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2024

Environmental, Social and Governance Report

KE Holdings Inc.

(A company controlled through weighted voting rights and incorporated in the Cayman Islands with limited liability)

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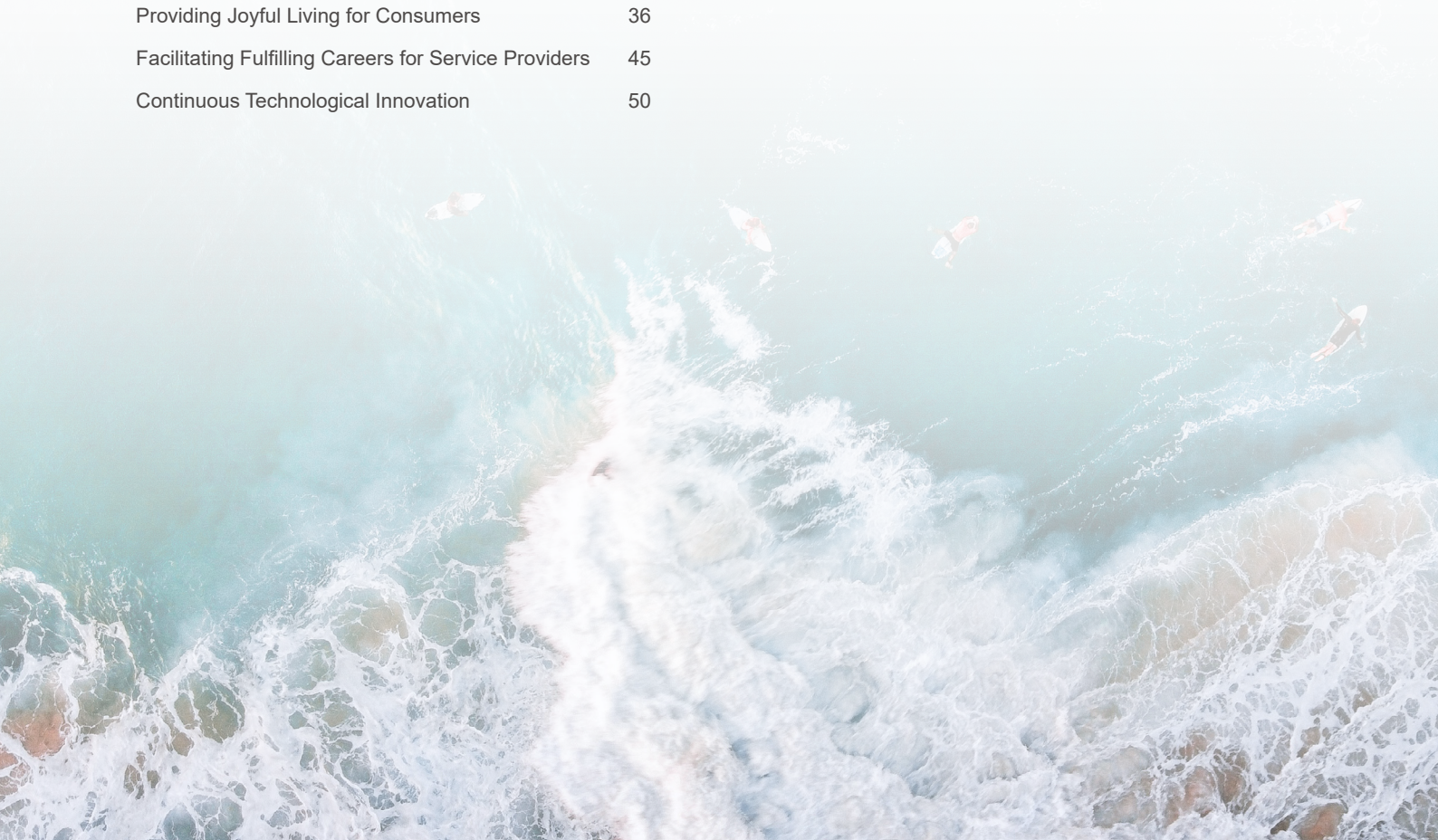
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Preface



Message from the Management

"The destiny of business operators in our era is to do the hard, tiring work behind the 'fireworks' that really improves the quality of basic services."

ZUO Hui (1971-2021)

Founder and Permanent Chairman Emeritus

"This is an era of new residential services, an era of AI, and above all, an era of humanism. The emotions of life that originate from the heart are all directed toward people. In the smiles of consumers, service providers, employees, and industry partners, we find our values affirmed and transformed into practice—a virtuous and creative practice! This enables a positive cycle within the industry, fosters a healthier ecosystem, and allows everyone to work together in a sustainable manner on this land for the long term."

PENG Yongdong

Co-founder, Chairman of the Board, and CEO

About Beike

// Business Overview

Beike is the leading integrated online and offline platform for housing transactions and services. We are a pioneer in building the infrastructure and standards to reinvent how service providers and customers efficiently navigate and complete housing transactions and services in China, ranging from existing and new home sales, home rentals, to home renovation and furnishing, and other services. We believe our proactive engagement with platform participants both online and offline enables us to know them better and serve them better.

We own and operate Lianjia, China's leading real estate brokerage brand in respect of service quality and an integral part of our Beike platform. We believe the success and proven track record of Lianjia can pave the way for us to build the industry-related infrastructure and standards and drive the rapid and sustainable growth of Beike. We have over 23 years of operating experience through Lianjia since our inception in 2001. Such extensive industry experience has provided us with distinct insights into markets, business conditions and customer needs, which we believe are critical for us to offer effective solutions, expand market footprint and capture adjacent opportunities.

// Committing to Long-term Value, Doing the Right Thing Even If It's Difficult

We believe that doing the right thing matters — especially when it is difficult. That belief is rooted in our mission— "Admirable service, joyful living." Guided by the idea of "Being virtuous while seeking growth", we are committed to creating long-term value. For years, we committed to continuous transformation of industry-related infrastructure. Through continuous innovation, we aim to improve service efficiency, support service providers in their professional development, and provide consumers with a more satisfying living experience.

In terms of corporate governance, we are committed to building a fair, transparent business environment. We continue to strengthen information security and focus on steady, sustainable growth. To reinforce this, we have integrated sustainability goals into the performance evaluations of our senior management, encouraging them to actively advance our long-term ESG efforts. This year, we conducted a materiality assessment to better understand which ESG issues carry the most financial significance and impact. The results now serve as a foundation for shaping our Sustainable Development Strategy.

In terms of quality service, we aim to foster a positive cycle within the industry by creating a system where supply adapts to demand, and demand, in turn, stimulates better supply. With consumer needs as our starting point, we regularly update our service commitments and continue to improve the residential service supply. At the same time, we offer professional training for all platform participants, supporting their development and improving service standards across the industry.

In terms of technological innovation, we continuously explore and apply cutting-edge technologies. By leveraging intelligent and digital solutions, we aim to provide more efficient, convenient, and high-quality experience to our consumers and service providers. At the same time, we focus on how technology can support green and low-carbon development, exploring opportunities for sustainable development in our business operations.

In terms of talent development, Beike provides a safe, comfortable, open, and equitable workplace. We foster team cohesion through regular communication and a wide range of cultural activities. With personalized training and multiple career development paths, we support individual growth while enhancing organizational efficiency.

In terms of building a sustainable ecosystem, Beike integrates green development principles into the entire business chain, leveraging technological innovation and clean energy to support the transition toward a low-carbon future. We also strive to protect the environment and inspire more conscious, low-carbon choices in everyday life. At the same time, we bring together the strengths of our platform and partners to support community elder care, essential daily services, and rural revitalization, continuously creating lasting social value.

About This Report

This report, prepared and issued by Beike, offers an objective, fair, and balanced overview of our Environmental, Social, and Governance (ESG) performance for the year 2024.

// Preparation Guidance

This report has been prepared in accordance with *Appendix C2 of the Environmental, Social and Governance Reporting Code under the Listing Rules of the Stock Exchange of Hong Kong Limited*. It follows the core principles of materiality, quantitative, balance, and consistency. In addition, the report draws reference from the *NASDAQ ESG Reporting Guide 2.0*, the *Sustainability Accounting Standards Board (SASB) Standards*, and the *United Nations Sustainable Development Goals (UN SDGs)*. These frameworks are integrated with Beike's ESG practices to provide a structured and comprehensive view of our performance and to address key areas of concern raised by our stakeholders.

We have identified key stakeholders and the ESG issues most pertinent to them. These issues have been prioritized and addressed in this report based on their materiality, as detailed in the "Stakeholder Engagement" and "Double Materiality Assessment" sections. We use quantitative data to disclose environmental and social key performance indicators (KPIs) in a consistent and comparable manner across reporting periods, ensuring that performance can be accurately measured, tracked, and independently verified. Any changes to metrics, calculation methods, assumptions, or conversion factors are explained in the relevant sections of the report.

The scope of this report covers the ESG performance of businesses directly operated and managed by Beike during the period from January 1, 2024, to December 31, 2024. To provide a more complete and comparable view, certain disclosures also reference data from other timeframes or include information related to Connected Stores and other relevant facilities, as noted in the respective sections. Unless otherwise specified, all monetary values in this report are in Renminbi (RMB).

// Access to This Report

This report is available and can be downloaded on our Investor Relations Site <https://investors.ke.com/governance/sustainability>. For inquiries or feedback regarding our ESG management, please contact us via email at ir@ke.com.

2024 ESG Highlights

// Leading Robust Corporate Governance



In 2024, Beike engaged external ESG experts to identify 23 topics of significant financial and/or impact materiality. Through comprehensive stakeholder surveys and expert analyses, we evaluated and prioritized the [financial and impact materiality](#) of each ESG issue.



We have continued to enhance and upgrade our information security and privacy protection systems. Leveraging [technical](#) and [drill-based](#) proactive data security risk control measures, we effectively managed system vulnerabilities, identified potential security threats, and improved the security of Beike's products and services.



For all new hires, we require them to [sign the Data Security Protection Commitment](#) to raise awareness about information security. By the end of 2024, [more than 450,000](#) frontline service providers and employees in related roles had signed this commitment.



To align with our business growth and sustainability goals, we have incorporated [sustainability-related metrics into the annual performance evaluations of the management](#). This motivates our leadership and management to actively support and advance the Company's sustainability initiatives.



We have incorporated the Data Security and Confidentiality Agreement as a [standard attachment in our contract templates](#) with suppliers and other third-party partners, strengthening information security awareness among upstream stakeholders.



Beike conducts regular business ethics trainings for all platform employees, including part-time employees and contractors (if applicable), achieving [100%](#) training coverage across the Company. Our comprehensive trainings and assessments cover anti-corruption, anti-fraud, and integrity compliance, ensuring that daily business operations align with our ethical standards.

// Initiating Industry Progress



We conducted the Erudite Examination for agents to encourage continuous professional development. By the end of 2024, the Erudite Examination had been held [25 times](#), with a cumulative participation of nearly [3.2 million](#).



In 2024, Beike launched the ["3+3" platform-level service commitment](#) for housing transactions. This initiative includes three nationwide commitments from Beike and three additional commitments being piloted in selected cities. Additionally, we established a [RMB 100 million](#) compensation fund to strengthen consumer service protection and improve operational security for platform service providers.



Beike's "Commitment to authentic property listings" has been implemented with [100% platform coverage for 14 consecutive years](#). Through consistent guidance and supervision, the authenticity rate has consistently remained [above 95%](#).



Beike has introduced the Phone Number Protection service to anonymize customers' phone numbers, reducing the risk of data leaks and unwanted calls. By the end of 2024, the Phone Number Protection service had been used [nearly 3.9 million times](#) for property viewings.



Beike has been actively promoting green consumption, launching initiatives such as trade-in activities for home appliances trade-ins and renovations of kitchens and bathrooms. In 2024, these efforts yielded approximately **70,000 transactions** across **over 30 cities nationwide**.



In 2024, Beike's New Youth Program offered rental discounts, including "Zero deposit and monthly rental payments" in **13 cities**, assisting **nearly 20,000** recent graduates settle into their new homes.

// Navigating Towards an Outstanding Organization



We have established a flexible and efficient internal talent mobility mechanism. In 2024, our **Internal Mobility Program** helped **4,574 employees** transition to new roles within the Company.



We launched the Green Mutual Help Program to support service providers in Beike's new residential business and their families in times of critical illness. By the end of 2024, the program provided **over RMB 638 million** in relief funds, assisting **44,849 individuals** in total.



We have established the Beike Club Alliance, which includes 11 dynamic clubs such as basketball, music, and dance. In 2024, we organized **443 activities**, with over **7,800 participants**.



Beike has designed comprehensive training programs tailored for employees and platform agents, covering professional skills, service capabilities, and ethics. In 2024, we provided **more than 10.95 million hours** of training to employees and agents.

// Keeping a Harmonious Ecosystem



By the end of 2024, **100%** Lianjia stores following the latest design standards had fully met the **Lianjia Green Store Standard**.



In 2024, Phase II of the rooftop photovoltaic power generation project in Jinhua Shengdu Home Renovation Industrial Park was put into operation. Together with Phase I, the project generated over 1,771,000 kWh of electricity this year, **effectively meeting the energy needs of businesses in the park**.



By the end of 2024, **the smart control system had been fully implemented across Lianjia stores in Shanghai** and over 95% in Beijing. Additionally, pilot programs were launched in 16 cities nationwide, with over 200 stores already adopting the system.



In 2024, **over 80%** of our leased data centers have adopted green electricity consumption, with two centers achieving **100%** green electricity coverage.



Currently, the Beike App achieves **100%** coverage of green labels for newly listed residential projects in cities nationwide that are certified with two-star and three-star ratings under the **Assessment Standard for Green Building**.



By the end of 2024, Beike's community public welfare program, the Smartphone Training Sessions for Seniors, had reached 130 cities across the country, conducting **over 90,000** training sessions and providing **nearly 1.3 million** instances of assistance to seniors.



Leading Robust Corporate Governance



We continuously strengthen our corporate governance system, enhance risk management capabilities, and deeply integrate Environmental, Social, and Governance (ESG) principles into our corporate strategic planning and daily operations. On this basis, we fortify our information security technology barriers, deepen the development of an integrity culture, strengthen intellectual property protection, and progressively incorporate ESG factors into our supplier management system. Through a systematic management approach, we provide a solid foundation for the sustainable development of the Company.

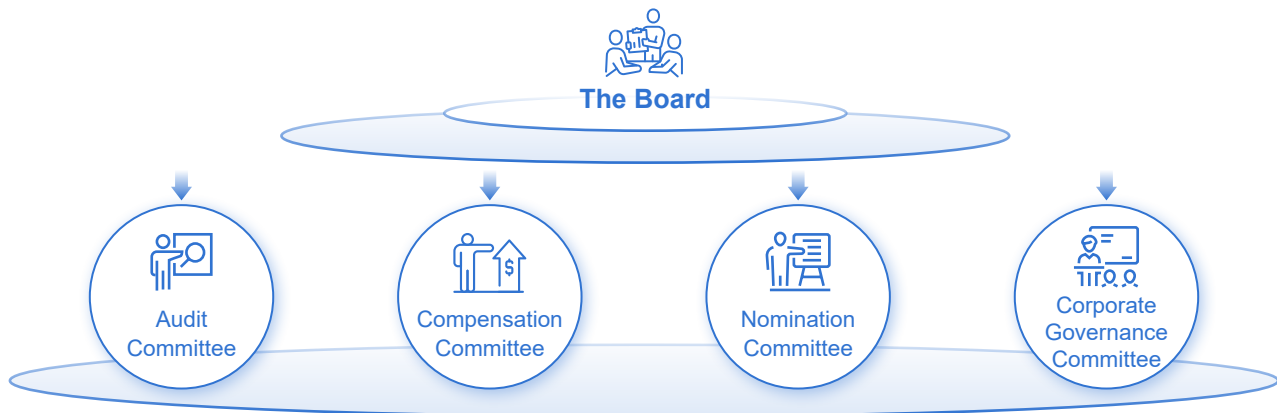
Governance Structure

Beike has established a corporate governance mechanism with well-defined rights and responsibilities and a rigorous corporate structure. The Company strictly complies with the *Company Law of the People's Republic of China*, the *Securities Exchange Act of the United States*, the *Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited*, and other applicable laws, regulations, and listing rules. In this way, Beike ensures that the governance structure operates in a compliant, professional, and efficient manner while strengthening the foundation for sustainable corporate development and safeguarding the long-term interests of all shareholders.

// Board Structure

As the highest decision-making body, the Board of Directors (the Board) is responsible for setting the strategic direction and overall strategy of the Company, leading and overseeing the business development and financial performance of the Company. Meanwhile, the Board continuously oversees and reviews the effectiveness of the Company's risk management and internal controls. The Board has established the Audit Committee, the Compensation Committee, the Nomination Committee, and the Corporate Governance Committee to ensure efficient resource allocation and effective decision-making through well-selected board members. The Corporate Governance Committee oversees ESG matters. The ESG governance structure is described in detail in the "ESG Strategy" chapter. Our Board committees' scope of responsibilities, directors' backgrounds, and further governance details are published on the official website¹.

Beike's Board consists of eight directors, including four executive directors, three independent non-executive directors, and 1 non-executive director. More than one-third of the Board are independent non-executive directors, playing a counterbalancing role, thereby creating long-term value for shareholders and the Company. The Chairmen and members of the Audit Committee, the Compensation Committee, and the Corporate Governance Committee are all independent non-executive directors. The Chairman of the Nomination Committee and two-thirds of its members are independent non-executive directors.



// Board Diversity

Beike deeply values the diversified background of the Board, and has formulated the Board Diversity Policy. The Policy explicitly requires that factors such as independence, gender, age, educational background, industry experience, technical capabilities, professional qualifications and skills, knowledge and tenure should be comprehensively considered in the selection of director nominees.

The Nomination Committee is required to review the structure, size, and composition of the Board annually in line with the Board Diversity Policy, and the Nomination Committee believes that the Board can provide a diverse background that aligns with the Company's operational needs. The Board currently includes one female director. Besides, members of the Board have diversified professional backgrounds, including expertise in electrical engineering, corporate and business management, technical and strategic consulting, accounting and related financial management, investment, capital markets, and risk control, as well as extensive experience in the Internet and real estate brokerage industries. As a result, a diverse board secures a more comprehensive and integrated perspective and concept for the Company to improve its decision-making capabilities and enhance the performance of its leadership management.

¹ <https://investors.ke.com/zh-hant/governance/corporate-governance>

ESG Strategy

Beike's mission is "Admirable service, joyful living", and our core values are "Customer first, honest and reliable, win-win cooperation, striving beyond better". To achieve our mission, we insist on "Doing the right thing even if it's difficult". We integrate ESG principles into our corporate strategy and operation management to consolidate the foundations of ESG governance and maintain effective communication with stakeholders to ensure our long-term and stable development.

// Board Statement

As the highest decision-making body for the Company's ESG governance, the Board holds ultimate accountability for shaping and overseeing our ESG strategy and reporting. The Corporate Governance Committee under the Board manages ESG matters and provides updates and recommendations to the Board.

The Board continuously monitors changes in the external macro environment, ESG trends and the Company's strategic objectives, and periodically reviews our ESG philosophy and management approach. This year, the Board participated in specific training covering the latest ESG trends, ESG work progress, areas for ESG improvement, and topics related to climate change, enhancing the Board's expertise in ESG-related matters.

The Board participated in the double materiality assessment on ESG topics, evaluating, prioritizing and managing both impact materiality and financial materiality of key ESG issues. For detailed information on the process and results of the double materiality assessment of ESG issues, please refer to the "Stakeholder Engagement" and "Double Materiality Assessment" chapters of this report.

The Board oversees the assessment of ESG-related risks and opportunities and ensures that appropriate and effective ESG risk management and internal oversight systems are in place. This year, we systematically identified, assessed, and managed risks tied to ESG issues, such as climate change and information security.

The Board regularly evaluates and discusses ESG goals, monitors the progress of ESG targets, and drives continuous improvement in ESG management. To learn more about environmental targets associated with our business operations, please refer to the "Environmental Stewardship" chapter.

This report provides a detailed disclosure of the progress and effectiveness of the Company's ESG work in 2024 and was reviewed and approved by the Board on April 17, 2025.



// ESG Governance Structure

Beike has established a top-down ESG governance structure covering the Board, professional committees, as well as management and the executive levels. This structure integrates ESG principles into the Company's governance structure and business operations, ensuring the steady advancement of ESG strategies and the improvement of ESG performance. We integrate the Company's strategy with our sustainable development strategy, incorporating sustainability-related key performance indicators into the annual performance evaluations of the management. These indicators include service quality, customer complaints, data compliance, employee relations, and operational health. In 2025, metrics such as climate change are linked to the compensation performance of the Company chairman, co-founder, CFO, and heads of key emission-related businesses, who oversee progress towards these targets, assess the effectiveness of initiatives aimed at achieving them, and review periodic progress reports. Based on the progress made and the Company's actual development, we will review and update these indicators to effectively incentivize the governance and management teams to advance the Company's sustainable development efforts.

























Beike's ESG Governance Structure

We have established a series of ESG management policies, including business ethics, information security and privacy protection, environmental protection, employee rights protection, anti-harassment, and occupational health and safety. These guidelines define our responsibilities, commitments, and actions to align with Beike's sustainable development philosophy. By committing to the highest standards of integrity in our operations, environmental responsibility, and social accountability, we hold ourselves, and encourage affiliates, partners, and suppliers, to comply with the requirements outlined in our governance policies and collaborate in advancing sustainable practices.

// LINK+ Sustainable Development Strategy

At Beike, ESG is deeply embedded in how we grow and operate as a company. As a leader in housing transactions and services, we remain focused on “Serving the best interests of both consumers and service providers.” Our platform promotes industry's positive development and supports continuous progress by raising standards and protecting rights of consumers and service providers. Aligned with the United Nations Sustainable Development Goals (UN SDGs), we have deeply integrated our ESG principles into our corporate development and operations through the “LINK+ Sustainable Development Strategy”. This framework centers on four key dimensions: leading robust corporate governance, initiating industry progress, navigating towards an outstanding organization, and keeping a harmonious ecosystem. These dimensions clearly define our priorities and direction for sustainable development. Under the “LINK+” framework, we aim to connect and empower stakeholders—including consumers, employees, service providers, store owners, communities, and industry partners—driving shared value and sustainable growth while exploring infinite possibilities of “+” as a responsible enterprise. The “+” not only represents expansion, but also symbolizes innovation and social responsibility. It reflects our commitment to creating greater opportunities, embracing broader responsibilities, and helping shape a more joyful living ecosystem for the industry and society.

	L	I	N	K
Dimensions	Leading Robust Corporate Governance	Initiating Industry Progress	Navigating Towards an Outstanding Organization	Keeping a Harmonious Ecosystem
Definition	In this dimension, we are committed to strengthening our governance framework and improving risk management capabilities. By operating in compliance with laws and upholding high ethical standards, we aim to protect shareholder interests and build a strong foundation for long-term sustainability.	In this dimension, we continue to advance platform capabilities and support the development of industry related infrastructure. By driving innovation, delivering high-quality services, and raising the professionalism of service providers, we help transform the industry while staying true to our mission: “Admirable service, joyful living.”	In this dimension, we strive to create a positive, inclusive, and growth-oriented workplace. By investing in talent development, empowering employees, and providing meaningful training opportunities, we promote shared development between the Company and our employees.	In this dimension, we embed green development principles into our business operations, working to minimize environmental impact. At the same time, we focus on building vibrant and welcoming communities by leveraging our platform, stores, and frontline service providers.
Key Contents	Governance structure Risk management Business ethics	Providing a joyful living for consumers Facilitating fulfilling careers for service providers Continuous technological innovation	Employee rights and care Occupational health and safety Employee training and empowerment	Environmental stewardship Community ecosystem
Responding to UN Sustainable Development Goals (SDGs)	  	     	     	      

// Stakeholder Engagement

Understanding the key concerns of stakeholders helps us formulate sustainable development plans and future strategies. We maintain diverse and open communication channels with stakeholders and engage in routine communications with customers, government and regulatory bodies, employees, shareholders, investors, suppliers and business partners, media and the public, community, and other stakeholders to understand their expectations and suggestions on our ESG performance and respond to their expectations and demands in a timely manner.

Stakeholders	Key ESG concerns	Communication channels
 Customer	<ul style="list-style-type: none"> • Quality Assurance • Customer Services • Privacy & Data Security 	<ul style="list-style-type: none"> • Continuous offline and online communication (App/mini program/store) • Customer service hotline • Media communications • Satisfaction surveys
 Government and regulatory bodies	<ul style="list-style-type: none"> • Anti-Money Laundering • Anti-Bribery and Corruption • Climate Change • Technology Innovation 	<ul style="list-style-type: none"> • Routine communication and reporting • Symposiums and seminars • Government supervision and assessment
 Employees	<ul style="list-style-type: none"> • Health & Safety • Development & Training • Labor Standards • Talent Attraction • Employee Rights & Interests 	<ul style="list-style-type: none"> • Surveys • Employee representative forums • Employee commendation • Regular training • Corporate culture activities • Emails, website, and official WeChat account
 Shareholders and investors	<ul style="list-style-type: none"> • Climate Change • Technology Innovation • Privacy & Data Security • Anti-Bribery and Corruption • Emissions • Resource Utilization • Environment & Natural Resources • Community Investment 	<ul style="list-style-type: none"> • Information disclosure • Roadshow • Teleconference and online interaction • Investor hotline and email • Capital market conference
 Suppliers and business partners	<ul style="list-style-type: none"> • Anti-Bribery and Corruption • Privacy & Data Security • Intellectual Property Protection • Supply Chain Management 	<ul style="list-style-type: none"> • Vendor bidding sites • Email and telephone communication • Seminars • Reporting phone number and email address
 Media and the public	<ul style="list-style-type: none"> • Community Investment • Quality Assurance 	<ul style="list-style-type: none"> • Beike public welfare platform • Website and official WeChat account • Social media platform • Roadshow • Information disclosure
 Community	<ul style="list-style-type: none"> • Community Investment 	<ul style="list-style-type: none"> • Long-term public welfare projects • Daily media communications • Volunteer activities

// Double Materiality Assessment

In 2024, Beike engaged external ESG experts to conduct a comprehensive and systematic materiality assessment of ESG issues. This assessment followed a four-step process to analyze both the impact materiality and financial materiality of different ESG issues: background analysis and issue identification, double materiality evaluation, prioritization of material issues, and review and confirmation of results. By thoroughly understanding the key concerns and priorities of both internal and external stakeholders, we analyzed our impact, risks, and opportunities across various ESG areas, ultimately identifying 23 issues with significant financial and/or impact materiality. To further refine our findings, we distributed over 3,000 survey questionnaires to key stakeholder groups, including our Board members, senior executives, employees, shareholders and investors, consumers, government and regulatory bodies, suppliers and business partners, media and the public, and local communities. The analysis will support Beike in further enhancing sustainability governance and conducting targeted ESG disclosures, effectively addressing stakeholder expectations and concerns.

• Background Analysis and Issue Identification

Identify ESG-related issues, risks, and opportunities relevant to Beike based on both global and domestic ESG disclosure standards, industry and capital market focus areas, and expert recommendations.

• Double Materiality Assessment

Conduct stakeholder surveys to evaluate the materiality of each issue across two dimensions: financial materiality and impact materiality.

