the-dark Asphalt Track”

In 2023, in order to welcome the 10th anniversary of the Opal Project, we laid stress on the promotion of such renovations and retrofits as additionally installing air conditioners in elevators, renovating elevator lobby ceilings, retrofitting canopy of Westgate Vehicle Access, and renovating pavements and tracks, which are aimed at offering all-dimensional fine living experience to property owners in the community.

Among such projects, the Coloured Glow-in-the-dark Asphalt Track is a key renovation project of the “Beautiful Community Plan”. Previously, due to roadbed problem and rainy-day waterlogging, the road was complained many times, and Vanke Service established a special group for the problems. After renovation, such problems as subsidence and waterlogging of the new glow-in-the-dark track have been solved, because the original grass-planted brick pavement has been replaced with asphalt bottom layer and painted surface, and fluorites have been used on the two sides of the track as decoration. The overall visual effect has been significantly improved, and the housing estate has acquired a completely new outlook, thus enabling the property owners to experience a healthier and richer beautiful life.



The renovated glow-in-the-dark asphalt track ▲

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 housing estates, 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.

New mode of operation of old communities in Jiangnan District, Wuhan, achieving long-term governance of old communities

Oriented towards the demand of community residents, Jiangnan Urban Resources Management Co., Ltd. enables the urban space municipal services to enter housing estates, allows block services to extend to the front of unit doors, and explores the long-term governance of old communities through the “Three Littles”, i.e., the government pays a little, the people pay a little, and the business makes up a little.

By integrating such resources as various houses and public spaces left unused in old communities, communities and blocks, and under municipal administration, we carry out assets management in such ways as real estate agency, parking lot operations, advertising position operations, charging pile management, and paid household services, so as to improve the property service facilities in old communities, and solve the difficulty of long-term governance of old communities. As our first pilot community, Xima New Village needs to achieve long-term sustainable development led by Party building and by mobilizing multi-party forces, such as enterprises, social workers, professionals, volunteers and community residents, to straighten out the very ends of grass-roots governance, form the social pattern of multi-party co-governance and co-sharing, and thus promote the development of property services of old communities from “low level and ensuring basic needs” to “high quality and being sustainable”.



Operation of the Old Community, Xima New Village



Being People Oriented

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



Onewo's runners participating in the Run for Fun Race in Wuhan

Our Concepts

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 positive company together.

Our Strategies

Onewo is committed to the belief that harnessing and cultivating the potential of our employees can shape a vibrant and dynamic organisation. We aspire to provide our team members not just with a role and compensation, but with a fair opportunity and a platform for "learning by doing, and doing by learning". Moreover, we hope our employees will benefit from a conducive learning and working environment and a healthy, lifelong lifestyle. With this as a starting point, we centre on four dimensions to support self-fulfilment of personnel: We attract and retain a diverse range of exceptional talents that meet our business development needs, providing a fair, respectful, and inclusive work environment; We fully safeguard the legitimate rights and interests of our employees, offering competitive compensation and benefits, ensuring their secure and steady growth within Onewo; We offer diverse career development channels and learning opportunities to help our employees become the best versions of themselves; Simultaneously, we establish a comprehensive safety management system to provide effective security safeguards for our employees and all relevant parties.

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 2023.
- In 2023, Onewo promoted 2,598 front line service providers to transfer positions through the "Onewo Dream Development" plan;
- In 2023, the average hours of training received by employees were 77.8;
- In 2023, 2,797 employees and other service providers have been evaluated as internal trainers;
- In 2023, in the organisational culture survey, "Sense of Mission - Goal" (4.35), "Sense of Mission - Vision" (4.37), and "Consistency - Core Values" (4.39);
- 100% of employees and other service providers signed the *Letter of Protecting Female Employee Rights and Interests*.

Talent Attraction and Retention

Topic contents

- Establish a reasonable and sound employment system, and implement corresponding policies or measures to attract and retain talent

Onewo actions

- Explore high-quality channels of recruitment and recruit more capable personnel
- Promote a diverse and harmonious work environment, and emphasise diversity, equality, and inclusiveness
- Support the employment of disabled persons and veterans
- Organise themed cultural and employee care activities

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. In 2023, Onewo won three employer brand awards.

Recruiting more capable personnel

Onewo strictly adheres to laws and regulations such as the *Labour Law of the People's Republic of China*, the *Employment Promotion Law of the People's Republic of China*, and the *Civil Code of the People's Republic of China* and is committed to attracting outstanding talented professionals who share the same vision and fit with its corporate culture. To this end, we have established a vertically managed Onewo Recruitment Centre and formulated the *Onewo Recruitment Management System*. It helps us to standardise the recruitment and selection process, improve the quality of talent selection, ensure that the recruited personnel comply with the Company's employment principles and requirements, and attract talented individuals who are interested in working in the property service industry. During the reporting period, we attracted 30,000 employees through diversified channels of recruitment and established positions with industry characteristics, such as coordinators, coordinator experts, city coordinators, safety experts, environmental experts, and operation and maintenance experts. Under the same conditions, recruitment priority will be given to low-income people who have completed the poverty registration and those who have been registered as unemployed for more than half a year in the human resources and social security departments and public employment service organisations, and who hold *Employment and Business Start-up Certificates* or *Registration Certificates of Employment and Unemployment*. We provide more employment opportunities for society and contribute to the stabilisation of the job market.

We adhere to the principles of fairness and transparency, maintain an efficient and rigorous attitude, and value candidates' experience during the recruitment process. Every stage of the recruitment process is subject to strict regulations, from releasing recruitment information, CV screening, assessments, interviews, background checks, and medical examinations to signing contracts and onboarding. We require every recruiter and interviewer to meet the appropriate qualifications before participating in the talent selection. Every interviewer needs to focus on different aspects based on their role in assessing a candidate's suitability and submit their opinions to the recruitment information system after the interviews to ensure the traceability of opinions.

In light of the Company's needs, Onewo consistently explores high-quality recruitment channels to find outstanding talent for the Company:

Campus recruitment

VS Trainees (the "VTs") are fresh university graduates recruited by Onewo. The types of positions recruited for VTs and the reserve positions for recruitment target are divided into management, marketing, technology and professional directions. Since the launch of campus recruitment in 2006, 6,295 fresh graduates from 18 recruitments have joined us. Many of them have started from the front line and become business leaders and senior experts in their fields. During the reporting period, 262 people became VTs.

Online recruitment

Through comprehensive recruitment websites, new media live recruiting and social recruiting platforms, and other Internet recruitment channels, the Company reaches out to a wide range of social talent and attracts job seekers from different regions and backgrounds.

Internal referral

Employee internal referral is an essential way to get various talent. We encourage employees to recommend talent for the Company and have formulated the *Management Measures for Internal Referral of Onewo*. The internal referral is applicable to all public positions. Employees who successfully recommend others are rewarded by the Company.

Internal mobility

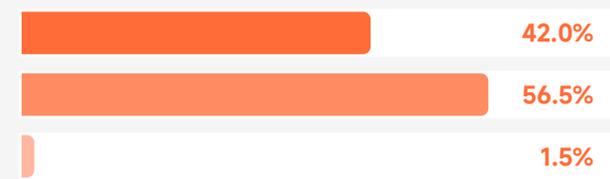
We support the natural mobility and development of employees across Onewo's locations and business units and provide various channels for them to learn about and access career development opportunities, aiming to empower them to freely discover development opportunities within the Company and foster their and Onewo's inherent energy. In 2023, we leveraged digital platforms to establish a smoother market mechanism for internal talent mobility so that both talent and the Company have vitality.

Diversity and inclusion

Dedicated to the ideal of diversity, equality, and inclusion, Onewo actively advocates and creates a diverse and inclusive workplace, opposes all forms of discrimination, and treats everyone equally. We ensure equal opportunities for employees in recruitment, training, promotion, transfer, and remuneration, regardless of gender, disability, family status, marital status, pregnancy, race, religion, age, or nationality.

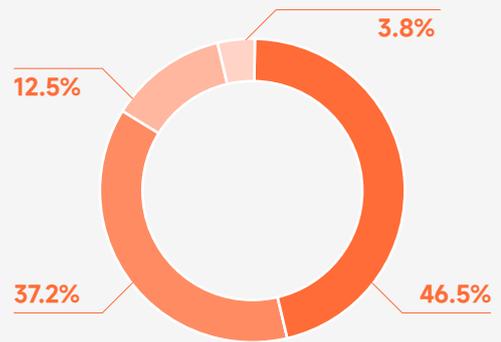
Total number of employees by business type, age group, region and educational background

By business type (percentage)



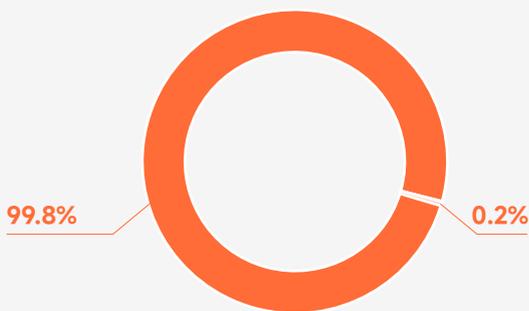
Service type Professional type Management type

By age (percentage)



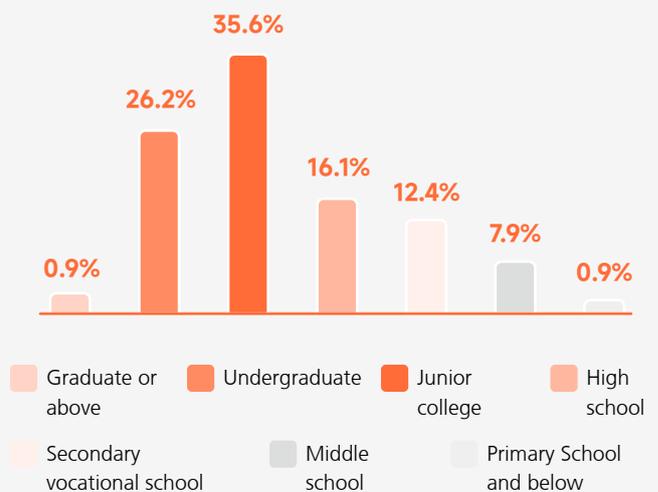
Aged ≤ 30 Aged 31-40
Aged 41-50 Aged ≥ 51

By region (percentage)



Mainland of China Hong Kong, Macao, and Taiwan

By educational background (percentage)



Graduate or above Undergraduate Junior college High school
Secondary vocational school Middle school Primary School and below

Onewo is concerned with the employment of disabled people and complies with the *Law of the People's Republic of China on Protection of Disabled Persons*, the *Regulations on the Employment of Persons with Disabilities*, and other laws and regulations. We promise not to despise or treat employees with disabilities differently. Based on the principle of equal pay for equal work, we proactively recruit a certain percentage of employees with disabilities. We provide vocational training, employment counselling, and job matching for our employees with disabilities to help them adapt quickly and reach their full potential in their new roles. During the reporting period, 838 employees and other service providers of Onewo are disabled persons.

After rigorous training and long-term toughening in the army, veterans have been trained to a high standard in competence and work style and can play a significant role in economic and social development. In 2023, we renewed the *Veterans Employment Cooperation Agreement* with the Ministry of Veterans Affairs to promote veteran employment, enhance their sense of accomplishment and well-being, and consistently provide the Company with a pool of high-calibre service providers. During the reporting period, we had 9,872 veterans among our employees and other service providers.

Gender diversity in the workplace helps to foster a wealth of viewpoints and ideas, as well as a more productive work environment. Our employees, regardless of gender, are entitled to equal opportunities for career development and promotion. During the reporting period, female accounted for 46.13% of all employees, 37.73% of managerial-level employees, 34.82% of the management employees, and 9.09% of members of the Board of Directors, and one more female core managing partner was promoted. We attach importance to the positive impact that gender diversity brings to the Board of Directors because it integrates different skills, professions, experiences, and perspectives. The Company has taken necessary actions and initiatives to achieve and maintain diversity on the Board of Directors, enhancing the efficiency and thoroughness of decision-making.



“She” Power of Onewo — Miss. Huang Chuying from Cushman & Wakefield Vanke Service

In 2023, a business division of Cushman & Wakefield Vanke Service made more efforts into high-end manufacturing and succeeded in expanding the business of precision manufacturing plants. The business division, led by general manager Miss. Huang Chuying, developed an industry-leading and field-specific clean room service system and broadened the service scope from public facility management to the operation and maintenance of core facilities in dust-free rooms. These efforts enhanced the expertise and service value of Cushman & Wakefield Vanke Service’s clean room business, and contributed to the rise of domestic chip manufacturing and building a strong industrial nation from the perspective of a service provider.



Miss. Huang Chuying is lecturing in the classroom of the training camp ▲

Employee care

In addition to maintaining a safe and healthy workplace, Onewo is committed to promoting work-life balance and attaches great importance to the welfare of our employees. We strive to support the physical and mental health of our employees to keep our employees motivated to work hard and progress together to live a healthy and abundant life. We wish everyone, every customer and every partner positive.

Since we care about the mental health of our employees, we have established guidelines for employee mental health work and make sure that we take responsibility for monitoring and reporting. In addition, a mental health assessment channel has been established to monitor and track any abnormal psychological conditions of our employees and their progress toward better mental health. To better support our employees, we offer a free mental health hotline so that they can get professional psychological support and counselling when needed.

We provide a wide range of employee care activities. Every year, we carry out care activities such as Coolness in Summer and Warmth in Winter, and also organise themed cultural and sports activities such as Run for Fun, Programmer's Day, and International Women's Day, to promote a positive and active mindset among our employees.

The New Year's Gifts for Service Providers on Duty event has been carried out in Onewo since 2021. The managers of the Company's headquarters and various business units 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 2023, more than 20 city branches organised this activity, and more than 1,800 front-line employees and other service providers received rewards.



Posters for employee care activities ▲

Promoting sports and healthy culture through Run for Fun activity

With the principle of "more encouragement, more guidance", Onewo continues to promote the Run for Fun culture by providing employees and other service providers with information on Run for Fun-related peripheral design, race resources, and Run for Fun classes. These efforts enable everyone to experience the happiness from participating in sports and encourage more people to start exercising. In 2023, we awarded 1,000 Onewo 300 km Commemorative Medals to outstanding sports performers, honour winners, sports enthusiasts, VTs, cultural ambassadors, and others, in recognition of their enthusiasm for Run for Fun and contribution to the positive culture. During the reporting period, a total of 122,084 employees and other service providers of Onewo participated in the Run for Fun.



Onewo 300 km commemorative medal ▲

Employee recognition

Faced with more diversified business scenarios, Onewo has concluded "Service, Champion and Positivity" as the Onewo's Culture from its past practices and cultural gene, in order to address conflicts and build consensus to the full extent. To better understand the cultural characteristics of Onewo and discover its strengths and development areas, we have conducted organisational culture surveys for four consecutive years among the Company's employee and other service providers to assess and analyse the cultural health of the organisations of Onewo. In 2023, Onewo received 58,752 valid samples through the survey, and the results indicated that Onewo performed well in employee recognition-related modules, such as "Sense of Mission - Goal" (4.35), "Sense of Mission - Vision" (4.37), and "Consistency - Core Values" (4.39).

Combining the results of the organisational culture surveys with the "Twelve Employee Communication Channels", Onewo has collected and analysed employees' voices and delved into employees' demands and expectations. We further reviewed internal management in many aspects, such as the work environment, accommodation environment, corporate cultural recognition, remuneration and benefits as well as employee relations, and collaborated with various departments and business units in special improvement work to enhance employees' sense of professional belonging and happiness.



Onewo was awarded the 2023 China Best Employer Award (Shenzhen) by Zhaopin.com ▲

Protection of Employee Rights and Interests

Topic contents

Onewo actions

- Comply with relevant laws, regulations, human rights conventions and labour standards, and fully respect the rights and interests of employees.
- Adhere to equal employment, prohibit child labour and forced labour, and protect the rights and interests of employees
- Ensure equal remuneration and benefits as well as career development opportunities for female employees
- Create a competitive remuneration system, conduct solid and effective performance management, and develop an employee stock ownership plan
- Provide employees with additional general welfare and position-specific welfare and offer assistance to employees in need through the Fraternal Society
- Offer democratic communication channels, such as the “Twelve Communication Channels” and the Workers Congress

Strictly adhering to the *Labour Law of the People's Republic of China*, the *Labour Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on Protection of Minors*, the *Law of the People's Republic of China on the Protection of Rights and Interests of Women* and other laws and regulations of labour and social security system. Upholding the principles of fairness, justice, and transparency in employment, we have established a comprehensive internal management system for employment to fully protect the legitimate rights and interests of employees in terms of induction, promotion, departure, working hours, remuneration and benefits, and privacy protection. In 2023, Onewo experienced no major layoffs or restructuring, as well as strikes or work suspension.

Protection of rights and interests

We follow the *Declaration of Human Rights* of the United Nations, and are committed to the provisions of the core conventions of the International Labour Organisation, eliminating child labour, and opposing forced labour and workplace harassment and bullying.

In 2023, we clarified the infringement of employee rights and interests at work as explicitly prohibited behaviour at the Company level, and advocated employees to safeguard their rights and interests through proper channels such as the Company and the law. We have set up a dedicated telephone line and email address, and are committed to responding to the report within eight hours upon receipt, so as to strengthen the workplace protection of employees, and further build a secure and comfortable working environment.

● 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 stipulating their work and vacation durations within the contract.

● Prohibition of child labour and forced labour

We strictly prohibit child labour, forced labour and other illegal employment practices, and have formulated stringent management policies for the prohibition of child labour and forced labour, and adopted a number of targeted safeguards in various aspects such as employment management, employment risk prevention and control, and contractor management. The Human Resources Department ensures that our operational procedures are rigorous and conform to all labour laws and regulations through established procedures and control checkpoints. Meanwhile, when hiring suppliers and contractors, we make it mandatory for contractors to sign contracts prohibiting child labour and forced labour. During the reporting period, Onewo did not violate any laws or regulations related to child labour or forced labour.

● Protection of women's rights and interests

Onewo strictly abides by the *Law on the Protection of Rights and Interests of Women* and other relevant laws and regulations, rigorously enforces the leave provisions for female employees during pregnancy, childbirth and breastfeeding, and ensures that female employees enjoy equal remuneration and benefits, evaluation of awards and merits, and career development opportunities. We care about the well-being of our female employees. In terms of the protection during the “five periods (pregnancy, childbirth, breastfeeding, menstruation and menopause)” of female employees, we strictly follow the relevant national policies and regulations to ensure that their legitimate rights and interests are fully safeguarded.

