

AmCham China | Social Impact Initiative

SOCIAL IMPACT REPORT 2025

AmCham China | Social Impact Initiative

2025 Social Impact Report

SPONSORS



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Foreword

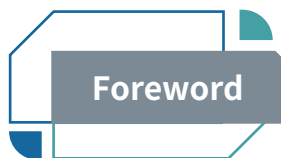
2025 marks the fifth anniversary of the American Chamber of Commerce in China (AmCham China)'s Social Impact Initiative (SII). What began in 2020 as a response to an unprecedented global crisis has become a lasting platform for cooperation, innovation, and shared commitment. Five years on, the Initiative continues to foster meaningful engagement between governments, companies, communities, and civil society to jointly address the most pressing challenges of our time.

In the face of complex and dynamic geopolitical landscapes, responsive policy reforms, and rising social expectations around corporate accountability, our member companies have shown enduring resilience, robust clarity, and visionary foresight. China has been dedicated to promoting sustainable development and inclusive growth, also proactively transforming the green developing concepts into scalable best practices. Such dedication allows China to better explore socio-economic development approaches that aim to realize people's aspiration for a better life, while balancing efficiency and fairness. In this context, it is important for American-invested enterprises in China to adopt social impact strategies that are tailored to China's local conditions and sustain and deepen public-private dialogue.

In 2025, the Social Impact Initiative remains steadfast in its commitment to the principles of value-sharing, multi-stakeholder collaboration, and inclusive progress. Building on the themes of green economy and social empowerment, we have been working closely with key partners. Together, we have organized seminars, workshops, and field visits to foster collaboration between our member companies and experts from the government, think tanks, and NGOs, driving China's sustainable economic growth through innovative solutions and collective action.

As a non-profit, non-governmental organization representing nearly 800 companies, AmCham China is dedicated to advancing sustainable business development through public-private partnerships. Through initiatives like the Social Impact Initiative and the Business Sustainability Committee, as well as signature events such as the Social Impact Summit, we provide a bridge between business leaders, policymakers, and all other stakeholders, enabling collective progress toward global and local sustainability goals.

This report, as part of the Social Impact Initiative, curates the most representative and innovative social impact implementations from all member companies. It shares the positive



Foreword

social impact practices of our member companies over the past year. We are especially glad that our member companies have taken ESG as a way of doing business that delivers long-term value in lieu of merely considering it as a tick-the-box exercise. They are not only investing in cleaner technologies and sustainable supply chains, but also in advancing human capital development, inclusive prosperity, and resilience. These stories are a powerful reminder that positive impact is not the domain of any one sector or institution but a shared endeavor.

As always, we are deeply grateful to our 2025 Social Impact Initiative sponsor companies—**3M, Boston Scientific, ExxonMobil, Hewlett Packard Enterprise, Micron, and SLB** (in no particular order). Your continued support has made this work possible. We also thank every company and team that contributed their cases to this year's publication. Your commitment gives this report meaning and depth.

Looking ahead, we remain confident that by upholding openness and cooperation, maintaining transparent communication, and embracing innovation, we can jointly explore new pathways toward sustainable development and inclusive growth. AmCham China looks forward to continuing to work hand in hand with all stakeholders to help build a more sustainable and inclusive future.

Overview

The 2025 *AmCham China Business Climate Survey* indicates that nearly 90 percent of surveyed member companies have already implemented ESG strategies in China. This upward trend reflects not only growing awareness of sustainability risks and opportunities, but also a recognition that ESG is a strategic asset in staying attuned to China's evolving policy environment and stakeholder expectations. ESG is increasingly seen not as a standalone initiative, but as an integrated part of business planning, risk management, and corporate culture.

In 2025, the conversation around corporate sustainability entered a new phase, shaped by the rapid shifting geopolitical dynamics, intensifying climate crises, and accelerating digital transformation. Marking the 20th anniversary of the "Two Mountains" theory, China is accelerating its national sustainability agenda, pursuing innovative pathways where a high-quality environment supports high-quality development and aligns ecological, economic, and social benefits. In this context, AmCham China's Social Impact Initiative has remained a vital platform for exchange, learning, and action.