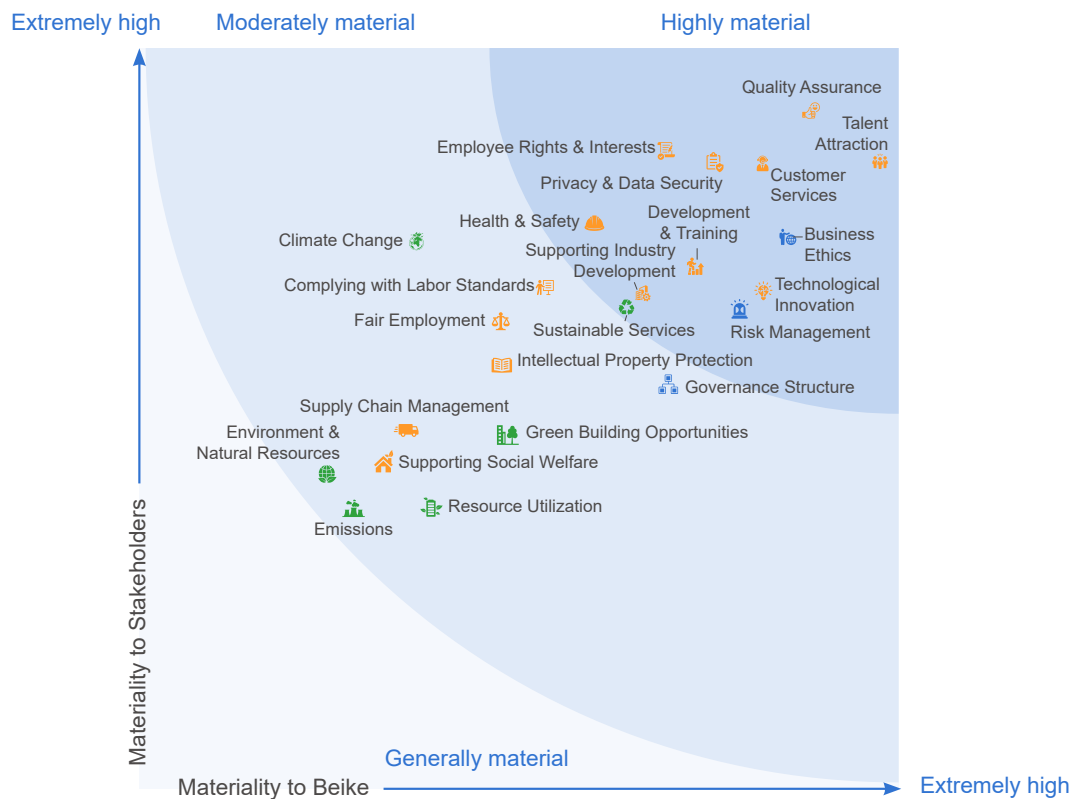
• Prioritization of Material Issues

Analyze survey results and expert insights to assess the impact of each issue on Beike's operations, as well as its broader environmental, social, and economic impacts, leading to the assessment and prioritization of the double materiality for the issues.

• Review and Confirmation of Results

Submit the finalized materiality matrix to the Board for review and confirmation, finalizing the prioritization of ESG material issues and formalizing materiality matrix.

Steps for Conducting Double Materiality Assessment



Results of the Double Materiality Assessment

Risk Management

We continuously manage potential risks by establishing a robust risk management framework and mechanisms, ensuring efficient identification, thorough assessment, and proactive prevention.

// Risk Management Structure and Framework

We have established a risk management framework involving the Board, management, and our audit department.



The Board defines the risk tolerance of the Company when achieving its strategic targets and oversees the effectiveness of management's design, implementation, and oversight of risk management and internal control systems.

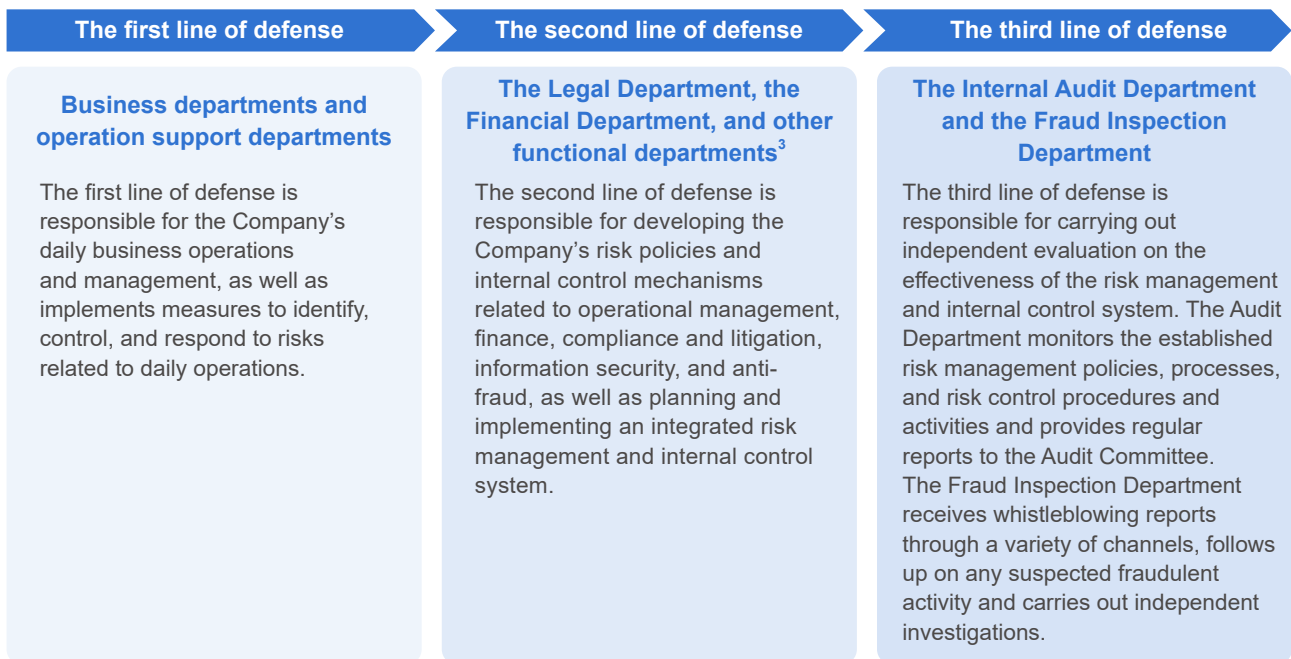


Management establishes and maintains an appropriate and effective risk management and internal control system. This includes identifying, assessing, and mitigating significant risks, regularly reviewing risk assessment reports, and reporting to the Board.



The audit department conducts annual risk assessments, evaluating potential risks across operations, financial processes, compliance, and information security, among others.

Following the COSO² risk management framework and combining with the actual business situation, we have built a three lines of defense risk management structure. Meanwhile, we have integrated ESG issues and their related risks, including risks related to climate change and information security into the Company's risk assessment and management system. By continuously refining our approach, we ensure operational resilience and long-term stability.



We have streamlined and modernized our risk management system, creating a centralized platform that covers all business operations. This platform supports end-to-end policy management, including drafting and review to publication, acknowledgment, and archiving, through systematic, standardized processes. To ensure the rationality of the risk management system, we have actively gathered feedback across the organization, incorporating diverse perspectives and insights into our policies and practices.

² COSO, Committee of Sponsoring Organizations of the Treadway Commission.

³ Other departments include the Information Security Department, Business Compliance Department, Quality Management Department, and others.

// Building a Risk Culture

We have been actively fostering a risk-aware culture, establishing a risk assessment mechanism, strengthening close communication between the risk management department and business development departments, and enhancing employees risk management awareness and preventive capabilities.

Risk assessment mechanism

- Senior management's performance assessment is linked to risk management-related indicators. For instance, the Information Security and Data Compliance Committee is required to drive forward the establishment of Beike's data security compliance system. This ensures that sensitive data is protected throughout its lifecycle, and data-related risks are well-managed, ultimately guaranteeing the stability of the Company's operations.
- Line managers' performance assessment is linked to risk management-related indicators. For instance, the Human Resources Department, in collaboration with Legal, Finance, Tax, Compliance, and other related functional departments, is required to implement targeted risk management measures focusing on aspects such as working hours and vacation entitlements and labor dispute risks.

Risk process improvement

- Appropriate risk management training is provided to employees at all levels.
- Course contents of the risk management training cover anti-corruption, information security, advertising compliance, and other risk-related topics.

Risk management communication

- Communication channels are established for all employees, as well as agents, customers, suppliers, and other stakeholders with whom Beike has a business relationship.
- We continuously improve the risk management process by communicating with and receiving feedback from employees and other stakeholders.

// Emerging Risk

As the external environment evolves, we have identified emerging risks⁴ that could potentially impact our future development, such as climate change and information security risks. To stay ahead, we have implemented targeted measures to prevent and address these challenges.

Emerging Risk

Climate change risk

Risk description: An increasing number of stakeholders are paying close attention to Beike's climate change response measures and carbon emissions management performance. Meanwhile, Beike must disclose climate-related information in accordance with the Hong Kong Stock Exchange's *Environmental, Social and Governance Reporting Code*. If Beike fails to implement effective climate governance and properly address the concerns of various stakeholders, it could impact the Company's stable operations and corporate reputation.

Risk response: Beike integrates climate change risks into its overall risk management processes. Based on its business model, the Company identifies significant climate risks and opportunities, clarifies their impacts, scope, and time frames, and implements corresponding measures. The company has also announced its carbon neutrality target, committing to achieving carbon neutrality in Scope 1 and Scope 2 at the operational level. For more information about our climate governance practices, please refer to the "Climate Change" chapter of this report.

Information security risk

Risk description: As Beike's services become increasingly digitalized, the Company is facing systematic and diversified risks to information security and privacy protection. This includes the risk of system overload that may be triggered by online large-scale shopping festivals as well as events with high-traffic data requests such as graduation season and return-to-work season. Additionally, there is the risk of information breaches while handling massive amounts of customer information.

Risk response: The Company continuously optimizes the information system platform, enhancing the capability of information security prevention. Through conducting timely and effective investigation and remediation of system risk points, Beike ensures that the transaction and systems continue to operate in a stable manner. Meanwhile, Beike is constantly improving its information security and data compliance framework, while always adhering to the highest standards and strictest procedures to ensure the security of customer data and privacy information stored on its systems. For more information regarding the information security and privacy protection measures we have in place, please refer to the "Information Security and Privacy Protection" chapter of this report.

⁴ Emerging risk: a new external risk, which is less likely to have a significant direct impact on the Company, but may already be having an impact. However, the potential impact of the risk is of a material nature. The risk has the potential to affect a significant portion of the Company's operations, resulting in possible adjustments to its strategy and/or business model.

Business Ethics

Adhering to the core business philosophy of “Business for good”, we continuously strengthen compliance management, uphold rigorous standards, and implement efficient and sound frameworks across key areas such as information security and privacy protection, integrity building, intellectual property rights protection, advertisement compliance, and supplier management, ensuring responsible and compliant operations. By continuously enhancing our compliance system, we join hands with our partners to foster a fair and transparent business environment. Together, we promote healthy and orderly competition within the industry and collaborate with all stakeholders to create a customer-respected and thriving value chain.

// Information Security and Privacy Protection

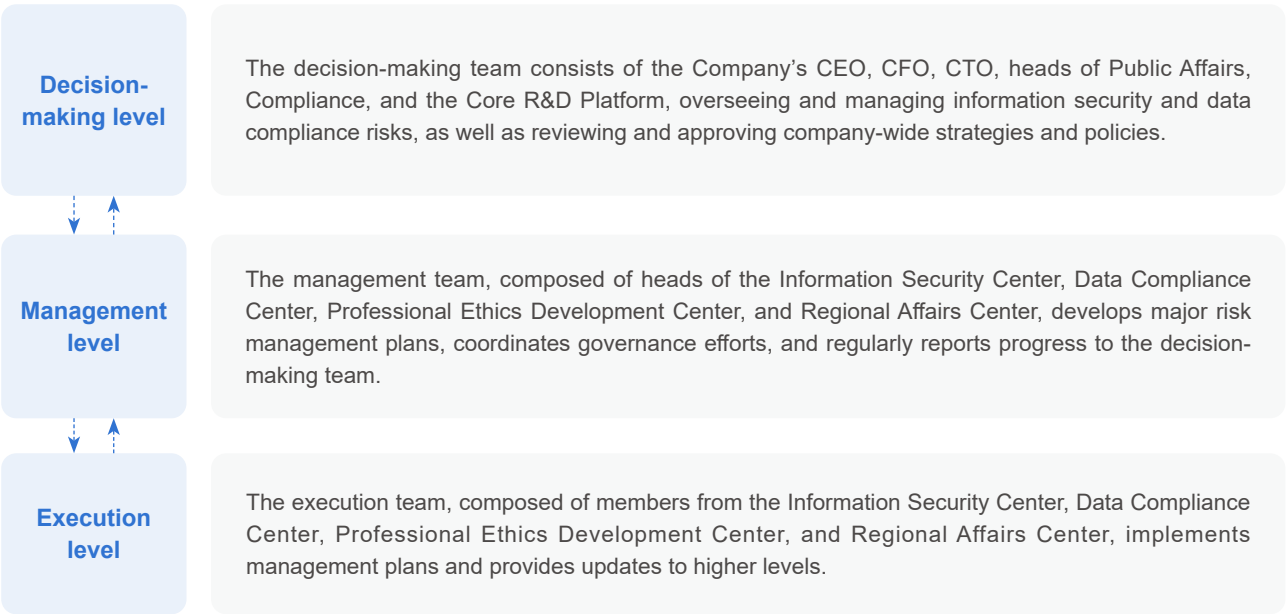
Beike views protecting customers’ privacy and information security as its top priority in business operations. We abide by the *Cybersecurity Law of the People’s Republic of China*, the *Data Security Law of the People’s Republic of China*, the *Personal Information Protection Law of the People’s Republic of China*, the *Regulation on Network Data Security Management of the People’s Republic of China*, the *Provisions on Promoting and Regulating Cross-border Data Flow*, and other relevant laws, regulations, and national standards. To ensure that our operations comply with the latest legal regulations, we actively analyze regulatory trends, identify the laws and regulations applicable to our operational locations, track updates and developments, and promptly adjust our internal management mechanisms and practices in response to changes in the regulations.

System Infrastructure

Beike has built a robust and reliable system and management framework for information security and privacy protection. Through clear data usage guidelines, proactive risk identification and mitigation mechanisms, and external certifications from authoritative bodies, we have built a solid foundation to safeguard user data and privacy.

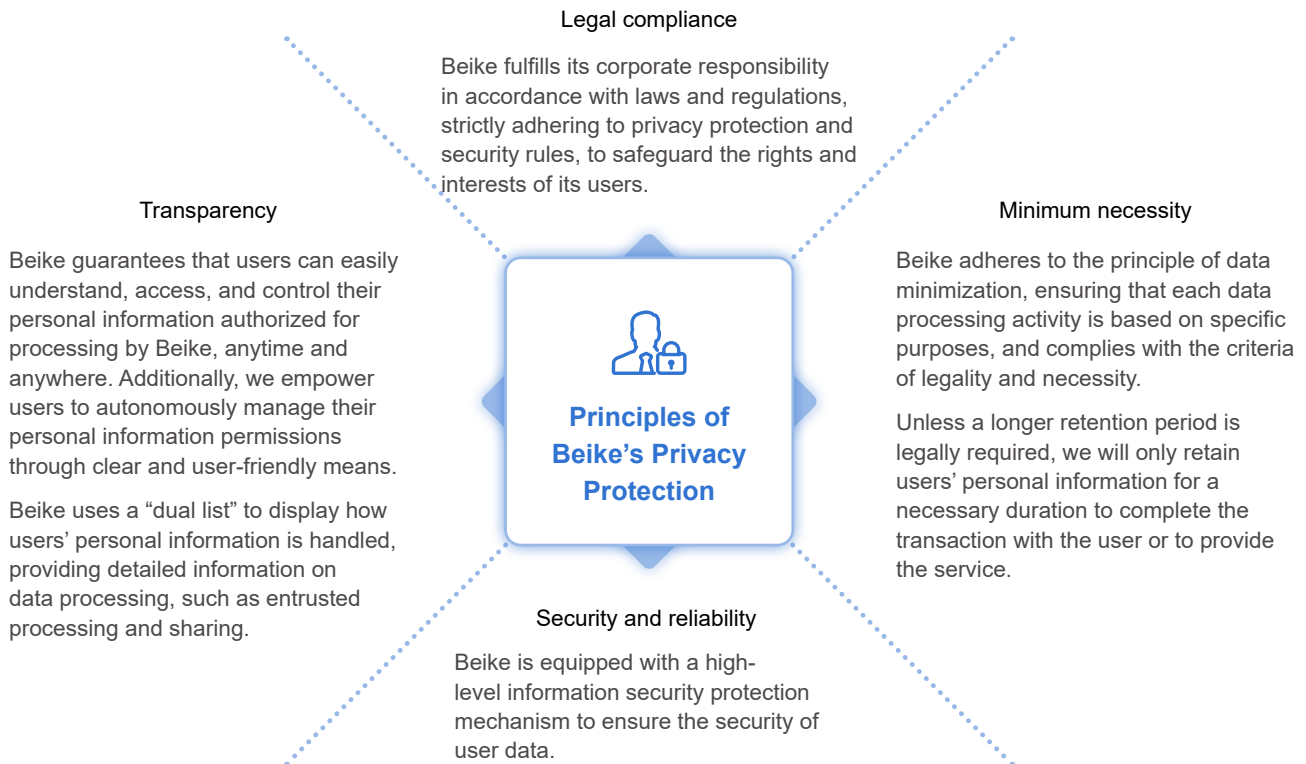
• Improving the Management Framework

The Corporate Governance Committee of the Board supervises the Company’s information security and privacy protection matters. It provides guidance, conducts reviews on the establishment of the Company’s vision and strategies, and monitors progress on these efforts. Under the Board’s supervision, we have established the Information Security and Data Compliance Committee (the “Safety Committee”) and a three-tiered management framework for information security and privacy protection. Each level, decision-making, management, and execution—has clearly defined roles and responsibilities.



• Clarifying the Management System

We are committed to the core principles of legal compliance, minimum necessity, transparency, security, and reliability to establish a solid foundation for protecting consumer privacy.



Beike's data and privacy protection framework applies to all business lines and branches, and covers Board members, consultants, full-time and part-time employees (if applicable), as well as contractors providing services to the Company.

To strengthen privacy compliance

We streamline the privacy compliance process and provide guidance on implementing and enforcing a privacy management system. This year, we revised and improved several internal policies, including the Beike Group Information Security and Privacy Management Policy, Beike Group Data Export Compliance Guidelines, Beike Personal Information Protection Guidelines, Beike Group Algorithm Compliance Management Measures, and the Beike Supplier Management Policy. Additionally, we updated user-oriented agreements such as the Beike Privacy Policy, the Beikoo Privacy Policy, and the Beike Home Rental Privacy Policy, to ensure standardized data handling, security classification, and clearly defined responsibilities for information security violations. These updates help reinforce compliance procedures and streamline investigation and enforcement processes, continuously enhancing our information security and privacy protection management requirements. In response to changes in laws and regulations, as well as business adjustments, we promptly established information management policies and privacy statements, such as the Beike Group Generative Artificial Intelligence Management Measures and the Open Source Software Management Policy, to enhance our information security and privacy protection management levels.

We have published a series of privacy-related policies such as the Beike Privacy Statement on our official website. These documents clearly explain what personal information we collect, how it is used, and the measures we take to protect and store it.

In terms of implementation

Employees can access relevant policies and their interpretations through platforms such as the policy management portal, data compliance management system and WeChat official account, as well as Company-wide training activities. According to the relevant policies of Beike, if an employee engages in information security violations, they may face consequences such as criticism and notification, demotion, or termination of employment. This year, we reported no major information security or privacy breaches.

● Obtaining Certification

Beike conducts an internal effectiveness audit of its information security and privacy protection management system every year and ensures the continued validity of the certification through annual third-party follow-up audits, including:

- Beike's Apps for consumer-end users (Beike Zhaofang App, Lianjia App, Beike Rental App, Beiwoo Mini Program, and Shengdu Mini Program) have all obtained authoritative information security certifications from China or international organizations, such as CCRC, ISO 27001, and ISO 27701, achieving 100% certification coverage.
- In 2024, Beike passed the level 3 certification assessment of the Data Security Maturity Model (DSMM) with a compliance rate of 95.6%, earning the DSMM level 3 certification.
- In 2024, our data storage system obtained a certification from the Ministry of Public Security of China after undergoing an information security protection level 3 assessment.



Beike's Apps for consumer-end users

100%

obtained authoritative information security certifications from China or international organizations.



In 2024, Beike passed the level 3 certification assessment of the Data Security Maturity Model (DSMM) with a compliance rate of

95.6%.



Honors and Awards

- On March 31, 2024, Beike received a two-star rating for social responsibility performance from the Data Security Working Committee of the China Cybersecurity Industry Alliance (CCIA).
- On March 1, 2024, Beike received a two-star label of Personal Information Protection Impact Assessment (PIA) certification [Scenario: processing sensitive personal information (ID: PIA-TA-2024-0002-A), automated decision-making (ID: PIA-TA-2024-0007-B)].



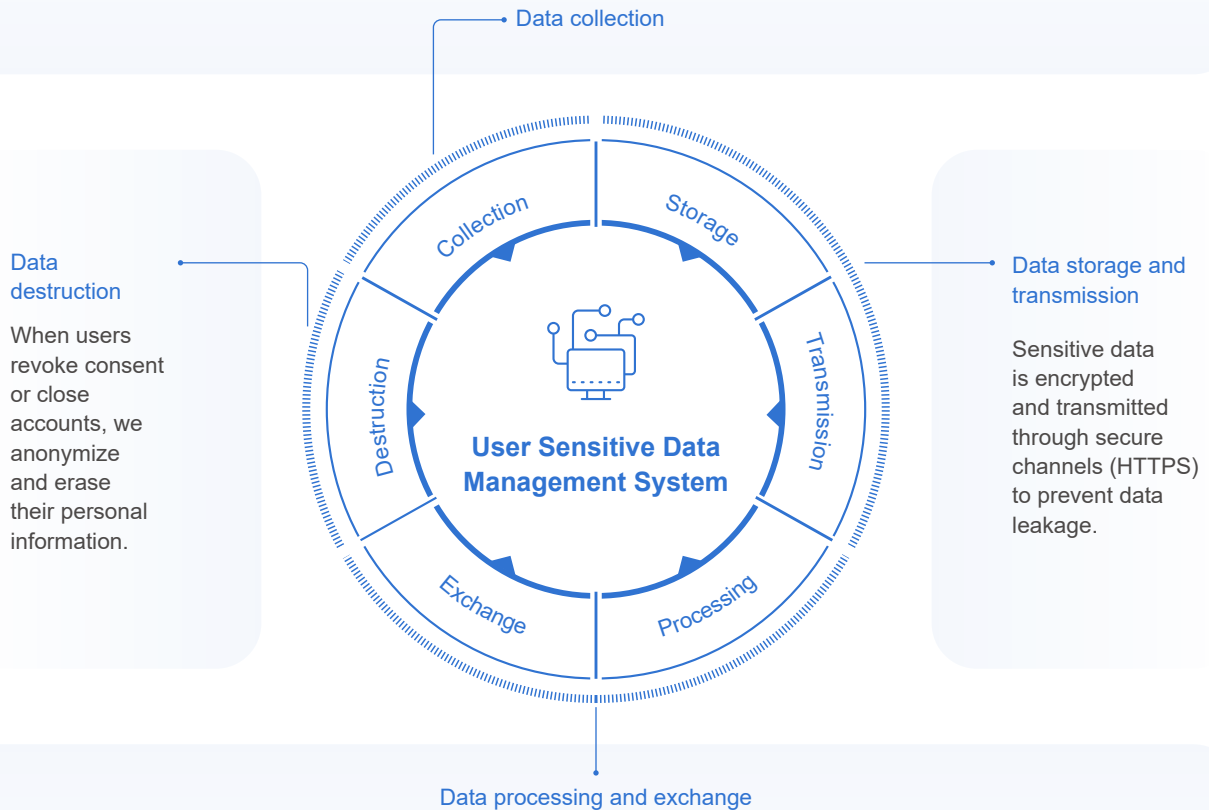
Technological Support

At Beike, we use advanced encryption technology, strict access controls, multi-factor authentication, and real-time monitoring systems to build a comprehensive security framework. These measures effectively safeguard users' personal information against unauthorized access, disclosure, misuse, modification, and damage or loss, ensuring the highest level of data security.

This year, we launched an online data classification and security management platform. It evaluates and manages security levels across the entire data lifecycle, including data collection, transmission, storage, and governance. This initiative has standardized business security levels, enabled measurable security benchmarks, and enhanced our overall security capabilities.

We have established a clear and strict internal management system to manage sensitive user information, covering six key stages: collection, storage, transmission, processing, exchange, and destruction.

Personal information is collected based on the principle of minimum necessity and product and service requirements. Users are informed about the purpose and nature of data collection, and we strictly comply with personal information protection laws and regulations. No data is collected without user consent.



● Strengthening Products Privacy Protection Function

We incorporate data security and privacy protection principles into product requirement development. Every product requirement undergoes rigorous data compliance and data security assessments based on the Security Development Lifecycle (SDL) to ensure security and regulatory compliance:

Data compliance assessments

For any business activity involving user personal information, we conduct Privacy Impact Assessments (PIA) during the initial stages of product development, in compliance with laws and standards such as the *Personal Information Protection Law* and ISO 27001. Before launch, products must pass App compliance checks and open-source code reviews to identify and address potential risks, ensuring full regulatory adherence;

Data security assessments

SDL assessments are conducted throughout the product lifecycle. Prior to launch, products undergo QA data security testing to ensure they meet established security standards, enhancing the system's ability to safeguard sensitive data.



To secure sensitive information in payment and financial scenarios, we have enhanced encryption features and are gradually improving the encryption capabilities for personal privacy data from the client side to the service side. Sensitive data is encrypted on top of HTTPS encryption for transmission, significantly reducing the risk of data leakage.



To mitigate sensitive data leaks during customer callbacks, we employ technical measures, such as virtual number systems, to desensitize phone numbers throughout the service process.

• Standardizing Data Circulation Requirements

We continuously refine rules for data circulation, both internally and externally, to protect user personal information. Beike has established a review and evaluation process to ensure data circulation is necessary, secure, and compliant. This process involves: an initial explanation by the data applicant, a professional assessment by the data circulation management team, and final approval by the data owner. Data circulation proceeds only when all three parties agree. Meanwhile, we have strengthened management measures at every stage involving data circulation:

Engagement with Suppliers and Third-Party Services

Before collaboration, suppliers and third-party service providers must complete an online third-party data compliance assessment, sign a data confidentiality agreement, and receive only user-authorized data essential for the service. For example, during identity verification, we share only the necessary information with the verification service provider and retain user data only within legally permitted scopes and durations.

User Data Protection When Using Beike Products

Except in specific circumstances where it is necessary to complete the transaction process, provide services to the user, or comply with clear legal and regulatory requirements, we do not share or entrust user personal information to third parties without explicit consent or legal authorization. When sharing is necessary, we ensure transparency by informing users of the recipient's full name and contact details, the specific purpose, methods, and types of personal information involved. This approach safeguards users' legal rights to be informed and to make choices.



● User Rights Response Mechanism

This year, we streamlined and enhanced our data compliance management platform and internal systems by introducing user rights response tags to categorize feedback more effectively. This enhancement strengthens our control over response processes, ensuring every user request is tracked and resolved promptly. As a result, we have improved service quality and user satisfaction.

Right to access personal information

- Users have the right to decide whether to provide their personal information and to access the personal information they have provided.
- Beike will only collect users' personal information with their authorization or as permitted by laws and regulations, and will never collect it forcibly.
- When the purpose of processing personal information based on user authorization changes, Beike will notify users in advance and request their authorization again through appropriate means.

Right to modify personal information

- Users have the right to update their personal information.
- Users can enable or revoke authorization at any time.

Right to erase personal information

- Users have the right to request the deletion of their personal information and can provide feedback to Beike at any time through customer service or the Beike Privacy website.
- Beike adheres to the principles of minimum retention period and minimum necessity mentioned above. If users request to deactivate their account or delete their personal information, we will strictly comply with the data retention requirements outlined in the *Cybersecurity Law* and other relevant regulations. The account deactivation review and data deletion or anonymization process will be completed within 15 business days of receiving the deactivation request.