The Anti-Corruption Centre of Onewo is responsible for the protection of women's rights and interests, ensuring that the relevant policies and measures are effectively implemented. In 2023, we reaffirmed the contents of the *Letter of Protecting Female Employee Rights and Interests* to all employees and other service providers, which was signed by all employees, and serves as our commitment to provide a work environment free from harassment and bullying for employees. We advocate that employees safeguard their rights and interests through proper channels such as the Company or the law. In addition, we have provided employees with clear reporting channels, and set up a dedicated person responsible for safeguarding the rights and interests of female employees at the headquarters and municipal levels, as well as dedicated telephone lines and email addresses, so that any infringement on the rights and interests of female employees can be promptly reported. The identities of the whistleblowers are kept strictly confidential to ensure that they will not be adversely affected as a result.

During the reporting period,

100%

of employees and other service providers signed the *Letter of Protecting Female Employee Rights and Interests*

Exclusive “Care Card” for pregnant female employees

In order to take better care of female employees and give them more love and support, especially pregnant employees, we have designed an exclusive “Care Card” for pregnant employees in the Wuhan Finance Remote Delivery Centre and taken the following measures:

- **Elevator courtesy:** Courtesy is extended to pregnant employees taking elevators to ensure that they are safer and more comfortable.
- **Anti-fall tables and chairs:** We provide specialised anti-fall tables and chairs, which are designed to reduce the risk of falls and ensure the safety of pregnant employees.
- **Baby care room:** A special baby care room has been set up in the building to provide a private and comfortable feeding environment for breastfeeding mothers.



Exclusive “Care Card” for pregnant female employees ▲

Remuneration and benefits

Onewo is grateful for the dedication and hard work of every employee and other service providers. Adhering to the concepts of “energizing the organisation, 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. We respect the value of employees, attract, motivate and retain talent to support the long-term healthy development of the Company, and share the fruits of development with our employees.

● Remuneration management

Onewo has established a Remuneration Committee, which is responsible for formulating and reviewing the remuneration policies and plans for the Company’s directors and senior management members, as well as managing and supervising the remuneration, performance and benefits of the Company’s employees. The Committee comprises three directors, including two independent non-executive Directors responsible for independently and objectively reviewing the fairness, competitiveness and transparency of the Company’s remuneration system, so as to attract and motivate outstanding employees.

We have developed a remuneration scheme for frontline employees and service providers based on service delivery work orders (piecework, hourly and fee-based) to ensure that the remuneration rules are straightforward and transparent, and employees can increase their income through hard work, thereby enhancing their sense of achievement. For management and professional employees, we have established a floating incentive mechanism linked to performance, and differentiated the remuneration structure based on the position value, with the higher the level, the greater the floating ratio, so as to reflect the correspondence between the employee’s ability, performance and remuneration.

● Performance appraisal

In accordance with the laws and regulations of the countries and regions where it operates, Onewo has formulated the *Guidelines on Personal Performance Management of Onewo*, insists on equal pay for equal work, and has developed a “performance-oriented” incentive system. We have developed personalised performance management requirements for all employees and other service providers in different business types, levels and positions, and implement quarterly and annual performance appraisals.

Employee stock ownership plan

We gradually established a diversified medium- and long-term incentive mechanism to attract and retain talent, boost a close interest connection between employees and the Company, and drive the Company's sustainable growth and prosperity. Vanke introduced and adopted an internal business partner mechanism in June 2015 for employees of its property services business (Onewo). At present, the business partner mechanism has been further revised and merged into "employee stock ownership plan". For details, please refer to the Prospectus.

Diversified welfare

Onewo offers diverse benefits to employees. We act on the requirements of the *Labour Law*, the *Social Insurance Law*, the *Regulations on Annual Paid Leave for Employees* and other policies and regulations, offer employees social security and benefits such as endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance and housing fund, guarantee employees' legal holidays, annual leave, wedding leave, bereavement leave, maternity leave and other paid leave, 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 take better care of employees' lives and strengthen their happiness. In 2023, we further clarified the coverage of our welfare policy by gradually extending non-statutory benefits such as relevant general welfare and position specific welfare to non-contractual employees (including interns and appointed employees), and providing employees with various welfare options suitable for different stages to reflect the Company's concern for the well-being of employees.

General welfare (available for all employees regardless of rank and performance)				Position specific welfare (dynamically granted according to the employee's job duties, rank and performance, etc.)	
Holiday care	Chinese New Year duty gifts	Annual physical examination for employees		Car allowance	Phone allowance
Commercial insurance	Congratulatory ceremony and memorial ceremony	Meal allowance	Employee activities	Off-site office and settlement subsidies for dispatching, temporary post, etc.	Educational welfare for employee academic upgrade

Helping employees in need

We are committed to providing the necessary support and assistance to our employees who are experiencing difficulties. Fraternal Society is an organisation initiated by the 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 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 158 Onewo employees and other service providers, with a total donation amount of RMB8.37 million. Since its inception, the Fraternal Society has assisted a total of 609 Onewo employees and other service providers with a total amount of RMB35.194 million.



Democratic communication

Onewo listens to employees' voices and continuously 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 positive working environment.

We have set up employee representative sub-committees in many regions, which meet regularly every month to demonstrate that the Company respects and safeguards the democratic rights of employees to know, participate, express and supervise in accordance with the law. Employees are encouraged to participate in the Company's management activities and reflect their opinions. We supervise violations of rules and laws, such as infringement on employee interests, accept complaints made by employees to safeguard their interests and protect the legitimate rights and interests of employees. We aim to build a harmonious labour relationship, and boost the healthy development of the Company.



Onewo respect every employee's voice, and follow the "1237" principle to deal with and follow up complaint management in a timely manner (i.e., responding within one working day, handling within two working days, and advising the handling progress or results within three working days. If the complaint content is relatively complex and requires investigation by multiple departments, the maximum time limit shall be no more than seven working days). We have set up an employee voice management system to realise the collection, grading and closed-loop management of employee opinions, ensuring timely response to employee opinions while fully respecting and safeguarding employee privacy. During the reporting period, the resolution rate of employee opinions exceeded 90%.

At the same time, we have also set up dedicated experts posts for employee relations across China to handle performance appeals and other complaints from a third-party perspective, discuss solutions with the special team, identify the causes, and handle the complaints in accordance with the law. We uphold equality to safeguard the interests of both employers and employees under applicable laws.

Talent Development

Topic contents

- Continuously invest resources in employee development, provide employees with diversified training activities on knowledge and skills that match their job responsibilities, and endeavour to offer good career development opportunities.

Onewo actions

- Provide talent digital compass, training camps and other diversified training programmes, and offer employees with diversified opportunities and promotion channels
- Provide online learning platforms, such as the Joyful Learning Platform, to encourage employees to explore the learning opportunities they need
- Attach great importance to the development of the internal trainer team to effectively improve and pass on organisational knowledge and wisdom

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. During the reporting period, the average hours of training received by Onewo employees was 77.8.

During the reporting period, the average training duration was

77.8 hours

For more information on the special "Onewo Dream Development" plan, please refer to the section "Oneworld Plan - AI Growth: Helping Front Line Service Providers Grow in Diversity" on page 17 of this report.

Diversified development

We recognise that talent is an indispensable driving energy for the sustainable operation of the Company, so we focus on talent exploration and empowerment. Onewo has built a complete talent development and training system, launched training products and training programmes in various forms, and unblock career development channels for employees. We organise leadership and skills development training for employees of different types and levels, including interns, part-time and outsourced employees.

Talent digital compass

Onewo wants to provide employees with fair and transparent promotion opportunities through the talent digital compass, while driving overall growth and effectiveness of the organisation. We integrate data management systems and use AI algorithms to consolidate basic talent information and continuously update talent portraits such as key job responsibilities and post qualifications. A talent digital compass covering the whole procedure of talent screening, onboarding guidance, onboarding certification, key experience filing, training and selection for promotion was developed, providing reference data and suggestions for the internal selection and job competition. In addition, the talent digital compass supports employees' career growth by providing them with personalised recommendations for career planning and development. During the reporting period, we cumulatively completed the digital portrait of job responsibilities, post qualifications and talent for 20 key positions, achieved 100% coverage of reserve talent labelling for key positions, and pushed out 100% of the job requirements for seven business units, realising "post selection by talent" and "talent selection by post" supported by the digital system.

100%

coverage of reserve talent labelling for key positions

Training camp

Onewo has launched various training programmes on "leadership", "growth" and "professionalism" for residential coordinators, project managers and directors, market development personnel, and senior, middle and junior cadres, provided multiple training and empowerment activities to accelerate and motivate talent growth, enabling employees to continuously improve and develop in their respective fields.

Leadership training camp

A series of leadership training camps, including Senior Manager Coaching Program, MPP (Manager Promotion Project), TPP (Talent Potential Program) and DPP (Development Potential Program), were launched to continuously select outstanding talent to consolidate the reserve team, and assist new supervisors, managers and directors in transformation. In 2023, we updated our selection programme for all types of leadership projects. In addition, the VTs programme takes "cultivating future leaders of the Company" as the primary goal, providing an exclusive youth leadership training plan for fresh graduates.

Growth training camp

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. In 2023, we completed the assessment and training of personnel in seven categories of core market development positions.

Professional training camp

Based on the actual business needs of Vanke Service, we have customised certification training programmes for project managers and directors to help the reserve and new project managers to be competent for their job as soon as possible. In 2023, we iterated the certification programme, and completed the certification of 2,364 project managers and directors and the certification for 40 positions in total.

Fenglei Market Development Personnel Training Program

Fenglei Market Development Personnel Training Program is a course customised by Onewo to meet the needs of market development. In the “Fenglei Action” training camp, the management will communicate with market development personnel face to face and internal trainers help trainees clarify the market positioning of the organisation, personnel responsibilities, market strategies and personnel operation ideas, promote the trainees to share resources, and transform into a more professional and specialised market development team. In 2023, we organised seven training camps, with a total of 281 market development personnel completing the learning.



Training site of the Fenglei Market Development Personnel Training Program ▲



Lecture by Mr. He Shuhua, Executive Director of Onewo, for “Fenglei Action” trainees ▲

Diversified training

Onewo provides a broad learning platform for employees and encourages them to explore the learning opportunities they need. In line with the trend of digitalisation, we adopt both online and offline models to build a free and open online platform, “Joyful Learning”, and equip it with rich and cutting-edge online courses for all employees and other service providers, accurately delivering courses to employees and meeting their learning and development needs in different scenarios and stages. In 2023, Onewo further upgraded the “Joyful Learning” platform by designing special learning content for key positions, enabling employees in key positions to obtain learning resources more conveniently, so as to realise what they are doing is what they have learned online.

During the reporting period,

2,797 employees
were assessed as internal trainers

Onewo also attaches great importance to the building of internal trainer team. Through methods such as teacher selection, empowerment, teaching and incentives, we encourage well-performed cadres with both integrity and ability to serve as course instructors, converting their experience into knowledge for sharing, and helping them to embark on a larger career stage. We have established the *Administrative Regulations for Internal Trainers* and organised a team of trainers which can quickly build organisational capabilities and effectively pass on corporate culture, so as to ensure the quality of instructors’ lectures and effectively deposit and pass on organisational knowledge and wisdom to facilitate the rapid development of the Company’s diversified businesses. During the reporting period, 2,797 employees were assessed as internal trainers, of which 795 employees with 100% satisfaction with lectures and instructor NPS (Net Promoter Score, a recommendation index) were assessed as “Double-hundred Instructor”, which are the core force of the Company’s talent development system.

Occupational Health and Safety

Topic contents

- Comply with laws and regulations related to work safety and the requirements of the health and safety management system, improve the system related to the management of employee health and safety, carry out potential danger inspections and governance, as well as training and assessment on employee safety awareness and skills, and protect employee safety on all fronts

Onewo actions

- Establish a comprehensive health and safety management system
- Identify and control material security risks
- Formulate employee health management plan
- Implement training and publicity on employee health and safety
- Ensure contractor employee health and safety

Onewo attaches great importance to the health and safety of employees. Strictly abiding by laws and regulations such as the *Law of the People's Republic of China on Work Safety* and the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, as well as the *Requirements and Guidelines for Use of the Occupational Health and Safety Management System*, we implement a series of internal management standards and measures for employee health and safety, including the *Occupational Health Management Procedure* and the *Management Procedure for Occupational Health*, striving to create a safe and comfortable working environment for our employees.

Health and safety management system

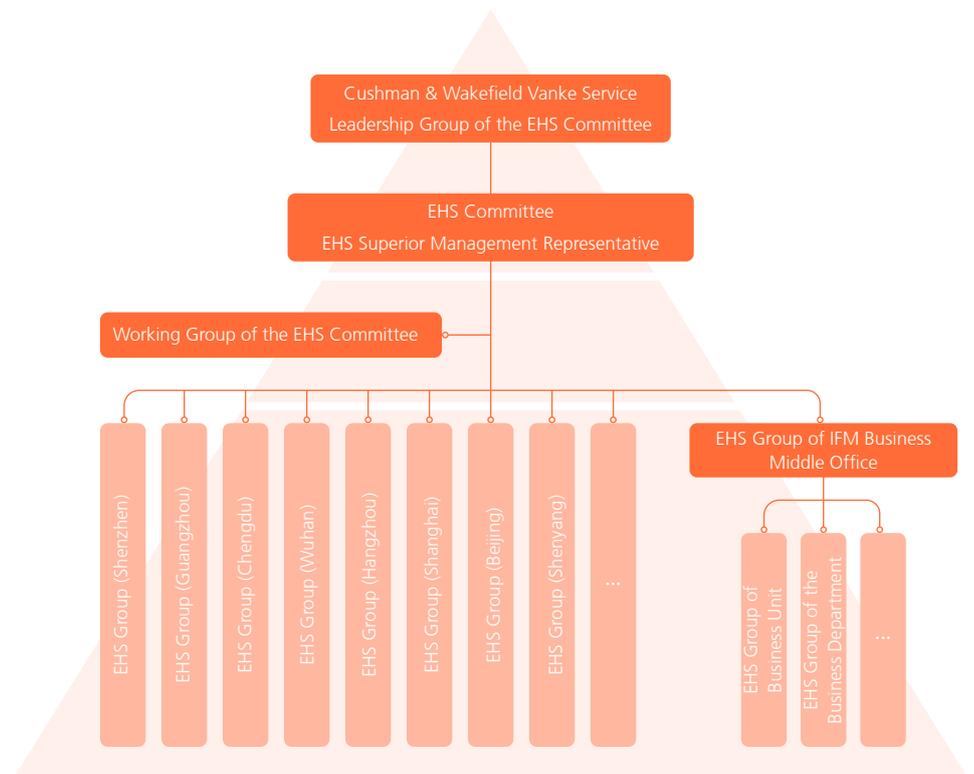
We continuously improve the health and safety responsibility system and establish a sound health and safety organisational structure and management system. Onewo has set up a health and safety management team in each business unit, and the management of each business unit serves as the principal person and is responsible for guiding and supervising the safety work of the business unit and ensuring the effective implementation of health and safety tasks. The Workers Congress investigates and handles work-related fatalities and other serious hazards to the health of employees, and issue relevant opinions.

In terms of performance appraisal, we actively promote occupational health and safety management and enhance the accountability of management members. Onewo has included health and safety as an important indicator in the performance appraisal and evaluation system for management members at all levels of business units. According to the *Active Health Management Plan for Employees*, 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.

Strategic level
(vision, approach, objective)

Technical & tactical level
(management plan, process testing, performance appraisal)

Executive level
(site management, subcontractor employee, site coordination)



Management System of the EHS Group of Cushman & Wakefield Vanke Service

Identify and control material security risks

We regularly identify and control potential risks in service spaces (i.e., workplaces of business units) to ensure the health and safety of employees' working environment. In 2023, we urged and supported all business units to develop special control measures for common potential accident risks to protect the safety of employees. At the same time, we continue to standardise occupational health and safety management and actively advance safety certification. By 2023, Vanke Service, Cushman & Wakefield Vanke Service and Xiangying Enterprise Service have all passed the ISO 45001 Occupational Health and Safety Management System Certification.

Health and safety policies and measures

Employees' health is the cornerstone of the Company's development, as well as a valuable asset for the Company, employees and their families. Each business unit of Onewo carried out special safety management work in various regions, with EHS (Environment, Health and Safety) experts, business supervision experts, and quality accident supervisors jointly completing the formulation and implementation of safety management policies.

To protect the health and safety of employees in the property service spaces, offices and the living areas of frontline employees, we have taken the following regular measures:

For the safety of personnel in property service spaces

The Company stipulates that appropriate labour 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 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

We have carried out the "N3 Action", and standardised management and supervision for canteen and dormitory environments of frontline service providers. In 2023, we conducted a "star rating" of 3,216 employee dormitories across most regions in China, assessing employee dormitories from five dimensions, namely, good facilities, cleanliness, complete equipment, cultural development, information management and risk control. The "star rating" system is used to drive business units to proactively improve the management of employee dormitories under their jurisdiction, and provide a safe, healthy and comfortable living environment for frontline service providers.



Employee Dormitories and Kitchens at Zhuhai Venetian City ▲

Onewo focuses on the physical and mental health of employees. To improve employee health and prevent and control occupational risks, we released an employee health management plan in 2023. Under the plan, we established management mechanisms for entry physical examination management, BMI (Body Mass Index) management, annual physical examination data observation, and "Run for Fun" cultural activities to monitor, remind and intervene moderately in the health of employees. At the same time, we set up a person responsible for the management of employee BMI, developed health development plans and organised exercise activities based on the BMI of employees. In addition, a "Positive Award" was designed to motivate teams or individuals with outstanding performance in employee health management, so as to effectively safeguard the health and safety of employees. In 2023, the coverage of work-related injury insurance for employees was 100%.

Health and safety training and publicity

We emphasise the work concept of safety first, and the “Ten Rules of Occupational Safety” in the *employee handbook* signed by all employee emphasises the principles of “Do not advocate work dedication at the expense of health” and “Do things on the premise of personal safety”. In addition, Onewo promotes all employees to learn and master more knowledge and precautions on occupational safety through various ways. For example, we have set up “Employee Knowledge and Skills Training Centres” in some frontline workplaces to publicise the response strategies for 11 types of emergencies, including traffic risk avoidance, treatment of electrocution, response to abnormal weather conditions, and fire safety. In addition, we have also designed a series of occupational safety courses on the “Joyful Learning” employee training platform to facilitate employees to learn the necessary knowledge and skills and jointly build occupational safety barriers.

At the same time, in order to continuously improve the Company’s safety capacity building, consolidate employees’ safety awareness, and enhance their health and safety ability, we adopt methods such as training and assessment.

<p>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.</p>	<p>During the reporting period,</p> <p>100% of new employees have attended occupational safety training</p>
---	--

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 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.

Health and safety management of related parties

Onewo attaches great importance to the health and safety protection of contractors’ employees. When we sign contracts with contractors and other partners, we clearly put forward health and safety requirements under the same standard for our internal management, and transmit our health and safety policies for employees to the contractors, requiring them to strictly implement the relevant laws, regulations and rules of the state, localities, industries and related authorities on occupational health, safety and environment, and ensure that they invest the necessary human, financial and material resources to ensure contractors’ employees health and safety.