This year's report centers on two themes that reflect both global priorities and local momentum: **Green Economy and Social Empowerment**. These themes are not only timely, but also mutually reinforcing, as they represent a vision of business that creates long-term value while addressing society's most pressing challenges.

Across the country, AmCham China member companies have demonstrated leadership in supporting China's green transformation. Companies are accelerating the adoption of clean energy, implementing circular economy models, improving supply chain sustainability, and piloting carbon accounting frameworks. They are integrating low-carbon thinking into product design, logistics, real estate, and resource management, while also supporting environmental education, afforestation, and biodiversity protection. These actions are helping to align business growth with China's "dual carbon" targets and global climate goals, and are contributing to the emergence of a green economy driven by innovation and collaboration.

At the same time, our member companies have deepened their efforts to promote inclusive growth. As digitalization reshapes economies and societies, the digital divide has evolved from gaps in access, usage, and capability to an emerging "intelligence divide" in the context of artificial intelligence development, with the issue of unbalanced development becoming increasingly pronounced, particularly in underserved regions and vulnerable communities.

Companies have responded by investing in vocational education, digital literacy programs, rural infrastructure, and healthcare access. Many are building long-term partnerships with local governments, schools, and NGOs to design programs that address structural barriers and build community resilience. From AI-enabled learning platforms to women's leadership initiatives and mental health support in the workplace, these projects reflect member companies' broader commitment to social empowerment as well as inclusive and people-centered development.

Summary of Case Studies

AmCham China's Social Impact Initiative, established in 2020, has become an important platform for companies to showcase their innovative practices in relevant fields. This year, we received an exceptional 40 case submissions from 29 member companies, nearly doubling last year's total and underscoring the growing momentum behind sustainable and inclusive business practices.

The submissions are organized into two overarching themes: **Green Economy** and **Social Empowerment**, reflecting the dual imperative of fostering sustainable development while advancing equitable opportunities for communities.

Within Green Economy, companies are leading the charge in energy transition, circular economy innovation, and sustainable resource management. SLB's large-scale photovoltaic project in Shanghai exemplifies renewable energy adoption, utilizing 42,000 square meters of rooftop space to generate 9.29 million kWh of clean electricity annually. HPE has achieved significant progress in decarbonization, cutting Scope 1 and 2 emissions by 34% globally, with the Asia Pacific region leading at a 36% reduction. Meanwhile, ExxonMobil and Micron are driving circularity forward, with advanced recycling technologies and waste reduction programs that optimize resource efficiency and minimize environmental footprints. BMW Brilliance has established a comprehensive zero-carbon ecosystem, integrating production, logistics, and supply chain operations to reduce emissions by approximately 1 million tons of CO₂ equivalent since 2019.

On the Social Empowerment front, companies are implementing multi-faceted initiatives to strengthen education, health, and rural development. In education, 3M's support for the Invention Convention China nurtures the next generation of innovators, while Sony China's "Dream Classroom" program bridges educational gaps in underserved regions through STEAM-focused learning. Healthcare initiatives demonstrate particularly innovative cross-sector collaboration: Boston Scientific enhances public health literacy through community programs reaching 600,000+ viewers and "sports as medicine" approaches for Parkinson's patients, while its mobile medical training buses travel 30,000km annually to upskill rural providers. In terms of rural revitalization, ADM and Herbalife address nutritional disparities,

delivering over 800,000 meals to rural children. Starbucks' Yunnan "Beautiful Star Village" project exemplifies innovative rural revitalization models through its comprehensive approach to sustainable agriculture. In parallel, Flex demonstrates its commitment to inclusive employment by creating specialized workspaces for employees with disabilities, while SLB advances accessibility through programming laboratories designed for visually impaired developers.

These case studies illustrate the transformative potential of corporate action when aligned with sustainability and social equity goals. They highlight not only the measurable outcomes of these initiatives but also the collaborative spirit that drives meaningful progress. As we delve deeper into each project, we see a clear narrative emerging: businesses are not just adapting to a changing world, they are actively shaping a more sustainable and inclusive future.

This year's submissions reaffirm the vital role of the Foreign-invested enterprises (FIEs) in addressing societal challenges. By sharing these stories, we aim to inspire further innovation, partnership, and commitment to creating a lasting positive impact. The following sections explore these initiatives in greater detail, offering insights into their strategies, achievements, and future aspirations.