● Risk Prevention and Control Mechanism

To build a strong defense for personal information security and safeguard against risks such as leakage, damage, and loss, we have established an Emergency Response Working Group and a full-process incident control mechanism. These measures, combined with proactive risk management, help reduce information security risks and minimize the impact of incidents. We have developed a Data Security Emergency Response Plan to accurately match and initiate targeted responses based on different types of security incidents.

● High-Security Data Isolation

For highly sensitive and critical company information, we use fully isolated physical deployments, including dedicated server rooms, networks, servers, and application services, along with corresponding development and deployment processes to ensure security management. We strictly control decryption scenarios, adhering to the principles of minimization and data ownership, to rigorously prevent data leakage.

● Proactive Risk Control Measures

We have established the Beike Security Response Center to proactively identify and manage potential system vulnerabilities and risks. By gathering security vulnerability reports and threat intelligence from users and cybersecurity experts, we uncover hidden threats and continuously improve the security of our product and services.

Technology

We have developed and launched an anti-scraping detection gateway with over 50 protection strategies, covering more than 1,600 external domain services. It analyzes over 1 billion daily traffic requests and detects scraping activities in real time.

Drills

We conduct data leakage emergency drills every year, simulating real-life scenarios to comprehensively test and enhance our response capabilities. We also actively engage external professional evaluation agencies to conduct in-depth security testing of our core systems, continuously improving our management and technical standards through a combination of internal and external efforts.

Practical Attack and Defense Drill

In 2024, the Beike Data Security Blue Army collaborated with internal and external security experts to conduct two practical attack and defense drills, focusing on critical system data leakage and data security compliance issues. During these drills, we simulated attacks on the Company's important sensitive data and core system assets by means of vulnerability exploitation, phishing, near-source infiltration, and in-network breach, thereby enhancing the Company's overall security protection and emergency response capabilities.

We engage in cross-departmental collaboration to establish a leakage awareness and early warning mechanism through customer and agent surveys, data access logging, and audits. These efforts improve traceability and proactive detection. Internally, we share best practices for preventing leaks of home listings and customer leads, and enforce strict penalties for violations.

In addition, the Safety Committee has issued data security risk reporting standards and response procedures to all employees to strengthen their awareness and ability to respond to risks. Employees can make anonymous reports or inquiries through various channels. The Data Security Management Team will conduct a preliminary investigation of the reported data security breach within 30 days and send the investigation results to the whistleblower.

Channels of reports and inquiries

- Contact the data asset administrator of the business line
- Send an email to the Security Center:
security@ke.com
- Send an email to the Safety Committee:
ISC@ke.com

● Full-Process Incident Control

In managing data security incidents, we implement full-process incident control, including key steps such as recording incident details, controlling the development of the situation, and assessing the impact of the incident. If a personal information security incident occurs, we promptly notify users of the details, potential impacts, and the measures we have taken or plan to take. This transparency ensures users stay informed and confident in our response.



Capability Building

We attach great importance to information security and privacy protection capabilities, and have established an information security empowerment system centered on awareness campaigns, training programs, and assessments. These initiatives target all employees including full-time and part-time employees, data processing service providers, and contractors, to enhance awareness, deepen their understanding of the significance of information security, and strengthen the Company's expertise in managing data security and privacy protection.

For all Beike employees

We prioritize training employees on information security and privacy protection to enhance their awareness of safeguarding information. For new employees, we provide two sessions of essential information security training to communicate the Company's information security and privacy protection requirements and management measures, thereby raising their awareness of information security. For Beike's middle and back-office functional staff, we regularly conduct specialized training on data compliance and security, with a total of nearly 6,000 hours of offline learning completed this year, improving professionals' compliance management capabilities.

Each year, we host an Information Security and Compliance Month for all employees to foster a culture of information security and privacy protection. This year, under the theme "Security online for everyone", we focused on promoting security knowledge through activities such as security policy learning, security awareness promotion, technical knowledge explanation, and security awareness drills. These efforts reached over 30,000 participants, enhancing security awareness and skills of all employees.

Regularly conduct specialized training on data compliance and security



with a total of nearly

6,000 hours of offline learning completed this year.

Enhancing security awareness and skills of all employees,



reached over

30,000 participants.



In terms of security policies, we interpreted external laws and regulations, such as the *Regulation on Network Data Security Management*, as well as internal policies like the Beike Group Generative Artificial Intelligence Management Measures, Beike Personal Information Protection Guidelines, Beike Data Security Management Policy, and Beike API Asset Security Management Measures, along with compliance requirements for data security in Large Language Model (LLM) applications to ensure the effective implementation of our policies.



In terms of technological knowledge, we provided training on topics such as information leakage, access management, security auditing, data security, and LLM security to enhance employees' knowledge of information security.



In terms of security awareness, we used the "Eight prohibitions of information security", security red lines, and operation security principles to explain typical risk scenarios through case studies to promote security awareness. This helped employees understand and adhere to security guidelines.

For data processing-related suppliers

We provide targeted data security training for suppliers and clearly define their data security responsibilities and obligations. We have incorporated the *Data Security and Confidentiality Agreement* as a standard attachment in our contract templates with suppliers and other third-party partners. It stipulates that, when appropriate, Beike may conduct random inspections or reviews of the information security management practices of suppliers and other third-party partners. Beike prioritize collaborating with service providers that have obtained valid national or authoritative third-party qualifications or certifications.

For brand owners, store owners, and service providers

In 2024, we conducted specialized training for frontline brand owners and store owners, focusing on potential privacy violations in the workplace, information security, and privacy protection practices, with the aim to effectively enhance the data security awareness of frontline service providers. For newly hired agents, we required them to sign the Data Security Protection Commitment to raise their awareness of information security. By December 2024, more than 450,000 copies of Data Security Protection Commitment had been signed by frontline service providers and employees in related roles.

By December 2024



more than **450,000**

copies of Data Security Protection Commitment had been signed by frontline service providers and employees in related roles.

For the industry

Beike cooperates with domestic and international professional agencies and standard-setting organizations to jointly promote the standardization of privacy security across the industry. In 2024, we participated in the compilation of eight national standards on data security and privacy protection. These include *Information Security Technology — Security Requirements for Automated Decision Making Based on Personal Information*, *Information Security Technology — Guidelines for Compliance Audits of Personal Information Protection*, *User Rights Protection Requirements for Generative AI Products and Services*, and *Basic Security Requirements for Generative Artificial Intelligence Service*. We also participated in pilot projects for four other standards, such as *Data Security Technology — Personal Information Protection Compliance Audit Requirements* and *Information Security Technology — Security Requirements for Processing of Sensitive Personal Information*.



// Compliance Management

Building a Culture of Compliance and Integrity

Anti-Corruption and Anti-Fraud

We strictly comply with the *Anti-Unfair Competition Law of the People's Republic of China*, the *U.S. Foreign Corrupt Practices Act (FCPA)*, and other relevant laws and regulations. We adhere to national laws and regulations, uphold lawful business practices, continuously improve our compliance system, and always conduct our operations within the legal frameworks of fair competition, anti-bribery, and anti-corruption. We have developed regulations tailored to our business operations, including the Anti-Corruption Compliance Policy, Regulations on Employee Interest Relationship Management, Code of Conduct for Work Ethics, Beike Employees Code of Conduct for New Homes Transactions, Code of Business Conduct and Ethics, and Guidelines on Third Parties of the Anti-Corruption Compliance Policy. These policies are regularly updated to align with the latest regulatory requirements. The Company strictly prohibits engaging in or condoning bribery or any other forms of corruption, clarifying the situations that employees should avoid and the consequences of violation.

The Audit Committee under the Board at Beike is responsible for overseeing the overall operation of the Company's business ethics management system. In 2024, we revised the Ethics Committee Charter to optimize the committee's organizational structure, responsibilities, and procedural rules, further standardizing the committee's operating mechanisms.

- The Company has established an Ethics Committee, with the Chairman of the Board and CEO serving as its chairperson. The committee is responsible for overseeing the implementation of the Company's business ethics systems, policies, and decisions.
- The Ethics Committee has established an Executive Committee responsible for drafting business ethics policies and conducting routine internal oversight of business ethics practices.

To prevent conflicts of interest, we require all employees to disclose potential interest relationships and continuously optimize our code of business ethics. In 2024, we revised and improved the Regulations on Employee Interest Relationship Management, further refining disclosure requirements, clarifying conflict classifications, improving resolution methods, and standardizing penalties for violations. We also enhanced our red and yellow lines mechanism for employee honest credit management, providing clearer guidance on business compliance, standardizing penalty actions for violations, and ensuring consistent enforcement of violation identification and penalties.

In terms of daily business ethic management, we carry out the following measures

Investigation of the management team

The Ethics Committee is responsible for investigating any legal or regulatory violation clues involving individuals at the director level or above. If the related actions are suspected of being illegal, we will then communicate and transfer the relevant cases to the judicial authorities.

Periodic audits

The Internal Audit and Internal Control Center conducts annual internal audits of the company's major business processes, information systems, and related departments, focusing on key topics such as business ethics, anti-corruption, information security, and quality management, to enhance the company's risk control capabilities in key areas.

City-level supervision

The business supervision teams of our city companies are responsible for investigating clues on illegal behaviors, involving employees at lower levels, or the case is on a smaller scale and caused minor circumstances. If the relevant behavior is suspected of violating the law, we will transfer the cases to the judicial authorities.

In 2024, we received the verdicts for one bribery case and one embezzlement case. We have terminated the employment relationship with the two employees involved, conducted a retrospective investigation of the cases, and issued a warning notice to prevent a recurrence in the future. The above cases had no significant impact on our business.

Anti-Money Laundering

We continuously assess the potential financial risks that could impact our business and take serious risk control measures for any business activities that may be susceptible to money laundering. We strictly comply with anti-money laundering (AML) laws and regulations, such as the *Law of the People's Republic of China on Anti-Money Laundering and Measures for the Supervision and Administration of Combating Money Laundering and Financing of Terrorism by Financial Institutions*. We have designated an AML compliance officer, responsible for establishing relevant AML procedures for conducting relationship screening of transaction parties and performing periodic internal reviews. In 2024, we actively responded to the latest changes in national laws and regulations by conducting a comprehensive review and update of our internal AML management policies to fully comply with the latest legal requirements.

We actively identify and address suspicious money laundering activities across all business processes. Employees are required to report any concerns identified during the KYC (Know Your Customer, customer background checks) process, due diligence, ongoing financial activity monitoring, or daily operations to the AML compliance officer. After consulting with the Legal Department and Capital Department, the AML officer determines whether to escalate the matter to law enforcement. To strengthen our AML efforts, we hold monthly suspicious transaction analysis meetings. These sessions bring together the AML leading group, full-time and part-time AML personnel to discuss complex cases, share opinions on intelligence-gathering strategies, and submit special reports on significant suspicious transactions to regulatory authorities.

We continuously improve our financial risk assessment and AML monitoring capabilities. We have independently developed a money laundering risk detection model using machine learning. By analyzing customer profiles, transaction behaviors, and fund flows, the model identifies high-risk customers and transactions with greater accuracy, improves the efficiency and precision of risk control, and comprehensively enhances our AML management.

We continuously conduct AML training to build a strong compliance culture. This year, we conducted eight specialized AML training sessions for management and key personnel, covering AML policies and practices, legal interpretations, regulatory priorities, and data compliance. These sessions attracted 140 participants.

Anti-Money Laundering

Compliance awareness enhancement among senior management

We provide specialized training for senior management to ensure they deeply understand the importance of compliance and take a leadership role in their daily work.

Employee training and cultural development

We provide AML training for employees, covering the latest laws and regulations, our policies, and real-world case studies to raise their awareness of AML compliance issues. We have also implemented an effective reward system to encourage employees to actively follow regulations and to recognize and reward outstanding performers, fostering a positive and proactive compliance culture within the Company.



Whistleblowing and Protection Mechanisms

At Beike, we uphold the highest standards of integrity and transparency in business, maintaining a zero-tolerance policy toward corruption and fraud. Our Policy on Reporting and Investigation of Discipline Violations outlines clear reporting channels, investigation processes, review procedures, and whistleblower protection measures. We provide multiple reporting options, including WeChat, email, hotline, mailbox, and letter, to ensure timely responses. Employees, users, and other stakeholders can directly email the Audit Committee to file complaints.

For credible reports of suspected fraud, the Professional Ethics Development Center either initiates an investigation or delegates it to the appropriate department or regional office, based on preliminary findings. Identified fraud cases are published on Beike's internal website as a warning. If a violation constitutes a criminal act, it is escalated to judicial authorities. Employees disputing disciplinary actions may submit an appeal, which is reviewed by an independent investigation team designated by the Ethics Committee. In 2024, we achieved a 100% initial review and response rate for fraud reports.

We prioritize the safety and rights of whistleblowers. Our Policy on Reporting and Investigation of Discipline Violations ensures the legal rights of whistleblowers remain fully protected. We guarantee strict confidentiality of reports and whistleblower identities, protection from retaliation or unfair treatment, and accountability for anyone retaliating against whistleblowers, including compensation for affected individuals.

For our agents, we have established a business violation reporting process that guarantees prompt responses, transparent timelines for resolution, and regular updates on progress and final outcomes. We strictly safeguard the confidentiality and security of whistleblowers and provide anonymous feedback options. The identity of the informant remains anonymous throughout the incident handling process, and no one is permitted to access the anonymous information to protect the privacy of the whistleblowers involved.

Integrity Culture

Beike conducts regular business ethics trainings for all platform employees, including part-time employees and contractors (if applicable), achieving 100% training coverage across the Company. Our comprehensive trainings and assessments cover anti-corruption, anti-fraud, and integrity compliance, ensuring that daily business operations align with our ethical standards.

New Employees

New hires are required to complete general training on business ethics and the mandatory course Professional Ethics and Information Security. A 100% pass rate is required for new employee training.

The Management

Senior management: We organize the Erudite Examinations for Beike's managers, which consists of business ethics and integrity training and relevant exams.

City-level management: We provide regular integrity compliance training to the city-level management. Participants are required to be honest and self-disciplined while assisting with the development of the Company's integrity culture.

Managers of new home sales, transactions, and related business roles: We conduct integrity and compliance education through methods such as warning meetings based on typical cases, self-reporting and self-checking for fraud issues, and regular reminders about integrity and compliance.

Platform Employees

In 2024, we conducted the Beike Sunshine Action integrity training. Employees were required to complete video learning, pass an exam, and submit relevant integrity declarations. The training covered over 50,000 employees, achieving a 100% pass rate and declaration rate for the training exams.

In 2024, we released over 20 reports on disciplinary case reports, integrity and compliance warnings, policy and regulation training, and business compliance reminders. These resources were made accessible to all employees, with an average of over 50,000 views per article.

The Board

We provide targeted training on topics such as business ethics and integrity development and anti-corruption to the Board members while debriefing contents on the Company's management policies, system construction, and incident management.

Beike Sunshine Integrity Influence

To uphold our philosophy of “Being virtuous while seeking growth towards the sun” and to establish a clean, compliant, and mutually supervised partnership with our collaborators, we launched the Sunshine Beike Guide to all partners. This handbook promotes the values of Sunshine Beike, provides channels for reporting concerns, outlines key compliance policies, and offers reminders on maintaining integrity and compliance. In August 2024, we held an indirect procurement partner conference at our Beijing headquarters under the theme “Working together for a better ecosystem”. At the final stage of the conference, partner representatives signed the Sunshine Beike Guide online, witnessing the unwavering commitment of Beike’s partners to prioritize compliance and achieve win-win cooperation.

Beike actively joins anti-fraud and anti-corruption organizations such as the Trust and Integrity Enterprise Alliance and the China Enterprise Anti-Fraud Alliance (CEAFA). By leveraging information-sharing mechanisms between companies, we collaborate on anti-corruption efforts, contributing to a trustworthy and ethical industry environment. We joined the Trust and Integrity Enterprise Alliance in 2017 and the China Enterprise Anti-Fraud Alliance (CEAFA) in 2019. In 2024, Beike, as the vice president of the China Enterprise Anti-Fraud Alliance (CEAFA), continued to play a more active role in exercising leadership and expanding the influence of anti-fraud in the industry. We actively participated in building a culture of integrity in the industry and collaborated on anti-corruption cases, earning the Integrity and Vitality Award and the Annual Individual Outstanding Contribution Award.



Building a Culture of Integrity and Compliance



These initiatives garnered a total of

over **800,000** views.

In 2024, we continued to promote a culture of integrity and compliance in the workplace. Over the year, we released more than 10 themed campaigns, including reports on violations and disciplinary cases, reminders about compliance during holidays and gift reporting, policy interpretations and guidelines for declaring conflicts of interest, FAQs on anti-corruption compliance policies, and reminders about employee tax compliance. These initiatives garnered a total of over 800,000 views.

100-Day Integrity Campaign

To enhance service quality and efficiency and help management understand the risks of fraudulent activities in transaction roles, we launched the 100-Day Integrity Campaign this year. This special campaign focuses on the comprehensive and systematic monitoring and management of fraudulent behavior among employees involved in transactions on our platform. The goal is to maintain the normal operation of the Beike platform’s ACN network, protect the rights and interests of all parties in the platform’s ecosystem, promote fair competition, and safeguard a healthy platform environment.

During the campaign, we fully implemented a culture of integrity among employees involved in transactions. Through initiatives such as integrity advocacy training and perception surveys, we continuously strengthened employees’ awareness of ethical conduct. All our transaction-related staff signed the Integrity Commitment. We collaborated with external partners to build a culture of integrity by sharing information and implementing joint prevention and control measures. This partnership creates a united front against fraud, gradually reducing opportunities for misconduct. Through targeted enforcement actions, we achieved a strong deterrent effect, accurately identified fraud risk scenarios, and established a standardized system for ongoing oversight and management of fraud risks in transaction roles.



100%

of our transaction-related staff signed the Integrity Commitment.

Intellectual Property Rights

We attach great importance to protecting intellectual property rights. To achieve this, we have set up a professional team and efficient mechanisms to manage all aspects of IP protection. During collaborations, we require suppliers to sign confidentiality agreements and incorporate defect warranty clauses for intellectual property, reinforcing the protection of Beike's technical information and proprietary assets while safeguarding the legitimate rights of third parties.

Trademarks and Copyrights

We abide by laws and regulations such as the *Trademark Law of the People's Republic of China* and the *Copyright Law of the People's Republic of China*. We have formulated the Beike Group Intellectual Property Management System and supporting management rules to ensure the compliance management of trademarks and copyrights.

This year, we consistently enhanced our comprehensive trademark monitoring system, enabling timely detection and precise identification of potential infringement risks to ensure the legality and stability of our registered core trademarks.

Trademark rights verification

- We continuously enhance trademark protection across all business lines, establishing a comprehensive trademark rights verification process and a global trademark layout. By the end of 2024, we have established trademark registration and protection in 28 countries and regions, with 8,292 trademarks approved.

Trademark rights protection

- In 2024, we took focused action against violations of the Lianjia trademark in the renovation sector, filing a total of 13 infringement lawsuits.

Trademark protection

- Once we discover any suspected trademark infringement, we promptly verify and take action to stop it.
- We encourage employees to report potential trademark infringements they identify through training and awareness initiatives. In 2024, we developed the Toolkit for Handling Business Defamation Cases and conducted training for legal professionals on Strategies and Challenges in Handling Business Defamation Cases Involving Social Media Accounts to enhance the team's trademark protection capabilities.

Trademark compliance

- We released the 2024 edition of the Beike Intellectual Property Report to showcase our compliance efforts and achievements in the field of intellectual property to the public.

Patents and Software Copyrights

Beike attaches great importance to the management of patents and software copyrights and complies with applicable laws and regulations, such as the *Patent Law of the People's Republic of China*, and the *United States Code Title 35 – Patents*, and the *Convention on the Grant of European Patents*, and establishes relevant management systems. This year, we revised the Policy on Group Patent Rewarding, updating reward recipient criteria and distribution timelines to better motivate employees to participate in the company's technological innovation and invention efforts.

We set up the Center of Intellectual Property and Litigation Management, which is responsible for the application, authorization, rights protection, litigation, and licensing of patents and software copyrights. By implementing a global patent strategy and developing a patent portfolio, we proactively identify, assess, and manage IP risks in R&D projects, minimizing potential legal disputes.

In 2024, Beike was granted 302 new patents and obtained 51 new software copyrights. By the end of 2024, we had received 1,908 granted patents and 788 software copyrights cumulatively.

Compliance of Advertisement

To ensure the compliance of our advertisements, we strictly comply with relevant laws and regulations, including the *Advertising Law of the People's Republic of China*, the *Regulations on the Release of Real Estate Advertisements*, and *Administrative Measures on Internet Advertising*. In 2024, we continued to enhance our oversight and management of advertising and content publishing. We updated the Beike Group Advertising Business Registration, Review, and Archive Management Policy and introduced the Beike Group Platform Content Management Policy as well as the Beike Group Content Publishing Product Risk Control Guidelines. These efforts aim to mitigate risks associated with ad publishing and improve our internal advertising compliance management.

We maintain strict oversight of advertising content designed and published by agencies to ensure compliance with laws and internal policies. Advertising agencies working with Beike must adhere to company guidelines, including the Criteria of Content Release Compliance on Beike and the List of Prohibited Advertising Words and Phrases. For internally produced advertising materials, requesting departments must undergo a multi-layered review process, ensuring compliance before publication. In addition, the Company has established handling procedures for advertising complaints to provide timely and transparent resolutions.

Beike focuses on cultivating employees' awareness of advertising compliance, promptly identifying and proactively preventing advertising risks. In 2024, we conducted advertising compliance training and promotion for employees in business and legal roles, focusing on the new advertising and content publishing regulations. These initiatives reinforce our commitment to maintaining compliance in all advertising-related activities.

Supplier Management

We continuously optimize supplier full lifecycle management to ensure a transparent and ethical supply chain. We assess and manage suppliers' environmental and social risks while actively implementing green procurement principles to foster a sustainable business environment.

In 2024, we updated the Beike Supplier Management Policy to align with our business needs, refining end-to-end process management, covering supplier development, onboarding, selection, collaboration, assessment, support, and withdrawal. For key categories and major projects, procurement teams conduct on-site visits based on the Beike Group Supplier Code of Conduct, which sets ethical and operational standards for our partners. This year, we introduced the Data Security and Confidentiality Agreement for suppliers. During the contract signing, our compliance and data security team provided reviews and guidance as needed, strengthening the management of supplier data security and ensuring the protection of user information.

The Beike Group Supplier Code of Conduct outlines requirements for suppliers in



Business ethics and integrity

- Ethical business practices
- Fair competition
- Respect for intellectual property
- And anti-corruption/anti-bribery measures
-



Environmental protection

- Efficient resource utilization
- Waste disposal and recycling
- Energy conservation and emission reduction measures
- Environmental training and awareness programs
- Promoting sustainable development
-



Product quality and safety

- Quality standards and certifications
- Quality management systems
- Safety assurance
- Continuous improvement and innovation
-



Labor rights protection

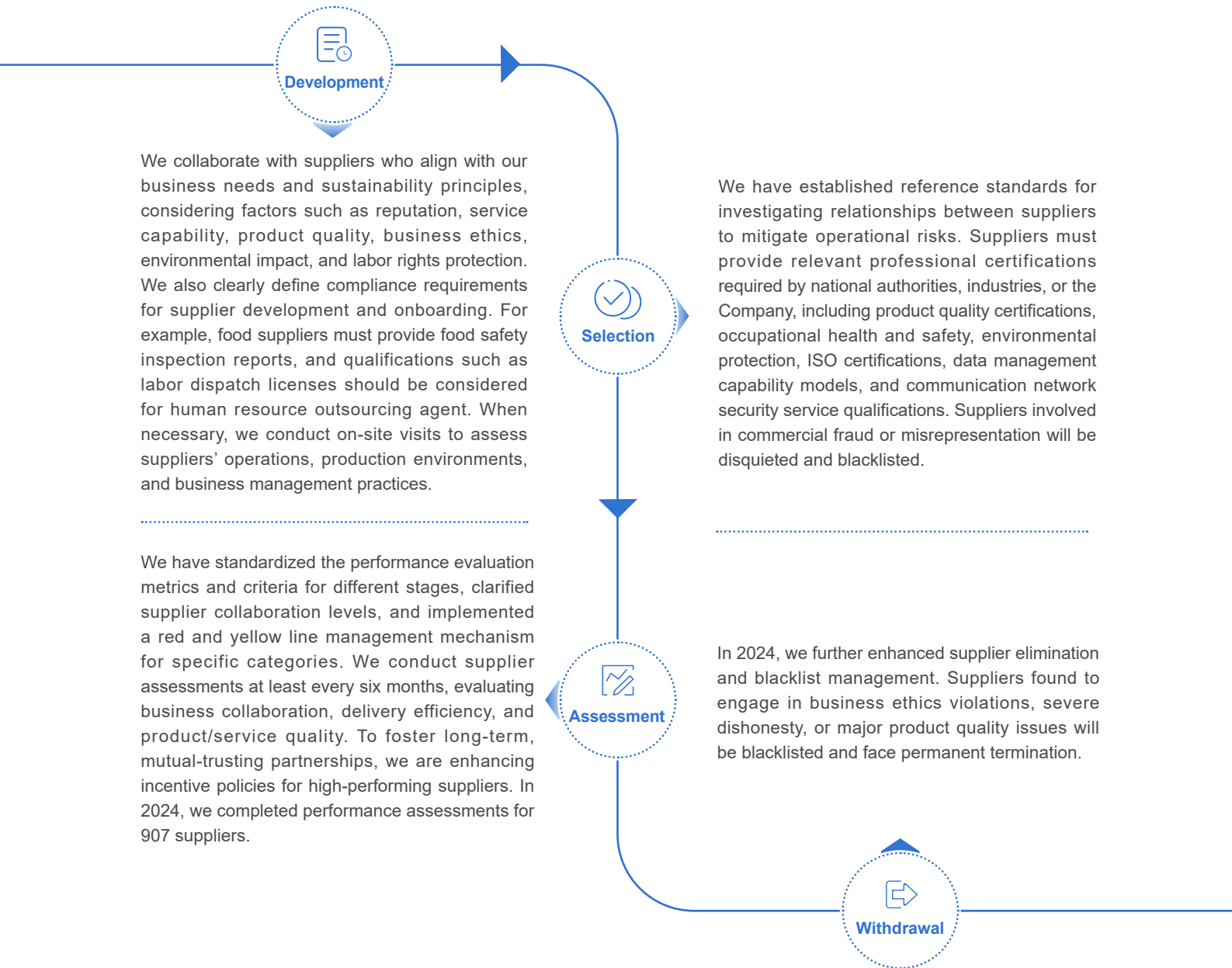
- Equality and fairness
- Wages and benefits
- Working hours and rest
- Occupational safety and health
- Prohibition of forced labor and child labor
- Respect for employee rights
-



Data privacy and security

- Principle of Legality and Compliance
- Principle of minimum necessity
- Principle of openness and transparency
- Principle of safety and reliability
- Principle of graded and classified protection
-

Whole-Process Management of the Supply Chain



We maintain ongoing communication and performance assessment with suppliers, providing training and support based on the assessment results. To drive continuous improvement, we have implemented a supplier performance enhancement mechanism. This year, targeted improvement projects for several suppliers, emphasizing training effectiveness and strengthening ESG standards. Meanwhile, we introduced the ESG Supplier Award to recognize and encourage partners who have made outstanding contributions to advancing sustainability initiatives.

Supply Chain Anti-Corruption

We uphold the principles of "Fairness, equity, and transparency" in procurement and establish a system for ethical supplier management. To reinforce integrity, we require all suppliers to sign Beike's Confidentiality Agreement, Anti-Commercial Bribery Agreement, and Anti-corruption Commitment and Promise, which are standard contract attachments.