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 the setting of statistical indicators of employee health and safety performance, such as the Company’s employee health management plan, we have also included the employee health and safety performance of contractors in the statistics and aligned them with the statistical standards for our employees.

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.

In addition, we conduct occupational safety training for contractors’ employees from time to time and organise safety specification examinations, etc., in order to raise their safety awareness.

Safety training	We require service personnel from contractors to adhere the <i>Regulations on Safe and Civilised Construction of Derivative Projects</i> , and undergo professional knowledge and skills training.
Work with certificate	Construction personnel are required to take appointment with certificates, pass the training of <i>Safe Production (Engineering)</i> courses and pass the examination before taking appointment. Personnel undertaking special operations must hold relevant special operation certificates.
Health management	We manage the health of contractors’ employees, including entry physical examination, daily monitoring of blood pressure, blood glucose and other health indicators, to protect the physical and mental health of contractors’ employees.

In 2023, we achieved a 100% coverage of work-related injury insurance or employer’s liability insurance for key personnel of contractors providing safety, maintenance, and cleaning services to Onewo.



Growing Together with the Community

- Customer Health and Safety
- Enhancement of Service Quality
- Improvement of Customer Satisfaction
- Promotion of Industry Development
- Promotion of Community Development

The coordinator is playing chess with the senior resident

Our Concepts

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. At the same time, Onewo closely integrates its own development with the fulfilment of corporate social responsibility, and committed to creating a more harmonious and beautiful social environment.

Our Strategies

Strictly abiding by laws and regulations related to safety production management, Onewo establishes a sophisticated safety management system in the process of property management and operation to safeguard the health and safety of customers. Meanwhile, Onewo attaches importance to the improvement of service quality, and continues to optimise service capability through investment in technology to provide high-quality services for residential, commercial and urban spaces.

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 actively attend industry exchanges, and contribute to the development of the industry while upholding the concept of openness, cooperation and win-win. At the same time, Onewo pays great attention to the cultural development of communities, and actively participates in various public welfare and charitable activities to support rural revitalisation. We fully leverage our strategic advantages and industry influence to demonstrate our sense of social responsibility in practice and contribute to the improvement of the community environment.

Progress towards Goals

Goals

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

Progress

- In 2023, Onewo carried out the CPR (Cardiopulmonary Resuscitation) certification training for its employees comprehensively. With the help of local Red Cross organisations and first aid public welfare institutions around the country, a total of 39,000 employees and other service providers completed the CPR practical operation training, and more than 180,000 employees and other service providers completed CPR theoretical training;

- To protect customer health and safety, and information privacy and security.
- In 2023, 1,346 new AEDs have been installed in residential and commercial spaces nationwide. In Shenzhen, 100% of our customer service providers are CPR certified, and AEDs have covered all housing estates;
- In 2023, Onewo employees and other service providers saved a total of 12 lives successfully using CPR first aid skills;
- In 2023, the elevator entrapment rate in residential service spaces decreased by 62%, achieving an annualised number of elevator entrapment of 0.023 times per elevator in a year, superior to the previous year's performance of 0.06 times per elevator in a year and the national standard of 1.4 times per elevator in a year;
- To continuously refine the customer service system to improve customer satisfaction.
- In 2023, the average complaint rate per 1,000 households against residential service spaces decreased by 0.11 order per 1,000 households compared to 2022;
- To actively promote exchanges and development of the industry, and practice social responsibility.
- In 2023, Onewo rolled out "Libra, Property Committee Workbench", the first large model for the property management industry;
- In 2023, Cushman & Wakefield Vanke Service, RICS and Tongji University jointly compiled and released the *White Paper on Commercial Real Estate Decarbonisation in China*.
- To continuously strengthen interaction with the community, promote the building of harmonious neighbourhoods, strive to boost community development and contribute "power to change communities".
- To create a happy community, we have launched an innovative service called "Dating for Singles", which has matched more than 200 owners and facilitated the marriage of four pairs of owners.
- The "Please Day" community cultural activity has covered more than 2,500 housing estates in more than 120 cities nationwide, attracting the participation of more than five million families.
- The public welfare contribution was more than RMB2,558,000 (including the Neighbourhood Program and charitable donation).

Customer Health and Safety

Topic contents

- Assess the impact of product and service categories on customer health and safety and develop safety management policies and safety contingency plans to protect customer health and safety.

Onewo actions

- Gradually implement intelligent service space safety management
- Care for special groups in the service space
- Enhance customer safety training and strengthen capacity of response to service space emergencies

Onewo shoulders an important responsibility in ensuring customer health and safety. In order to reduce the incidence of sudden diseases, suicides, self-injuries and other unnatural deaths in service spaces, we launched the "G4 Action" during the reporting period, stepped up efforts to carry out the CPR training and certification for customer service providers, deployed first-aid equipment, AEDs, in service spaces, and provided targeted care services for empty nesters 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 Artificial Intelligence (AI) technology to empower the prevention and reduction of all kinds of accidents while exploring a new mode of digital intelligent safety management and control.

For more information on "G4 Action" and care for empty nesters, please refer to the section "Oneworld Plan - AI Life: Reducing Unnatural Deaths in Service Spaces" on page 13 of this report.

Intelligent safety management

From "traditional property services" to "intelligent services", we gradually apply intelligent means to improve safety management of service spaces, while bringing more convenient and safer life experience for customers.

For more information on the AI patrol cars, please refer to the section "Enhancement of Service Quality - Space Intelligent Services" on page 46 of this report.

Urban E-control Centre

Urban E-control Centre is a city-level community intelligent security dispatching centre in housing estates served by Vanke Service, which monitors the communities it serves in real time and keeps abreast of the security dynamics of the housing estates through remote monitoring, dispatching and AI alarming. The remote agents in the remote centre are online 24/7. In case of any abnormalities, the agents will respond timely and solve the problems encountered by customers instantly to achieve round-the-clock "remote + field" double security guarding, which greatly improves the security of housing estates and guards the safety of owners.

Intelligent Access

Our housing estate access control system has been fully upgraded to intelligent access control, and equipped with intelligent equipment of the "Black Cat" series. Owners can conveniently enter the housing estate by facial recognition, card swiping or QR code scanning. The introduction of AI recognition technology replaces the traditional model of door guard recognition and paper registration of outsiders, realising comprehensive intelligent and efficient security protection. In addition, intelligent devices at the entrances and exits have replaced the previous mechanical operations, enabling intelligent management of the car park.

Edge AI patrol and inspection

We utilise AI patrol vehicles equipped with AI technology to improve the efficiency and quality of inspections.

Security risk inspection

We carried out environmental, health and safety (EHS) work in both the residential and commercial services, and piloted the *EHS Manual* in regional projects, endeavouring to provide a safe and healthy living and working environment for our customers. We have established a special safety inspection system, regularly identified hidden safety hazards in service spaces, including equipment room inspections, hardware equipment maintenance, and reinforcement of public facilities, ensured fixed daily inspections and quickly reported and rectified any problems identified.

We identify project risks annually, develop a checklist, conduct regular on-site hidden hazard inspections based on the checklist, list problems, and implement regular reviews and tracking. Additionally, we have developed targeted measures and inspection methods for major risk elements, covering response to extreme weather, smart property machinery and equipment and fire safety, and promptly update the risk module.

“100 Days of Safety” campaign

During the reporting period, Vanke Service launched the “100 Days of Safety” campaign to ensure the safe operation of projects in the last 100 days of the year. We have established a “four-defence” system to ensure the safe operation of projects and protect the personal and property safety of our customers.

- **Human defence:** Based on “human defence”, we strengthened skills training to ensure that safety personnel can complete training and pass the examination every month;
- **Physical defence:** Supported by “physical defence”, we achieved full coverage of monitoring in key areas and conducted regular inspections to ensure effective risk prevention;
- **Technology defence:** With “technology defence” as the core, we enhanced sophisticated management, and conducted regular patrols and emergency response drills to effectively prevent and reduce security risks.
- **Customer defence:** Supported by the “customer defence”, activities such as conducting theft prevention drills, promoting home safety awareness, and managing the security of vacant tenant units were carried out to enhance customers’ self-defence awareness and improve the overall security prevention effectiveness of the project.



“Physical Defence”: Full coverage of monitoring in key areas ▲

Safety training for customers

In residential, commercial and urban spaces, 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. We also provide customer safety education by posting poster in packed spaces, such as building lobbies, housing estate entrances and elevators, organising promotion activities for customers, and pushing notifications via Coordinator WeChat.

This year, Vanke Service organised four safety culture activities, including the National Work Safety Month, 119 Fire Prevention Month, Flood Alert Day and Fire Alert Day. To raise customers’ safety awareness, we launched multiple activities such as collaborative emergency drills, community fire safety promotions and online fire safety knowledge competitions. As of the end of the reporting period, the customer safety training and promotion activities conducted in the residential service space had attracted the attention and participation of 122,000 customers.

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 the *On-site Emergency Information Reporting System*, and clarified 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 response to emergencies in the service space, Onewo has developed scenario-based emergency management plans. Under the plan, we conduct real-time monitoring and remote tracking, implement remote intervention instantly when problems arise, collaborate with on-site personnel to follow up and resolve the problems, and carry out differentiated intervention and resolution according to the different levels of emergencies. 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 three minutes via “Help Platform” App (a server-side application for emergency reporting, work order clock-in, and mutual aid communication, etc.) and “Intelligent Operation Centre” (IOC) Workbench system, and carry out on-site emergency treatment in time to protect customer health and safety.

Moreover, we 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

Topic contents

- Onewo establishes uniform service standards and enhances the property management service system by intensifying quality supervision to continually improve the quality and efficiency of property management services. The Company fully leverages the integrated application of new-generation information technologies such as the Internet of Things (IoT), cloud computing, and mobile Internet to provide safe and convenient intelligent property services. It actively engages in the construction of smart cities, employing technology to connect spatial facilities, equipment, assets, and integrate aspects of people's lives, work, and business activities.

Onewo actions

- Onewo refines a four-level quality service supervision system.
- The Company explores the industrial applications of information technologies such as AI and IoT, creating new avenues for space services empowered by technology.

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 optimising 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 cultural values of "Service", "Champion" and "Positivity".

Residential services

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.

During the reporting period, we have continuously optimised the four-level supervision system of residential business quality. Iterations were conducted according to the principle of "one level supervises the previous level, and one level is responsible for the previous level", successively introducing the updated versions the *Four-level Supervision System of Residential Business Quality 2.0* and the *Four-level Supervision System of Residential Business Quality 3.0*. This formed an online and offline supervision mechanism spanning from the headquarters to regional offices, branch companies, and projects. We adhere to the following supervision principles:

Integrating online and offline inspections.	Focusing on rectifying supervision issues, with on-site inspections as a secondary measure.
Linking all levels of inspections directly with salaries, assessments, and promotions	Combining customer touchpoint inspections with professional system inspections

In addition, we redefined the ways and focal 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 ensures Vanke Service comprehensively implements quality management standards in its managed projects, effectively improve service quality supervision capability, and ensure the stable improvement of the Company's residential service quality.

Furthermore, the Company further improved the "three closed loops" management mechanism under the four-level supervision system. By combining online monitoring with offline site inspections, the "split-class management" of projects was implemented, ensuring the effective execution of supervision at all levels. This effectively promoted improvements in on-site service quality, enhancing customer satisfaction.

Clear assessment criteria were issued, ensuring project managers and project directors can fulfil their responsibilities effectively.



The "three closed loops" under the four-level supervision system

Coordinator Services Empowerment Special Project

Driven by technologies, we have pioneered coordinator full life cycle residential property services and 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".

During the reporting period, we have focused on enhancing the professional service skills of coordinators, implemented an empowerment enhancement programme for coordinator services, committed to improving service quality and providing an even more excellent customer experience.

- **Information centralisation:** We have unified the information outlets for all coordinator lines and clarified the mechanisms for information release, ensuring the accuracy and timeliness of information;
- **Process standardisation:** The service process towards customers was standardised, service marketing skills were strengthened, and effective communication was utilised to help coordinators quickly establish trust with customers;
- **Team optimisation:** The Company has focused on the "N3 Action" construction of coordinators, namely "Nice Environment, Nice Development, Nice Leader", to stabilise and enhance the overall quality of the coordinator team.
- **Empowerment enhancement:** A digital empowerment sharing platform was used to focus on sharing best practices, transforming excellent experiences and methods into valuable courses, aiding in the improvement of the overall service strength.

Warm-hearted service

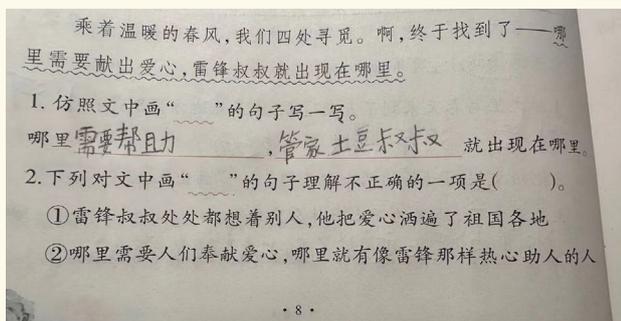
We consolidated the foundation of our service, adhered to internal systems such as the *Guidelines for Serving Customers*, the *Service Manual for Offering Warm-hearted Services to Homecoming Customers*, the *Position Operation Guide for Business Coordinators*, and the *Vanke Service Checklist for Empty Nesters Services*, to refine the service processes and provide customers with warmer and more meticulous services.

This year, we compiled the *Manual for Service Awareness and Quality Standards*, which meticulously integrates the corporate culture of Onewo, the slogan of Onewo Towns, 20 quality service standards, and 23 customer service touchpoints. It sets clear routine work and service standards for key positions such as coordinators, maintenance, cleaning, and landscaping, creating a warmer and higher-quality living environment for residents and enhancing customer satisfaction.

Furthermore, we paid special attention to special groups within the community, such as the elderly, children, and courier and takeaway service personnel, to provide them with more detailed and humane services.

The coordinator "Uncle Potato" written about in a young resident's homework

"Wherever help is needed, coordinator Uncle Potato appears". This sentence was written in a school workbook by a little girl in the second grade of primary school. This character, affectionately nicknamed "Uncle Potato", is actually Yuan Yuanshan, a coordinator of Vanke Service in Shenzhen's Hanlincheng housing estate, with the coordinator code "Potato". Due to his earnestness, diligence, and dedication, he has won the love of many residents in the housing estate. Having frequently visited to help solve problems over the years, he has become one of the most familiar faces to many residents' families. Thus, when seeing "Uncle Lei Feng" mentioned in her homework, the little girl naturally thought of her own "Uncle Potato", leaving this simple and heartwarming answer.



The homework of a young resident



Yuan Yuanshan is organising the bicycle parking spot

For more information about the residential space heartwarming services, please refer to the section "Promotion of Community Development- Community Culture Building" on page 53 of this report.

Commercial services

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

Ingenious quality services

Quality inspection management system

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.

This year, to further enhance the efficiency, standardisation, simplicity, and applicability of supervision work, the Operations Management Centre revised the *Management Measures for On-site Quality Inspection of Four-level Supervision*. It iterates updates on inspection frequency, methods, and standards, emphasising inspections from a management perspective on project sites, employees, health, and safety, and clarifies that the four-level supervision contacts of each region are responsible for tracking and checking the closed-loop. Also, in conjunction with the online functionality of quality inspection, we detailed and supplemented parts of the operation processes to further optimise the supervision flow.

Quality inspection standards formulation

We tailored inspection standards based on service nature, property types, and customer needs, and supplemented specific indicators by integrating customer assessments, contractual requirements, and local policies, forming a targeted supervision and assessment system. Regional business departments will review these standards and periodically check the use of custom modules. The Operations Management Centre will randomly announce the usage results, ensuring the differentiated adaptability of inspection standards.

Cushman & Wakefield Vanke Service's QCC special improvement action

During the reporting period, Cushman & Wakefield Vanke Service launched the QCC (Quality Control Circle) special improvement action focused on enhancing service quality. QCC special groups were formed by various regional companies. Through regular surveys and report outputs, excellent quality management initiatives were consolidated and extended to more frontline projects. This special improvement action not only strengthened employees' sense of participation and team collaboration skills but also improved service quality, demonstrating Cushman & Wakefield Vanke Service's relentless efforts towards continuous improvement and excellent service.



QCC excellent initiative: Upgrading construction safety management education case ▲

Warm-hearted service

In commercial services, we continue to deepen our understanding of the needs of space owners, users, and experiencers, and are committed to providing customers with thorough and meticulous services, such as adding eyeglass cleaning services to the workplace space, providing customers with emergency medicines, and using parcel tracking numbers to help customers pick up items faster, etc. In other service scenarios like urban showrooms and large public events (such as the Hangzhou Asian Games), Cushman & Wakefield Vanke Service also offers high-quality services that meet scene requirements, such as bilingual explanations, concierge receptions, and group meals, based on actual needs.

Gold medal interpreter Mr. Dai Cheng

In October 2023, a delegation led by Ms. Maimunah Mohd Sharif, the United Nations Under-Secretary-General, visited the near-zero carbon demonstration project low-carbon transformation three-dimensional parking garage on Ganquan Road, Shenzhen. The Shenzhen Municipal Housing and Urban-Rural Development Bureau entrusted Cushman & Wakefield Vanke Service with the reception task. Despite the project's brief opening and high reception specifications, Cushman & Wakefield Vanke Service's reception interpreter, Mr. Dai Cheng, continuously coordinated with the project's exhibition hall and overcame language barriers to successfully complete the interpretive reception task.

This event was positively reported by Shenzhen TV "SZTV NEWS" and received a commendation letter from the Shenzhen Municipal Housing and Urban-Rural Development Bureau, enhancing the Company's reputation and providing valuable experience for similar receptions in the future. During the reporting period, Mr. Dai Cheng also received the "Shenzhen Customer Satisfaction Service Star (Individual) Award", showcasing the Company's service quality in the property industry.



Mr. Dai Cheng is interpreting in the exhibition hall ▲

City services

Onewo's Smart City business tailors its approach to directly address the challenges posed by the fragmented subcontracting of public services, which leads to inefficient or missing labour efforts. It integrates system thinking and process management capabilities of property management into urban governance, breaking traditional "isolated operation" modes and "mind one's own business" limitations. This achieves integrated intensive management of municipal services.

● Territory-wide intelligent operations

This year, at the City Governance Innovation Forum, we launched the "Smart City Territory-wide Intelligent Operation Solution" to further enhance urban governance capabilities. This deepened the practice of "territory-wide intelligent operation" service model, achieving the "integration, intelligence, and co-building" of comprehensive urban space services, and shaping a "smart example" of urban governance.

Sanyuanli urban village in Guangzhou creates a new intelligent model.