Social Impact Initiative: A Year in Review

In 2025, through the Social Impact Initiative, AmCham China organized a series of key activities aimed at deepening collaboration between member companies and relevant Chinese institutions in two priority areas: the green economy and social empowerment. These activities closely aligned with core issues of mutual concern between the US and China, achieving substantive cooperation outcomes and also providing valuable guidance for the future direction of the initiative.



On April 11, AmCham China and the China International Youth Exchange Center co-hosted the US-China Green Development Cooperation Seminar in Beijing, bringing together more than 50 corporate representatives from both countries for discussions and exchanges. Travis Tanner, Vice Chair of AmCham China, and Chen Peng, Deputy Director of the China International Youth Exchange Center, attended the event and delivered remarks.

In his remarks, Tanner noted that multinational companies are actively responding to the challenges of sustainable development through strategic adjustments and pragmatic cooperation. Citing data from AmCham China's *Business Climate Survey Report*, he highlighted that nearly 90% of member companies have implemented ESG strategies in their China operations, which demonstrates that corporate social responsibility and climate action are increasingly becoming mainstream practices.

Dr. Ge Chazhong, Chief Scientist at the Chinese Academy of Environmental Planning (CAEP) under the Ministry of Ecology and Environment, gave a comprehensive overview of China's progress toward its dual carbon goals. He noted that the Central Economic Work Conference has clearly set the direction of advancing "carbon reduction, pollution reduction, green expansion, and growth" in a coordinated manner. China is accelerating the development of a dual control system for total carbon emissions and emission intensity, tightening carbon access thresholds for new projects, and pushing forward the expansion of its national carbon market, now entering the implementation phase with its first industry-wide inclusion. Dr. Ge emphasized the vast potential for international cooperation in areas such as climate change and called for strengthened sharing of green transition experiences to enhance the overall effectiveness of global climate action.



During the thematic discussion session, representatives from Chinese and American enterprises exchanged views on low-carbon technology cooperation and industrial practices. Topics included international alignment of carbon market mechanisms, commercialization of CCUS (carbon capture, utilization, and storage) technologies, and mutual recognition of carbon footprints in agricultural products. Participants agreed on the need to establish a regular and open dialogue mechanism, emphasizing that joint efforts in technology sharing and standard harmonization are essential to advancing the global low-carbon transition.

On the afternoon of June 13, AmCham China and the China Center for Information Industry Development (CCID) co-hosted a roundtable discussion focusing on green development, digital transformation, and new industrialization. The meeting was attended by 19 experts, including CCID Vice President Zhang Xiaoyan, along with representatives from over ten member companies. Zhang Weijia, Director of Government Affairs and Policy at AmCham China, presented the key findings of the AmCham China's 2025 White Paper and the May Flash Survey during the meeting. Her remarks highlighted the real-world challenges faced by US companies operating in China and offered corresponding policy recommendations.

Vice President Zhang Xiaoyan noted that this year marks the final year of the implementation of *Made in China 2025*, and that the analysis and feedback provided by US-invested enterprises offer valuable insights for CCID's future research. She also emphasized that the experience accumulated by US companies in China serves as an important reference for understanding the internationalization strategies of Chinese enterprises. She expressed hope for enhanced communication and cooperation with AmCham China in areas such as industrial upgrading, investment planning, and policy transparency.

Chief Researcher Qiao Baohua pointed out that, driven by both ultra-long-term special treasury bonds and the national equipment renewal policy, China's industrial economy has shown a strong post-pandemic recovery. New growth drivers, such as artificial intelligence, smart consumption, new energy vehicles, and green materials, are rapidly emerging. For example, smart glasses saw a year-on-year sales increase of more than eightfold, while new energy vehicle sales rose by over 40%. She recommended that member companies maintain a regular communication mechanism with CCID to further improve policy alignment and industrial performance monitoring.

On July 31, AmCham China and the Policy Research Center for Environment and Economy (PRCEE) under the Ministry of Ecology and Environment co-hosted a roundtable discussion in Beijing, engaging in in-depth exchanges on topics such as green development, rural ecological revitalization, and ecological product value realization. The meeting was attended by five experts from PRCEE, including Deputy Director Tian Chunxiu and Chief Expert Yang Shuying, as well as AmCham China Vice President Claire Ma and representatives from over ten member companies.