As the vice president of the China Enterprise Anti-Fraud Alliance (CEAFA), we strictly adhere to regulations by blacklisting and terminating suppliers who violate business ethics or act dishonestly to foster a clean and ethical industry environment. In 2024, at our Indirect Procurement Partner Conference, over 100 suppliers signed the Sunshine Beike Guide, reinforcing our integrity-driven supply chain policies and introducing reporting and oversight mechanisms.

Green Procurement

We embrace the concept of green procurement and stay committed to creating a sustainable and eco-friendly business environment. The Beike Group Supplier Code of Conduct outlines clear green procurement requirements, urging suppliers to optimize resource utilization, manage waste responsibly, and actively implement energy-saving and emission-reduction measures. We also encourage suppliers to enhance environmental education and training for their employees, promoting the green development of the ecological chain.

For suppliers of different categories, we formulated different management measures and requirements in line with their product features, building a comprehensive green supply chain.



For strategic suppliers and home renovation and furnishing suppliers of our group procurement

We have formulated separate on-site review standards to examine their environmental protection efforts and sustainability and require them to rectify all non-conformities.

Supplier on-site review items:

- At the occupational health and safety level, we consider whether the supplier has ISO 45001 certification for occupational health and safety management system, whether the safety signs in the factory are correct, and whether they have set up procedures for dealing with emergencies.
- At the environmental level, in addition to ISO 14001 certification, we conduct regular assessments of suppliers' environmental management practices and related policies.
- At the social level, we assess their information protection system, whether they respect female employees, whether they set up a corporate foundation or participate in public welfare activities, etc.



For woodwork suppliers

We enforce strict formaldehyde emission limits on suppliers, requiring their products to comply with the national standard *GB/T 39600-2021 Formaldehyde Emission Grading for Wood-based Panel and Finishing Products* and to provide test reports. At the same time, we offer products that meet higher environmental standards based on customer needs, ensuring the use of healthy and eco-friendly panels.



For home appliance suppliers

At the short-listing stage, suppliers are required to provide, but not limited to, ISO 14001 Environmental Management System Certification. At the bid evaluation stage, the level of energy efficiency of their products is one of the important scoring items, with Grade 1 energy-efficiency products receiving higher scores.



For data center suppliers

When selecting data center suppliers, we consider their environmental benefits, including energy consumption levels, use of clean energy, and environmental impact, and give preference to green data centers. We also require data center suppliers to hold ISO 14001 Environmental Management System Certification.



For suppliers offering daily office supplies

For specific product categories, we implement a low-carbon procurement policy, requiring suppliers to provide carbon emission reports and prioritizing products with a lower carbon footprint.



Eco-Friendly Holiday Gift

In our 2024 Mid-Autumn Festival and Chinese New Year holiday gift bidding requirements, we specified that suppliers must calculate carbon reduction during product manufacturing and provide a product carbon footprint report upon delivery. We prioritized suppliers with lower carbon footprints for their products or services and chose new energy or electric vehicles to make the journey of our gift sets more eco-friendly. This year, Beike's Mid-Autumn Festival and Chinese New Year gift sets helped reduce carbon emissions by approximately 2,475 tonnes.



Beike's Mid-Autumn Festival and Chinese New Year gift sets helped reduce carbon emissions by approximately

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Eco-Friendly Holiday Gift

Supply Chain Management KPIs

Number of maintained suppliers by region ⁵	2024
The Mainland of China	14,748
Hong Kong, Macao, and Taiwan regions of China	4
Other countries and regions	1

⁵ Number of Suppliers refers to the number of certified suppliers maintained in the supplier management system as of December 31, 2024. Region refers to the place where the suppliers are registered.



Initiating Industry Progress



Guided by the mission of “Admirable service, joyful living”, Beike works closely with partners across sectors to raise industry standards in housing services. We are committed to building a harmonious industry development ecosystem. By investing in talent development and applying technology in practical, thoughtful ways, we continue to improve service efficiency and client experience. At the same time, we remain focused on advancing the industry's long-term sustainability, creating better living experiences for consumers and enabling meaningful, rewarding careers for service providers.

Providing Joyful Living for Consumers

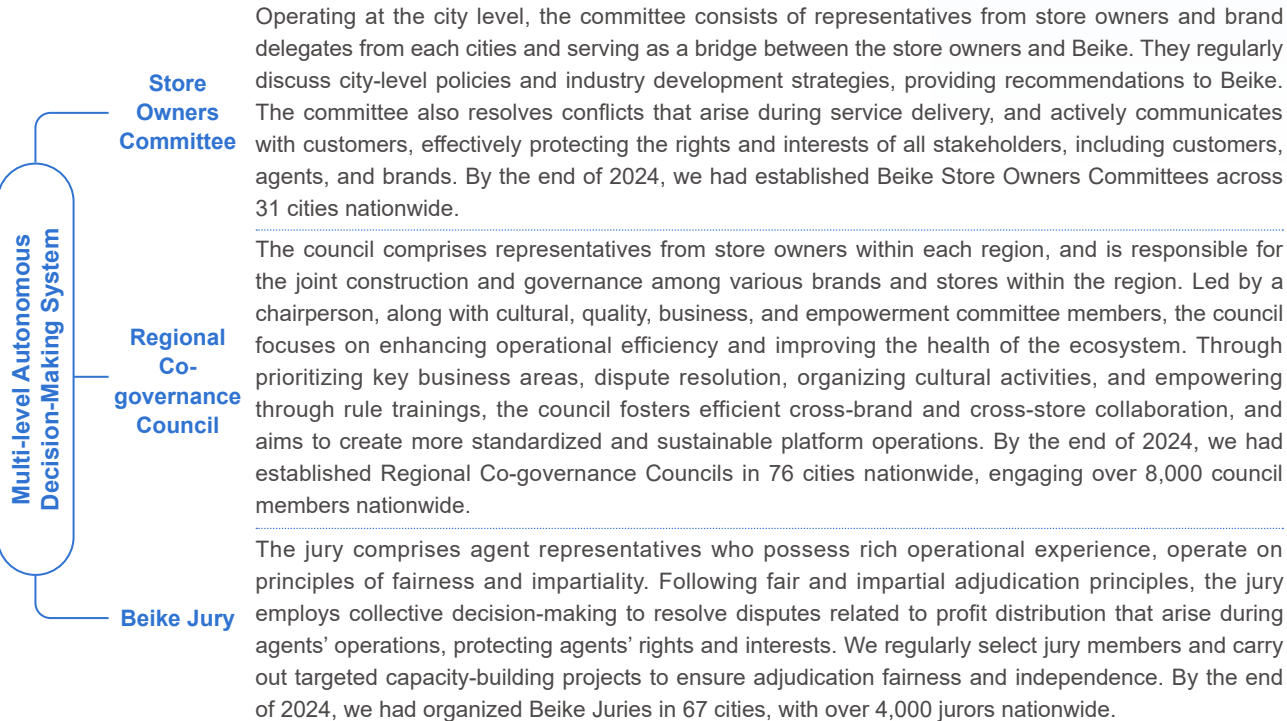
Focusing on housing transactions, home renovation and furnishing, and home rental services, we have introduced service commitments and guarantees to establish a comprehensive quality assurance system and deliver a high-quality service experience to consumers. Meanwhile, we remain committed to fostering a healthier industry ecosystem by collaborating with partners to uphold quality services, enhance business management, address diverse societal housing needs, and promote sustainable growth of the residential sector.

// Quality Transactions

Agent Cooperation Network

Since 2018, Beike has aggregated and empowered platform brands through the ACN (Agent Cooperation Network), transforming agent dynamics from competition to collaboration. By assigning roles-based aligned with real business scenarios, agents from the same or different brands can jointly participate in a transaction. They collaborate to complete the entire business process, from sourcing and maintaining home listings and customer leads to finalizing transactions. The ACN network effectively resolves challenges among “properties”, “customers”, and “agents”, facilitating an industry shift toward a more collaborative, shared, and quality-focused ecosystem. It also improves resource utilization and service efficiency, thereby elevating customer experience. In 2024, approximately 75% of existing home transactions completed on Beike involved cross-store cooperation. By the end of 2024, agents affiliated with Connected Stores had posted approximately 87% of existing home listings on Beike.

We established a multi-level autonomous decision-making system, including the Store Owners Committee, Regional Co-governance Council, and Beike Jury, to ensure fair ACN operations and foster a positive collaborative ecosystem. Guided by “Collaboration and co-governance, fairness and impartiality” principles, we utilize self-management and self-supervision mechanisms to oversee rule implementation and dispute adjudication. This approach promotes communication and collaboration among various brands, driving positive development of the industry.



In 2024, approximately **75%** of existing home transactions completed on Beike involved cross-store cooperation.



By the end of 2024, agents affiliated with Connected Stores had posted approximately **87%** of existing home listings on Beike.

Authentic Property Listings Guarantee

In 2011, Lianjia took the lead in formulating the “Four authenticities” property listings standard in the industry, aiming to change the housing transaction market, which has long been plagued by false information. Building on this foundation, Beike has launched the “Commitment to authentic property listings”, assuring that all listings published on Beike are **truly existing, verified address and property-related information, truly available for sale or for rent, and authentic price**.



Truly existing



**Verified address
and property-related
information**



**Truly available for
sale or for rent**



Authentic price

Guided by the core principles of “Cooperation and trust”, we collaborate with platform partners to jointly maintain and oversee the authenticity of listings on our platform. Providing authentic listings is the fundamental prerequisite for any brokerage brand to join our platform, and all listings must undergo rigorous verification before registration, with authenticity checks at critical points such as homeowner's phone number modifications or upon receiving reports. Leveraging a 24/7 continuous verification mechanism, Beike assigns the task of maintaining problematic listing information to our agents, who are responsible for confirming, maintaining, and providing evidence of listing information. The platform then inspects and monitors, forming an intelligent and continuous listing quality verification process within our brokerage operations. Additionally, we have dedicated teams conducting spot checks on listing verification materials and actively exploring the application of AI verification technology to ensure the authenticity and reliability of property information.

Driven by technology, we developed the industry-leading online listing database known as the “Housing dictionary” to enhance the quality of listings. The database serves as the foundation for implementing our “Commitment to authentic property listings”. For each property, we establish a “Unique identifier” that contains seven levels of address information⁶ and 548 housing characteristics fields⁷. In 2024, we continued to refine property verification measures through anomaly detection and agent reporting, to automatically identify missing or incorrect data. We also dynamically coordinate agents, photographers, renovation service providers, and client managers to verify properties on-site, update or correct information, and further ensure that current listing information is complete, accurate, and up-to-date.

Beike’s “Commitment to authentic property listings” has achieved 100% platform coverage for 14 consecutive years. The platform’s consistent guidance and supervision have ensured an authentic listing rate of over 95% for many years. By leveraging technology, systematic management, and platform oversight, Beike has established a robust system for authentic property listings, enhancing transparency and trust in the housing transaction market.



Ensured an authentic listing rate of
over **95%** for many years.

⁶ Seven levels of address information include city, urban area, property, building, etc.

⁷ 548 housing characteristics fields include descriptions of core home features such as neighborhood alias, number of elevators, and year built.

Service Commitment System

A service commitment is a type of service product where the provider makes its capabilities—such as standards, procedures, efficiency, and rights protection—clear and accessible to consumers, even though the service itself is intangible. Previously, these commitments were made by individual brokerage brands, with the brands and their stores offering the underlying guarantee. In 2024, Beike introduced the “3+3” platform-level service commitments, strengthening consumer protection and enhancing the operational reliability of service providers on Beike. This platform-level model differs from brand-level commitments in two key ways: (1) The scope and content of the commitment (including items, coverage, and guarantee amounts) are standardized across all brokerage brands within each city. (2) Responsibility is shared between Beike and the brand, with Beike providing the underlying support. All new brands and their affiliated stores joining Beike are required to adopt this upgraded commitment model.

● “3+3” Platform-level Service Commitments for Housing Transactions



Beike implements its platform-wide commitments through three key pathways:

- With standard service processes and tools, we empower agents with clear operational guidelines, mitigating transaction risks and disputes;
- We leverage platform technology to enable risk identification and interventions, reducing potential losses in a timely manner;
- We implement the new “Consumer-first compensation” mechanism that immediately resolves consumer claims, then requires the platform and brands, store owners and agents to share the compensation based on their responsibilities. This upgrades single-brand fulfillment to dual assurance from both the brand and the platform.

On this basis, Beike established a compensation fund of RMB 100 million to safeguard consumer rights, provide security for service providers, and promote positive interactions among the platform, the brand, and consumers. This ensures a virtuous cycle of quality services, driving the sustainable and healthy growth of the industry.

Beike Zhengzhou Leads the Development of Secure Payment Management for Housing Transactions

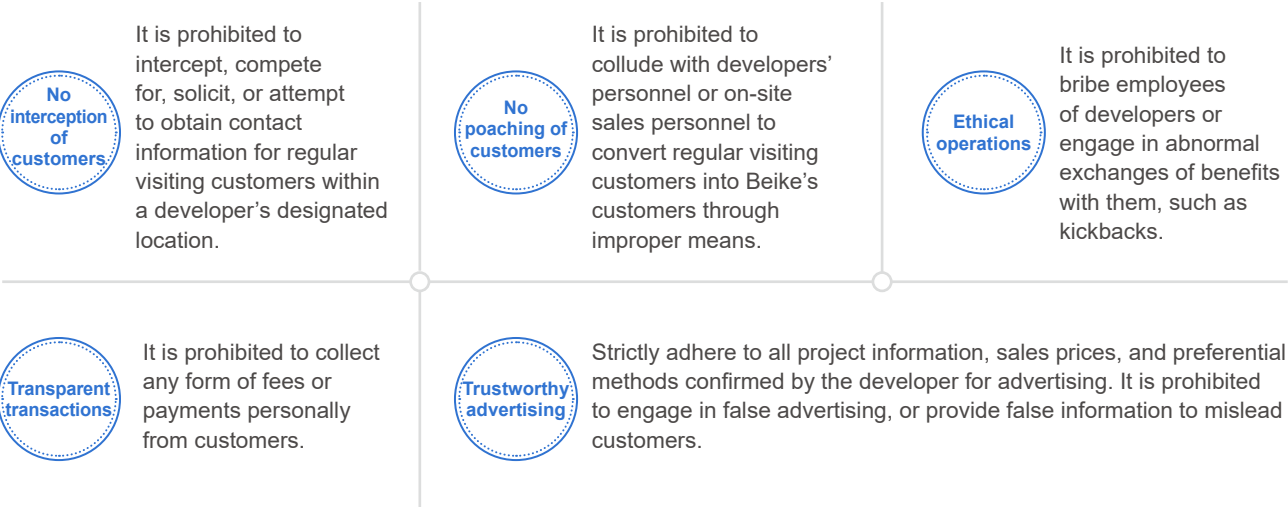
Beike Zhengzhou has implemented a fund security management system to mitigate financial risks in housing transactions. Based on contract details, Beike automatically generates a “secure payment plan” that outlines payment timelines, amounts, and account information for each transaction. Leveraging official service groups for each deal, the platform provides real-time tracking of fund flows to ensure payment security. With insights from historical risk cases, Beike Zhengzhou has implemented prevention strategies and proactive risk monitoring. Currently, the system achieves 100% strong risk awareness alerts for customers and offers a “Standard compliance ensured, funds secured by the platform” service guarantee, providing peace of mind for consumers and reassurance for service providers.

Honor Project for New Home Sales

Beike continuously improves its Honor Project for New Home Sales by jointly committing to a “Healthy environment for new home sales” with industry partners, implementing a “Phone number protection for property viewing” initiative, and enhancing the digitalization of new home sales-related information. These initiatives drive standardized operations in the industry, protect the interests of developers, agents, and customers, and foster a healthy industry ecosystem.

Beike launched the “Developer honor operations commitment”, by integrating it into cooperation agreements with developers. This initiative is designed to foster long-term trust based partnerships that benefit both parties. It promotes transparent practices among platform agents ensuring they receive fair compensation while providing homebuyers with a clearer and more reliable purchasing experience. At the same time, we encourage both channel service providers and on-site sales teams to adopt similar commitments, working together to bulid a sales environment that supports transparency and instills confidence in both customers and service providers.

Developer Honor Operations Commitment:



By the end of 2024, the “Developer honor operations commitment” had become a standard requirement for cooperation, covering over 6,600 properties and effectively regulating the behavior of all parties involved in Beike’s new home operations.

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Phone Number Protection for Property Viewing

As part of the ongoing Honor Project for New Home Sales, Beike continues to strengthen customer privacy and security in new home transactions. We launched the Phone Number Protection service to mask customers' contact information, helping prevent data breaches and reduce unwanted calls. This initiative creates a safer and more respectful experience for homebuyers, allowing them to explore properties without disruption. It also reflects our commitment to advancing privacy standards across the industry. By the end of 2024, this service model had been adopted in over 5,300 partner real estate projects, supporting approximately 3.9 million instances of property viewing.

By the end of 2024, the Phone Number Protection for Property Viewing model had been adopted in **over 5,300** partner real estate projects,

supporting approximately **3.9 million** instances of property viewing.

// Home Renovation and Furnishing Assurance

Beike has continuously invested in the governance of the home renovation and furnishing ecosystem, establishing clear management systems, refining transparent service standards, and strengthening the fundamental capabilities of construction delivery. This approach ensures high-quality deliveries for customers while cultivating a healthy and sustainable home renovation and furnishing ecosystem.

Service Quality Enhancement

We continuously update the Beike Red and Yellow Line Management System for the home renovation and furnishing business to establish unified management standards, regulate the behavior of both internal staff and external partners, and clarify professional ethics and job-specific guidelines. This enhances the standardization of service processes and ensures higher-quality services for customers. During system updates, we actively solicit feedback from service providers to ensure the system aligns with practical needs, achieves consensus with stakeholders, and ensures effective implementation.

- For front-end business service providers, the focus is on preventing and controlling malicious additions, private fees, private orders, improper promises, unauthorized data manipulation, and adopting risky solutions.
- For back-end engineering service providers, the emphasis is on supervising project quality and strengthening the management of irregularities such as fake acceptance, fake rectification, and cutting corners. This ensures that issues on the construction site are genuinely managed, rectified, and comprehensively resolved.

Beike Home Renovation and Furnishing Business Supports Consumers with Government “Trade-In” Subsidies

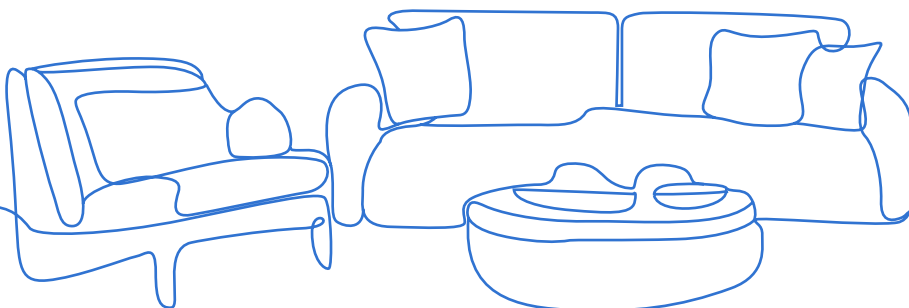
Beike home renovation and furnishing business actively responds to the national notice of the *Action Plan for Promoting Large-scale Equipment Renewals and Consumer Goods Trade-ins* in over 30 cities across China. We drive urban participation in trade-in activities for home appliances and renovation of kitchen and bathroom products. We also support customers in utilizing government subsidies to enhance the consumer experience while guiding consumers to adopt green, low-carbon, smart, and elderly-friendly products.

In consumer purchasing scenarios, Beike streamlines business processes and assists consumers in obtaining the necessary materials to apply for government subsidies. After product acceptance, consumers can claim subsidies using invoices or other proof of purchase. In certain cities, we have further implemented an enterprise prepayment model, allowing consumers to directly use government subsidy coupons at checkout. We advance the subsidy amount on their behalf and claim it from the government after delivery, ensuring a seamless purchasing experience. In 2024, Beike completed about 70,000 transactions and advanced about RMB 120 million in government subsidies in the home renovation and home appliance business sectors.



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70,000 transactions in the home renovation and home appliance business sectors.



Service Commitments for Home Renovation and Furnishing

Beike's subsidiaries, Shengdu and Beiwoo, respectively published the "10 promises for 10 worries with full attention and devotion" and the "10 commitments with sincerity" service commitments, which cover various dimensions, including home renovation and furnishing budget, quality, construction period, safety, etc. These include the entire home renovation and furnishing service process of contract signing, design, material selection, construction, delivery, and after-sales, providing consumers with high-quality home renovation services.

In 2024, Beiwoo comprehensively upgraded its "10 commitments with sincerity" service commitments that were launched in 2021, and further addressed key issues such as poor renovation quality and inadequate after-sales support. Beiwoo has also introduced several new service commitments, including "30-day price protection with refunds for over-payment" and "Refunds for design omissions" to further enhance the user experience.

In response to the need for price transparency

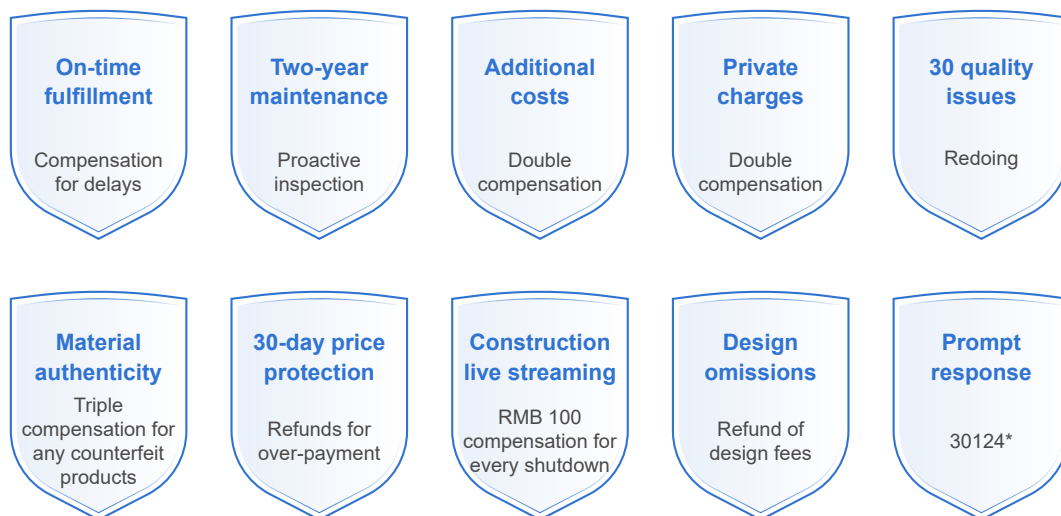
Beiwoo has expanded its "Double compensation for additional costs" service commitment from full renovation packages to personalized services such as custom home solutions, appliances, and heating, enhancing consumer rights protection.

In response to concerns about poor renovation quality

Beiwoo has expanded its original commitment from "Redo for 20 quality issues" to "Redo for 30 quality issues". We commit to unconditionally rectifying and redoing any work if quality issues outlined in Beiwoo's "30 Quality Construction Issues" arise.

Leveraging strengths in home renovation and furnishing technology and digitalization

Beiwoo has introduced a "Construction live streaming with RMB 100 compensation for every shutdown" commitment, featuring our self-developed 360-degree lamp-style cameras. This enables daily panoramic live streaming of construction sites during work hours, allowing homeowners to remotely monitor progress and ensuring a transparent and controllable renovation process.



Beiwoo's "10 Commitments with Sincerity" Service Commitments 2.0

* 30124: Respond to customers within 30 minutes, arrive on-site for issue handling within 12 hours, and provide a solution within 24 hours.

// Joyful Living

Beike continuously improves its multi-level home rental supply system, focusing on increasing the availability of high-quality housing and delivering excellent rental services. At the same time, we actively explore and provide diversified housing rental solutions to support the supply of affordable rental housing, offering new citizens and young people with excellent rental options.

Supply of High-Quality Housing

We fully implement the guidance of the *14th Five-Year Plan* outline on “Effectively and orderly expanding the supply of urban home rental and improving long-term rental policies”. Aligned with these goals, we have introduced the Beike Carefree Rent service, initiated the New Youth Program and developed solutions for affordable rental housing to effectively alleviate housing challenges for new urban residents and young people. In 2024, our New Youth Program offered rental discounts, including “Zero deposit and monthly rental payments” in 13 cities, assisting nearly 20,000 recent graduates in settling down. We also launched the HEY.YOUNG Apartment project. By converting existing market housing stock into high-quality rental options, we aim to provide tenants with excellent rental experiences. By the end of 2024, over 430,000 housing units had been managed by our home rental services.



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New Youth Apartment Near East China University of Science and Technology

In June 2024, Beike launched the Beike New Youth Apartment near East China University of Science and Technology in Shanghai's Xuhui District, providing affordable, high-quality rental options for young talent. The apartment features convenient transportation access and comprehensive living amenities, including a gym, leisure area, laundry space, and parcel delivery zone. With a mixed-use residential-commercial model, it delivers an integrated living experience. Designed primarily with loft-style layouts, the project optimizes space for young residents. Supported by the government as an affordable housing initiative, the project streamlines rental procedures to help new urban residents and young people swiftly adapt to city life and achieve stability and prosperity.

HEY.YOUNG Apartment Project on Fangxin Road

In June 2024, Beike repurposed a vacant four-star hotel in Shanghai's Pudong New Area into a modern rental housing development, launching the HEY.YOUNG Apartment project on Fangxin Road. Following the “C2M⁸” approach, the project was designed to meet tenants' practical needs prioritizing safety, lifestyle preferences, environmentally appliances, and functional public spaces. It offers four standardized unit layouts equipped with smart home systems and energy-efficient appliances to support comfortable, convenient living. It also includes a photovoltaic energy system and EV charging stations, to encourage a greener, low-carbon lifestyle. This initiative not only revitalizes idle assets and optimizes regional resource allocation but also supports local talent recruitment efforts, demonstrating Beike's ongoing efforts in urban renewal, talent-focused housing solutions, and sustainable development.



HEY.YOUNG Apartment Project on Fangxin Road

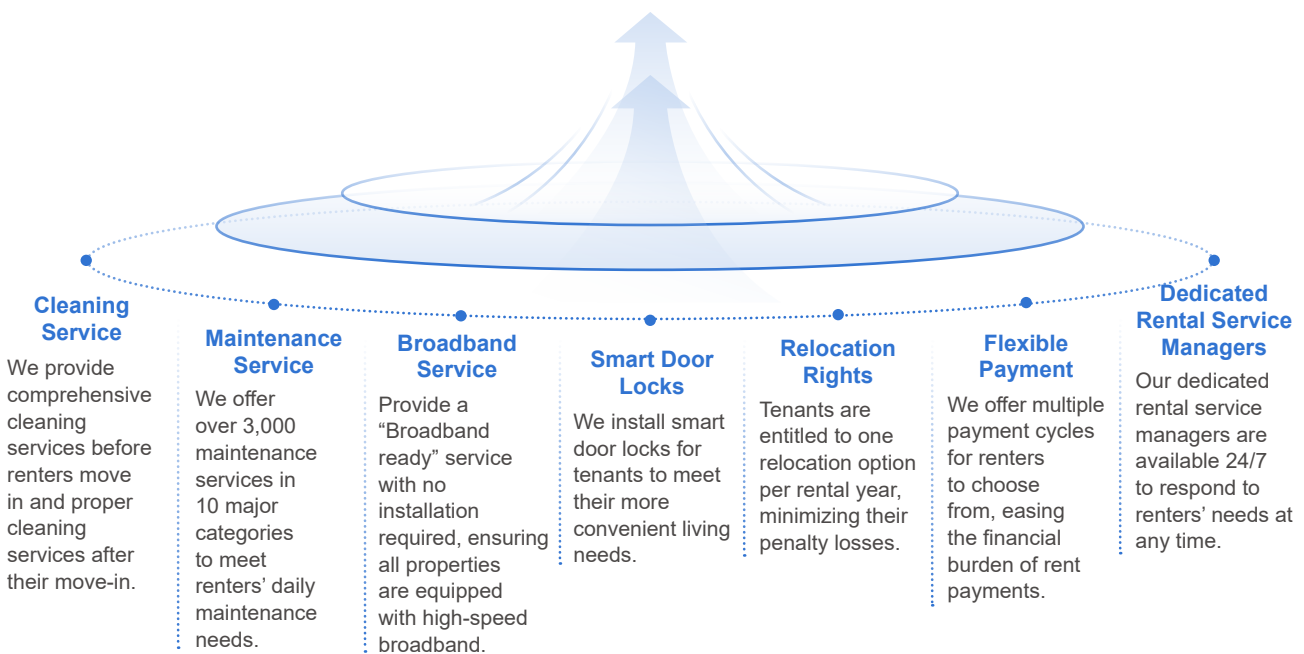
⁸ C2M: Customer to Manufacturer, which focuses on understanding consumer needs in designing products and providing services.