Leveraging the smart operation platform, we crafted a "town and street territory-wide integrated service governance" smart model for Sanyuanli urban village in Baiyun District, Guangzhou. In 2023, we fully advanced the smart upgrade of sanitation and cleaning, innovatively expanded the smart management construction of smart urban villages to the entire street's intelligent operation construction, and aided in the establishment of the Sanyuanli Smart City Operations Command Centre.

In collaboration with Baiyun District's "City Brain" data platform, it can perform five core functions: grid co-management, data collection and analysis, emergency command and dispatch, comprehensive management task assignment, and supervision of various events. Through grid-based governance and visualised dispatch mechanisms, the system can rapidly respond and handle various routine urban governance tasks such as municipal sanitation, significantly improving grassroots management and operational efficiency. Since the launch of Baiyun District's Smart City Management System in Guangzhou, over 50,000 service orders have been processed, with a completion rate of 100%.



Sanyuanli smart city operations command centre ▲

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 on governance way of old communities, please refer to the section "Oneworld Plan - AI Community: Property Renewal and Coordinated Development with the Surrounding Community" on page 21 of this report.

Space intelligent services

Onewo has developed a number of intelligent 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, promoting the standardisation, intelligence and modernisation of service space management, and significantly improving the capability and efficiency of space services.

In 2023, we deepened our research and practice in the field of intelligent space services, with a particular focus on the widespread deployment of the Lingshi Edge Computing Server in Onewo Towns and their application effectiveness. We also actively promoted the deep integration of AI technology-powered products—including “AI Patrol Car”, “AI Intelligent Assistant,” and “AI Scheduling”—with various business services.

Projects

Project introduction and annual progress

Lingshi Edge Computing Server

Lingshi Edge Computing Server solution serves as a comprehensive intelligent space solution applied to the “On-Site Manager AI Workstation”, offering customers integrated software and hardware edge computing services, quickly building a set of “edge computer rooms” to support business operations. This solution leverages advanced technologies such as AI, edge computing, and big data to promote the intelligent transformation of community, park, and city spaces. It achieves intelligent management functions like device self-control, energy management, access control, fire protection, and security, fulfilling comprehensive demands for safety, convenience, efficiency, energy-saving, and low carbon.

By the end of the reporting period, 459 Lingshi Edge Computing Servers had been deployed across 404 residential projects, achieving 100% completion of AI inspection access and implementation within viable project scopes.

AI Patrol Car

Traditional manual inspections face various challenges, such as low efficiency and poor timeliness, which are insufficient to meet the complex and variable needs of urban governance. The AI patrol car, an intelligent inspection product integrated with cutting-edge technologies like IoT, cloud computing, and AI algorithms, comes equipped with professional devices such as high-definition cameras, on-board displays, and Edge AI servers. This product, through a combination of intelligent systems, intelligent machines, and employee-assisted inspection mechanisms, promotes urban governance towards mechanised intelligence, data analysis, and proactive discovery models. It is suitable for various scenarios such as primary and secondary urban roads, back alleys, and housing estate parks, significantly enhancing patrol efficiency.

By the end of the reporting period, AI Patrol Cars have been deployed in multiple City Up projects and government streets, capable of quickly identifying violations on city roads and automatically uploading information to digital platforms. This forms work orders and assigns them to corresponding staff for handling, greatly improving patrol speed and coverage.



AI Patrol Car ▲

AI Intelligent Assistant

AI Intelligent Assistant, the property industry’s first large model, has established a standardised mechanism for knowledge collection, extraction, and management, generating over 190,000+ original Q&A dialogues. This has formed a high-quality property knowledge training set of 8,000+ manually-verified entries, popularising property knowledge and achieving high-quality development in the industry.

During the reporting period, Onewo’s first large model application for the property management industry, the “Libra, Property Committee Workbench”, went online. The AI advisor of the Libra, Property Committee Workbench has served over 210,000 owners committee members and owners, with a reply satisfaction rate of up to 85%, effectively improving the efficiency of community governance.

AI Scheduling

Traditional work order dispatch systems rely on manual operations, have low efficiency, long response times, and poor work order acceptance efficiency. Onewo utilises AI recommendations for dispatching and AI inspections, generating employee portraits and work order characteristic values from historical data and using advanced recommendation algorithms to improve dispatch accuracy and acceptance efficiency.

During the reporting period, we have completed a recommendation technology architecture leading the industry, successfully created the real-time efficient AI work order dispatch system “Feige Business Ticketing System and Intelligent Scheduling” task platform. It offers highly available labour force AI dispatching capabilities, with a pilot project in 98 projects, and a general dispatch model accuracy of over 98%.

Improvement of Customer Satisfaction

Topic contents

- Prioritise customer experiences, regularly conduct satisfaction surveys among customers, enhance complaint management, and promptly implement business improvement actions based on customer feedback.

Onewo actions

- Conduct ten special annual initiatives to boost satisfaction levels.
- Continuously optimise complaint management and processing procedures.

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 standardised and refined management. We 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.

Improvement of satisfaction

Customer communication channels

This year, to enhance the customer communication experience, we have introduced additional channels for engagement, including satisfaction surveys within the Zhuzher App for customers to rate their overall impression of our service and business quality, launching notifications via coordinator WeChat push notifications and providing opportunities for feedback on the customer payment process. Furthermore, we have upgraded our digital systems to better collect property service evaluations. Front-line staff are required to respond to and communicate regarding feedback of below-average ratings, to ensure substantial improvements to customer satisfaction.

Customer satisfaction surveys

We 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. Through telephone interviews, code surveys, door-to-door visits, we carry out deep analysis and comprehensive customer satisfaction surveys. This year, a comprehensive customer satisfaction survey was undertaken by Vanke Service for the managed residential projects. Through telephone surveys, we collected detailed evaluations and feedback concerning overall service provision of Vanke Service, living environment safety, greening, cleaning, facility maintenance, and property coordinator services.

Satisfaction improvement special initiatives

To further increase customer satisfaction, we have taken lessons from the management experiences and practices of advanced regions to improve service quality and customer satisfaction in other areas. Meanwhile, we have initiated the "2023 Satisfaction Improvement Special Initiative". By undertaking ten carefully planned actions, we aim to enhance customer service experience and ensure a noticeable improvement in satisfaction is realised.



Vanke Service was awarded the **"2023 TOP 1 Residential Property Service Company in China"**

Vanke Service was awarded the **"2023 Leading Company in Property Service Satisfaction in China"**

Cushman & Wakefield Vanke Service was awarded as the **"2023 Leading Company in Office Space Property Service in China"**

2023 Satisfaction Improvement Special Initiative

Green Shade Action	On-site Visitation and Customer Interaction	Improvement of Service Attitude
Organisation of "Participatory" Community Cultural Events	Cleaning and Hygiene Special Campaign	Creation of a Sense of Security
Brightening Action	Equipment Room Open Day	Elevator Experience Enhancement
		Coordinator Empowerment

“Green Shade Action” rebuilds the green and beautiful environment

In February 2023, Vanke Service launched the “Green Shade Action” in all directions to comprehensively carry out special greening improvement work, promote at full stretch the greening works in all housing estates under its management across the country, in order to re-foster the landscape quality of “green grass as carpet” and “orderly and enjoyable environment”. By the end of the reporting period, additional planting in 3,417 housing estates across 77 cities has undertaken and have been inspected and accepted, totalling an area of approximately 3,508,600 square meters.

By the end of the reporting period, the “Green Shade Action” has yielded substantial outcomes and the greening and maintenance works have been effectively implemented and improved:

- In the visual inspection, the lawn of the project was flat and showed strong green in the growing season. The ground cover shrub density was moderate, the growth condition was good, and the shape was beautiful.
- No trampling or exposure of bare soil was observed in the green zones, and there were no instances of plant death due to inadequate maintenance.



Green Maintenance On-site ▲

“Equipment Room Open Day” campaign

“Positivity and Transparency” is the service DNA of Vanke Service, where the optimal operation of facilities and equipment stands as its service pledge. To eliminate management blind spots comprehensively, it practises a comprehensive quality concept, ensures the stable operation of all facilities, and maintains concealed space environments tidy, making service excellence enduring. Vanke Service officially launched the “Equipment Room Open Day” event in January 2023. By the end of the reporting period, more than 2,100 projects had completed their open days, with approximately 20,000 property owners participating in offline visits.



An employee is showcasing the equipment room to property owners ▲

Complaint management

Onewo is dedicated to optimising the complaint management process to ensure that customer complaints can be handled quickly and effectively, to reduce repeated customer complaints and to improve customer satisfaction. Each business unit of the Company formulates customer complaint management policies suitable for its own business needs, to offer customers a more professional and personalised complaint handling service experience.

Business units	System documents (Partial)
Vanke Service	<i>Residential Property Customer Complaint Management System</i>
Cushman & Wakefield Vanke Service	<i>Customer Complaint Management Procedures</i>
City Up	<i>Customer Complaint Handling Control Procedures</i>
Onewo Inhome	<i>Pulin Complaint Handling Criteria Yanxuanjia Customer Callback and Visit Standards and After-sales Handling Mechanism</i>
The Fifth Space	<i>Customer Complaint Handling Management Standards V1.0</i>

We actively respond to customers’ demands, and help customers solve problems. Customer communication channels include the Company’s 400 hotline, on-site feedback, and the Zhuzher App.

When receiving customer complaints, we clearly record the content of complaints, organise relevant personnel to analyse 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.

We also adhere to the “1237” principle for customer complaint management (i.e., respond within one day, address within two days, provide a solution and coordinate resources for unsolvable events within three days while maintaining full communication with the complainant to resolve and close the complaint within seven days); Should any level exceed 24 hours without contact with the customer, or 48 hours without providing a solution, or if the customer is dissatisfied with the provided resolution, such scenarios are automatically escalated for resolution.



Complaint Handling Process

Promotion of Industry Development

Topic contents

- Persistently adopt an open and sharing philosophy, actively participate in industry organisations, enhance industry exchanges, empower, and promote industry development and progress.

Onewo actions

- Create employment opportunities in the industry, and build training platforms
- Make innovative breakthroughs, deepen industry exchange, and jointly foster development

Onewo is committed to being an industry leader and innovator by promoting employment opportunities and deepening industry exchange. We uphold an attitude of open cooperation, strive to build a jointly growing industry ecosystem, provide customers with higher quality, more efficient services, to empower and drive innovation and progress throughout the industry.

Innovation empowerment

With the empowerment granted by the *Property Law*, the consciousness of property owners to exercise their rights has been steadily increasing. At the same time, this comes in response to the demand for efficient and transparent governance in the property management industry and the trend towards digital transformation. In 2023, Onewo pioneered innovations in the industry by drawing on its extensive experience with the owners committee and property owners in discussions to launch the “Libra, Property Committee Workbench”. The platform, via a WeChat mini-program, integrates core functionalities such as voting, announcements, and financial management, significantly enhancing the work efficiency of the owners committee. It not only creates a new pathway for the co-governance and co-construction of housing estates but also supports the open, transparent, and innovative development of the entire property industry. It bolsters community vitality and property owners’ trust, fostering beneficial development in community construction.

By the end of the reporting period, the “Libra, Property Committee Workbench” had been implemented in 2,844 housing estates across 123 cities, serving over 210,000 owners committee members and enthusiastic property owners. It has effectively facilitated the establishment of owners committee and the resolution of community issues, significantly enhancing the transparency and efficiency of community governance. Furthermore, it has provided advisory support to more than 600 non-Onewo managed housing estates and established an owners committee mutual learning platform. This initiative has promoted the exchange of experiences and the improvement of governance capabilities within the industry.



Libra, Property Committee Workbench ▲

By the end of the reporting period, the “Libra, Property Committee Workbench” had been implemented in

123 cities nationwide

2,844 housing estates

serving over

210,000 owners committee members and enthusiastic property owners

Industry exchange

During the reporting period, we actively participated in and hosted industry salons and forums to promote exchange and cooperation within the industry, encouraging mutual development and innovation.

Onewo deepens industry exchange (Partial display)

In October 2023, Cushman & Wakefield Vanke Service, in collaboration with partners, hosted the first Integrated Facility Management (IFM) Forum at the China International Property Management Industry Expo and launched the “High-Quality Development of IFM” initiative. This aimed at pushing the standardisation, professionalisation, and high-quality development of the IFM industry, calling for more companies to participate and jointly promote industry progress.



In November 2023, Cushman & Wakefield Vanke Service, together with Cushman & Wakefield, shared the Company's low-carbon service experience at the Sixth China International Import Expo, showcasing intelligent services. They discussed sustainable industry development with globally renowned companies, receiving broad coverage from authoritative media such as China Daily, Learning Power, and People's Daily.



In November 2023, the Fifth Space Libra Owners Committee platform and the Shenzhen Property Owners Committee organisation co-hosted the “54th Shenzhen Property Owners Forum”. The event focused on the effective operation of property owners committee, inviting 80 industry experts and property owner representatives to discuss new paths for the digital development of property owners committee.



In December 2023, at the “KPMG China Leading PropTech 50” press conference, Onewo Inhome emphasised the pivotal role of digital transformation in industry development, sharing the Company's successful practices and future planning in this area with industry-leading companies.



Industry leadership

In the property services and building operation management field, Onewo is committed not just to enhancing its service quality but also to actively participating in the formulation of industry standards, white papers, and guides. This achieves industry-wide professional sharing and propels the upward development of the entire sector. During the reporting period, Onewo participated in the publication of several industry research and standards:

Industry Standards and White Papers

The Coordinator White Paper

Vanke Service and China Index Academy jointly compiled the *Coordinator White Paper*, establishing a new industry benchmark for coordinator services.

Community Children Property Service Manual

Vanke Service and CRIC Property Management jointly compiled the *Community Children Property Service Manual*, exploring the current state and trends of community children property services.

The White Paper on Commercial Real Estate Decarbonisation in China

Cushman & Wakefield Vanke Service, RICS and Tongji University jointly compiled and released the *White Paper on Commercial Real Estate Decarbonisation in China*, offering carbon reduction references for commercial asset owners and operators.

White Paper on Onewo Towns' Renovation and Upgrading Trend Insight

Onewo Inhome, in partnership with Ipsos, released the *White Paper on Onewo Towns' Renovation and Upgrading Trend Insight*, providing in-depth analysis of the renovation market.

Management Guide to Facilities and Equipment of Super High-rise Buildings

Cushman & Wakefield Vanke Service participated in compiling and releasing the *Management Guide to Facilities and Equipment of Super High-rise Buildings*, enhancing the operational and maintenance management level of super high-rise buildings.

Analysis Report of the Status Quo of Urban Community Residents' Waste Classification in China in 2023

Onewo's community waste classification research group with Sun Yat-sen University released the *Analysis Report of the Status Quo of Urban Community Residents' Waste Classification in China in 2023* based on sample surveys of urban community residents' awareness and behaviour towards waste classification, which serves as a guide to waste classification in communities.

Research Report of Smart City "Unified Network Management" Operation

City Up participated in the compilation of the *Research Report of Smart City "Unified Network Management" Operation*, initiated by the China Electronics Standardisation Institute, providing professional input support in smart city operation models and practices.

Shenzhen Property Service Tendering and Bidding Guideline

Vanke Service contributed to the promulgation of the *Shenzhen Property Service Tendering and Bidding Guideline*, promoting the perfection of the property management tendering and bidding system.

Fujian Province Property Industry Service Safety and Emergency Management Manual

Vanke Service and Vanyu Securepro assisted in compiling the *Fujian Province Property Industry Service Safety and Emergency Management Manual*, providing a unified standard for service safety and emergency management in Fujian's property industry.

Promotion of Community Development

Topic contents

- Fully leverage the role of urban living service platforms to continuously strengthen interaction with the community, promote the building of harmonious neighbourhoods, boost community development and contribute “power to change communities”

Onewo actions

- Continuously undertake a diverse range of community cultural development
- Actively participate in or host charitable and philanthropic events
- Respond to the national rural revitalisation initiative

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.

Community culture building

Onewo is committed to being an advocate of warm community. We value community culture building, enrich owners’ lives, bring the neighbourhood closer and build a warm and mutually beneficial community through a variety of community activities, exploring new mutual aid models for street communities, and enhancing community public service facilities.

New mutual aid models for street communities

With the goal of building happy communities and embracing the strategic intent to transcend street limitations, we have successfully integrated online and offline resources and scenarios through community, activities, and content. This has fostered topics with emotional resonance among street neighbours, such as dating, making friends and swapping items. Our community building extends beyond the boundaries of the housing estate walls. In Onewo Towns, we have established 650 street-level communities, covering 280,000 users.

“Romance Institute” fosters happy communities

In February 2023, with the goal of fostering happy communities, the Zhuzher App launched the innovative service “Matchmaking” section. Matchmaking was facilitated by community operators and property service providers acting as “matchmakers”, responsible for vetting, and sharing information of single property owners within the group, helping them to connect and bridge relationships. In 2023, we have established the “Romance Institute” in 54 cities nationwide, helping more than 200 property owners to form romantic relationships, with four couples getting married.

The “Romance Institute” is entirely charitable and does not charge any fees. Based on the trust built over long-term service to property owners by property service providers, it has offered single residents a safe, reassuring, and comfortable opportunity to find a partner. The launch of this community activity has not only warmed up the atmosphere of the Vanke Service communities and helped create more happy marriages but also positively responded to national policies, contributing to the balanced long-term population development of our country.



“Romance Institute” offline matchmaking event ▲

Diverse community cultural activities

We advocate for “healthy activities, nurturing growth, joyful living, and co-governance”; we hold more than 100 kinds of community cultural activities with different themes for five million customers across the country every year, such as Please Day, “Onewo Together” Summer Camp, and Run for Fun, accompanying customers through every season.

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

It has become the common consensus of residents to contribute to the construction of their homes, which facilitates a batch of resident organisations full of positive energy, and makes norms, positivity and transparency become the labels of the community.

Co-construction and co-governance

Help the residents have a hearty play in the community, feel the happy atmosphere, and let happiness pass on to everyone.

Value proposition of community cultural activities

“Neighbour, Long Time No See”: Please Day festival returns offline after three years

“Please Day”, a large-scale community public welfare activity jointly organised by Vanke Service Community and Rui Alliance Community, aims to build simple and friendly neighbourhood relations and advocate civilised and harmonious community life. We set the last Sunday in September as the “Please Day” every year.

In 2023, the 21st “Rui Alliance Community Please Day”, themed “Neighbour, Long Time No See”, returned to offline activities for the first time in three years. It encouraged neighbours to step out into the streets, breaking down the “walls” between housing estates, connecting surrounding neighbours, and benefiting local residents. Activities including offline garden parties, community banquets, and online “Community Talent Shows” provided neighbours platforms to showcase their talents and conduct a variety of neighbourly activities. These allowed housing estate owners and other street residents to participate together, boosting the confidence to build a better life.

This “Please Day” covered more than 120 cities and over 2,500 housing estates nationwide, attracting over 4,514,000 people through online viewership and offline participation, setting new records for offline participation, online viewership, and event outreach.