AmCham China Vice President Claire Ma highlighted the tangible outcomes of the ***Social Impact Initiative*** in promoting member companies' active participation in China's socioeconomic development. Zhang Weijia, Director of Government Affairs and Policy, shared representative case studies from the ***2024 Social Impact Report***, focusing on ecological and environmental protection as well as rural revitalization, showcasing the diverse approaches US companies have taken to advance sustainable development in China. Several member company representatives also shared their innovative practices in their respective fields.

Deputy Director Tian Chunxiu of the PREEC emphasized that building an ecological civilization requires broad participation. She noted that engaging with foreign-invested enterprises helps the Center better understand their experiences and needs in environmental protection and green transformation. She expressed hope to leverage their strengths in project management, communication resources, and global perspective to foster complementary cooperation and jointly explore sustainable development pathways in China.

Chief Expert Yang Shuying delivered a presentation on the topic "***Realizing the Value of Ecological Products: Case Studies and Cooperation Opportunities***." She provided a systematic overview of representative projects and explored the potential for deepening cooperation in the ESG space. She stressed that the realization of ecological value requires not only institutional guidance but also on-the-ground implementation. Foreign-invested enterprises possess advantages in public project operations, technical expertise, and

international experience, which lay a solid foundation for collaboration. She expressed the Center's willingness to establish a long-term dialogue mechanism with foreign enterprises to advance institutionalization and scaling of ecological product value realization, through joint efforts in strategy, resources, influence, and innovation.



Beijing, On September 10, AmCham China President Michael Hart led a delegation of member company representatives to the Beijing Municipal Administrative Center at the invitation of local authorities. The group visited the Central Green Forest Park, Beijing City Library, the Zero-Carbon Integrated Energy Station, and the Beijing Green Exchange to learn about Beijing's latest progress in advancing green development.

Following the tour, the delegation met with officials from the Beijing Municipal Development and Reform Commission, the Administrative Committee of the Beijing Municipal Administrative Center, and the Tongzhou District Investment Promotion Service Center. Discussions centered on Beijing's strategy to build an international benchmark city for the green economy and to develop a national demonstration zone for green growth.

In his remarks, Hart highlighted that 2025 marks the fifth anniversary of AmCham China's Social Impact Initiative, which brings together stakeholders to showcase member best practices, align with government policies, and support China and global sustainability goals. Beijing officials also shared the city's achievements and forward-looking policies in the green economy, and addressed questions raised by participating companies.

The 2025 AmCham China Social Impact Summit will be held in Beijing on September 19.

AmCham China | Social Impact Initiative

2025 SOCIAL IMPACT REPORT

Selected Best Practices

• Green Economy •

• Social Empowerment •

Cases are sorted alphabetically by company name from A to Z.

2025

3M

3M Empowers the Future of Youth-Led Scientific Innovation

Theme: Social Empowerment

The report to the 20th National Congress of the Communist Party of China clearly states that technology is the primary productive force, talent is the primary resource, and innovation is the primary driving force. Implementing strategies for invigorating the country through science and education, strengthening the nation through talent, and driving development through innovation are key to promoting high-quality development. STEM education (Science, Technology, Engineering, Mathematics) is an important way to cultivate innovative talents. In the stage of basic education, it is necessary to solidify students' knowledge foundation while also inspiring their interests in science and exploration of the unknown, cultivating their exploratory spirit and innovative thinking ability. Additionally, the 3M 2025 "State of Science Insights" shows that 65% of Chinese respondents suggest that young people engage in STEM-related work, and 57% of the Chinese public believe that new scientific technologies will create more job opportunities, reflecting the growing demand





for science education and its critical role in terms of future employment prospects. 3M is deeply involved in STEM education, committed to inspiring young people's interest in learning science, and professionally supporting their growth into future problem solvers.


For many years, 3M has continuously focused on the popularization and diversified development of science education for Chinese youth, supporting the China region of the Global Invention Convention for three consecutive years. In China, 3M opens its R&D center to the children every summer, inviting them to experience science up close. Additionally, 3M's employee volunteers regularly visit schools to conduct science experiment courses, benefiting over 6,000 young people. Globally, 3M has consistently emphasized the importance of science education, with its Young Scientist Challenge being held for 18 consecutive years, dedicated to inspiring the scientific potential of the next generation.