Beike Carefree Rent Service Assurance

Beike's Carefree Rent focuses on the full lifecycle management of services for property owners and tenants, providing them with service guarantees. In 2024, we have comprehensively optimized the Beike Carefree Rent Service. Seven upgraded features covering the entire rental process (pre-rental, during rental, and post-rental) were systematically implemented across our operating cities. These services include the "Cleaning, maintenance, broadband, smart door locks, relocation rights, flexible payment options, and dedicated rental service managers". We adapt these upgraded services to each city's operational needs to deliver high-quality and satisfactory services to tenants. As of the end of 2024, our service upgrades have been implemented in 13 cities, including Beijing, Shanghai, Chengdu, Hangzhou, Nanjing, and Wuhan.

In the future, we will continue to expand service coverage to more cities and enhance service quality in the home rental industry.

Seven Upgraded Services of the Beike Carefree Rent



To ensure the safety of tenants, we have established management standards including the Formaldehyde Prevention and Control Management Rules and the Air Quality Order Management Rules. Before property delivery, we make sure that formaldehyde risk is assessed, and properties identified as high-risk undergo testing or remediation to meet safety standards before being rented out. We also strictly regulate air quality testing processes to guarantee accurate and reliable results. Additionally, Beike Carefree Rent conducts comprehensive inspections and repairs for over 70 safety risks, including gas, appliances, and water leaks, before tenants move in. In cities like Beijing, Jinan, and Tianjin, a "Winter safety initiative" campaign was launched to examine heating systems in both occupied and vacant properties, ensuring winter heating safety with a coverage rate of about 90%.

Formaldehyde Treatment of Beike Carefree Rent Business in Suzhou

Our Beike Carefree Rent business in Suzhou employs innovative management methods and technology to establish a formaldehyde risk control mechanism, covering the entire process from information collection before acquiring properties, and treatment of high-risk properties, to continuous monitoring after tenants move in. Before acquisition, the system automatically identifies properties and requires mandatory input of formaldehyde risk data, while flagging properties with potential assembly or renovation risks, ensuring timely detection of all potential hazards. Regular inspections are also conducted for long-term inventory properties, restricting untested properties from being listed or leased. A 100% initial formaldehyde test is conducted during property handover to safeguard tenants' rights and enhance satisfaction.

// Thoughtful Service

Listening carefully to our customers, responding to their needs quickly, and solving their problems to the best of our abilities have always been our underlying commitment when it comes to our customer service philosophy.

Customer Communication

We hold Customer Forums to gain deeper insight into customer needs. Based on their feedback and suggestions, we continuously refined our service mechanisms to provide an enhanced customer experience.

Customer Forums

We regularly organize Customer Forums to facilitate face-to-face communication between customers and core management in the city. These sessions aim to hear customer concerns, needs, and suggestions during service interactions, while collaboratively exploring improvement directions and feasible strategies to continuously enhance service quality. In 2024, our real estate brokerage business held a total of 35 Customer Forums. Our home renovation and furnishing business conducted 140 Face to Face with Customers events across 31 cities, engaging 699 customers and addressing over 2,000 issues.



Face to Face with Customers

Complaints and Compensation

We place great importance on the quality of handling customer service issues. By establishing customer complaint handling standards for 164 scenarios and fallback solutions for 133 scenarios, we ensure the standardization and effectiveness of our services. Through our internal online service system, we enable online processing of various scenarios, as well as online collaboration among multiple responsible parties such as stores, brands, cities, and platforms. This achieves rapid responses to consumer-end issues and seamless accountability for business-end entities, effectively enhancing the quality of customer service. In 2024, we launched a compensation fund pool of RMB 100 million for consumers, enabling online rapid compensation and advance payments, thus optimizing the timeliness of the customer compensation experience. Through root-cause analysis of all resolved cases, we continuously optimize internal process standards, reducing the occurrence of complaints at the source and improving customer satisfaction. In 2024, we handled 266,368 customer complaints, achieving a 100% response rate to customer complaints.

While continuously enhancing consumer service experiences, we equally prioritize addressing the needs of business-end agents, store owners, and home renovation service providers. We are dedicated to collaborating with partners to deliver high-quality services to consumers. For agents, we have established consulting and feedback channels to effectively address issues related to agent rights and business management, while improving the cooperative ecosystem, ensuring the protection of agent rights. For store owners, we have created an exclusive online feedback channel called "Store owner direct hotline" and developed a feedback communication mechanism that connects online and offline efforts, as well as cities with the headquarters, to promptly resolve store owner concerns and enhance their satisfaction. For home renovation and furnishing service providers, in addition to instant messaging channels, we have added a voice consultation channel. This enables foremen and workers to communicate with platform customer service personnel via voice during construction breaks, reducing the inconvenience of text input and improving consultation efficiency and service experience.

Facilitating Fulfilling Careers for Service Providers

As the cornerstone of the residential service industry, the professional skills and career development of service providers are crucial. Beike supports their growth through systematic training and professional certification, significantly enhancing service quality. We continue to strengthen partnerships between schools and enterprises, bridge vocational education with industry demands to build a talent cultivation ecosystem. Beike remains dedicated to empowering industry professionals, enabling them to thrive and excel in their careers, while initiating industry progress together.

// Empowering Platform Participants

Beike has established a dedicated talent development system for various service providers, continuously enhancing their professional skills and overall capabilities. This initiative supports for service providers and contributes to the industry's talent pool.

Agents

We prioritize training and development for both Lianjia agents and those from our connected stores. To support growth at every stage, we offer a mix of online and offline training courses tailored to different roles and career paths. For new agents, comprehensive onboarding training is provided to help them quickly understand our business model, build key skills, and feel connected to our values and team culture. For more experienced agents, the training focuses on sharpening expertise and tackling long-standing challenges, helping them grow professionally and reach new levels of performance. Each program is designed with the agent's specific needs in mind, ensuring targeted and relevant support. In 2024, our training sessions covered 100% of our agents at Beijing Lianjia and Shanghai Lianjia. The average training duration per person at Beijing Lianjia exceeded 109 hours, while at Shanghai Lianjia, it was 84 hours.



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Erudite Examination

Since 2011, we have been conducting the Erudite Examination to solidify the effectiveness of Beike's vocational training for agents, inspiring them to continuously enhance their professional capabilities through a positive cycle of "Learning-application-examination-learning" and ultimately promoting improvements in service quality and efficiency. By the end of 2024, the Erudite Examination had been held 25 times, with the cumulative participation of nearly 3.2 million.

In recent years, we have broadened the candidate scope of the exam, extending it to include managers, employees, and service providers from various businesses such as home renovation and furnishing and home rentals. The exam covers a diverse range of topics, such as human resources, finance, brokerage services, and home design, specifically aimed at enhancing the professionalism and expertise of our employees.



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Store Owners and Brands

Our stores serve as the fundamental units for both business operations and customer services, and our store owners play a pivotal role as the direct managers and operators of these stores. Beike founded the Huaqiao Academy, focusing on the essence of store operations and addressing pain points to continuously improve store owners' management capabilities and professional competence. By combining a large number of positive and negative practical cases, we have extracted methodologies, formed high-quality training courses and introduced a professional certification training model for store owners to cultivate more backbone forces for the industry. By the end of 2024, Huaqiao Academy had trained over 17,000 connected store owners and Lianjia store managers, with accumulated 1.4 million hours of training.

Millions of Stars Program

We integrate various business scenarios in daily operations into our regular training sessions for store owners. In 2024, we launched the Millions of Stars Program, offering courses on store culture development and refined store management. Supported by expert instructors with professional expertise and extensive experience, the program provides immersive learning experiences through intensive training camps, public lectures, and localized small-scale sessions. These activities help participants gain actionable insights, enhance operational efficiency, and support long-term growth. As of December 31, 2024, the Millions of Stars Program had been implemented in 76 cities nationwide, with 217 training sessions empowering over 40,000 participants. The training received an overall satisfaction score of 4.97 (out of 5).

Home Renovation and Furnishing Service Providers

Beike is dedicated to cultivating high-quality home renovation and furnishing service providers, supplying qualified talent to the entire industrial chain and delivering exceptional service experiences to customers. We have developed a comprehensive training system covering the entire career development process for service providers across all roles. This includes fusion training for new partners, mentorship programs, and various kinds of in-service training such as transition training, enhancement training, and reserve training. These phased empowerment initiatives help service providers improve their capabilities holistically. We focus on standard operating procedures and practical skills for engineering service providers, offering training on connection and transition, specialized Standard Operating Procedure (SOP) video courses, hands-on practice, and competency assessments. These efforts help service providers swiftly adapt to their roles, boost productivity, expand their industry knowledge, and enhance both delivery quality and efficiency. In 2024, the accumulated training attendance for home renovation and furnishing service providers exceeded 100,000, driving sustainable growth in the industry.



Fusion Training

For newly contracted project managers and service providers, through the study of 10 courses, including cultural integration, craft standards, red and yellow line measures, system operations, and safety management, combined with a mentorship program to complete on-site learning and practical tasks. This approach assists newly contracted project managers and home renovation and furnishing workers of various construction trades to quickly understand the Company culture and work standards and master basic professional skills. A mandatory certification assessment ensures only qualified service providers commence customer service delivery.



Transition Training

For newly appointed project managers who have handled 1–2 projects, the Sunmao Program focuses on five key management capabilities to help them quickly transform from novices to excellent project managers. The training covers seven core management areas: project duration, quality, service, manpower, materials, finance, and safety. The training combines actual scenarios to solve work challenges, strengthen the understanding of the home renovation and furnishing business and Beike's culture, and improve comprehensive capabilities.



Enhancement Training

For experienced project managers, this initiative addresses daily operational challenges, enhancing their operational capabilities to deliver higher-quality services to customers. The Leap Classroom combines short videos with offline discussions to promote new installation tools and techniques, share exemplary project managers' valuable experiences and best practices, and support the continuous improvement of service teams.

Standardization of Installation Tools and Professional Development of Workers

Beike empowers installers with standardized toolkits, innovative R&D efforts, and professional development programs, significantly improving installation quality and customer satisfaction.

Standardization of Tools

To address the challenges of on-site modifications during installation, Beike has explored standardization by promoting affordable “3+1” standardized toolkits and upgraded “6+1” installation toolkits for workers. These kits include various tools and one vacuum cleaner, effectively tackling issues like sawdust and dust to ensure worker safety. This initiative enhances the success rate of first-time installations and improves customer satisfaction with customized installations.

Professional Development of Workers

In collaboration with industry organizations and multiple enterprises, Beike co-developed the *Occupational Skills and Service Group Standard for Panel Furniture Installation Workers*. This initiative focuses on service quality, project acceptance, and operational guidelines, to drive industry standardization and the professional growth of service providers. By the end of 2024, Beike had launched the Starlight Craftsman Program in Ningbo, Wuhan, Shanghai, and Nanjing, offering advanced installation engineer certification to support worker career development and improve the quality of home installation services. In select cities, certified contracted service providers benefit from supplemental benefits such as priority assignments and children’s education funds, strengthening job security, income stability, and broader career opportunities.



Home Rental Service Providers

We place great emphasis on the development of our service providers and have launched the Juli Program for property managers, client managers, and other professionals. This program provides specialized courses to empower home rental service providers, enhancing their professional expertise and service proficiency while driving high-quality business growth. In 2024, the program offered training to about 90,000 participants on professional skills and service capabilities, covering nearly 7,000 frontline service providers such as property managers, client managers, and rental stewards, with a total cumulative training time of nearly 3,000 hours.

For property managers

We continuously upgrade our courses by adding content on team synergy, operational management, and service offerings. Leveraging cross-city best practices and platform insights, we aim to help service providers improve operational efficiency and achieve sustainable growth. Through a hybrid model of online live sessions and offline workshops, we have conducted courses on Beike Carefree Rent business products, property acquisition, rentals, and collaboration in 13 cities nationwide.

For client managers

The Juli Program emphasizes business logic comprehension and customer maintenance capability, fostering improvements in both expertise and service capabilities.

For frontline rental stewards

We develop a “Five forces model” encompassing organizational development, operational management, and service reputation. This model guides the training of asset management regional managers, fostering a positive operational cycle.

Intelligent Efficiency Enhancement

We empower service providers with intelligent tools, leveraging AI to help them master business scenarios, enhance professional skills, and improve customer satisfaction.

Huilian

“Huilian” is a generative AI-powered training tool developed specifically for frontline service providers, including designers, agents, and rental stewards. It creates realistic AI customer profiles and simulates service interactions, allowing users to practice in their spare time and enhance service competency through active learning. Currently, Huilian is used across housing transactions, home renovation and furnishing, and home rental services. It has facilitated over 13,000 practice sessions and had a user rating above 4.6 out of 5. By 2025, we aim to continuously optimize Huilian based on user feedback, develop more typical AI customer roles, expand scenario coverage, and further support service providers to grow.

Immersive Dialogue

24/7 online, ensuring full use of fragmented time



Improvement Through Practice

Role-based case analysis, feedback + guidance



“Huilian” AI Training

// Integration of Industry and Education

Beike is committed to cultivating service professionals in the new residential sector. We work closely with universities, industry associations, and other stakeholders to develop an integrated collaboration model that combines industry, schools, and research institutions. By continuously enhancing the full-cycle talent development system across higher education and vocational training stages, we bring high-quality talent into the residential industry and contribute to its sustainable and high-quality development.

Professional Skills Certification

We have jointly developed standards with professional institutions and industry associations to institute a digital brokerage service vocational skill level certificate for the new residential sector. This certificate aims to accurately align with the current technical and skill requirements of residential service positions, cultivate multi-disciplinary and compound technical talent, and further facilitate the entire industry's progress toward professionalization. The certificate has successfully been included in the fourth batch of vocational skill level certificate lists by the Ministry of Education, making it the first 1+X certificate⁹ in the new residential sector. It covers work areas including digital property and customer management, online appointments and property presentations, and the application of smart devices and technologies, effectively filling the gap in digital and intelligent service professional standards within the industry. By the end of 2024, nearly a hundred schools had registered to participate in the certificate examination, with over 11,000 individuals having undergone the certificate assessment. Meanwhile, Beike holds 1+X teacher training sessions annually, delivering content such as 1+X certificate standards, professional standards, and new industry trends to university teachers, thus improving the professional talent training program.

The Beike Service Professional Development Platform mini program is open to the public, focusing on the professional development of service providers. Centered around certification, it establishes a professional development pathway. The certification system, built on Beike's extensive expertise in the housing service sector and aligned with high industry standards, accurately assesses service providers' professional skills. Through this certification system, the mini program comprehensively supports skill and capacity enhancement, effectively accelerating the professional development of service providers.

⁹ 1+X certificates: “1” represents an academic certificate, and “X” represents several vocational skills level certificates.

School-Enterprise Cooperation

We actively respond to the *Implementation Plan to Empower and Enhance the Integration of Industry and Education Through Vocational Education Between 2023 and 2025* by continuously deepening the integration of industry and education. In 2024, we partnered with the Dalian University of Finance and Economics to establish the Beike Digital New Residential Industry College, which was recognized as a provincial modern industry college in Liaoning Province. Through school-enterprise collaboration, the initiative focuses on courses such as real estate fundamentals, space and environmental design, real estate planning, communication skills, and 1+X certification programs, aiming to cultivate high-quality, application-oriented talent to meet the needs of developing the digital new residential industry. In 2024, Beike also secured approval from the Ministry of Education for 13 school-enterprise collaboration projects, including six targeted talent cultivation projects and seven employment internship base projects. Looking ahead, Beike will continue to promote higher education reform in line with the latest industry and technological advancements, exploring innovative talent training models suited to the real estate circulation and new home renovation and furnishing sectors in the “industrial internet” era. This effort seeks to enhance the digital literacy of traditional industry professionals, advance the integration of industry and education, and contribute to fostering a robust ecosystem.



In 2024, Beike secured approval from the Ministry of Education for

13 school-enterprise collaboration projects.

The 3rd Beike Cup National University New Residential Digital Innovation and Entrepreneurship Competition

In 2024, the 3rd Beike Cup National University New Residential Digital Innovation and Entrepreneurship Competition, hosted by the China Association of Construction Education and co-organized by Central China Normal University and Beike, was successfully held. The event attracted over 300 students from 100 teams representing nearly 100 universities nationwide. Centered on the theme “Making homes better”, the competition focused on two key areas: “Existing asset operations management” and “Future home design solution”, providing a platform for university students to apply their knowledge and drive the exploration and advancement of new residential philosophies. Outstanding projects like the “Green and smart community renewal plan” offer innovative case studies for the industry. In the future, Beike will deepen collaboration with industry associations and universities to advance the sector and explore new possibilities in the field of new residential services.



The 3rd Beike Cup National University New Residential Digital Innovation and Entrepreneurship Competition

Continuous Technological Innovation

In our journey toward becoming a one-stop platform for new residential services, Beike prioritizes technology innovation as a core driving force, continuously enhancing housing transactions, home renovation and furnishing, and home rental services. By leveraging digital tools such as the “3D property catalog” virtual display technology, the “Home SaaS 2.5” business management system, smart devices, and the “Smart management cockpit”, we consistently improve operational efficiency and service quality, striving to deliver an exceptional service experience for users.

// Technology Innovation in Housing Transaction Services

In the housing transaction sector, we have upgraded our residential property visualization product—“3D property catalog.” By leveraging 3D reconstruction technology, we create an “Outdoor VR” experience for users. The “Aerial view” and “Ground-level tour” features showcase the distribution of buildings, key facilities, and surrounding amenities in multiple dimensions, accurately replicating neighborhood environments. The “Sunlight simulation” feature visually demonstrates building lighting and shading effects, showing precise sunlight duration for each unit. Additionally, by integrating “3D property catalog” with “Indoor VR”, customers can enjoy an immersive online home selection experience from the comfort of their own home, improving viewing efficiency and accelerating decision-making. By the end of 2024, the “3D property catalog” had covered 149,000 communities, with over 1.31 million users using it each month.



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Demonstration of the “3D property catalog”

// Digital Transformation of Home Renovation and Furnishing Services

We have launched the Home SaaS 2.5 system for home renovation and furnishing, providing service providers with a comprehensive operational system that covers the entire process including customer resources, design, cost control, and delivery. It also offers multi-dimensional, scientific management dashboards for managers at all levels. The system enhances the precise management of rules concerning products, package offerings, pricing, material selection, and cost accounting, enabling the transition from manual control to system control in digital transformation. With this upgrade, customers benefit from services like transparent pricing and design restoration. For example, the system automates construction period compensation, transforming from a reactive post-complaint process to automatic delay compensation calculation and initiation. Once confirmed by the customer, the compensation is credited within a minute, ensuring more reliable commitments.

Lightweight Building Information Modeling (BIM)

Beike has launched a lightweight BIM system aimed at assisting designers in quickly creating floor plans. It automatically generates customer-friendly colored floor plans, bird's-eye views, space diagrams, partial diagrams, and 3D models, enhancing design efficiency and improving customer experience. The system offers designers over 400 templates and real online sample room plans, increasing the standardization of drawings and saving designers 2 to 4 hours of work time per project. To date, the lightweight BIM system covers more than 33 cities nationwide and has been highly praised by designers for its efficiency and effectiveness.



An Automatically Generated BIM (Bird's-eye View)

Beike Immersion

We have developed the “Beike Immersion” intelligent solution, which integrates software and hardware to redefine the acceptance process for home renovation and furnishing service providers, and to standardize this process. This solution accurately controls project quality to enhance customer experience. The system can automatically generate standardized routes based on room information, dynamically guiding the service providers during inspections. Meanwhile, 3D inspection and acceptance reports are pushed to customers in real time, allowing them to view and trace acceptance details anytime, thus enhancing trust and engagement. By the end of 2024, “Beike Immersion” had been implemented in eight cities nationwide, shifting construction acceptance from result management to process management, empowering home renovation and furnishing business for overall improvement in project quality, and gaining high recognition from customers.



Effect of Wearing Beike Immersion on the Body

// Smart Upgrades in Home Rental Business

We are committed to providing customers with a convenient, safe, and efficient rental experience. By leveraging intelligent devices and advanced technologies, we have created smart rental scenarios with practical applications in areas such as smart operations and smart security.

Smart operations scenario

We have installed smart door locks and smart water and electricity meters in apartments, achieving an overall coverage rate of 75%. With smart meters in place, tenants can view utility usage data and bills on an App, enabling online payments. Rental service managers can monitor real-time data to promptly identify issues. We identify abnormal water and electricity usage in a timely manner.

Smart security scenario

To enhance residential safety, we have installed smoke detectors and gas alarms to monitor fire smoke and gas leaks in real time. Early warnings are provided to tenants through sound, lighting, or remote notifications, helping them promptly identify hazards and prevent incidents such as fires, gas poisoning, or explosions.

Smart elderly care scenario

In Beijing and Shanghai, we launched the Elderly Guardian program, offering free installation of smart devices such as millimeter-wave fall detection monitors, one-click emergency alerts, and intelligent smoke detectors for senior citizens aged 60 and above living alone. By integrating a smart hardware matrix with an “AI guardian model”, we established an “Intelligent safety network” to monitor the home environment in real time and promptly respond to incidents like unexpected falls. By the end of 2024, the project had covered 72 housing units, benefiting nearly 100 elderly individuals, triggering 59 alerts, and effectively reducing safety risks at home. It pioneers a new model for smart urban elderly care.



Intelligent Terminal Cockpit



As of 2024, with the support of the “Intelligent terminal cockpit”, it integrates data from

over **450,000** Beike

Carefree Rent properties and customers nationwide,

as well as

more than **470,000**

smart devices.

Meanwhile, we launched the smart hardware visualization management project, centered on intelligent rental solutions. With IoT-enabled smart devices, it establishes an efficient and intelligent operation management platform. As of 2024, with the support of the “Intelligent terminal cockpit”, it integrates data from over 450,000 Beike Carefree Rent properties and customers nationwide, as well as more than 470,000 smart devices. This enables business managers to monitor and manage operations in real time across multiple dimensions, including national, city, and property levels. By leveraging real-time data from smart devices combined with AI analytic tools, the system proactively identifies potential risks such as abnormal utility usage and safety issues, automatically issues alerts, and proposes solutions. Managers can use the cockpit to quickly pinpoint specific at-risk properties, intervene promptly, and enhance operational efficiency and risk control effectiveness.



Navigating Towards an Outstanding Organization



Beike regards employees as the most important asset. Guided by the “Five forces” talent development concept that values customer-oriented, industry-focused, perseverant-driven, collaborative, as well as value-creating talents, the Company actively discovers and fosters multi-skilled talents who possess both industry expertise and internet-oriented thinking. Beike is committed to creating a diverse, equitable, and transparent workplace, ensuring employees’ legal rights, and comprehensively safeguarding occupational health and safety. Embracing a people-oriented management approach, the Company values the uniqueness of each employee and provides them with extensive career development opportunities.

Employee Rights and Care

// Legal Employment

We strictly adhere to the *Labor Law of the People's Republic of China* as well as the employment-related laws, regulations, and international practices applicable in the locations where we operate, ensuring legal and compliant employment practices. We have established a comprehensive employee rights protection system and formulated and implemented policies such as the Anti-Harassment Policy and Code of Conduct for Work Ethics. In 2024, we revised the Management Regulations of Beike Group's Rules and Policies to ensure that rules and regulations directly affecting employees' vital interests are managed scientifically, and gathered extensive employee feedback to better safeguard employees' legitimate rights and interests before releasing these regulations.

We clearly define management standards and requirements in areas such as workplace diversity, anti-discrimination and anti-harassment, freedom of association, prohibition of child labor, and prevention of forced labor, effectively safeguarding employees' legal rights and interests. To eliminate the possibility of hiring child labor at the source, we verify identity information, including age, during recruitment to prevent the employment of minors and other non-compliant employment. We strictly comply with labor laws and regulations of the places where we operate, continuously improve employment management to ensure voluntary employment relationships, and resolutely prohibit any form of forced labor. We also adhere strictly to legal regulations and specify remedial measures and handling processes for child labor and forced labor incidents, aiming to eliminate any violations.

// Recruitment and Turnover Management

We adhere to an equitable and transparent employment policy and have established management policies such as the Beike Policy on Recruitment Management and the Beike Policy on Interview Management to improve the employee recruitment process and management mechanisms, ensuring standardized recruitment management. We have set up diverse recruitment channels, including campus recruitment, social recruitment, employee referrals, school-enterprise cooperation, and internal mobility to attract outstanding talents from various sources. We have also formulated the Measures on Employee Turnover Management to standardize the employee resignation process, ensuring legal and compliant handling of resignation matters while safeguarding employees' rights. We continue to enhance our digital recruitment management system, optimize the recruitment management process, further standardize the interview process, refine internal recommendations, and improve the quality of talent acquisition and job-matching efficiency. We have also developed a recruitment data dashboard to enable online and automated recruitment data management, providing robust data support for analyzing the recruitment process and results.

We have established a flexible and efficient internal talent mobility mechanism, maximizing the potential of our employees while accurately aligning talent supply with the demands of various business segments. This year, we revised management policies such as the Internal Recruitment and Staffing Management Policy and the Internal Recommendation Policy to optimize the management rules and applicability of internal recruitment and referrals. We also initiated the Internal Mobility Ecosystem Governance program, conducted in-depth research on challenges in internal talent flow and delivered solutions, ensuring orderly talent flow within the Company. In 2024, our internal job transfer initiative, the Internal Mobility Program, helped 4,574 employees transfer to new roles.

In 2024, we received several recruitment awards:



- **Liepin:** 2024 Extraordinary Employer of the Year in Beijing
- **BOSS Zhipin:** Most Beloved Employer for Talent
- **Maimai:** Employer Worth Joining of the Year

// Compensation and Incentives

We provide employees with competitive compensation, incentives, and benefits packages, adhering to the principle of “Motivational, equitable, and sustainable” in compensation management. Through regular compensation assessments, combined with third-party compensation analysis reports, benchmarking best practices, and analyzing pay disparities between executives and employees, we ensure the fairness and competitiveness of our compensation system within the industry. Our compensation framework is based on position level, skill proficiency and performance, avoiding factors such as gender and age to guarantee equity. Upholding the philosophy of “Create together, share together”, we launched a comprehensive incentive program in 2024 to enhance employee engagement. We also evaluate and incentivize employees in accordance with our policies, comprehensively considering employees’ annual performance results, long-term performance, and contribution to the Company’s development. We grant restricted stock units with a general vesting period of 4 years to qualified outstanding employees, motivating them to achieve collaborative development with the Company. In 2022, 2023, and 2024, recorded RMB 2.425 billion, RMB 3.216 billion, and RMB 2.726 billion of share-based compensation, respectively¹⁰.

// Promotion and Performance Evaluation

Beike regards employee development as the driving force behind corporate growth. We have formulated the Promotion Management Policy, which defines talent standards and job level requirements, and established the “Professional development channel” and “Management development channel” to provide employees with diverse career development opportunities. By combining objective capability assessments with performance evaluations, we ensure fair and transparent promotion opportunities, allowing outstanding talents to excel. Based on our growth needs and employee progress, we open annual promotion windows to offer a broader development platform for employees with outstanding performance.