Please Day offline activity site ▲

● Warm Bee Action

Fully aware of community service workers' contributions to city operations, Vanke Service launched the "Warm Bee Action" in 2023, driven by deep care for these hardworking individuals.

- "Warm Bee Stations"**

Provide free drinking water and mobile phone charging services and are equipped with microwaves and medicine boxes among other facilities. This ensures couriers and delivery workers can find rest and resupply during their busy workdays, creating a warm, comfortable "home";
- "Warm Bee Passages"**

Solve the need for couriers and delivery workers to move quickly within housing estates. Through electronic registration and information verification, delivery workers can enter housing estates swiftly within seven days by scanning a code. While ensuring housing estate safety and order, this also improves delivery efficiency, achieving an effective balance between housing estate management and service personnel needs.

This action has not only improved the work environment for community service workers but also strengthened their sense of belonging to the community, furthering the harmonious development of community culture.



Warm Bee Station at Golden Rongcheng Garden, Shanghai ▲

Shouldering social responsibility

We advocate that our public welfare actions complement our own business operations and the actual needs of customers' employees. For example, through the Neighbourhood Program, we provide customers with convenient community e-commerce services and high quality grain and oil and fresh products while raising a portion of their spending money to fund community facility upgrades.

For more information on the Neighbourhood Program, please refer to the section "Oneworld Plan - AI Community: Property Renewal and Coordinated Development with the Surrounding Community" on page 21 of this report.

Through the Neighbourhood Program, we have raised over RMB

30.9 million

which will all be used for facility renovation and construction in the corresponding fundraising housing estates (historical total)

Additionally, we have invested RMB

773,000

in rural revitalisation and other charitable donations during the reporting period.

"Potatoes for Books" helps children in mountainous areas achieve their reading dreams.

During the reporting period, Onewo's Fifth Space, in partnership with the Hainan World Union Philanthropy Foundation, organised the "Not Lonely Rural Library" project. With the core concept of "listening to the reading wishes of children in mountainous areas and fulfilling their reading dreams", the "Potatoes for Books" charitable activity was initiated, to encourage property owners to support the reading education of children in the Yunnan mountainous areas.

The activity advocates for property owners to adopt the concept of "barter" instead of traditional donation methods, donating idle books from their homes in exchange for supportive potatoes. The donated books, after unified sorting and transportation, were ultimately delivered to Yunnan's mountainous areas, providing local children with valuable reading resources and helping widen their horizons. By the end of the reporting period, we had organised "Potatoes for Books" events 22 times and received a charitable certificate from the Hainan World Union Philanthropy Foundation.



"Potatoes for Books" charity event scene ▲

Caring for employees in combination with helping farmers

As a practitioner of helping and benefiting farmers, Onewo continued its close collaboration with "88 Warehouses", a characteristic agricultural brand dedicated to rural revitalisation, during the Dragon Boat Festival and Mid-Autumn Festival in 2023. We integrate employee care with the action of helping farmers by buying instead of mere helping. This precisely connected with the supply chains participating in the construction of the characteristic pastoral countryside in Jiangsu Province, delivering high-quality agricultural products from the fields to the tables of thousands of families.

In 2023, the total amount of agricultural products we have purchased is about RMB12 million, covering and servicing approximately 240,000 customers, employees, and other service providers. We continuously explore and deepen the road of helping farmers with practical actions, contributing our strength to the revival and development of the countryside.



The Dragon Boat Festival Gift Box for employees, jointly launched by Onewo and the rural revitalisation characteristic agricultural brand ▲



16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Responsibility Governance

- Corporate governance
- Integrity construction
- Sustainable supply chain
- Information security and privacy protection
- Intellectual property rights protection

High-end concierge team for commercial services

Our Concepts

Onewo adheres to stringent internal controls and robust risk management, viewing a well-structured governance framework as central to our operations. We've established a comprehensive risk management cycle, fortified integrity measures, reinforced information security, and intellectual property rights protection, rolled out business ethics and anti-corruption initiatives, and executed sustainable supply chain practices. These efforts enable us to promptly identify and address short, medium, and long-term risks both internally and externally, thereby securing the Company's stability and long-term growth.

Our Strategies

Onewo rigorously upholds strict internal control and risk management standards, consistently refining its corporate governance system. With a robust risk management system in place, we identify and assess the risks that the Company may encounter in the short, medium and long term, and implement effective risk control measures. We staunchly uphold anti-corruption and integrity, enhancing our compliance programmes, providing regular anti-bribery and anti-corruption training to leadership and staff, and strive to cultivate a strong compliance ethos to secure the Company's sustainable growth.

We are dedicated to constructing a transparent, eco-friendly, and sustainable supply chain, actively promoting and monitoring supplier adherence to social responsibility. Stringently following information security and intellectual property rights protection protocols, we protect the Company and partners' rights and interests from infringement, thereby holistically fortifying our risk management capabilities.

Progress towards Goals

Goals

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

Progress

- A diversified and independent Board of Directors was established;
- An Audit Committee as a specialised body was set up to supervise and evaluate the external audit work;
- Five internal control and audit-related internal management approaches were issued in 2023;
- No significant risks or systemic risks affecting the sustainable operation of the Company were identified in 2023;
- 93 special internal control inspections and 85 proactive inspections were conducted in 2023;
- 225 internal control trainings were carried out in 2023, totalling 3,723 participants, with a per capita training duration of 1.1 hours;
- Ten regular internal audit projects and five special risk assessment projects were implemented in 2023.

- Strengthen the integrity construction of the Company and eliminate corruption, fraud and other violations of business ethics
- Constantly refine the supply chain management system and establish a responsible supply chain
- Promote transparency, foster mutual prosperity, and generate value through collaborative partnerships
- Ensure complete privacy security of customer data, maintaining a record free of customer information leaks or major cybersecurity incidents, with 100% employee participation in information security training
- Nine integrity training campaigns were conducted in 2023;
- 100% of all employees signed the *Integrity Pledge* and declared conflict of interest.
- In 2023, the signing rate of *Anti-corruption Cooperation Agreement* of suppliers reached 100%;
- 1,500 core suppliers were empowered through the Supplier Conference;
- 100% online operation and visualisation of the entire process of supplier management on Onewo's procurement digital platform was achieved, covering access certification, performance assessment, performance evaluation and payment management.
- 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 specialised department through the information security audit and inspection system;
- Personal information compliance management policies were issued, and the internal technology team earned ISO/IEC 27701 Privacy Information Management System certification;
- No customer information leakage incidents and major information security accidents have occurred;
- 100% employee participation in information security training was completed.

Corporate Governance

Independence and diversity of the Board of Directors

Topic contents

- Stress the independence and diversity of members of Board of Directors to ensure the Company makes more prudent and efficient decisions amidst a complex, ever-changing landscape, driving sustainable growth and value creation

Onewo actions

- Consider a number of factors when deciding on the appointment and reappointment of directors
- Focus on appointing an independent Board of Directors with no direct or indirect affiliations to the Company, major shareholders, or controlling entities

Ensuring an independent and diverse Board of Directors is a cornerstone of Onewo's corporate governance, instrumental for business sustainability and investor trust. In appointing and reappointing directors, we weigh various aspects: gender, age, cultural and educational backgrounds, ethnic diversity, professional expertise, skill sets, service duration, and equitable consideration of major shareholder interests. This multifaceted approach empowers Onewo to tackle complex, dynamic markets, enhancing decision-making quality and effectiveness.

We firmly maintain that these factors bear significant relevance to our Company's growth dynamics:

Operating in a multifaceted market, the Company must account for the interests of its employees, customers, suppliers, business partners, government bodies, and other influencing organisations, as well as the broader community. The Board of Directors with diversity in gender, age, and cultural and educational backgrounds is better poised to balance and meet the diverse expectations of all stakeholders effectively.

Directors' professional background, skills, expertise, and tenure significantly contribute to enhancing decision-making quality of the Board of Directors.

To guarantee member independence of the Board of Directors, Onewo selects independent directors without direct or indirect ties to the Company, major shareholders, or de facto controllers during the nomination process. This enables independent directors to make unbiased decisions, thereby aligning resolutions of the Board of Directors with the Company's overall welfare, particularly safeguarding the rights of small and mid-sized shareholders.

Moreover, we prioritise the cultivation of professional competence and ethical standards among members of the Board of Directors. Through diverse training and exchange programmes, we empower our directors to excel in their roles, enhancing the quality and efficiency of their decision-making processes.

The Board of Directors consists of **2** executive directors

and the remaining **9** independent non-executive directors or non-executive directors who are not involved in the management of the Company

The Board of Directors comprises **1** female director

4 directors holding Ph.D. degrees, bringing a wealth of industry experience and diverse expertise across domains like property management, real estate, business administration, law, accounting, and social sciences

Risk management

Topic contents

- Uphold legal compliance and ethical operations, continuously refine the information disclosure system, place emphasis on and advancing ESG risk management, build a versatile communication framework, and maintain close engagement with all stakeholders

Onewo actions

- Improve the risk management system
- Optimise the risk management process
- Incorporate ESG factors into risk management

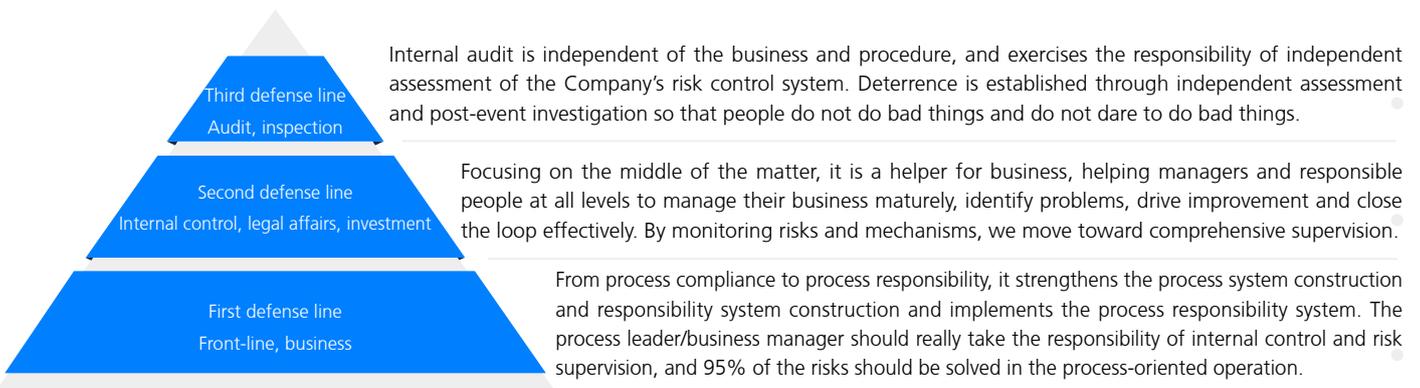
● Building a solid foundation

Onewo is dedicated to ceaselessly reinforcing its internal control and risk management systems, laying a robust groundwork for risk governance. We've defined the Company's objectives and principles, as well as risk identification, assessment, response and oversight for internal control and risk management through the establishment of the *Onewo Internal Control Management System*.

In 2023, to bolster risk management further, we introduced four new management approaches: the *Onewo Internal Audit Policy*, the *Onewo K2 Process End-to-End Operational Guidelines*, the *Onewo Treasury Function Process Control Procedures*, the *Onewo Internal Control & Risk Remediation Protocol*, and the *Exit Strategy Financial Controls for Property Services*. These additions enrich our internal control and risk management toolkit, furnishing a sturdy institutional underpinning for the Company's sustainable, stable, and healthy growth. We persistently refine our risk management framework, steadily normalise business conduct, and strive to maximise our risk mitigation capacity, thus fostering enduring, secure, and flourishing development.

● Optimisation of management

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 of Directors. We continue to improve and strengthen the functions of risk identification, monitoring, and prevention at the Board of Directors 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 specialised department to carry out risk identification and assessment.



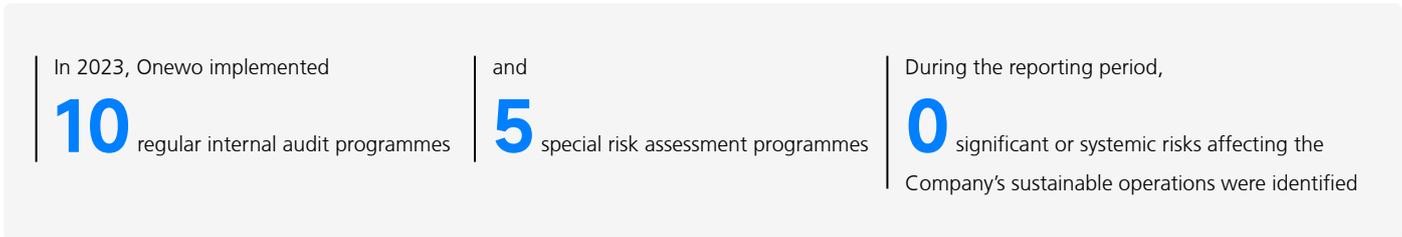
The Onewo Audit Committee is a specialised unit formed by the Board of Directors in line with the *Articles of Associations*, tasked with primarily overseeing and assessing external audits, supervising and evaluating internal audits, scrutinising and rendering opinions on the Company's financial statements, facilitating communication between management, the internal audit division, pertinent departments, and external auditors, and monitoring the Company's financial reporting, risk management, and internal control systems.

In 2023, we refined our management frameworks and procedures, focusing intensively on end-to-end risk management and control: pinpointing control points in line with risk locations, integrating risk entry, verification, and correction via the risk management platform, and thereby enhancing the operational logic of business systems to achieve closed-loop risk issue management.

● Integrate ESG factors into risk management

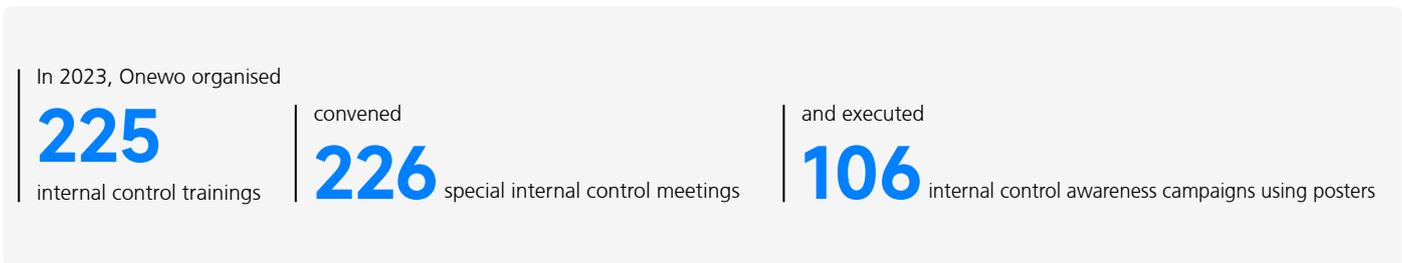
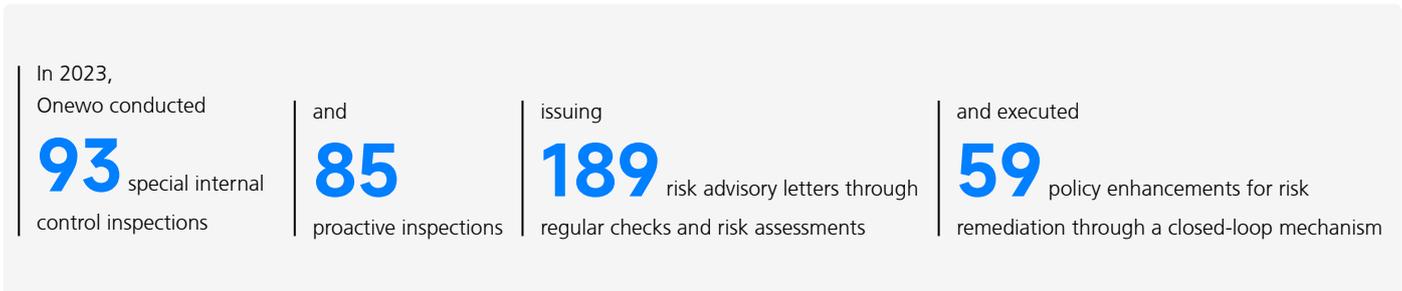
We hold that incorporating Environmental, Social, and Governance (ESG) considerations into risk management is pivotal for business sustainability. We blend ESG elements into our current risk management structure, progressively making them integral components of risk identification, assessment, strategy development, risk mitigation/control, monitoring/reporting, and corporate strategy/decision-making. This integration allows us to better manage and mitigate ESG risks, ultimately fostering sound and sustainable corporate growth.

In 2023, Onewo carried out ten regular internal audits and five special risk assessments spanning communities, business enterprises, urban integrated services, technology, and other ancillary ventures. Throughout these audits and risk assessments, ESG factors, such as diverse governance structures, social responsibility, and business ethics, were systematically incorporated. During the reporting period, Onewo detected no significant or systemic risks threatening the Company's sustainable operations.



● Empowerment training

Onewo 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, we conducted 225 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 3,723 people participated in the training, with 1.1 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 dedicated to fostering a fair, equitable, and transparent workplace environment, constantly refining our integrity management system. By means of complaint reporting, business mechanism reforms, and cultivating an integrity culture, we ensure the effective prevention, surveillance, and enforcement of our anti-corruption measures. This approach promotes a proactive stance of “treatment and preventions of problems” in the realm of business process integrity monitoring.

Business ethics

Topic contents

- Prioritise the establishment and upkeep of ethical business practices, abide by integrity standards, fortify internal anti-corruption and anti-bribery oversight, conduct anti-corruption audits, and thoroughly prevent corruption and bribery to foster a pervasive culture of integrity

Onewo actions

- Build Onewo integrity monitoring and correction process
- Enhance management frameworks such as the *Onewo Integrity Monitoring Case Grading and Handling Measures* and the *Onewo Red-Yellow Line Guidelines*
- Implement the Frontline Managers Mechanism Improvement Project
- Launch the “Integrity Enhancement Campaign”, conduct integrity inspections, amplify the dissemination of integrity culture, and secure signed integrity pledges from all staff members

Management structure

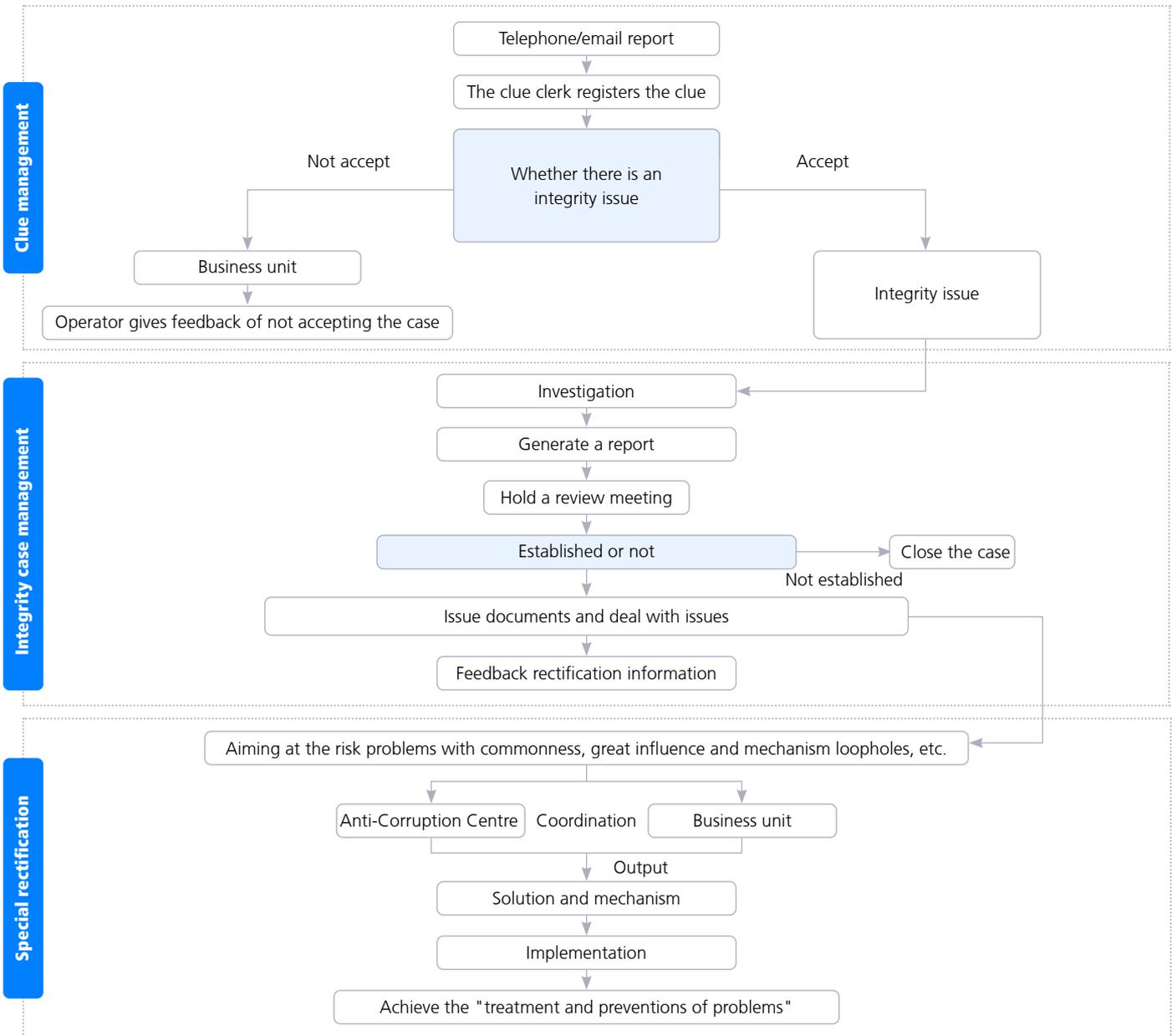
The Company has established an Anti-Corruption Centre serving as its investigative arm, tasked with addressing all misconduct and disciplinary cases within the organisation and receiving reports on any Onewo employee’s irregularities, malfeasance, or wrongdoing. The Anti-Corruption Centre operates independently from other company divisions, reporting directly to the Board of Directors and, for significant matters, to the Audit Committee. Pertinent business units collaborate in collecting fraud leads, compiling them, and forwarding them to the Anti-Corruption Centre, which incorporates them into the Company’s internal integrity review and rectification process.

Management policy

Onewo strictly abides by the *Company 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 Violation Grading and Handling Rules*, the *Anti-corruption Cooperation Agreement* and the *Onewo Red-Yellow Line Guidelines*, and resists any form of corruption, bribery, extortion, fraud, malpractice and money laundering. We require all of our employees to sign the *Integrity Pledge* and conduct potential conflict of interest declaration.

The Company conducts periodic annual audits of its anti-corruption policies and business ethics standards, tailored to its prevailing circumstances. Internal audits encompass all business operations every three years, integrating the oversight of business ethics and anti-corruption measures. Key audit areas include policies like the *Onewo Integrity Monitoring Case Grading and Handling Measures*, *Onewo Red-Yellow Line Guidelines* and the *Anti-corruption Cooperation Agreement*. During the audit process, the Anti-Corruption Centre commences the audit, initially seeking input from relevant accountable departments. Subsequently, it presents explanations, collects feedback, and secures endorsement from the Employee Representative Council. Ultimately, the matter is submitted to the Management Decision-making Committee for resolution, with implementation occurring only after the resolution is approved.

In 2023, Onewo developed and deployed a digital integrity monitoring platform, featuring modules for lead management, case logs, and case workflow automation. The platform offers on-demand report generation and has initially enabled digital case file management for integrity monitoring, achieving standalone system operation from lead receipt through case investigation to case closure.



Integrity Monitoring and Correction Process of Onewo

Frontline Managers Mechanism Improvement Project

Frontline managers play a pivotal role in ensuring smooth business operations. In 2023, the Anti-Corruption Centre partnered with business units to execute a targeted improvement initiative for these frontline managers. Via a review of past instances, 18 enhancement measures were devised and implemented, aiming to fulfil the dual objectives of “optimising processes and reinforcing process adherence” and “establishing a sustainable mechanism where process improvements are spearheaded by business units and overseen by the Anti-Corruption Centre”.

Addressing process-related issues, each business unit established a dedicated task force to devise solutions, effectively advancing them through weekly meetings and communication protocols, while the Anti-Corruption Centre oversaw implementation. Over the reporting period, there was a downward trend in the yearly incidence rate per 1,000 persons among frontline managers within the business units.

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, openness and transparency, and set up reporting channels such as mail 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 clue, the Anti-Corruption Centre 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 investigation results, notification of processing, report filing, and transfer to relevant regulatory agencies. Whistleblowers with multiple unaddressed reports or concerns about improper handling by the Anti-Corruption Centre can escalate cases to the Audit Committee. In 2023, we introduced a novel reporting avenue via WeCom.



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



Reporting e-mail: 22198798@vanke.com



"Integrity Whistleblowing" WeCom:



We endorse and accommodate both named and anonymous disclosures, treating each report with strict confidentiality. 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 impose stricter penalties on those engaging in retaliation, intimidation, or threats against whistleblowers, witnesses, and investigators.

We take all complaints and reporting seriously, and any clues received by organisation need to be reported to the Anti-Corruption Centre within eight hours, and unauthorised investigations are strictly prohibited. During the reporting period, we diligently addressed cases impacting the rights and interests of female employees, reiterating the Letter of Protecting Female Employee Rights and Interests in writing once. The integrity issue rectification followed up with a 100% completion rate. One lawsuit concerning embezzlement was filed against the Company or its employees and was settled¹, with a relatively minor effect on Onewo's operations.

Integrity culture construction

Onewo consistently provides integrity and ethics education to its employees and associated service providers, administering online courses like the *Information Security Mandates and Awareness*, the *Integrity Visits*, the *Integrity Case Reviews*, and the *Sunshine Illuminated System* on the Lexue platform. Additionally, we conduct integrity-building initiatives such as the *Integrity Assessments*, the *Integrity Surveys*, and cultural promotions across all professional departments and business units.

We have reviewed the content of integrity and internal control through the offline 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 behaviour, to eliminate incidents of integrity, and to strengthen the sense of identification with the integrity atmosphere.

During the reporting period, 100% of Onewo staff and other service providers signed the *Integrity Pledge*, took integrity examinations and declared their potential conflicts of interest. Furthermore, we hosted nine integrity-focused training and awareness sessions, encompassing integrity system instruction and targeted integrity training for managers in key positions.

During the reporting period,

100% of Onewo staff

and other service providers signed the Integrity Pledge

¹ During the reporting period, there was one corruption litigation cases filed and concluded against the Company or its employees. The implicated individual received a seven-month prison sentence and was fined RMB6,000. Onewo has terminated the labour relationship with the personnel involved and has taken appropriate internal control measures to strictly prevent the recurrence of such incidents.

Sustainable Supply Chain

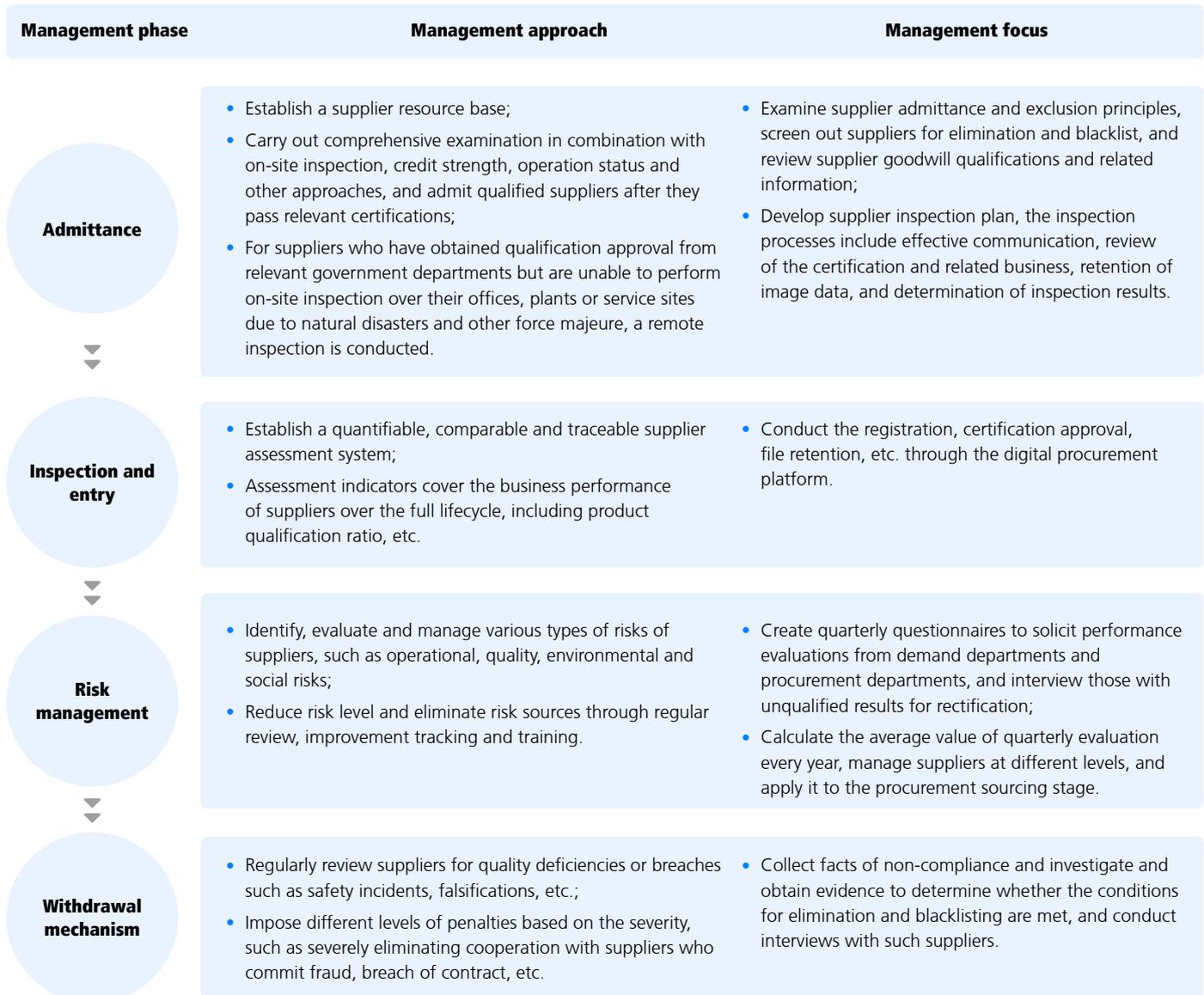
Topic contents

- Clarify the whole life cycle management process of supplier introduction, evaluation and withdrawal, effectively identify supply chain risks, reduce environmental, social and safety hazards, improve supplier product quality and service capabilities, and form a standardised, fair and unified sustainable supplier management system

Onewo actions

- Clarify the whole process management programme of supply chain access, inspection and entry, risk management and exit mechanism
- Improve the supply chain procurement management system and integrate ESG management requirements
- Build a digital procurement platform and implement blacklist management rules
- Conduct supplier-specific training and regular supplier interviews

Onewo actively strives to create a fair, transparent, and sustainably responsible supply chain ecosystem, while consistently refining our supply chain management system. We dedicate ourselves to devising and enforcing a uniform procurement process and equitable competition, rigorously adhering to applicable laws and regulations. We've developed an array of internal policies and procedures, including transparent procurement practices, ensuring every stage, from supplier vetting to deselection, meets compliance standards. Our goal is to establish a robust and healthy supply chain. We proactively encourage and oversee suppliers' adherence to social responsibilities, driving their supply chains toward sustainable growth.



Strengthen sustainable management

Management structure

Onewo's supply chain management adheres to the principles of intensification, compliance, and agility in procurement, and optimally allocates resources through an integrated operational strategy. The Company advances the nationwide adoption of a unified digital procurement platform, embedding technology into daily procurement, settlement, payments, and other business functions, thereby driving the digital transformation of procurement workflows and management.

The Supply Chain Procurement Management Department's structure spans across headquarters and encompasses four geographical divisions: East, South, Central-West, and North China, each consisting of functional streams for materials, engineering, services, supplier management, and operational lines.

Management policy

Onewo has instituted and enforced a comprehensive suite of supply chain management policies, including the *Onewo Supply Chain Procurement Management System*, the *Demand Management Programme*, the *Sourcing Management Processes*, the *Supplier Management Procedures*, the *Procurement Operation Standards*, the *Supplier Certification Guidelines*, the *Supplier Certification Operation Guideline*, and the *Supplier Breach of Contract Handling Regulations (Trial)*. In 2023, we introduced new *Procurement Internal Control Management Guidelines* to standardise supplier management by integrating sustainability, eco-friendly practices, anti-fraud, and anti-corruption measures into every aspect, from supplier accreditation to site evaluations and performance appraisals. This aims to regulate procurement activities across business units and mitigate internal control risks. We mandate that violations of procurement management are subject to investigation and referral to the risk control department, while cases of integrity breaches or misconduct in the procurement process are promptly reported and addressed by the Anti-Corruption Centre, thereby fostering a transparent and equitable procurement environment.

Onewo demands that chosen suppliers adhere to sustainability criteria regarding human rights, labour, health & safety, environment, and anti-corruption. Suppliers must respect and uphold human rights, eradicate forced labour, child labour, and workplace discrimination, aligning with international conventions such as the *Universal Declaration of Human Rights*, the *UN Convention on the Rights of the Child*, and the ILO's 1998 *Declaration on Fundamental Principles and Rights at Work*. These global benchmarks inform our guidelines, and we scrupulously comply with Chinese laws and regulations. We persistently fortify the ethical fabric of our supply chain, striving to foster a wholesome business climate, forge equitable partnerships, and vigilantly curb corruption risks. All incoming suppliers must endorse the *Anti-corruption Cooperation Agreement*, the *Integrity Pledge*, and supplier affiliation statement, outlining banned unethical commercial practices and delineating liabilities for contractual breaches.

During the reporting period, the signing rate of *Anti-corruption Cooperation Agreement* of cooperative suppliers reached 100%.

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

100%

Green procurement

Onewo proactively aligns with national strategies, promoting its own green growth while infusing sustainable development principles into its supply chain management. Collaborating with supplier partners, we strive for collective sustainability. Focusing on the environmental and social risk management within the supply chain, we convey the ethos of sustainable development and management expectations through our holistic supplier evaluation system, thus catalysing the entire value chain's sustainable evolution. We favour external vendors that have attained ISO20400 Sustainable Procurement Certification or similar credentials.

In our procurement practices, we prioritise green initiatives, integrating eco-consciousness into actual purchases and giving precedence to environmentally friendly goods and services. This supports sustainable operations in our daily routines, including a complete shift away from paper invoices to a robust paperless system. Concurrently, we systematically advance the green procurement transformation. A notable example is our nationwide rollout of electric scrubbers and sweepers for cleaning tasks, significantly cutting down on water and wastewater usage in conventional janitorial processes. During the reporting period, we had a total of 18,882 suppliers.

Digital procurement

Onewo is dedicated to constructing a digital procurement platform incorporating comprehensive traceability and ethical conduct management features for suppliers. In 2023, we upgraded our platform by enhancing supplier interaction, simplifying payment procedures, refining the performance appraisal system, and instituting a continuous review mechanism to enforce blacklist management policies. For current ventures, we enforce a stringent elimination process for suppliers violating anti-corruption measures and appearing on the blacklist, as reported by all business units. For emerging projects, we leverage our procurement platform's digital capabilities to restrict blacklisted suppliers from participating in procurement activities.

In 2023, substantial advancements were made in optimizing the Company's procurement digital platform. We successfully implemented end-to-end supplier management functionality, encompassing all Onewo suppliers, boosting transparency in supply chain governance. Furthermore, we interconnected our procurement platform with the financial platform, enabling seamless integration of supplier performance data. This allows suppliers to monitor billing and payment status in real-time, enhancing both operational efficiency and supply chain visibility and traceability.

Supplier communication and education

Onewo attaches importance to communication with suppliers and maintains interaction and communication through digital procurement platform, 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. In 2023, we leveraged the procurement digital platform to deliver real-time, swift communication of essential information to suppliers. Nationwide, we executed tailored training sessions and maintained contact through a hybrid supply chain remote customer service (AI-assisted and manual), conducting regular monthly or quarterly interviews, among other communication methods.

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

Onewo National Supplier Conference

In 2023, over 1,500 key suppliers attended Onewo's Nationwide Supplier Conference, which was conducted both physically and virtually, under the banner of "Co-Creating Value". The event featured the Anti-Corruption Centre's introduction of integrity management mechanisms, emphasizing the stance and foundational principles of integrity efforts, and restated the leniency policy for suppliers voluntarily disclosing issues, thereby offering support to suppliers seeking long-term cooperation with Onewo.

At the conference, Onewo's supply chain procurement positioning, responsibilities, and developmental journey were elucidated, firmly committing to a foundation of openness and transparency. We aspire to embody the "long-term value" ethos with all domestic partners and remain eager to continually unlock the untapped potential of our collaborative relationships through improved customer service offerings.