We have established a comprehensive talent standards system. By strengthening the consensus among employees, managers, and professional judges on standards and processes, we have built an effective supervision mechanism to ensure fairness and transparency in the promotion process. We objectively and impartially evaluate employee performance based on their achievement of targets and overall performance.



In terms of target management

We have established a multi-level target management system that integrates our strategic targets, business line targets, and individual employee targets. Through a hierarchical breakdown and alignment of targets, we ensure collaborative development between the Company, teams, and employees. To ensure the rationality of employee target setting, we encourage employees to engage in thorough communication with their supervisors to jointly develop realistic yet challenging personal targets. Additionally, we implement a mechanism for regular target review, discussion, and dynamic adjustments to continuously monitor progress and ensure efficient attainment of targets.



In terms of performance evaluation

We conduct multidimensional evaluations to ensure the rationality and fairness of performance evaluation. Based on employees’ achievement of personal targets, we incorporate a 360-degree evaluation mechanism, gathering feedback from supervisors, subordinates, business stakeholders, and partners to comprehensively assess employee performance from multiple perspectives. Additionally, we tailor performance evaluation frequencies, conducting assessments on a monthly, quarterly, or annual basis depending on the characteristics of specific positions.

¹⁰ The relevant Share Incentive Plan uses the U.S. dollar to Renminbi exchange rate as the point of grant rate. Please refer to Report of the Directors—The Share Incentive Plans in KE Holdings’ 2024 Annual Report for more details on Beike’s granted shares.

We emphasize a “coaching-style” approach to management, ensuring managers take responsibility for guiding employees to achieve performance targets effectively. We prioritize timely and effective communication and feedback regarding employee performance, establishing flexible dialogue and agile communication mechanisms. After performance evaluations, managers conduct in-depth, one-on-one discussions to provide feedback and ensure transparency throughout the evaluation process. Additionally, we have established a performance appeal channel. Employees who dispute the evaluation process or outcomes can submit appeals through an online platform, where designated personnel handle each case to ensure proper resolution.

// Employee Benefits

We fully protect the legitimate rights and interests of our employees for all employees and Lianjia’s agents by providing comprehensive social insurance. By implementing the Employee Attendance and Leave Management Policy, we establish baseline standards, closely monitor updates to statutory leave policies in cities we operate, and promptly issue local attendance and leave management policies to safeguard employees’ legal right on taking leave. We have introduced special leave benefits such as “Parent-child leave”, “Women’s day leave”, “Mother’s leave” and “Family visit leave” and provide paid parental leave for employees in accordance with local policies¹¹. Additionally, we offer an extra 3 days of paid leave during the Spring Festival to facilitate early travel plans for family reunions. For agents, we offer “Winter and summer vacation leave” leave, enabling them to better balance work and family responsibilities while spending quality time with their children.

Beike values employees’ happiness and well-being, offering diverse benefits such as transportation allowances, free work meals, and discounts on renting and purchasing homes to alleviate employees’ commuting, housing, and living pressures. We also implement a flexible work system, providing employees with greater options in terms of workplace location and working hours. Furthermore, we extend our care to employees’ families through a range of family support programs, helping employees fulfill their family responsibilities while experiencing the Company’s warmth and support.

Green Mutual Help Program

In 2008, we launched the Green Mutual Help Program (formerly known as the Lianjia Mutual Fund), dedicated to supporting service providers in Beike’s new residential business and their family members. The program covers the employee, spouses, children, parents, and parents-in-law, providing disease protection and alleviating financial pressure caused by major illnesses. By the end of 2024, the program had issued more than RMB 638 million in relief funds and provided 44,849 times of assistance in total.



By the end of 2024, the program had issued
more than RMB **638** million in relief funds,



provided
44,849 times of assistance in total.

¹¹ The parental leave is implemented according to local regulations with variations in 5 to 10 working days per year. Take employees in Beijing, where our majority of employees are located as an example, they are capable of taking 5 working days of parental leave each year until their child reaches 3 years old, i.e., a total of 15 working days of parental leave over 3 years. In 2024, we provided over 78,000 days of paid parental leave to more than 13,000 employees.

Beike Dual Care Guardian Program

The Beike Dual Care Guardian Program is designed to support the well-being of employees and their family members by alleviating the financial burden caused by unexpected illnesses or accidents. It aims to build a multi-level care system for employees who have been with the Company for 1 year or longer. We offer short-term, high-value medical loans to employees or their family members diagnosed with critical illnesses, addressing their urgent financial needs. We have also established an education fund, providing support for the children of employees who have passed away or completely lost their ability to work. This assistance covers education expenses from kindergarten to high school, helping children complete their studies. By the end of 2024, the fund had provided educational support exceeding RMB 160,000.



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RMB 160,000.

We care deeply about our female employees and provide additional maternity coverage in their commercial insurance plans. Exclusive health check-up packages tailored for female employees are also offered. To support working mothers in balancing professional and parenting responsibilities, we have set up designated areas in the cafeteria for pregnant employees, provided rest rooms and nursing rooms at the workplace, and equipped these spaces with facilities such as refrigerators and sterilizers, which ensure a convenient and private environment for breast-feeding employees. Furthermore, we provide flexible working hours, customized daily work plans, and other supportive arrangements for our agent mothers to promote their career growth.

// Employee Activities

We uphold a people-oriented philosophy, continuously listen to our employees and actively respond to their needs. Through diverse cultural activities, we consistently enrich employees' leisure time, enhancing their sense of fulfillment, belonging, and happiness. During festivals such as Spring Festival and Mid-Autumn Festival, we organize a variety of engaging employee activities to deliver festive warmth and care. In 2024, we continued to organize family-oriented activities for employees' children and, for the first time, held a collective wedding ceremony, demonstrating care for family happiness. Additionally, we further enriched employees' lives by establishing the Beike Club Alliance, creating 11 vibrant and distinctive clubs, including basketball, music, dance, board games, and traditional Chinese culture and arts, to boost workplace well-being. In 2024, we organized 443 diverse activities, such as music screenings, friendly football matches, and aerobic Zumba classes, with over 7,800 times of participations.

Family Celebration of Joy and Accomplishments

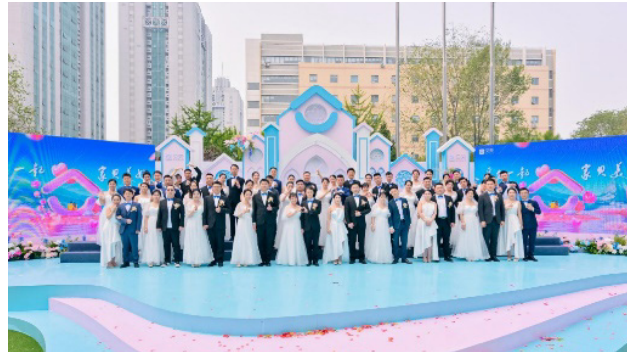
In October 2024, Beike held the Family Celebration of Joy and Accomplishments at the China National Convention Center in Beijing, inviting over 1,600 outstanding employees from our businesses along with their families to this celebration of honor. At the event, Beike expressed heartfelt appreciation to every frontline service provider. Family members personally pinned honor badges on the award recipients, fostering warm familial connections.



Beike's Family Celebration of Joy and Accomplishments

Beike's First Collective Wedding Ceremony

In April 2024, we hosted our first collective wedding, selecting 30 newlywed couples from frontline staff and function employees across our nationwide housing transaction services, including Lianjia and Connected brands, home renovation and furnishing, and home rental services. The couples publicly affirmed their vows and celebrated their love at the event. Going forward, Beike will continue to strengthen this warm culture through initiatives like collective weddings, guiding young employees adopt healthy views on marriage, promote modern and civilized wedding customs, and fostering harmonious families, while sharing in the company's achievement.

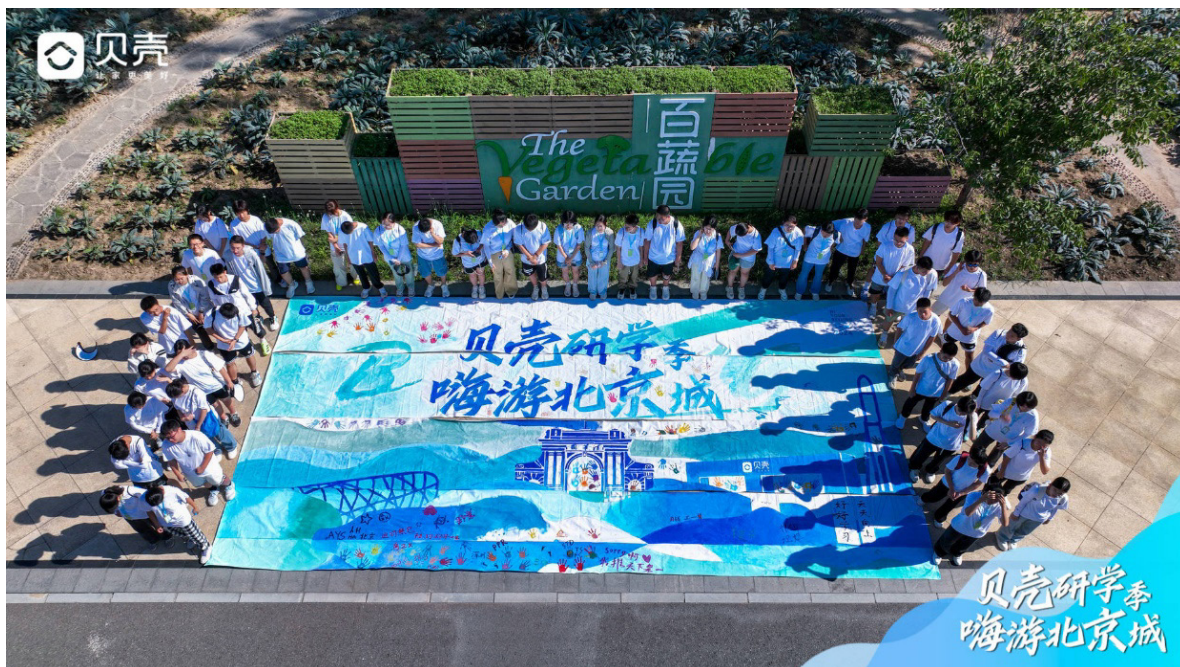


Beike's First Collective Wedding Ceremony

Holiday Events for Employees' Children

In 2024, to help employees' children understand and recognize their parents' work, we organized a series of themed summer and winter camps. These programs provided the children with an opportunity to gain comprehensive insights into Beike's corporate culture and insights into their parents' dedication, thereby strengthening parent-child relationships. In 2024, a total of 120 children joined the camps, achieving a satisfaction rate of 100%.

Furthermore, to enrich the holiday experiences of high school students, Beike organized the first Beike Study Tour in Beijing, a 6-day, 5-night educational camp. This event attracted 50 children of our employees from 16 provinces, providing them with a chance to broaden their horizons and increase their knowledge, and effectively promoting family and parent-child relationships.



Beike Study Tour in Beijing

// Employee Communication

Beike has established diverse communication and interaction channels for employees, including online platforms like Beike moments, official WeChat accounts, the "What's happening at Beike" broadcast, and workplace atmosphere surveys. We provide employees with a platform where they can speak freely and share information, and promote the dissemination of Beike's cultural values. To hear frontline voices, we established the National Designers Committee to gather authentic feedback and needs from frontline employees representing the designer community. Designer representatives actively engage in rule and policy development and organize specialized seminars, deeply integrating into the decision-making process. Through knowledge sharing and competency development, we continuously ignite creativity and professionalism within the design innovation ecosystem.

In 2024, Beike conducted a workplace atmosphere survey to gain in-depth insights into its internal work environment. The survey focused on both organizational and managerial perspectives, covering two core areas: satisfaction and engagement. It aimed to understand employees' satisfaction and suggestions regarding work opportunities, organizational trust, personnel management, learning and development opportunities, and compensation satisfaction. Over 14,000 valid responses were received, providing strong support for the Company's organizational management decisions. Beike plans to strengthen its advantages and address the issues and pain points identified in the survey by implementing a series of targeted improvement measures to optimize the workplace atmosphere and enhance employee satisfaction and engagement.

Insights from R&D Colleagues

As the Company progresses toward high-quality development, we prioritize deep-level engagement between management and employees, aiming to build an open, transparent, respectful, and inclusive organizational ecosystem. For example, the R&D division established the communication platform, to address critical concerns of the R&D teams and facilitate direct management-frontline dialogue.

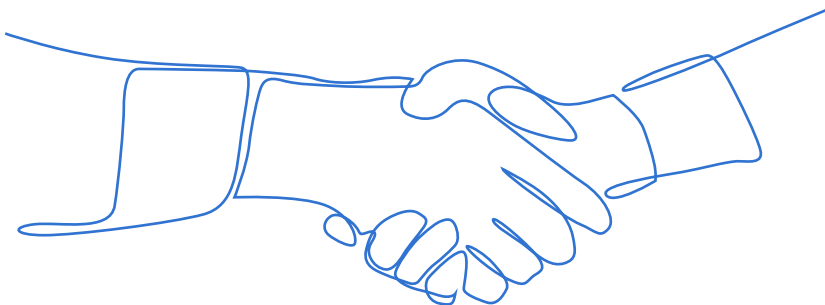
In 2024, this initiative engaged participants from 14 core business centers in R&D through face-to-face discussions, employees had the opportunity to fully express their views, providing tangible insights to support evidence-based decisions-making.

In accordance with the *Labor Contract Law of the People's Republic of China*, the *Regulations on Paid Annual Leave for Employees*, the *Trade Union Law of the People's Republic of China*, the *Guiding Opinions on Strengthening Collective Bargaining of Labor Welfare Funds and Education Funds*, *Labor Protection Standards*, *Treatment of High-skilled Talents*, and *Paid Vacation*, and other laws and regulations and guiding opinions, the Beike trade union has organized employees to sign special collective contracts for wages for five consecutive years, providing employees with multiple guarantees such as labor remuneration, paid leave, workplace safety, insurance benefits and professional skill training. By the end of 2024, we established trade unions in 25 cities across the country, with a total membership exceeding 45,000, forming a stable and smooth mechanism for employee communication.



We established trade unions in 25 cities across the country, with a total membership

exceeding **45,000**.



// Employment KPIs

Indicators		2024
Total number of employees		135,072
Number of employees by gender	Male	84,801
	Female	50,271
Number of employees by age group	Age 30 and below	59,688
	Age 31 to 50	74,850
	Above age 50	534
Number of employees by geographical region	Chinese mainland	135,058
	Hong Kong, Macao, and Taiwan Regions of China	14
	Other countries and regions	0
Number of employees by management level	Management	103
	Non-management	134,969
Number of employees by employment type	Formal	133,764
	Others	1,308
Total employee turnover rate		18.97%
Employee turnover rate by gender	Male	19.06%
	Female	18.83%
Employee turnover rate by age group	Age 30 and below	26.25%
	Age 31 to 50	12.09%
	Above age 50	14.56%
Employee turnover rate by geographical region	Chinese mainland	18.97%
	Hong Kong, Macao, and Taiwan Regions of China	0.00%
	Other countries and regions	0.00%

The number of total turnovers this year refers to the number of employees who terminated their employment due to voluntary resignation. The brokerage industry is characterized by high mobility. Beike's retention rate remains at a decent level in the industry and the turnover rate is comparatively low as we have always been focusing on the career development and welfare of our agents.

Employee turnover rate = the number of employee departure this year / (the number of employee departure this year + the number of employees at the end of the reporting year).

Occupational Health and Safety

We strictly abide by relevant laws and regulations such as the *Work Safety Law of the People's Republic of China*. We have established internal management systems of the Occupational Health and Safety Policy and the Safety Management Policy in Office Areas, as well as the Fire Alarm Contingency Plan and the Emergency Response Plan, to standardize the management of occupational health and safety at the workplace.

To continuously enhance safety management, we conduct regular workplace safety assessments, systematically identifying occupational health and safety risk factors and implementing differentiated management based on risk levels. This includes routine inspections, administrative audits, and third-party professional evaluations. We develop scientific risk mitigation plans and allocate resources based on risk prioritization to ensure the effective implementation of risk control measures. We regularly hold joint meetings with human resources and business management departments to review identified occupational health and safety risks, the execution of mitigation plans, and the effectiveness of the Company's overall safety management measures. These efforts are aimed at continuously optimizing the occupational health and safety management system and improving the Company's overall safety management capabilities.

We continue to improve the work environment and ensure employees' occupational health and safety through multi-dimensional and systematic management measures:



Optimizing workplace facilities

We installed high-efficiency ventilation systems in our office spaces to ensure fresh and clean indoor air. Meanwhile, we created a health-focused area that integrates the gym, yoga room, and basketball court to encourage employees to actively engage in physical exercises and adopt healthy lifestyles. We also equipped our workplace with the AED (automated external defibrillator) and other first-aid devices to provide timely and effective emergency response for unexpected medical incidents.



Improving medical assurance

We provide free annual health examination service for all employees to help them identify and prevent occupational disease risks at an early stage. Emergency medical supplies are readily available in office areas to address employees' daily health needs. We also offer a diverse range of medical insurance plans, creating a comprehensive occupational safety risk protection mechanism. For home renovation and furnishing service providers, we offer "personal loss of income insurance" to ensure basic living support in case of work-related accidents.



Eliminating fire hazards

In 2024, we collaborated with professional institutions to conduct fire safety risk assessments covering fire protection facilities, electrical fire prevention, and building fire safety. The aim was to strengthen safety measures and eliminate potential hazards.



Ensuring food safety

We ensure food safety at the source and rigorously review food safety inspection reports for restaurant ingredients. We conduct thorough on-site visits to suppliers and meticulously analyze the upstream sources of the supply chain to ensure every step adheres to high food safety standards.

Providing Comprehensive Health Services for Employees

We provided a comprehensive employee health service system through Beike Medical Connect, offering multi-dimensional health support for employees and their families. This includes sharing wellness and healthcare knowledge via a dedicated platform, personalized medical examination consultations, report analysis, and etc. Meanwhile, we introduced a critical illness healthcare commitment by launching the Beike Medical Health application, ensuring access to authoritative medical resources for employees and their families in case of severe illnesses.

As of December 31, 2024, Beike Medical Connect has connected with over 500 nationally renowned medical experts, providing more than 1,100 online and offline expert outpatient services for over 1,700 employees and their families, arranging 319 inpatient surgeries, and delivering 994 on-site accompaniment services.



Beike Medical Connect has connected with over

500

nationally renowned medical experts,



providing more than

1,100 expert

outpatient services,



for over

1,700 employees

and their families.

We prioritize the physical and mental health of our employees, offering diverse initiatives to promote a healthy lifestyle. To alleviate work-related illness caused by prolonged sitting, we launched the Workplace Free Massage Service Program, hosting 33 sessions in 2024 and serving over 1,700 employees with a 100% satisfaction rate. We have set up relaxation rooms within office spaces and provide psychological counseling and crisis intervention¹² services to support employees' mental well-being. Regularly scheduled free counseling services are available, offering employees a safe channel for emotional expression. In cases of significant personal crises, our HR team immediately forms a dedicated crisis intervention team to provide targeted psychological counseling and support services to affected employees and their families, helping them manage emotional stress.

We prioritize safety awareness education and remain committed to enhancing our employees' capabilities in occupational health and safety, anti-fraud, fire safety and other areas. To strengthen safety awareness among project construction personnel, in 2024, our home renovation and furnishing business group conducted 30 sessions of safety warning and education focused on key risk incidents such as mechanical injuries and falls from heights. These sessions ensured 100% coverage of engineering leaders, supervisors, housekeepers, and project managers.



In 2024, our Home Renovation and Furnishing business group conducted

30 sessions of safety warning and education.

// Health and Safety-Related KPIs

Indicators	2024	2023	2022
Number of work-related fatalities	3	1	0
Rate of work-related fatalities	0.0022%	0.0009%	0.0000%

Rate of work-related fatalities = Number of work-related fatalities/Number of employees at the end of the reporting period.

The number of working days lost due to work injuries in 2024 is 15,454.5 days.

The source of occupational health and safety-related fatalities and injuries is the work-related fatalities and injuries recognized by the local Human Resources and Social Security Bureau.

In 2024, our work-related injury rate was 0.92. The work-related injury rate = Number of lost-time injuries/total hours worked * 1,000,000.

Employee Training and Empowerment

Beike places high priority on employee training and development, establishing a systematic and diverse training and empowerment system tailored to various positions and career development stages. This provides comprehensive growth support for employees. For new hires, the Company implements diversified onboarding training programs to unleash their professional potential and enhance their sense of belonging and value alignment with the Company. For leadership development, we concentrate on capability building by developing a leadership empowerment system through customized training programs, to strengthen both managerial competencies and organizational succession readiness.

Beike continues to enhance the quality of training through scientific and data-driven methods. By establishing training management systems, creating a comprehensive platform-wide lecturer management framework, and introducing the Course Training Satisfaction scoring system, we ensure curriculum maintains both professional and practical needs, tailored to employees' learning needs and career development goals. In 2024, we implemented the Internal Lecturer Management Policy and the Leadership Lecturer Management Policy to unify critical dimensions including lecturer certification standards, grading system, credit mechanism, and promotion or demotion criteria, addressing issues related to training resource supply. Furthermore, we launched the Beike Lecturer System, enabling data integration and resource sharing among 12,000 certified lecturers.

¹² Crisis intervention: a form of clinical psychological service that provides timely and appropriate psychological assistance to individuals in a state of psychological crisis.

// Talent Development for New Employees

Beike has developed differentiated onboarding training programs tailored to different roles and functional requirements. We provide blended learning solutions for campus and experience hires through both online and offline learning opportunities. The online 180-Day Onboarding Program provides new employees with a comprehensive learning resource to support their transition from onboarding to formal employment within 180 days. In addition, it offers mentorship resources from supervisors and HRBPs. In 2024, the program covered a total of 996 participants, with an average learning duration of 14.3 hours per participant.

We have also launched offline training programs such as the New Employees Orientation Training program and the Lu Shi Camp tailored to different employee groups.



In 2024, the online 180-Day Onboarding Program covered a total of

996 participants,

with an average learning duration of

14.3 hours per participant.

For new employees with working experience

We developed the New Employees Orientation Training Program, focusing on cultural identity and emotional connectivity, covering cultural integration, business overviews, platform navigation, and team collaboration. Through immersive experiences, interactive workshops, and new employee meet-and-greet sessions, we build a bridge for new employees to deeply understand the corporate culture, unleash their professional potential, and foster a sense of belonging and value recognition within Beike. In 2024, the New Employees Orientation Training Program successfully conducted 7 sessions with over 700 participants, achieving an average satisfaction rate of 98.6%.



New Employees Orientation Training Program

For new employees recruited from campus hire

We organize an exclusive Lu Shi Camp for integration training. Through an intensive 6-day and night training, the camp helps these new employees understand the Company's profile, recognize corporate culture, team integration, professional mastery, and transform from fresh graduates to Beike staff. In 2024, the Lu Shi Camp achieved a 100% participation rate, with a satisfaction rate of 98.6%.



Lu Shi Camp

// Management Talent Development

Beike emphasizes management capacity building by establishing a graded and categorized leadership development system aimed at enhancing organizational effectiveness and unifying management practices. This system covers executives, managers, and senior management, offering customized training programs to strengthen management competencies and succession readiness, thereby laying a solid talent foundation for sustainable growth. While continuing to operate the director leadership training programs, we actively developed training courses tailored to the requirements of various positions and management capabilities this year. By establishing a cooperative training model with universities, we help the management grasp future industry trends and the latest business management models. By continuously improving our management talent development system, we build and reserve a management team with strong leadership, strategic vision, and executive ability to support the long-term strategic development of the Company.

Excellent Leadership Development Program (ELDP)

The ELDP program is a leadership development initiative designed for Beike managers, based on the cornerstone leadership model. It focuses on three dimensions: self-management, motivating others, and task management, building a training system featuring “People-oriented, diverse and inclusive, and collective intelligence”. The program aims to help managers lead their teams effectively, driving team growth and improving efficiency. Beike also extends the courses to headquarters staff and city-level functional managers to align management language across locations, fostering a win-win scenario for organizational targets and individual growth. In 2024, ELDP projects reached over 2,000 participants.



ELDP Projects

Beike Advanced Study Program — Guanghua School of Management, Peking University



Beike Advanced Study Program — Guanghua School of Management, Peking University

Beike Advanced Study Program—Guanghua School of Management, Peking University is a compulsory course designed for senior management at Beike, aimed at cultivating future leaders with strong theoretical knowledge and practical capabilities. The program covers four core thematic modules: strategic decision-making, innovation and change, organizational culture, and business management. Utilizing a multi-dimensional learning and practice model, the program strengthens managerial foundations, enhances systematic thinking, and provides solid support for discovering, nurturing, and advancing the growth of the next generation of leaders in Beike's future business landscape.

// Training KPIs

Beike has designed comprehensive training programs tailored for employees and agents¹³, covering professional skills, service capabilities, and professional ethics. Through diverse learning methods and practical activities, we continuously enhance their expertise and service effectiveness. In 2024, we conducted training sessions for employees and agents for more than 10.95 million hours in total.



In 2024, we conducted training sessions for employees and agents for more than

10.95 million hours in total.

The key performance indicators for the training in 2024 are shown in the table below:

Indicators		2024
Percentage of employees trained by gender	Male	97.05%
	Female	96.32%
Percentage of employees trained by management level	Management	93.20%
	Non-management	96.86%
Average training hours by gender	Male	25.21 hours
	Female	21.38 hours
Average training hours by management level	Management	37.24 hours
	Non-management	23.27 hours

¹³ As of December 31, 2024, the number of active agents was 445,271.



Keeping a Harmonious Ecosystem



Beike remains committed to its mission of “Joyful living driven by technology”. Through green operations, community welfare, and low-carbon technological innovation, the Company actively builds a sustainable development ecosystem. While reducing its operational carbon footprint, Beike leverages digital technologies to empower the industry, promoting a low-carbon transition in residential services. Furthermore, it engages deeply with communities, advocating an environmental protection philosophy, connecting residents and service providers, and embodying its vision of “Admirable service, joyful living.” This reflects Beike’s profound understanding and long-term commitment to social responsibility.

Environmental Stewardship

Beike strictly complies with environmental laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, ensuring that all business activities comply with national environmental standards and requirements. We deeply integrate the concept of green development into various business models, including housing transactions, home renovation and furnishing, and home rental services. Through institutionalized management, technological innovation, and environmental advocacy, we continuously minimize resource consumption and environmental impact in our business operations.

// Green Services

Beike integrates digital development with business practices, exploring the potential for green services across various operational scenarios. In 2024, we offered customers a sustainable, low-carbon service experience across three core business areas—housing transactions, home renovation and furnishing, and home rental services, by leveraging diverse technological applications to support sustainable development goals.

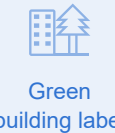
Housing Transaction Services



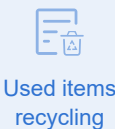
By deeply integrating technology with business models, we transform certain offline scenarios into convenient and efficient online transaction models, promoting low-carbon housing transaction services. Through in-house development of VR capture hardware and software combined with AI technology, we have launched innovative tools such as VR-based property viewing and guiding. These innovations significantly enhance property viewing efficiency for agents and customers while reducing the need for commuting, thereby reducing the travel-related carbon footprint of customers and agents. In 2024, VR property viewings accumulated over 2.68 billion times, reducing over 4.95 million tonnes of carbon emissions.



Addressing the paper consumption, document mailing and other carbon emissions scenario associated with contract signing, property appraisal, loan issuance, and other processes in traditional residential services, we continue to expand the scope of paperless services and achieving full digital transaction workflows. In 2024, we digitized the property handover procedures, enhancing service efficiency while significantly reducing office paper usage and transportation-related carbon emissions for agents, customers, and property owners. In 2024, through various paperless transaction services and paperless office initiatives, we saved over 270 million sheets of paper throughout the year, reducing approximately 2,400 tonnes of carbon emissions.