Onsite presentation at the Supplier Conference ▲

Information Security and Privacy Protection

Topic contents

- Comply with relevant laws and regulations on information security and privacy protection, specify the compliance requirements for personal information at the stages of collection, storage, use, processing, transmission, provision, disclosure, deletion, etc., sign confidentiality agreements, and formulate contingency plans to protect the security and privacy of customers' personal information

Onewo actions

- Improve information security and data management system
- Standardise the management of personal information collection and consolidate the privacy protection mechanism
- Promote information security management system certification
- All employees take the information security and compliance certification exam every year, and implement performance appraisal

Onewo strictly complies with the provisions of the *Cybersecurity Law*, the *Data Security Law*, the *Personal Information Protection Law of the PRC*, and other relevant regulations regarding 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 Authorisation 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. In 2023, Onewo newly released the *Personal Information Compliance Management System* and updated the *Onewo Information Security Management System*.

We are proactively pursuing various information security certifications. Onewo has earned ISO/IEC27001 certifications for its Information Security Management System and ISO/IEC27701 certification for its Privacy Protection Management System. Our commercial property management services also secured ISO/IEC27001 certification for ISMS activities pertinent to property management services, and Xiangying Enterprise Service has similarly acquired ISO/IEC27001 and ISO/IEC20000 Information technology service management system certification.

Management structure

We've implemented a meticulous information security management system and a dedicated organisational structure for safeguarding both information security and privacy. The Onewo Data Protection Officer (DPO) leads the overall supervision of personal data compliance across the organisation. The Information Security Team is responsible for core security functions, while a cross-functional team comprising members from the Information Security and Legal Teams manages compliance with personal data and privacy protection regulations. Each department appoints a point person for information security and follows internal protocols like the *Device Security Standard*, the *Personal Data Compliance Framework*, and the *Guidelines for Processing Juvenile Data*. These steps standardise secure handling of equipment and personal data, defining clear roles in data stewardship and setting consistent norms for encryption, anonymisation, access control, and audit trails throughout the entire life cycle of customer data collection, storage, and usage.

During the reporting period,

Onewo has earned

ISO/IEC27701

certification for its Privacy Protection Management System

Management measures

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

- We regularly update and promptly push privacy and security protection clauses in our products, obtaining user consent to collect and utilise personal data. These updates align with annual legal and regulatory changes, internal system upgrades, and consistently adhere to the principle of limiting the collection of owner's sensitive information to a minimum;
- The Company's business involving facial recognition data is managed in strict adherence to legal compliance standards;
- Before collecting personal data from minors aged 14 or older, we obtain explicit consent from the minor or their guardian; for those under 14, we obtain explicit consent from the minor's guardian;
- We carry out national grade protection certification for important business systems;
- We regularly conduct penetration tests and privacy compliance tests on customer service-related business systems;
- We back up Onewo's important databases;
- We carry out routine safety inspection and reinforcement on all systems of the Company every quarter;
- We provide a personal information logout function in the Owner Services App.

During the reporting period, Onewo experienced no instances of customer data leakage or significant information security incidents.

<p>During the reporting period, there were no instances of customer data leakage or significant information security incidents.</p>	<p>The completion rate for information security and privacy protection assessments was 100% across employees and associated service providers.</p>
--	---

Training and 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 regularly disseminate information security awareness via posters in our daily operations, ensuring our staff undergoes at least one annual training on customer data confidentiality and passes the information security and compliance certification exam. Employee performance in these security trainings is incorporated into the assessment metrics of each business unit. Leveraging our information security audit system, we consistently carry out monthly and quarterly inspections for every department. During the reporting period, the completion rate for information security and privacy protection assessments reached 100% across all Onewo employees and associated service providers.

Intellectual Property Rights Protection

Topic contents

- Comply with laws and regulations related to intellectual property rights, improve management methods and measures for intellectual property rights protection, emphasise the protection of our own intellectual property rights, and at the same time strengthen intellectual property rights management and publicity to avoid infringing on other people's intellectual property rights

Onewo actions

- Improve the internal management process standardisation of intellectual property rights
- Provide incentives for R&D and innovation
- Strengthen intellectual property rights compliance risk control

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 Authorisation/Change/Internal Transfer Approval Process* and the *R&D Innovation and Science and Technology Subsidy Reward Management Measures*. In 2023, we updated and released the *Onewo Brand and Trademark Management System* to provide process-oriented standardised management of intellectual property rights such as patents and software copyrights. 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. Each business unit regularly updates the registration of various types of certificates, etc., and needs to report any infringement of intellectual property rights.

To safeguard intellectual property rights, inspire and stimulate employees' enthusiasm and creativity, and incentivise intellectual property rights generation from R&D, we reward teams and individuals who produce intellectual property rights during their professional R&D activities. During the reporting period, Onewo was granted a portion of 102 intellectual property rights (including 10 authorised patents for inventions, 3 utility model patents and 89 authorised software copyrights). The total number of authorised intellectual property rights was 1,164.



An emergency event management method, apparatus, computer equipment, and storage medium



Method, apparatus, computer device and storage medium for importing TRIRIGA base data



WaveNet-based work order dispatch method, device, and related media



A high-resolution elevator fault identification method, device, and related media



Method, device, computer equipment and storage medium for water quality testing of a drainage outlet

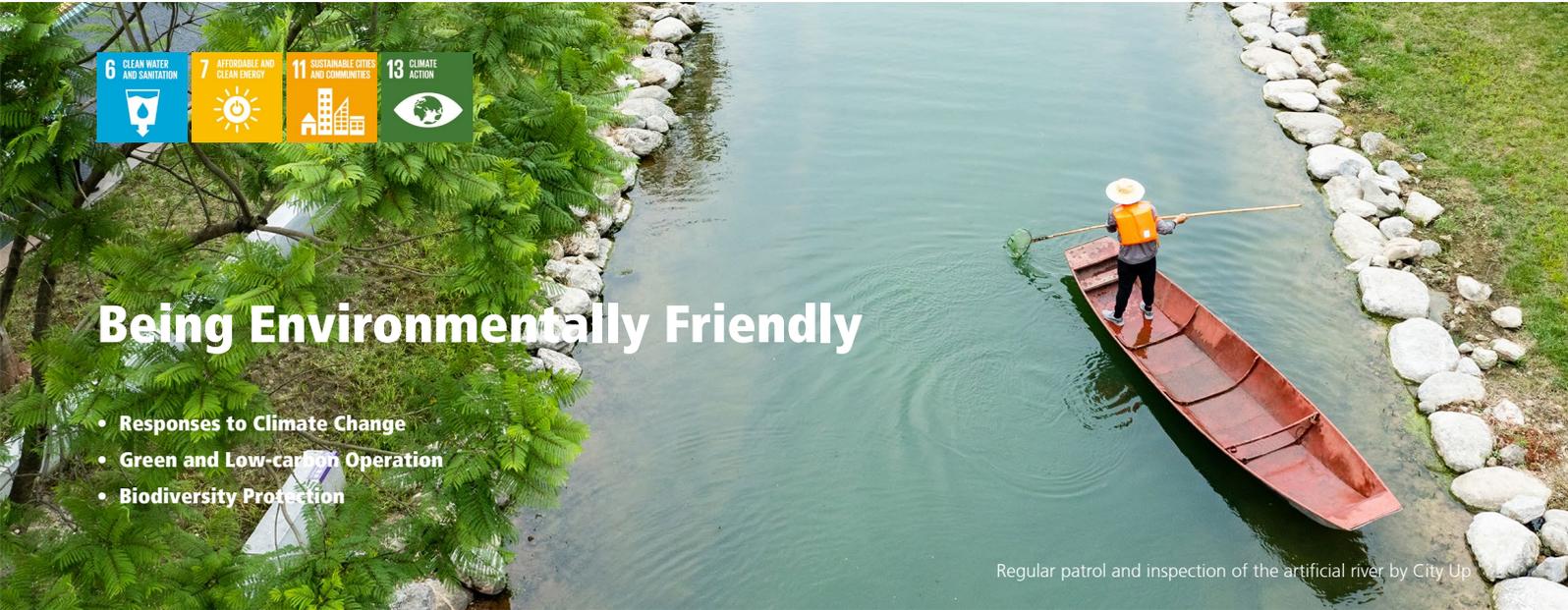


SAM model-based image annotation method, device and related media

Six patents for inventions authorised by the China National Intellectual Property Administration in 2023

Respect for the intellectual property rights of others

Onewo fully respects the intellectual property rights of others, encourages and protects fair competition, strengthens compliance risk management, 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.



Being Environmentally Friendly

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

Regular patrol and inspection of the artificial river by City Up

Our Concepts

Onewo embraces eco-friendly operations, responding proactively to the “Ecological Civilisation” and “Beautiful China” strategies, aiding in attaining carbon peak and neutrality targets. We infuse green and low-carbon principles into our business, strictly comply with laws and regulations such as the *Environmental Protection Law of the People’s Republic of China*, the *Water Pollution Prevention and Control Law of the People’s Republic of China*, and the *Law of the People’s Republic of China on Prevention and Control of Environmental Pollution by Solid Waste*, and constantly refine our internal environmental management systems and enhancement measures. Moreover, we commit to delivering smart, green and low-carbon environmentally sustainable services, harnessing technology to drive energy savings and reduce consumption within building spaces. Together with all stakeholders, Onewo strives to contribute positively to realizing a green, circular, and low-carbon economy, fostering a harmonious coexistence between humanity and nature.

Our Strategies

Onewo actively engages with the national dual-carbon agenda to combat climate change, identifying associated risks and opportunities, and devising strategies that include bolstering emergency preparedness, fortifying defences against extreme weather, and leveraging smart technologies to enhance energy efficiency, thereby curbing greenhouse gas emissions.

<p>In terms of green and low-carbon operations</p>	<p>Onewo has earned environmental management system certification and enhanced its internal environmental management system. We advocate green property management, employing scientific management techniques and technological upgrades to minimise energy consumption. Additionally, we reinforce waste management to elevate resource utilisation efficiency.</p>
<p>In terms of green office</p>	<p>Onewo adopts green office principles to minimise resource waste and champions a paperless work environment. We undertake energy-efficient renovations for improved office space sustainability and actively encourage green commuting among their staff to decrease carbon emissions from daily commutes.</p>
<p>In terms of biodiversity conservation</p>	<p>Onewo strives to reduce the impact of its operations on the ecological environment, emphasise greening around its services, protect the natural ecology, improve the quality of the water environment, and optimise the habitats of its species.</p>

Progress towards Goals

Goals

Progress

Energy efficiency targets

- 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.
- In 2023, 12 commercial projects on energy consumption in managed business projects nationwide were established;
 - In 2023, 1,180 residential projects nationwide implemented energy-saving retrofits for basement light fixtures, with more than 1.2 million energy-saving light fixtures and brackets procured. It is estimated that within the normal service life of the lamps and lanterns, the annual electricity saving will be 70 million kWh per month, and the estimated annual electricity cost saving will be about RMB35 million, with the overall energy saving rate expected to be 40-50%.

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.
- Greenhouse gas density showed a downward trend.

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.
- Water resource density showed a downward trend.

Waste management goals

- Actively advance waste classification in residential projects, strengthen the resourceful utilisation of waste.
- Onewo conducted waste classification in 484 new housing estates; as of the end of the reporting period, Onewo has conducted waste classification in 2,004 housing estates in total.

Green office goals

- Build employees' awareness of energy saving, promote energy saving and consumption reduction in daily operations, and reduce waste generation.
- Launch a Zero-Waste Office advocacy, which sets out specific requirements for meetings, printing, canteens, lighting, air conditioning and awareness of conservation.
- The accounting file system was handed over to online sharing and centralised management, and more than 30 million items were electronically filed annually, saving paper costs of more than RMB3.5 million.

Responses to Climate Change

Topic contents

- Conduct climate risk scenario analysis to identify the climate risks and potential opportunities faced by the Company's different businesses under different scenarios, so as to improve the effectiveness of climate risk management and grasp climate opportunities.

Onewo actions

- Identify climate-related risks and opportunities and formulate response strategies
- Multi-dimensional Enhancement of Climate Resilience

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 Disclosures (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.

Active responses 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 of Directors 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 of Directors 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 Sustainability Centre 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 minimise 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 digitalisation 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 to compile a comprehensive list of climate change risks pertinent to Onewo 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.

Risks	Description potential impact	Potential impact	Responses
Physical risk	<p>Acute physical risks:</p> <p>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.</p>	<ul style="list-style-type: none"> • Depreciation of fixed assets; • Increase in operation and maintenance costs and insurance expenses; • Decrease in operating income; • Increase in credit risk; • Potential operational challenges caused by supply chain disruptions; 	<ul style="list-style-type: none"> • Develop emergency management systems such as the <i>Guidelines for Emergency Response to Meteorological Disasters</i> and the <i>Guidelines for Emergency Response to Floods and Fires</i>; • Reinforce remote operation programmes 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.
	<p>Chronic physical risks:</p> <p>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;</p> <p>Prolonged periods of extreme bad weather conduct they may also affect the health status of local residents.</p>	<ul style="list-style-type: none"> • 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. 	
	<p>Policy and regulation risks:</p> <p>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.</p>	<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.
Transition risks	<p>Market risks:</p> <p>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.</p>	<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.
	<p>Technical risks:</p> <p>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</p>	<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.

Opportunity identification

Opportunity	Description potential impact	Potential impact	Responses
Product and market	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;
Adaptability	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. 	<ul style="list-style-type: none"> 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.
Increased efficiency in resource use	Promote energy conservation and emission reduction and reduce operating costs through green operations, 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.

Indicator	Unit	2023
Total energy consumption	tonnes of standard coal	1,350.72
Energy consumption density	tonnes of standard coal/m ²	0.0082
Carbon emissions (scope 1 and 2)	tonnes	5,207.45
Carbon emission density	kg CO ₂ /m ²	31.60

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 minimise the impact of extreme weather on business operations while protecting the health and safety of our employees and customers. We adhere to a people-centric approach, emphasizing proactive prevention and scientific response to manage extreme weather events effectively. This principle centres on prioritizing the safety and well-being of residents and tenants, ensuring protection during severe weather. Prevention is key, achieved through a robust early warning system that prevents impacts on service spaces. A scientific response harnesses modern technology like intelligent property management systems to monitor weather in real-time, enabling swift action to maintain normal operations of facility services. During the reporting period, we completed 19,853 work orders of extreme weather emergency inspection in the residential service space.

During the reporting period, we completed

19,853 work orders of extreme weather emergency inspection in the residential service space

Upgrade management programmes

Onewo has crafted a suite of management guidelines and action plans addressing extreme weather response, offering clear directives for its workforce.

The Guidelines for Service Interruption and Extreme Weather Response

Ensure Onewo's proactive handling of extreme weather scenarios (e.g., heavy rain, snowstorms, hail, typhoons, haze) through three stages: pre-emptive notifications, real-time monitoring & response, and post-event review, thereby diligently protecting customer and employee safety.

The Emergency Plan Management Implementation Manual and the Seasonal Extreme Weather Warning

Specific response measures and emergency plans have been set up for extreme weather such as typhoons, heavy rain, snowstorms, cold waves, fog, lightning, hail, high temperature, and drought, to effectively control the immediate treatment methods and processes of emergencies, and reduce the impact of extreme climate change on business.

The Extreme Weather Management 3.0 Programme

Updated in 2023 to refine the roles and responsibilities of HQ, regional offices, and individual projects and to introduce a novel extreme weather alert and broadcast mechanism. Empowered by technology, it enhances early warnings and process oversight, achieving pre-emptive alerts, remote inspections, and prompt dispatch support during abnormal events, thus controlling the on-site impact of extreme weather, minimizing its effect on occupants, rigorously curtailing incidents of personal harm and property loss, and preventing the emergence and escalation of risk events and their negative repercussions.

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. These actions collectively ensure the wellbeing and safety of both customers and employees while bolstering our risk response capabilities. In doing so, Onewo manifests its dedication to sustainable development and robust ESG risk management.

Typhoon event warning

For typhoon event management, Onewo employs thorough monitoring and early warning systems to secure community safety and stability. By precise risk data analysis, we've pinpointed three critical scenarios: basement flooding, fallen trees damaging vehicles or harming individuals, and elevator malfunctions. Subsequently, we've implemented targeted measures to mitigate these risks:

Root Cause Resolution: Addressing core issues from the infrastructure and equipment standpoint, we have proactively resolved foundational challenges. To tackle elevator water ingress, we've completed inspections and repairs of potential leaks in pits, shafts, and machine rooms. Regarding basement flooding, we've identified susceptible leak locations and causes, subsequently executing repairs. As for tree fall hazards, we've meticulously inspected and addressed risks associated with tall, precarious trees.

Early Warning System: Leveraging meteorological data, we established an automated pre-warning system, retrieving weather alerts from the National Early Warning Information Distribution Centre and promptly synchronizing them to relevant regions and projects. Housekeeping teams then disseminated this early warning information to customers via social media platforms like WeChat Moments, owner groups, and personalised messages.

Collaborative Problem-Solving: We forged ahead with proactive coordination with local government entities to address municipal issues impacting park drainage. Implementing the "Three Regular Approach"—which includes regular visits, regular reporting, and regular verification—we maintained effective communication with the relevant departments. After the occurrence of extreme weather, we inspected and verified municipal infrastructure waterlogging, fostering ongoing improvements.



Onewo's service staff prepare for a typhoon ▲

Green and Low-carbon Operation

Topic contents

- Embrace the enduring green and low-carbon operating philosophy of "Green and Low-Carbon Service That Lasts Forever" and drive the transformation towards sustainability in service spaces through smart, meticulous management and innovative technology

Onewo actions

- Provide green property services to enhance the energy and resource utilisation efficiency of the service space
- Promote green office and reduce energy and resource consumption of the Company's operations

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.

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 behavioural 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. Vanke Service, Cushman & Wakefield Vanke Service and Xiangying Enterprise Service have been certified by ISO 14001 Environmental Management System. Furthermore, Cushman & Wakefield Vanke Service has been certified by ISO 50001 Energy Management System and ISO 9001 Quality Management System.

Energy management

Residential energy-saving management

Vanke Service steadfastly pursues energy efficiency and reduced carbon emissions in its operations through rigorous management and cutting-edge innovation. Striving to keep energy systems and appliances consistently optimised for maximum energy savings, Vanke Service introduced the *Energy Saving and Consumption Reduction Management Code* in 2023. This code serves as a science-backed framework and practical guide for residential energy conservation efforts. It delineates clear responsibilities across various tiers: The Facilities & Equipment Expert Committee oversees the assessment and promotion of energy-saving technologies and apparatus, while facility experts tailor energy-saving strategies according to project attributes. Moreover, Project Public Maintenance Professional Managers spearhead technical upgrades, devise and execute energy consumption targets and management strategies, as well as record and analyse energy usage data.

Moreover, we concentrate on boosting energy efficiency within managed residential projects by implementing lighting system upgrades, energy-efficient renovations for HVAC units and elevators, and promoting renewable energy integration. These efforts fortify energy management, optimise facility and equipment efficiency, reduce energy consumption and expenses, ultimately yielding dual benefits of environmental and economic sustainability.

Introduction of solar clock system in a housing estate

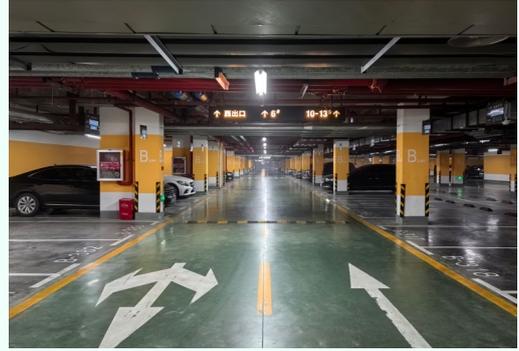
Vanke Service innovatively optimised energy efficiency. For instance, transitioning from conventional time-switch controls for public lighting, which often lacked precise scheduling and resulted in inefficient lighting and energy waste, it implemented a solar clock system. This system autonomously tracks dawn and dusk times across cities, guiding projects to align lamp timings accordingly, ensuring lighting hours are judiciously managed. At the end of 2023, approximately 700 housing estates will integrate this system, potentially trimming 2% off lighting energy consumption.



Housing estate basement energy-saving renovation

Vanke Service actively responds to the national call for energy saving and emission reduction, and continuously improves the energy management level of basement lighting. Vanke Service has proactively upgraded basement lighting with energy-saving features by substituting constant-brightness lights for microwave radar-responsive dual-brightness lamps. These lamps maintain full brightness in the presence of pedestrians or vehicles and automatically transition to a low-brightness mode approximately ten seconds after detecting no motion in the detection zone.

By the end of 2023, energy-saving retrofits for basement lighting were executed across 1,180 housing estates nationwide, involving the procurement of over 1.2 million energy-saving fixtures and brackets. Estimated projections indicate that within the standard service life of these lamps, annual electricity savings will reach around 70 million kWh, translating to anticipated annual electricity cost reductions of about RMB35 million, with an overall energy savings rate expected to range between 40% to 50%.



Energy efficiency retrofit of the underground parking in the housing estate ▲

Energy conservation management in commercial enterprises

Cushman & Wakefield Vanke Service's "Low Carbon Property" solution integrates low-carbon practices throughout the entire lifecycle of property and facility management. Leveraging digital, intelligent, and precision management tools, it aims to realise significant energy savings, emissions reduction, and lowered consumption. This Low-carbon Property permeates every facet of property and facility management, particularly in the operation and maintenance of energy-intensive systems such as HVAC, elevators, lighting, low-voltage electrical systems, security systems, and more. There exists considerable potential for daily operational carbon reduction in these areas.

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, optimisation of management, etc.

For more information on energy conservation and management in business enterprises, please refer to the section "Oneworld Plan - AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification" on page 18 of this report.

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 fertiliser, organic waste recycling, and continues to improve the governance level of community waste classification. We strictly comply with the *Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution* and other relevant national and local laws and regulations, and implement differentiated management standards and methods for the waste generated during our operations and the waste generated by the housing estates under our management, aiming to reduce the impact of waste on the environment.

For more information on waste management, please refer to the section "Oneworld Plan - AI Environment: Building Energy Conservation and Emission Reduction, and Community Waste Classification" on page 19 of this report.

Water resource management

Onewo attaches great importance to water resource management and strictly complies with the *Water Pollution Prevention and Control Law of the People's Republic of China*, the *Regulations on Urban Drainage and Sewage Disposal*, and other relevant laws and regulations to ensure compliance and effectiveness of water resource management. In our daily operations, we persistently enhance water conservation methods and curtail water pollution through the refinement of management approaches and leveraging technology. We also actively champion water-saving initiatives and recycling efforts. 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 minimise 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 exercises stringent monitoring of water usage and renovation tasks, conducting frequent and meticulous inspections of plumbing fixtures and pipelines. Upon detecting any leaks or drips, we promptly summon maintenance experts to rectify the issue swiftly. Moreover, we habitually analyse water consumption data, performing comprehensive root cause analyses of anomalous usage patterns to uncover potential water conservation avenues.

Water recycling

Onewo highly prioritises water recycling and employs various water-saving tactics, such as deploying water-efficient appliances, rainwater harvesting equipment, and smart irrigation systems. In commercial projects, for instance, we utilise an automated sprinkler system integrated with rain sensors to maximise water use efficiency by employing recycled rainwater from rainwater collection points and air conditioning condensate for landscaping irrigation. Furthermore, we actively display water conservation posters to heighten staff awareness of water-saving and resource recycling principles in their daily management practices.

Recycling of water resources in fountains

At the Shenyang Jinyu Garden project, we ingeniously repurposed water resources during fountain cleaning by integrating the fountain's drainage system with the landscape irrigation pipeline. This setup allowed us to utilise the fountain-cleaning water for lawn irrigation purposes, thereby enhancing the efficiency of water resource utilisation.

During summertime droughts, the substantial watering demands on green spaces can strain water pressure capacity. To address this issue, we devised a water storage solution: Overnight, fountains function as reservoirs, accumulating water; come daytime, the stored fountain water supplements the irrigation system, providing additional water pressure support when needed.



Fountain water recycling ▲

Improvement of water pollution

Onewo vigilantly monitors water quality within serviced spaces and undertakes a series of testing and enhancement measures for areas with water quality concerns. Concurrently, we make full use of intelligent means to manage river water quality, form an online and offline integrated management through digital technology to realise 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 upgrade 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.

“Shenzhen River and Lake Water Ecological Technology Control” model promotes fine management of water environment

Water quality management for rivers is a key strategy to mitigate water resource pollution and preserve ecosystem balance. City Up's “Shenzhen River and Lake Water Ecological Technology Control” model harnesses innovations from the ecological and environmental sectors. By adopting a “parallel combination of science and technology with manual inspection and supervision”, it achieves round-the-clock, comprehensive monitoring without blind spots, offering real-time dynamic insights into river water bodies. This promotes meticulous water environment management and furnishes essential decision-making support.

In 2023, we deployed 132 real-time video surveillance units and 123 micro water quality auto-monitoring stations across the entire Shenzhen river basin, coupled with an intelligent environmental protection cloud platform and a dedicated inspection team, to cover nearly 100,000 kilometers of routine manual river inspections, significantly contributing to enhancing river water quality. As a result, the Company garnered the prestigious “Lying Award” – a hallmark accolade in China's environmental sector – and was honoured with the title of “Outstanding Data Service Provider for Urban Intelligent Environmental Protection Control Systems”.



The inspection team is carrying out water quality testing ▲

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. We launched the Zero-Waste Office Initiative, implementing specific guidelines across meeting conduct, printing, cafeteria practices, lighting, and air conditioning, fostering a culture of conservation. Efforts include transitioning from 80g to 70g copy paper, setting default to double-sided black-and-white printing, keeping overtime area lighting on only outside working hours, and promoting a “Take Only What You’ll Consume” ethic in the cafeteria, where food waste segregation is mandatory. The canteen encourages mindful eating habits and requires kitchen waste to be categorised, etc.

During the reporting period, we released the *Onewo Comprehensive Workplace Management Guide* and the *Onewo Administrative Norms and Procedures*, enhancing office space utilisation efficiency through centralised workspace arrangements to conserve energy and resources. We also successfully migrated our accounting filing system to an online, shared, and centrally-managed platform. Implementation of online filing system operation monitoring reports led to a 40% boost in efficiency for transferring tested electronic files automatically, enabling the processing of over 30 million electronic records annually, thus saving upwards of RMB3.5 million in paper expenses.

Onewo places paramount importance on energy-saving practices in daily office operations, deploying a suite of refined measures and intelligent tools while maximizing the use of clean energy. Notably, we have established an energy management platform and a high-performance cooling plant room within our headquarters office building, enabling intelligent monitoring and control of energy consumption to ensure optimal energy efficiency.

During the reporting period,
enabling the processing of over

30 million electronic records annually

thus saving upwards of RMB

3.5 million in paper expenses

Green travel

Onewo vigorously advocates for green commuting and incentivizes employees to adopt sustainable transport options in their daily journeys. Embedded within the *Administrative Services Guidelines* of our office space, we outline the Green Travel Programme, urging staff to opt for public transit, biking, or walking one day weekly. Additionally, we enforce single and double-digit entry restrictions for non-office building employees, effectively limiting private car usage, thereby diminishing the carbon footprint associated with employee commutes.

Biodiversity Protection

Topic contents

- Adopt proactive measures to protect biodiversity conservation within the service space to promote the conservation of ecosystem diversity, stability and sustainability

Onewo actions

- Biodiversity risk assessment and response
- Take proactive measures to protect biodiversity

Risk assessment and response

Onewo strictly abides by the *Environmental Protection Law of the People's Republic of China*, the *Biosafety Law of the People's Republic of China*, the *Wildlife Protection Law of the People's Republic of China* and other relevant biodiversity protection laws and regulations, and actively undertakes the responsibility of ecological environmental protection and contributes to the construction of an ecological civilisation. We give full consideration to biodiversity conservation and conduct relevant assessments in our business operations, integrate the concept of biodiversity conservation into community construction and management, ensure that we do not destroy or encroach upon wildlife habitats, avoid the inappropriate use of pesticides, and strengthen community ecological observation to prevent the invasion of exotic species.

Conservation actions

Onewo takes proactive measures in biodiversity conservation and raises awareness of biodiversity conservation among employees and customers through various forms of activities to promote the conservation of ecosystem diversity, stability and sustainability.

Venturing towards the park's lake: Discovering a rich array of life

In 2023, City Up organised the "Venturing Towards the Park's Lake: Discovering a Rich Array of Life" event to celebrate the International Day for Biological Diversity at the Futian Mangrove Ecological Park. This immersive event took the form of a science-popularizing park tour, featuring plant and animal education sessions, engaging photo challenges, and a biomimicry competition. Participants assumed the role of explorers, discovering and identifying a myriad of plant and animal species within the park's confines. The activities were structured as interactive science outreach, bridging the gap from theoretical knowledge to hands-on engagement with nature.



Explore diverse organisms ▲

Appendix

Appendix I - ESG Key Performance Data

List of Environmental Performance Indicators

ESG indicator	Unit	2023	2022
A1 Emissions			
A1.2 GHG emissions and density			
Total GHG emissions	tCO ₂ e	5,207.45	8,191.00
GHG emission density	kg CO ₂ e/m ²	31.60	49.60
Direct emissions of carbon dioxide equivalent (Scope 1)	tCO ₂ e	511.73	664.21
Indirect emissions of carbon dioxide equivalent (Scope 2)	tCO ₂ e	4,695.72	7,526.79
A1.3 Total hazardous waste generated and density			
Office - total hazardous waste generated	tonnes	2.11	1.76
Hazardous waste density	kg/m ²	0.013	0.011
A1.4 Total non-hazardous waste generated and density			
Total non-hazardous waste	tonnes	712.41	1,126.14
Non-hazardous waste density	tonnes/m ²	0.0043	0.0068
Office - recyclable waste	tonnes	54.29	34.04
Office - other waste	tonnes	563.67	989.16
Kitchen - kitchen waste	tonnes	94.45	102.95

Annotations

- 1) The collection scope of environmental indicators comes from 91 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;
- 5) Environmental data is gathered via an online system and inputted by front-line personnel, covering numerous projects, indicating there is room for improving data management granularity. Therefore, we will continually refine the data entry procedures and bolster data quality control measures to elevate the overall quality of data collection.

ESG indicator	Unit	2023	2022
A2 Resource consumption			
A2.1 Direct and/or indirect total energy consumption and density			
Total energy consumption	tonnes of standard coal	1,350.72	1,981.30
Energy consumption density	tonnes of standard coal/m ²	0.0082	0.012
Gasoline consumption	L	200,834.90	233,945.53
Diesel consumption	L	80.00	80.00
Total natural gas consumption	m ³	25,473.31	61,224.62
Natural gas - heating consumption	m ³	395.88	32,267.00
Natural gas - domestic gas consumption	m ³	25,077.43	28,957.62
Pipeline gas consumption	m ³	0	0.12
Electricity consumption	10000 kWh	674.66	1,267.50
Purchased heat	GJ	7,820.69	2,769.09
A2.2 Total water consumption and density			
Water consumption	tonnes	70,052.48	129,598.95
Water consumption density	tonnes/m ²	0.43	0.78

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 on the Management of Greenhouse Gas Emission Reporting by Enterprises in the Power Generation Sector 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	2023	2022
B1 Employment			
B1.1 Total number of employees by gender, employment type, age group and region			
Total number of employees	Persons	101,284	97,930
Gender			
Male	Persons	54,564	51,463
Female	Persons	46,720	46,467
Employment type			
Full-time employment	Persons	101,284	97,930
Part-time employment	Persons	0	0
Age group			
Aged ≤ 30	Persons	47,088	49,005
Aged 31-40	Persons	37,696	33,681
Aged 41-50	Persons	12,676	11,411
Aged ≥ 51	Persons	3,824	3,833
Region			
Mainland of China	Persons	101,105	97,754
Hong Kong, Macao, and Taiwan	Persons	179	176
B1.2 Employee turnover rate by gender, age group and region			
Employee turnover rate	%	30.50	32.58
Gender			
Turnover rate of male employees	%	30.20	32.49
Turnover rate of female employees	%	30.84	32.68

ESG indicator	Unit	2023	2022
Age group			
Turnover rate of employees under 30 (inclusive)	%	36.49	37.28
Turnover rate of employees from 31 to 40	%	25.64	27.42
Turnover rate of employees from 41 to 50	%	19.93	22.97
Turnover rate of employees over 51 (inclusive)	%	24.47	35.22
Region			
Turnover rate of employees in the Mainland of China	%	30.51	32.59
Turnover rate of employees in Hong Kong, Macao, and Taiwan	%	22.51	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	2023	2022
B2 Health and safety			
B2.1 Number of work-related fatalities and work-related fatality rate			
Number of work-related fatalities	Persons	2	2
Work-related fatality rate	%	0.002	0.002
B2.2 Working days lost due to work-related injuries			
	Days	6,183	5,670

Annotations

- 1) Work-related fatalities do not 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 debuted on the Stock Exchange independently in 2022. For more details of internal control and risk management, please refer to the 2021 Sustainability Report of China Vanke Co., Ltd.
- 4) We have meticulously optimised and verified the data concerning the number of lost workdays due to work-related injuries in 2022, leading to slight modifications in the figures, which have now been updated in this report.

ESG indicator	Unit	2023	2022
B3 Development and training			
B3.1 Percentage of employees who received training (by gender and employee category)			
Percentage of employees who received training	%	100	94.80
Gender			
Percentage of male employees who received training	%	100	94.65
Percentage of female employees who received training	%	100	94.97
Employee category			
Percentage of management level employees who received training	%	100	97.18
Percentage of non-management level employees who received training	%	100	94.76
B3.2 Average hours of training received by employees (by gender and employee category)			
Average hours of training received by employees	hours	77.80	76.43
Gender			
Average hours of training received by male employees	hours	64.38	57.84
Average hours of training received by female employees	hours	93.47	96.94
Employee category			
Average hours of training received by management level employees	hours	146.35	40.83
Average hours of training received by non-management level employees	hours	76.72	77.03
Type of training received			
Average hours of training received by new employees	hours	7.47	6.00
Average hours of training received by other special trainings	hours	108.87	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	2023	2022
B5 Supplier management			
B5.1 Number of suppliers by region			
Total number of suppliers	numbers	18,882	16,390
Region			
Eastern China	numbers	4,218	4,221
Southern China	numbers	5,279	4,103
Central and Western China	numbers	4,366	3,892
Northern China	numbers	4,479	3,850
Headquarters supplier	numbers	540	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	173,675	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	95	298
Total number of intellectual property rights authorised during the reporting period	pieces	157	128
Number of authorised patents for inventions during the reporting period	pieces	10	11
Number of authorised patents for utility models during the reporting period	pieces	3	3
Number of authorised software copyrights during the reporting period	pieces	89	47
Number of authorised trademarks during the reporting period	pieces	56	64
Cumulative number of intellectual property rights held	pieces	1,164	1,007
Cumulative number of patents for inventions held	pieces	28	18
Cumulative number of patents for utility models held	pieces	18	15
Cumulative number of software copyrights held	pieces	261	172
Cumulative number of trademarks held	pieces	832	776

Annotations

1) The total number of customer complaints includes complaints received through 400 Hotline for residential and commercial services.

ESG indicator	Unit	2023	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 behaviours identified as participants	pieces	0	0
Number of cases of violations of the anti-monopoly law	pieces	0	0
Number of litigation cases involving corruption, bribery, extortion, fraud and money laundering	pieces	1	0
B7.3 Anti-corruption training			
Number of board members and senior management participating in anti-corruption training	Persons	301	35
Number of hours participated in anti-corruption training	hours	103.30	245.49

Annotation

1) The training data include online and offline trainings.

ESG indicator	Unit	2023	2022
B8 Community investment			
B8.2 Resources used in social undertakings			
Charitable donations (including rural revitalisation donation)	RMB10k	77.30	71.41
Number of people devoted to volunteer activities	Persons	10,821	1,411
Number of hours devoted to volunteer activities	hours	32,463	522,070.00

Annotation

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

2) Due to the public health event in 2022, the Group invested more hours in volunteering activities in 2022 compared to 2023.

Appendix II - Index to the Environmental, Social and Governance Reporting Guide 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>	Oneworld Plan 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
	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	<p>General Disclosure</p> <p>Policies to reduce the issuer's significant impact on the environment and natural resources.</p>	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

Topics	Guide Requirements	Disclosure Sections
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 Employee 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.
B2: 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
B3: Development and training	General Disclosure Policies related to enhancing employees' knowledge and skills to perform their job duties. Description of training activities.	Oneworld Plan Being People Oriented - Talent 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: Labour standards	General Disclosure With regard to the prevention of child labour or forced labour: (a) Policies; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.	Being People Oriented - Protection of Employee Rights and Interests
	KPI B4.1 Describe measures to review recruitment practices to avoid child labour and forced labour.	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 Employees Rights and Interests

Topics	Guide Requirements	Disclosure Sections
B5: Supply chain management	General Disclosure Manage environmental and social risk policies for the supply chain.	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	General Disclosure With regard to health and safety, advertising, labelling and privacy issues of products and services provided and remedies: (a) Policies; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.	Growing Together with the Community - Customer Health and Safety
	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.	Responsibility Governance - Information Security and Privacy Protection
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 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 - Promotion of Community Development
	KPI B8.1 Extent of social undertakings (such as education, environmental issues, labour demand, health, culture, sports).	Growing Together with the Community - Promotion of Community Development
	KPI B8.2 Resources used in social undertakings (such as money and time)	Appendix I ESG Key Performance Data

Stock Code 2 6 0 2 . H K

RESHAPE SPACE EFFICIENCY

SERVICE FOR EVER BETTER

E-mail: esg@onewo.com

Address: Meilin Vanke Center, No. 63 Meilin Road, Futian District,
Shenzhen, PRC

www.onewo.com