Beike actively promotes green building practices by highlighting certified sustainable properties on the Beike App. New home projects with two-star or three-star ratings under the Assessment Standard for Green Building (GB/T 50378-2019) are marked with a “Green Building” label, helping homebuyers identify healthier and more eco-friendly living options. As of now, the app provides full coverage, 100% labeling, for all eligible two-star and three-star certified new residential projects across cities nationwide.



In collaboration with third-party partners, we introduced a recycling feature within the Wallet section of the Beike App, covering five categories, including used clothing, books, household appliances, digital devices, and furniture disposal. This initiative promotes resource recycling and supports sustainable lifestyles. In 2024, the nationwide collection of used clothing and books reached over 96,840 kilograms, and approximately 690 items of digital devices, appliances, and furniture were recycled, collectively reducing nearly 364.8 tonnes of carbon emissions.

Home Renovation and Furnishing Services

Beike is committed to creating safe, comfortable living spaces while continuously improving environmental practices to support sustainable development in home renovation and furnishing services. We implement green principles across key areas, including material selection, packaging, warehousing, and logistics. By using eco-friendly materials that meet national standards, and continuously exploring environmental technology standards, we aim to raise the bar in environmental performance. We also promote the recycling of packaging materials, support efficient warehousing, and encourage low-impact transportation methods. Meanwhile, we are actively exploring clean energy solutions such as photovoltaic systems and supporting appliance trade-in programs, along with kitchen and bathroom upgrades. These efforts contribute to the wider push for green, future-ready homes. For more details on our support for “Trade-In” initiatives, please refer to the “Initiating Industry Progress” chapter of this report.

Rooftop Photovoltaic Power Generation Project in Jinhua Shengdu Home Renovation Industrial Park

Beike partnered with an external photovoltaic power generation company and installed a rooftop photovoltaic power generation system in Jinhua Shengdu Home Renovation Industrial Park. In 2022, the Phase I Project was put into operation, and the generated photovoltaic power can basically meet the production and operation needs of enterprises within the park. In 2024, the Phase II Project was put into use. By optimizing equipment and increasing the photovoltaic panel installation area, we significantly enhanced power generation efficiency. The photovoltaic power generation in 2024 exceeded 1,771,000 kWh, which can essentially meet the electricity needs of the enterprises in the industrial park.



Rooftop Photovoltaic Power Generation Project in Jinhua Shengdu Home Renovation Industrial Park

At the same time, we have systematically reviewed the potential environmental impacts of four key operational processes: material selection, product packaging, warehousing planning, and logistics transportation, deeply integrating environmental protection concepts into our business operation:

Material selection process

To support a healthy industry ecosystem and improve service quality, we prioritize working with environmentally responsible suppliers. In material selection, we adopt centralized procurement of high-quality, eco-friendly building materials and favor energy-efficient construction tools to reduce the health and environmental impact of harmful substances and high-energy equipment. We evaluate factories for ISO 14001 Environmental Management System certification, environmental targets, and environmental assessment qualifications, while regularly verifying the environmental management levels of our suppliers. For timber, flooring, and paint suppliers, we require 100% compliance with national environmental standards and are actively exploring higher benchmarks to further raise our sustainability requirements:



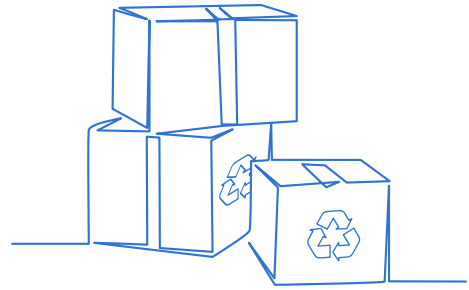
In the procurement of timber and flooring, we enforce strict formaldehyde emission controls, requiring suppliers to comply with the national standard *GB/T 39600-2021 Formaldehyde Emission Grading for Wood-based Panel and Finishing Products* and to provide test reports. Additionally, we offer products that meet higher environmental standards based on customer needs, ensuring the use of healthy and eco-friendly panels.



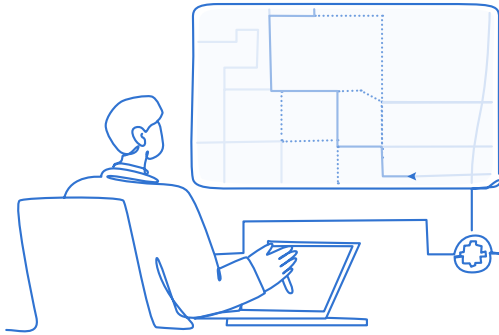
In paint procurement, we fully adopt the national standard *GB 18582-2020 Limit of Harmful Substances in Wall Paint for Building*. Building on this, we strive for higher environmental standards by imposing stricter requirements on formaldehyde and TVOC content.

Product packaging process

In 2024, we continued to enhance collaboration with home furnishing factories and adopted the “Delivered with original package” model. This approach integrates furniture materials with logistics packaging design, significantly reducing instances of secondary packaging during the product packaging process and thereby effectively reducing resource waste from redundant packaging. In addition, we established a packaging recycling zone within our warehouses to classify and process the recovered packaging during the product inbound and logistics distribution activities and reuse the recycled packaging, further advancing the principles of a circular economy.



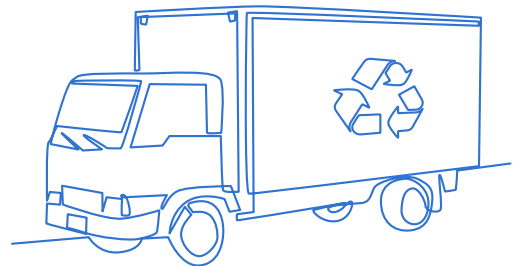
Warehousing planning process



We continue to optimize warehouse operational efficiency by thoroughly studying warehouse layouts and balancing the relationships between warehouse locations, inventory items, customer delivery distances, and construction timelines. Leveraging an intelligent material distribution system, we analyze warehouse occupancy rates and material turnover rates in real time, calculate the shortest distances between customers and warehouses, and plan optimal delivery routes to minimize logistics inefficiencies arising from frequent long-distance transfers. Additionally, we introduce the Personal Digital Assistant (PDA) devices to our warehouse management process. These devices empower our operators to efficiently handle tasks such as material entry, querying, and approval, significantly reducing the use of paper documents and storage costs, and driving warehouse management towards intelligence and low-carbon development.

Logistics transportation process

In 2024, Beike launched and managed a new energy vehicle fleet in Beijing, taking steps to transition logistics operations toward a low-carbon model. At the same time, we introduced a digital logistics system to build a more efficient nationwide delivery network, using dynamic route optimization to reduce mileage and energy use. Beike is committed to leading the sustainable development of the upstream supply chain and is working closely with delivery service providers to design solutions that lower the environmental impact of logistics. In 2024, we also piloted a nationwide factory-to-home direct delivery model, aiming to improve delivery efficiency, reduce product damage, and cut carbon emissions throughout the supply chain.



Home Rental Services

We actively promote environmental principles in our home rental services by encouraging shared responsibility between Beike and tenants to build greener, low-carbon living environments. To support this, we introduced the Sustainable Apartment Agreement, an add-on to the standard tenant contract. It includes practical initiatives such as saving energy and water, sorting and recycling waste, and encouraging green commuting. The agreement invites tenants to take part in everyday environmental actions, fostering a more sustainable and energy-efficient lifestyle. Since September 2024, we have begun signing the Sustainable Apartment Agreement with new tenants as part of our ongoing commitment to promoting green living.

We integrate user needs with environmental management to offer green, low-carbon rental services across various stages of home rentals. For instance, during the operational phase, we establish energy consumption management requirements for public areas, requiring apartment managers to implement energy-saving practices such as turning off unused equipment promptly and optimizing lighting schedules to reduce energy consumption.

// Green Building

We continue to explore green building opportunities across a range of business models, embedding the principles of resource efficiency, environmental protection, and healthy, livable design throughout the full lifecycle of our offices and stores, from planning and construction to daily operations, maintenance, and eventual demolition. In all building projects, we apply both national and international green building standards to reduce lifecycle environmental impacts and improve resource use. Beike is firmly committed to responsible land development and does not engage in any activities within national nature reserves, farmland, or ecologically sensitive areas. Before launching any project, we conduct systematic assessments covering wastewater treatment, emissions, solid waste, noise, and potential ecological impacts. We also implement proactive measures to minimize environmental disruption during both construction and operations.

Expanding the Green Office Space

The office space at Beike Huaqiao Academy was designed, built, and operated in line with national green building standards, earning a two-star level of the Certificate of Green Building Label. Building on the foundation of the Phase I project, we continued upgrades in 2024, most notably optimizing the heating system with zoned controls to reduce natural gas consumption and improve overall energy efficiency. Currently, we have commenced planning the Phase II Huaqiao Academy Project, with a focus on exploring renewable energy solutions such as rooftop photovoltaic installations to further support sustainable building practices. In the design of our own office spaces, we actively align with both domestic and international green building standards and continue to pursue relevant certifications.

Creating Green Stores

Promoting energy conservation in our stores is a key initiative for Beike to achieve its carbon neutrality goals at the operational level. In 2024, we further enhanced the green and intelligent management of stores, continuously exploring and leading the industry in more standardized, professional, and sustainable business operations. This effort actively engages stakeholders including customers, employees, and the public to deeply integrate sustainability practices within store operations.

Green store standard

In 2023, the Beijing Lianjia Alfa Community Store earned LEED Gold Certification for its strong performance in resource conservation and environmental management. Building on this, we conducted a gap analysis in 2024 to compare our existing store renovation and operations practices with the international LEED framework. Based on the findings, we established the Lianjia Green Store Standard. This standard covers key areas such as the use of green building materials, material recycling, high-efficiency equipment, energy-saving lighting, smart electricity controls, indoor air quality, waste management, and local community engagement during renovation and operations. By the end of 2024, 100% Lianjia stores following the latest design standards had fully met the Lianjia Green Store Standard. Moving forward, we will continue evaluating stores based on the Lianjia Green Store Standard, with a goal to complete assessments of all new and renovated stores by 2030 to further strengthen their environmental performance.



By the end of 2024,

100% Lianjia stores following the latest design standards had fully met the Lianjia Green Store Standard.

Smart store devices

We have gradually launched the intelligent store monitoring and control system, allowing for scheduled and remote control of electrical equipment, and real-time monitoring of electricity usage and smart control device status in stores. By the end of 2024, the smart control system had been fully implemented in all Shanghai Lianjia stores and over 95% of Beijing Lianjia stores. Additionally, we have initiated pilot promotions in 16 cities nationwide, with over 200 stores already adopting the system.

// Green Office

We actively promote green office initiatives by implementing energy-saving, water-conserving, and waste-reducing environmental management measures, along with promotion campaigns to enhance employees' environmental awareness. In 2024, we advanced green operations through digital upgrades. Beike Group fully revamped its internal taxation platform to enable the online issuance of digital invoices, reducing the need for printed invoices and physical delivery, thereby lowering carbon emissions and supporting green office practices. Meanwhile, Beijing Lianjia introduced an intelligent online system for processing store licenses and agent certifications, minimizing transportation and material-related carbon emissions. Additionally, Shanghai Lianjia collaborated with government departments to develop a Rental Online Signing and Registration System, promoting paperless lease filings and reducing office paper consumption.

Resource Utilization and Management

Beike implements refined resource management in office spaces through intelligent systems, continuously improving resource efficiency and promoting environmentally friendly operations. An intelligent lighting system is used in our offices to automatically control lights based on preset schedules, combined with the full adoption of LED fixtures to significantly reduce energy consumption. We install timer-controlled devices to manage the operation periods for central air conditioners, water dispensers, coffee machines, and other devices, minimizing unnecessary energy usage. Meanwhile, water conservation is embedded as a standard operational practice. We conduct routine monitoring and maintenance of water-use equipment, paying special attention to high water usage areas, such as staff kitchens, shower rooms, and restrooms to promptly address water use anomalies. Additionally, dedicated teams perform monthly analyses of electricity and water usage data and implement regular inspections of key energy-consuming equipment to mitigate resource waste.

We prioritize partnerships with green data center suppliers and support the green transition of leased data centers through green electricity certificate purchases and other initiatives. Currently, over 80% of our leased data centers have adopted green electricity consumption. This year, the green electricity consumption of our leased data centers exceeded 11.8 million kWh, with two data centers successfully achieving 100% green electricity coverage, certified by green electricity certificates.



Green Electricity Certificate



This year, the green electricity consumption of our leased data centers

exceeded **11.8** million kWh,



with two data centers successfully achieving

100% green electricity consumption.

Waste Management and Circular Economy

In terms of waste management, Beike strictly adheres to waste classification principles. Hazardous waste, such as used light tubes, toner cartridges, and ink cartridges, is regularly collected and handled by qualified suppliers. Used light tubes are collected and stored by the Company's administrative department, then handed over to property management for unified disposal. Used printer consumables, including toner and ink cartridges, are gathered by the IT Operations and Maintenance Department, and regularly picked up by our printer maintenance service providers, while used computers are handled by recycling suppliers. For non-hazardous waste, offices are equipped with recycling and other categorized trash bins. The cleaning team sorts waste during collection and stores it in categorized containers in enclosed trash rooms, which are later transported by waste removal organizations at night. Additionally, we actively promote the reuse of office paper. Recycled paper is stapled into the "Lianjia exclusive sketchbook" for employees to use, reducing paper consumption effectively and advocating for resource circularity.

Green Activities and Advocacy

Each year, we organize and encourage employees to participate in various environmental protection activities. By integrating online and offline methods, we educate all staff on low-carbon knowledge and promote resource reuse through biodiversity conservation initiatives and recycling and transformation activities. This year, our environmental initiatives have covered over 180,000 employee participations.

Beike 2024 Investor Day Event

In June 2024, Beike held its first Investor Day Event, focusing on low-carbon and eco-friendly practices while deeply integrating ESG concepts to set a benchmark for green events. Sustainability practices were embedded throughout the Investor Day Event, from event planning and registration to on-site interactions. We prioritized a “Rent instead of buy” approach to minimize resource consumption and waste, provided virtual attendance options, and encouraged green travel. Additionally, we chose eco-friendly blankets and other low-carbon products as gifts to promote a sustainable lifestyle.

The Investor Day Event strictly adhered to the United Nations Environment Programme’s *Green Meeting Guide* and China’s *Implementation Guidelines for Carbon Neutrality of Large-Scale Event*. Carbon emissions were systematically reduced through resource leasing, low-carbon transportation, and eco-friendly design. For unavoidable emissions, a third-party agency was engaged for professional calculation, and carbon neutrality was achieved by purchasing China Certified Emission Reductions (CCERs). The entire process was carried out in alignment with the principles of sustainable development.



Carbon Neutral Certificate

Blue Ocean Campaign

Mangroves are known as “coastal guardians” for their vital role in purifying seawater, mitigating winds and waves, and providing habitats for rare water bird species like the egret. Since launching the Blue Ocean Campaign in 2020, Beike has been dedicated to ecological preservation through mangrove planting and restoration. The initiative has been carried out in four phases in Zhangzhou, Fujian; Zhanjiang, Guangdong; and Ningde, Fujian. As of December 2024, Beike, in collaboration with professional organizations, has restored over 113.3 mu (approximately 7.55 hectares) of mangroves and planted approximately 260,000 mangrove trees, demonstrating a continuous commitment to ecological conservation.



Blue Ocean Campaign

// Climate Change

Beike pays full attention to addressing climate change, proactively identifying and assessing the impact that climate change risks and opportunities may have on the Company's business. Fully recognizing the potential effects of our business operations on society and the environment, we are committed to working with stakeholders to promote sustainable social and environmental development, while effectively addressing and mitigating climate change. This year, we carried out climate change risk identification and analysis based on the TCFD¹⁴ framework recommendations, with a focus on identifying climate change opportunities related to our business operations.

Governance

The Board of Beike has authorized the Corporate Governance Committee to assume the ultimate responsibility for climate change related matters, overseeing and providing strategic guidance on climate-related risks comprehensively. The Corporate Governance Committee annually reviews the identification results of the Company's climate change risks and opportunities, monitors the progress of climate targets implementation, and guides the Company in formulating and adjusting its climate change response strategies. At the same time, the committee regularly reports to the Board of Directors on the progress and effectiveness of climate-related efforts, ensuring comprehensive Board awareness and informed decision-making on climate issues. To strengthen the climate governance capabilities of the committee members, the Company organizes annual climate-focused training for directors, covering the latest domestic and international climate policy trends, regulatory compliance in climate disclosure, and benchmarking of industry best practices. This ensures the committee possesses sufficient knowledge and professional judgment to address increasingly complex climate challenges.

Beike's ESG Executive Management Team is responsible for the daily management and execution of climate-related matters. Each year, the team systematically identifies, reviews, and evaluates the risks and opportunities posed by climate change, formulates and implements targeted climate risk response plans, and continuously monitors progress toward climate-related goals, making necessary adjustments. To ensure the effective implementation of climate action measures, the ESG Executive Management Team coordinates with various departments across the Company to promote the deep integration of climate governance and business operations. Additionally, the Company regularly invites external experts to provide specialized training for the ESG Executive Management Team, the Financial Department and other departments. The training focuses on the financial impacts of climate change and disclosure regulations, enhancing the team's understanding of climate-related financial risks and strengthening the integration of climate information into financial reporting.

Strategy

Based on Beike's published Carbon Neutrality Target and Roadmap, we have deeply integrated climate change and low-carbon emission reduction pathways into our business development strategies. This year, we updated the potential physical risks, transition risks, and opportunities related to climate change within Beike's operational scope and value chain, in line with global climate change conditions, industry-leading practices, and internal and external discussions. On this basis, we further assessed the relevance, impact scope, and degree of climate risks and opportunities in relation to the Company's business model and development stage over the short, medium, and long-term periods, creating a list of climate risks and opportunities.

To enhance the awareness of climate change issues among business units and promote the achievement of Beike's carbon neutrality goals, we have organized targeted communications with relevant departments. These discussions delve into the impact cycles of climate risks and opportunities, leading to the development of tailored response measures to ensure that climate governance initiatives are closely integrated with business practices.

¹⁴ TCFD: Task Force on Climate-Related Financial Disclosure.

Physical Risks Related to Climate Change

Category: Acute physical risks

Description: The frequency and intensity of extreme weather events such as heavy rainstorms, floods, typhoons, hurricanes, and heat waves have increased.

Impacts	Scope of impacts	Time cycle ¹⁵	Measures
<p>Extreme weather may undermine the stability of our business operations, for instance, by forcing store closures or reductions in operating hours.</p> <p>It may damage our stores, warehouses, offices, and other facilities and assets, thus resulting in maintenance costs.</p> <p>It may also elevate safety risks for our agents and employees during their daily work.</p>	Beike's own operation	Short-term, medium-term, and long-term	<p>Establishing an emergency response mechanism for extreme weather across nationwide stores: We are gradually developing standardized response procedures that cover actions before, during, and after the extreme weather event. For instance, we issue flood prevention operation guidelines during the flood season, designate emergency contacts, and set up repair channels to minimize business interruption risks.</p> <p>Optimizing site selections of facilities and construction standards: In selecting locations for rental and owned facilities such as offices, warehouses, apartments, and the Huaqiao Academy, we avoid low-lying areas, regions with high geological disaster risks, and harsh climatic zones. We enhance drainage systems to effectively address extreme weather conditions like heavy rainfall.</p> <p>Enhancing weather alerts and employee safety: We closely monitor weather warnings and send internal notifications to remind employees and service providers to stay informed about weather conditions. In cases of severe weather, we implement remote work policies to minimize safety risks. At our office locations, we follow the <i>Measures of the Release and Dissemination of Early Warning Signals for Meteorological Disasters</i> issued by the China Meteorological Administration, to identify weather-related disasters that could significantly impact our operations and develop specialized protocols to ensure safety. By implementing a graded alert system and corresponding emergency response measures, we aim to prevent and reduce potential property damage and casualties caused by extreme weather events.</p>
Extreme weather events may cause an increase in raw material costs or scarcity of raw materials for Beike's upstream home renovation and furnishing suppliers, resulting in either escalated procurement costs or a disrupted supply of goods.	Upstream supply chain	Short-term, medium-term, and long-term	We conduct supplier assessments to establish and continuously maintain the list of qualified suppliers, ensuring a high-quality goods supply. For our strategic suppliers and home renovation and furnishing suppliers in our group procurement, we proactively assess raw materials that are susceptible to extreme weather conditions or have scarcity issues and promptly identify alternative suppliers as backups. In the event of a disruption in the supply of specific commodities, we promptly allocate resources from our backup suppliers to ensure the continuity of our supply of the commodity.
Extreme weather conditions may increase the difficulty of transportation for our downstream delivery partners of merchandise. For instance, torrential rains may lead to moisture absorption and deformation of wooden products during transit. Re-delivery of the merchandise may lead to the risk of delay, compensation and negative impacts on customer satisfaction and brand reputation.	Downstream supply chain	Short-term, medium-term, and long-term	<p>Digitalized logistics management: We apply an online logistics management system to digitally manage our distribution routes. Based on weather warnings, the system evaluates and develops reasonable distribution routes and reminds drivers to avoid road sections in bad weather. These functions can help reduce the risk of delays in goods delivery.</p> <p>Transport safeguard measures: For transport routes susceptible to extreme weather, we check the vehicle condition before transportation to ensure that the cargo hold is dry and that there is no water leakage or seepage. During transportation, we make sure that the goods are well sealed, and if necessary, we cover moisture-sensitive goods with waterproof cloth and place desiccant in the cargo hold.</p>

¹⁵ Time cycle: According to the business development stage, we classify climate impacts into short-, medium-, and long-term impacts, with risks or opportunities that will affect the Company's business development in the next 3 years, 3-5 years, and more than 5 years, respectively.

Physical Risks Related to Climate Change

Category: Chronic physical risks**Description:** The polar glaciers melted due to continued global warming, causing sea levels to rise.

Impacts	Scope of impacts	Time cycle	Measures
Rising sea levels can trigger flooding and storm surges, which may affect our stores and offices in coastal cities, resulting in damage to our facilities ¹⁶ .	Beike's own operation	Medium-term and long-term	<p>For our stores located in select coastal cities, we have stocked flood prevention materials such as water barriers and sandbags, and we have established standardized emergency response procedures tailored to specific disasters. The objective is to effectively mitigate the potential damage to our store facilities and ensure the safety of personnel in the event of floods, storm surges, or other disasters.</p> <p>We launched the "Blue ocean campaign" public welfare tree-planting campaign, engaging users and employees to participate in planting mangroves in coastal areas to restore coastal ecosystems and enhance resilience against floods and storm surges. As of December 2024, Beike, in collaboration with professional organizations, had restored over 113.3 mu (approximately 7.55 hectares) of mangroves and planted approximately 260,000 mangrove trees, demonstrating a continuous commitment to ecological conservation.</p>

Category: Chronic physical risks**Description:** Regional droughts increased due to continued global warming, making access to water more difficult.

Impacts	Scope of impacts	Time cycle	Measures
Beike has no self-built data centers, and currently, the leased data centers are mainly located in North China. The cooling process of these data centers consumes a significant amount of energy and water resources. As global temperatures rise, causing regional water scarcity or even droughts, energy consumption and water usage for data center cooling will increase. As a result, the overall operating costs of data center suppliers may rise. Consequently, Beike may also experience an increase in its data center leasing costs.	Upstream supply chain	Medium-term and long-term	<p>Exploring the leasing of low-carbon data centers: We evaluate the clean energy utilization in new data centers and suppliers' carbon neutrality strategies. Aligning with business needs, we explore opportunities for leasing low-carbon and zero-carbon data centers. Currently, Beike achieves 100% green electricity consumption for two data centers by purchasing green electricity certificates.</p> <p>Optimizing hardware and energy management: We prioritize products with low energy consumption and high stand-alone storage density. We conduct monthly assessments of the energy usage levels of our existing leased data center server rooms and racks to prevent electricity waste caused by vacant racks.</p>

¹⁶ The 2022 China Sea Level Bulletin states that, against the backdrop of climate warming, the sea level change in China's coastal areas has displayed an accelerating trend, and the high sea level is a catalyst for annual storm surges and flooding disasters in coastal cities.

Transition Risks Related to Climate Change

Category: Policy and legal risks

Description: The requirements for disclosing climate-related information have become increasingly stringent, making it more difficult for companies to comply with these regulations. As a result, companies may face challenges in managing climate-related data.

Impacts	Scope of impacts	Time cycle	Measures
China has built a multi-policy system centered on the strategy of achieving carbon peak and neutrality, formulated carbon emission control strategies for key emission industries and enterprises, and improved the construction of the national carbon emissions trading market. Currently, Beijing Lianjia has been included as a key carbon emission unit in Beijing. If it fails to establish effective climate-related data statistical management capabilities and improve its climate-related information disclosure strategies, it may face compliance risks.	Beike's own operation	Short-term and medium-term	<p>Policy interpretation and compliance analysis: We promptly identify and interpret climate change-related strategic plans and policy requirements from the national level down to the provinces and cities where we operate. For key policies that may pose compliance risks, we organize internal discussions to proactively assess and mitigate potential compliance risks.</p> <p>Carbon accounting and data governance: We conduct annual carbon inventory across all business lines, build the carbon emission data dashboard, and implement meticulous and systematic data management measures to clarify the rules for data filing and reporting. This helps us continuously enhance carbon emission data management capabilities.</p>

Category: Policy and legal risks

Description: Various regions have successively issued policies restricting the use of gasoline and diesel vehicles, which may have an impact on the way enterprises supply goods and provide services.

Impacts	Scope of impacts	Time cycle	Measures
In response to national or provincial regulatory requirements, such as restrictions on the use of gasoline and diesel trucks, it is necessary to increase the proportion of new energy vehicles used in the delivery of home renovation and furnishing materials. This approach will minimize the impact of regional restrictions on delivery timescales, thereby preventing potential compliance or operational costs from arising.	Beike's own operation	Short-term and medium-term	<p>We promote the transition to new energy vehicles, establish a new energy fleet, and prioritize partnerships with suppliers whose high proportion of new energy vehicles and carbon neutrality goals align with Beike's sustainability objectives.</p> <p>For more details on our use of new energy vehicles in delivery services, please refer to the "Green Services" chapter of this report.</p>

Opportunities Related to Climate Change

Category: Energy consumption structure adjustment

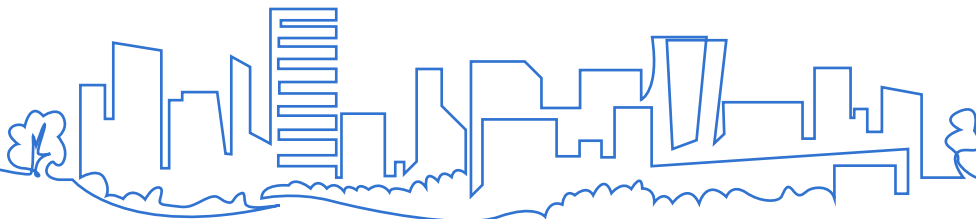
Description: Companies can reduce operating expenses by using renewable energy facilities and implementing energy efficiency management initiatives.

Impacts	Scope of impacts	Time cycle	Measures
The energy conservation and emission reductions achieved through adjusting the existing energy consumption structure and adopting green operations will directly reduce our operating costs in the medium and long term and, to some degree, mitigate global greenhouse gas emissions.	Beike's own operation	Medium-term and long-term	<p>Clean energy utilization: The application of clean energy and the steady increase in the proportion of renewable energy are important ways for Beike to achieve carbon neutrality at the operational level. In 2024, the rooftop photovoltaic power generation in Jinhua Shengdu Home Renovation Industrial Park exceeded 1,771,000 kWh, effectively meeting the green energy needs of enterprises within the park.</p> <p>Store energy consumption management: We utilize intelligent monitoring systems to monitor appliance energy consumption and operational status in real time, enabling smart energy usage statistics and diagnostics.</p> <p>For more details on our use of clean energy and the application of smart control systems in stores, please refer to the "Green Building" chapter of this report.</p>

Category: Product and service innovation

Description: As consumers increasingly focus on low-carbon and environmental issues, they show a stronger preference for green services and products.

Impacts	Scope of impacts	Time cycle	Measures
Through the application of digital technology, we provide users with green and low-carbon home renovation and furnishing solutions and promote the standardization and digitalization of the entire industry.	Beike's own operation	Short-term, medium-term, and long-term	<p>We proactively align with the era of digitalization, energy conservation, and emission reduction by conducting in-depth analyses of multiple business scenarios. By leveraging digital tools, we provide users with worry-free and low-carbon home renovation and furnishing services. At the design stage, we integrate AR technology to present users with a visual representation of the home renovation and furnishing effect, showcasing a wider range of possibilities for their homes. During the renovation phase, we have upgraded the integrated HOME SaaS 2.5 system, covering the entire process with digitalization and precision management. Additionally, we developed the "Beike Immersion" intelligent solution to deliver a seamless and efficient home renovation and furnishing customer experience while reducing carbon emissions caused by customers' frequent commuting.</p>



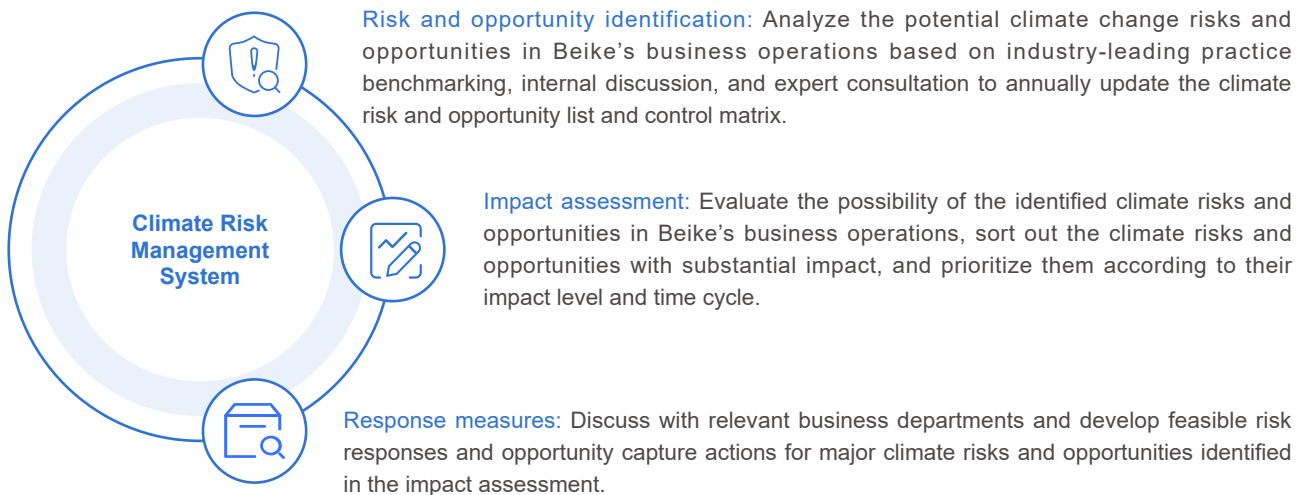
Category: Environmental corporate image building

Description: Actively addressing climate change and promoting sustainable development can enhance a company's sense of social responsibility and brand image, thereby attracting more consumers and investors and increasing its competitiveness.

Impacts	Scope of impacts	Time cycle	Measures
We further enhance our social image and reputation by participating in public welfare activities and promoting sustainable social development.	Beike's own operation	Short-term, medium-term, and long-term	<p>In daily operations, Beike leverages its deep-rooted presence in communities, continuously disseminating knowledge about green and low-carbon practices to community residents. We also initiate campaigns promoting a low-carbon lifestyle, guiding residents to engage in carbon-reduction practices, and fostering green living habits by establishing incentive mechanisms and organizing regular activities. Taking garbage classification as an example, we have set up strategic drop-off points, and we conduct regular training and events for residents. Collaborating with residents and property management, we aim to establish a sustainable garbage classification management model, thereby enhancing resource utilization and minimizing waste generation.</p> <p>For more information on our innovative green services, please refer to the "Green Services" chapter of this report.</p>

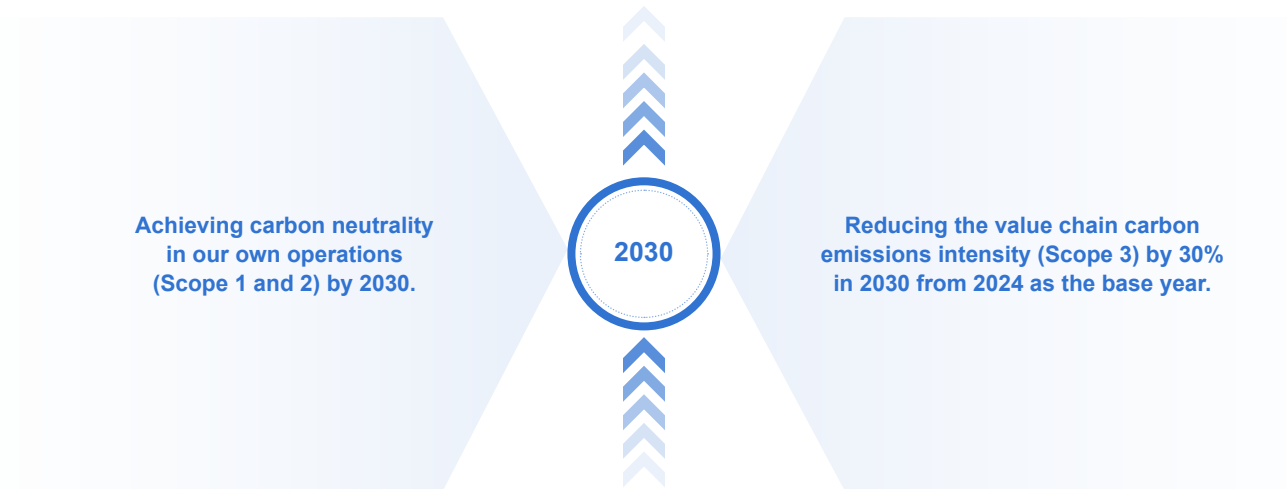
Risk Management

We have established a systematic mechanism for climate risk management and continuous assessment. Coordinated by the ESG Executive Management Team and jointly participated by various climate-related departments, we regularly review and update the list of climate risks and opportunities. Through a standardized risk assessment process, we prioritize identified climate-related risks and opportunities, evaluate their potential impacts, and develop targeted response measures. This creates a closed-loop climate risk management system of "Identify-assess-respond".



Metrics and Targets

With strengthened digital capabilities, Beike has made meaningful progress in improving the availability and accuracy of greenhouse gas (GHG) emissions data. In 2024, we launched a dedicated climate initiative to enhance our carbon accounting system, expanding its scope to cover all business segments within our operational framework. This improvement in data coverage and granularity has helped us pinpoint key areas for emissions reduction and laid the foundation for a science-based roadmap. To more accurately reflect our baseline emissions, we have updated our base year and emissions reduction targets accordingly:



In addition to the carbon emission targets mentioned above, we also set a series of environmental targets based on our past environmental performance together with the characteristics of our operations. Please see the table below for the progress we made towards our environmental targets this year:

Content of environmental targets	Progress of environmental targets in 2024
By the end of 2027, the smart control system will be implemented across all cities with Lianjia stores.	By the end of 2024, Shanghai Lianjia had achieved full implementation of the smart control system across its stores. In Beijing, the system's coverage exceeded 95%. Additionally, we initiated pilot programs in 16 cities nationwide, with successful expansion to over 200 stores.
By the end of 2030, we will reduce the water consumption per square meter of Beike's headquarters, Huaqiao Academy, Beijing Lianjia, and Shanghai Lianjia by 5% compared with 2024 levels.	Based on the enhancement of Beike's data management and digital capabilities, we updated water usage targets according to actual operational conditions and expanded the scope of data collection. In 2024, the total water consumption intensity for Beike's headquarters, Huaqiao Academy, Beijing Lianjia, and Shanghai Lianjia was 0.74 tonnes per square meter.
From 2023, we will organize annual environmental protection-related activities covering all employees.	In 2024, we educated all staff on low-carbon knowledge and promoted resource reuse through biodiversity conservation initiatives and recycling and transformation activities.

We will keep tracking progress against carbon emissions and environmental targets and disclose our environmental performance in terms of carbon emissions, energy use, and energy efficiency annually in our ESG report. For more information on our environmental performance in 2024, please refer to the “Environmental KPIs” chapter of this report.

Environmental KPIs¹⁷

Energy and Resources Consumption¹⁸

Indicators	2024
Total energy consumption (MWh) ¹⁹	343,299.55
Direct energy consumption (MWh)	3,762.41
Indirect energy consumption (MWh)	339,537.15
Energy consumption per unit of revenue (MWh/RMB million)	3.67
Water withdrawal (tonnes) ²⁰	1,021,762.13
Water withdrawal per unit of revenue (tonnes/RMB million)	10.93

Emissions²¹

Indicators	2024
Total GHG emissions (Scope 1, 2, and 3) ^{21, 22, 23} (tCO ₂ e)	1,857,688.46
Total GHG emissions per unit of revenue (tCO ₂ e/RMB million)	19.88
Scope 1 and 2 GHG emissions (tCO ₂ e)	171,743.47
Scope 1 and 2 GHG emission intensity (tCO ₂ e/RMB million)	1.84
Scope 1 GHG emissions (tCO ₂ e)	7,969.99
Scope 2 GHG emissions (tCO ₂ e)	163,773.48
Scope 3 GHG emissions (tCO ₂ e)	1,685,944.99
Scope 3 GHG emission intensity (tCO ₂ e/RMB million)	18.04
Hazardous waste ²⁴ (tonnes)	1.63
Hazardous waste per unit of revenue (kg/RMB million)	0.02
Non-hazardous waste ²⁵ (tonnes)	27,069.60
Non-hazardous waste per unit of revenue (kg/RMB million)	289.65

¹⁷ This year, we have compiled environmental data covering the entire Company, including Beike's headquarters, the real estate brokerage business, the home renovation and furnishing business, the home rental business, as well as the Beihaojia business. As our business continues to grow this year, we have included more operational sites in our statistical scope, leading to an upward trend in some key performance indicators for emissions and resource use.

¹⁸ Beike's operations do not involve the production of physical products. KPI A2.5—Total packaging material used for finished products does not apply.

¹⁹ The consumption of natural gas, and gasoline within the total energy consumption is calculated using the conversion factors specified in the *General Principles for Calculation of Total Production Energy Consumption (GB/T 2589-2020)*. Direct energy consumption arises from the consumption of natural gas and gasoline during Beike's operation. To be specific, the natural gas consumption was approximately 2,035.03 MWh, and the gasoline consumption was approximate 1,727.38 MWh. Indirect energy consumption arises from the consumption of purchased electricity and heat during Beike's operation.

²⁰ Beike's water resources consumed come from the municipal water supply. In the use of water resources, in 2024, the Company had no issues in sourcing water.

²¹ Due to our operational features, the significant GHG emissions of Beike arise mainly from the combustion of fuels, the purchased or acquired electricity and heat generated from fossil fuels, as well as emissions from the upstream and downstream value chain. According to Measures for Administration of Carbon Emissions Trading (For Trial Implementation) issued by the Ministry of Ecological and Environment of the People's Republic of China, the inventory of GHG includes carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃). Beike's GHG emissions are presented in carbon dioxide equivalent, primarily including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs).

²² GHG quantification method: Calculations are based on the standards and guidelines outlined in the *ISO14064-1:2018 specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals*, *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*, and *Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard*. Emission factors are sourced from the *2006 IPCC Guidelines for National Greenhouse Gas Inventories* and its 2019 Refinement, *China Energy Statistical Yearbook 2023*, and other authoritative references.

²³ This year, we enhanced data governance and management, achieving greater accuracy in some activity data and broader coverage of emission categories. Scope 1 GHG emissions include direct emissions from natural gas and gasoline consumption in Beike's operations, as well as fugitive emissions such as refrigerants. Scope 2 GHG emissions include indirect emissions from purchased or acquired electricity and heat used in operations. Scope 3 GHG emissions involve other indirect emissions within Beike's value chain, covering categories such as purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, upstream leased assets, downstream leased assets, franchises, and investments.

²⁴ Hazardous waste includes toner cartridges and ink cartridges purchased by Beike during the year.

²⁵ Non-hazardous waste includes domestic waste, such as kitchen waste.

Community Ecosystem

Leveraging its extensive network of community-based stores, Beike fully utilizes its platform advantages to continuously innovate community public welfare service models, collaborating with residents to co-create a harmonious community environment. We deepen the emotional connection of our employees and platform partners to public welfare projects, jointly advancing community welfare development while empowering residents as both contributors and beneficiaries.

In 2021, we launched the Shanbei GO Charity Program in collaboration with brands, store owners, agents and employees on our platform. Participants convert donated steps into charitable funds via a step-to-cash mechanism, supporting diverse social programs. With Beike's business empowerment, human capital investment, and other resource support, we aim to jointly create a loving public welfare culture on the platform. In 2024, Beike's total charitable contributions reached approximately RMB 34 million. Among them, through the Shanbei GO Charity Program, we raised more than RMB 700,000 in charitable donations to support Beike Caring Homes, Seeking the Light, Sunshine Playground and several other charity programs.



In 2024, Beike's total charitable contributions reached approximately

RMB 34 million,



through Shanbei GO Charity Program, we raised **more than**

RMB 700,000

in charitable donations.

// Community Services

Convenient Service

Beike focuses on providing convenient services in urban community areas. By closely collaborating with partner brokerage brands, we leverage the offline resources of our stores to build a community service system, providing residents with a variety of convenient services and creating a better environment for communities.

Beike not only provides free daily services for community residents near its brokerage stores—such as robotic window cleaning, emergency charging for electric bikes and mobile phones, and emergency rain gear borrowing—but also launches special programs like the National College Entrance Examination Service Stations and Urban Study Rooms. These initiatives offer rest areas and emergency transportation services for students and their parents during exams. Additionally, open bookshelves and reading and writing spaces into store layouts, creating a warm and comfortable public reading environment for community members.

Community Unity Project

Since 2020, Beike Charity Foundation has collaborated with professional charitable organizations to launch the Community Unity Project, which aims to empower high-potential community charitable organizations. By pooling our collective resources and strengths, we can effectively tackle the specific issues facing particular groups or areas, providing diverse value to the community. Beike's Community Unity Project focuses on five areas: community advocacy, community assistance, community public welfare research, sustainable communities, and child-friendly communities. It has funded projects such as the Community Mental Health Workshops, Beike Caring Homes for Medical Care-Seeking Travelers, and Art Therapy for Disabled Children, bringing together professional expertise to promote the continuous progress of communities through public welfare activities.

Beike Caring Homes for Medical Care-Seeking Patients

Since 2021, Beike has collaborated with professional charitable organizations to launch the Beike Caring Homes for Medical Care-Seeking Patients project, aiming to raise public awareness about the challenges faced by individuals with rare diseases and children with severe illnesses who must travel far from home for medical treatment. Beike Caring Homes provides free short-term accommodation for patients and their families, solving the urgent accommodation difficulties faced by patients seeking medical treatment in an unfamiliar city. At the same time, by leveraging our business resources and industry advantages, and collaborating with relevant parties, we actively participated in the operation of Beike Caring Homes from aspects including available location presenting, house micro-renovation, and daily services provided to improve the quality of care. As of December 2024, we have set up four project sites in Beijing and one in Shanghai, with a total of 30 rooms. These homes have served 681 families of children with critical illnesses, offering 7,629 nights of safe and restful accommodations for the children.



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7,629 nights of safe and restful accommodations for the children.



Beike Caring Homes

// Elder Care Service

With the increasing trend of population aging in China, the demand for improving the quality of life for the elderly has become more urgent. Driven by a deep sense of care for the elderly, Beike has proactively explored senior-friendly upgrades to residential spaces and services, while implementing a series of senior-accessible design optimizations across the Beike App. In the public welfare sector, we focus on the connection between elderly living and community services. Leveraging our nationwide stores network and the agent volunteers, we launched two flagship public welfare programs: the Smartphone Training Session for Seniors to help the elderly bridge the digital divide, and the Fall Prevention Training Program for Seniors to safeguard the health and well-being of the silver-haired generation.



Smartphone Training Session for Seniors

In 2018, to bridge the digital divide faced by elderly in the smart era, Beike initiated the Smartphone Training Session for Seniors program, mobilizing our agents to serve as volunteer instructors to deliver regular training sessions. In 2022, we introduced the online mini-program called Shanbei Action, and in 2023, live-streamed smartphone courses were hosted via the Beike Charity video channel, enabling seniors to learn digital skills from home. By the end of December 2024, Beike Charity's Smartphone Training Session for Seniors had reached 130 cities nationwide, conducted over 90,000 smartphone training sessions, and provided services to seniors with about 1.3 million times of participant.

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Smartphone Training Sessions for Seniors

Fall Prevention Training Program for Seniors

In 2023, to mitigate the negative impact of falls on seniors' quality of life, Beike launched the Fall Prevention Training Program for Seniors. By collaborating with medical experts, we developed a fall prevention handbook, produced educational videos, and organized health workshops to enhance awareness and practical skills among seniors and their caregivers. By the end of 2024, 1,195 fall prevention health classes had been conducted across 14 cities, totaling 2,523 training sessions. These efforts equipped approximately 55,000 seniors to gain knowledge about fall prevention and effectively avoid the risk of falls, allowing them to enjoy a safer and healthier retirement.



Fall Prevention Training Program for Seniors

// Rural Revitalization

Beike aligns closely with China's national rural revitalization strategy, fully supporting the important goal of achieving common prosperity for all. Leveraging our expertise in the housing sector, we drive comprehensive development in less-developed areas by promoting rural industrial growth, implementing educational support programs, and other targeted efforts.

Beike Station

Leveraging the Beike Station Project, we developed unique accommodations to activate the potential of rural tourism and helped villagers increase their income while continuously injecting fresh vitality into rural revitalization.

Beike Station Projects

Since 2021, Beike has carried out a series of Beike Station projects, investing funds in eligible villages to support rural revitalization. The investment will be used for renovation, construction, and furnishing Beike Station, to improve the appearance of villages, promote the development of the rural tourism industry, and drive local employment opportunities and income. By 2024, the project had contributed a total donation of approximately RMB 25 million, directly boosting employment and income for local residents while strengthening the collective village economy. In 2024, we implemented the Beike Lanshanju project in Shangyou, Jiangxi, which supported approximately 760 people from households in four villages in Doushui Town, promoted the development of the homestay industry, and funded the cleanup of Nanhe Lake and rural garbage transportation, benefiting over 6,000 residents.



Beike Station



By 2024, the project had contributed a total donation of approximately

RMB 25 million,



supported approximately

760 people from households in four villages in Doushui Town,



funded the cleanup of Nanhe Lake and rural garbage transportation, benefiting over

6,000 residents.

“Lian Lian Lite House” Boutique Homestay

In 2024, we partnered with Yinglong Village in Shanghai's Zhelin Town to launch the “Lian Lian Lite House” Boutique Homestay, revitalizing unused farmhouses, promoting cultural and tourism integration, stimulating new momentum for rural revitalization, and opening up innovative pathways to increase farmers' income.

“One Enterprise for One County” Support Project

Since 2016, Lianjia has carried out a series of supporting projects in Jingyuan County, Baiyin City, Gansu Province. In 2021, we officially signed the rural strategic cooperation agreement on the “Consolidating poverty alleviation achievements and assisting rural revitalization strategy” with the Jingyuan County People's Government. By signing the agreement, we continuously promote rural revitalization in Jingyuan County through upgrading educational infrastructure and providing educational support for impoverished children.

Rural Community Development Plan

To consolidate and expand the achievements of poverty alleviation and support rural revitalization, Beike launched the Rural Community Development Plan to help rural schools improve their facilities and educational environment. By implementing a series of public welfare projects such as Seeking the Light, Sunshine Playground, and Sunflower Class, Beike has helped students in rural villages to achieve comprehensive development while safeguarding children's healthy growth during their basic education stage.



Seeking the Light

To address the lack of sports resources in rural schools, Beike launched the Seeking the Light Program, providing professional sports equipment and facilities to rural primary schools. This initiative enriches physical education content and ensures that students can exercise in a safe environment. By the end of 2024, the program had equipped 58 rural primary schools with sports equipment such as basketball stands and table tennis tables, benefiting approximately 19,000 students in pursuing their athletic dreams.



Sunshine Playground

By the end of 2024, Beike, in collaboration with the local education bureau, had donated and built Sunshine Playgrounds at four primary schools in Jingyuan County, Gansu Province—Shaliang Beike Primary School, Mitan Lianjia Primary School, Pingbao Central Primary School, and Dalu Central Primary School. The initiative replaced the original cement and sand surfaces, creating safer and more comfortable spaces for children to engage in physical activities.



Sunflower Class

Since 2017, Beike's brokerage brand Lianjia has partnered with, through the Lianjia Charity Foundation, top-quality educators from three middle schools in Jingyuan County, Gansu Province, to launch the Sunflower Class. This program provides comprehensive educational support to local outstanding students who are orphans or from impoverished families. The initiative includes not only financial assistance but also a variety of extracurricular activities designed to broaden the children's horizons and foster their confidence and courage. By the end of 2024, the Sunflower Class had supported a total of 720 students, achieving a 100% high school graduation rate for five consecutive years, paving a solid path for the future development of rural children.



Sunflower Class

Agent Agricultural Support Program

Beike launched the Agent Agricultural Support Program to help agents with their family-owned orchards sell their hometown's agricultural products to the whole country through Beike's platform. This initiative increases income for their rural families, and improves their quality of life. Agents working far from home can thus worry less and have more peace of mind.

We have established the Agricultural Support Agreement of Beike Service Station by following the selection principle of "Prioritize households in difficulty, fresh products in stock, and direct farmer-to-consumer delivery" to ensure the effective implementation of the Agent Agricultural Support Program. In addition, we provide specific guidance to farmers throughout the entire process, from product packaging to image display and sales services, to help them expand marketing channels for agricultural products and promote rural revitalization.

By the end of 2024, the Agent Agricultural Support Program had helped farmers sell over 148,600 kilograms of various agricultural products.



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Appendix: Reporting Framework Index

The Stock Exchange of Hong Kong Limited's *ESG Reporting Guide*

// Mandatory Disclosure Requirements

Mandatory Disclosure Requirements	Description	Disclosure Location or Remarks
Governance Structure	A statement from the board containing the following elements: (i) a disclosure of the board's oversight of ESG issues; (ii) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (iii) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	Leading Robust Corporate Governance: Board Statement ESG Governance Structure
Reporting Principles	A description of, or an explanation on, the application of the following Reporting Principles in the preparation of the ESG report (Materiality, Quantitative and Consistency).	Preface: About This Report
Reporting Boundary	A narrative explaining the reporting boundaries of the ESG report and describing the process used to identify which entities or operations are included in the ESG report. If there is a change in the scope, the issuer should explain the difference and reason for the change.	Preface: About This Report

// "Comply or Explain" Provisions

General Disclosures and KPIs	Description	Disclosure Location or Remarks
A. Environmental		
Aspect A1: Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Keeping a Harmonious Ecosystem
KPI A1.1	The types of emissions and respective emissions data.	Keeping a Harmonious Ecosystem: Environmental KPIs

General Disclosures and KPIs	Description	Disclosure Location or Remarks
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and (if applicable) intensity.	Keeping a Harmonious Ecosystem: Environmental KPIs
KPI A1.3	Total hazardous waste produced (in tonnes) and (if applicable) intensity.	Keeping a Harmonious Ecosystem: Environmental KPIs
KPI A1.4	Total non-hazardous waste produced (in tonnes) and (if applicable) intensity.	Keeping a Harmonious Ecosystem: Environmental KPIs
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Keeping a Harmonious Ecosystem: Green Services Green Building Green Office Climate Change
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Keeping a Harmonious Ecosystem: Green Services Green Building Green Office
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Keeping a Harmonious Ecosystem
KPI A2.1	Direct and/or indirect energy consumption by type in total and intensity.	Keeping a Harmonious Ecosystem: Environmental KPIs
KPI A2.2	Water consumption in total and intensity.	Keeping a Harmonious Ecosystem: Environmental KPIs
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Keeping a Harmonious Ecosystem: Green Services Green Building Green Office Climate Change

General Disclosures and KPIs	Description	Disclosure Location or Remarks
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Keeping a Harmonious Ecosystem: Green Office Climate Change Environmental KPIs
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Not applicable due to the fact that we do not produce physical products
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Keeping a Harmonious Ecosystem
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Keeping a Harmonious Ecosystem: Green Services Green Building Green Office
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Keeping a Harmonious Ecosystem: Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Keeping a Harmonious Ecosystem: Climate Change
B. Social		
Employment and Labour Practices		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Navigating Towards an Outstanding Organization: Employee Rights and Care
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Navigating Towards an Outstanding Organization: Employment KPIs
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Navigating Towards an Outstanding Organization: Employment KPIs

General Disclosures and KPIs	Description	Disclosure Location or Remarks
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Navigating Towards an Outstanding Organization: Occupational Health and Safety
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Navigating Towards an Outstanding Organization: Health and Safety Related KPIs
KPI B2.2	Lost days due to work injury.	Navigating Towards an Outstanding Organization: Health and Safety Related KPIs
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Navigating Towards an Outstanding Organization: Occupational Health and Safety
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Navigating Towards an Outstanding Organization: Employee Training and Empowerment
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Navigating Towards an Outstanding Organization: Training KPIs
KPI B3.2	The average training hours completed per employee by gender and employee category.	Navigating Towards an Outstanding Organization: Training KPIs
Aspect B4: Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Navigating Towards an Outstanding Organization: Employee Rights and Care
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Navigating Towards an Outstanding Organization: Employee Rights and Care
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Navigating Towards an Outstanding Organization: Employee Rights and Care

General Disclosures and KPIs		Description	Disclosure Location or Remarks
Operating Practices			
Aspect B5: Supply Chain Management			
General Disclosure		Policies on managing environmental and social risks of the supply chain.	Leading Robust Corporate Governance: Supplier Management
KPI B5.1		Number of suppliers by geographical region.	Leading Robust Corporate Governance: Supplier Management
KPI B5.2		Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Leading Robust Corporate Governance: Supplier Management
KPI B5.3		Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Leading Robust Corporate Governance: Supplier Management
KPI B5.4		Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Leading Robust Corporate Governance: Supplier Management
Aspect B6: Product Responsibility			
General Disclosure		Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Initiating Industry Progress: Quality Transactions Home Renovation and Furnishing Assurance Joyful Living Thoughtful Service Leading Robust Corporate Governance: Information Security and Privacy Protection Compliance of Advertisement
KPI B6.1		Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable due to the fact that we do not produce physical products
KPI B6.2		Number of products and service related complaints received and how they are dealt with.	Initiating Industry Progress: Thoughtful Service
KPI B6.3		Description of practices relating to observing and protecting intellectual property rights.	Leading Robust Corporate Governance: Intellectual Property Rights

General Disclosures and KPIs	Description	Disclosure Location or Remarks
KPI B6.4	Description of quality assurance process and recall procedures.	Initiating Industry Progress: Quality Transactions Home Renovation and Furnishing Assurance Joyful Living Thoughtful Service
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Leading Robust Corporate Governance: Information Security and Privacy Protection
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Leading Robust Corporate Governance: Building a Culture of Compliance and Integrity
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Leading Robust Corporate Governance: Building a Culture of Compliance and Integrity
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Leading Robust Corporate Governance: Building a Culture of Compliance and Integrity
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Leading Robust Corporate Governance: Building a Culture of Compliance and Integrity
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Keeping a Harmonious Ecosystem: Community Ecosystem
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Keeping a Harmonious Ecosystem: Community Ecosystem
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Keeping a Harmonious Ecosystem: Community Ecosystem



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