In 2025, 3M will once again support the 2024-2025 Invention Convention China (ICC), marking another significant practice in the early cultivation of scientific and technological innovation talents from a global perspective. As an important partner of the event, 3M fully supports various aspects of the competition, including expert reviews and booth interactions. At the event, Dr. Zhu Dunshen, Director of R&D at 3M China, is invited to serve as a judge, along with several 3M R&D engineers participating as volunteer reviewers to provide technical feedback and practical guidance to the participants, helping enhance the feasibility of their projects. Additionally, 3M has set up an interactive booth to guide students through engaging displays on how technology can improve people's lives. Through this event, 3M aims to inspire young people to explore scientific innovation and

to foster a fertile ground for STEM talent cultivation. In the future, 3M will continue to encourage youth to actively participate in invention and innovation practices, using science to ignite imagination and contribute new innovative forces to social development.

Henry Ding, President of 3M China, stated at the opening ceremony of the 2024-2025 Invention Convention China Shanghai Division: "Science education is the driving force behind technological innovation and social development. As a globally leading diversified technology innovation company, 3M is committed to empowering educational philanthropy through technology, supporting young people in understanding the world through scientific methods and exploring the future with a spirit of practice. We look forward to continuing to encourage and support young people in realizing their self-worth and shining in scientific practice, injecting endless momentum into China's innovative development."

About 3M



3M (NYSE: MMM) is focused on transforming industries around the world by applying science and creating innovative, customer-focused solutions. Our multi-disciplinary team is working to solve tough customer problems by leveraging diverse technology platforms, differentiated capabilities, global footprint, and operational excellence.

About 3M China

Registered in China in November 1984, 3M China was the first wholly foreign-invested enterprise established outside the Shenzhen Special Economic Zone. Currently, 3M China has set up 7 manufacturing sites, 4 technology centers, and 1 R&D center in China, providing over 6,000 jobs.

ADM

WFP Gansu Preschool Nutrition Improvement Pilot Project | ●

Theme: Social Empowerment



Located at the intersection of the Loess Plateau and the Qinba Mountains, Lixian County in Gansu Province faces challenges of resource scarcity, limited infrastructure, and a dual burden of childhood undernutrition and insufficient preschool education. A baseline survey covering 749 children across selected areas of Lixian revealed notable nutrition imbalances among preschoolers, including the coexistence of stunting, underweight, and overweight, as well as poor oral health. Meanwhile, nutrition knowledge remains limited at both the school and household levels, and children's diets tend to be monotonous and lack the variety needed to support healthy growth.

As the world's largest humanitarian organization, the United Nations World Food Programme (WFP) is committed to eliminating hunger and malnutrition through science-based interventions. WFP's school feeding programs have spanned over 60 years and currently benefit more than 100 million children across 77 countries. These programs have demonstrated a strong impact in improving both nutrition and education outcomes. In China, WFP works with all levels of government to support a shift from "eating enough" to "eating well." The Lixian project is a compelling example of this partnership in action.

In April 2024, WFP, in collaboration with the Ministry of Agriculture and Rural Affairs and the Department of Agriculture and Rural Affairs of Gansu Province, launched a three-year “Preschool Nutrition Improvement Program” in Lixian County. The project focuses on three core components:



1. Balanced school meals: Designing nutritious and diverse breakfast menus for kindergartens.

2. Health and nutrition education for schools and families: Enhancing nutrition awareness among parents, teachers, and school cooks.

3. Local and sustainable food sourcing: Establishing an integrated community supply chain linking smallholder farmers, cooperatives, caterers, and schools to raise smallholder incomes.

ADM, through its Corporate Social Investment Program ADM Cares, provided strong financial backing for the first year of the project as the sole corporate donor to date, facilitating the program's successful launch and high-quality implementation. The program's key focuses—child nutrition, educational equity, women's empowerment, and the sustainable use of local agricultural resources—map directly onto the UN Sustainable Development Goals of Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality, Reduced Inequalities, and Responsible Consumption and Production, underscoring ADM's steadfast commitment to nutrition equity and sustainability.

Social Impact & Key Outcomes

Outcome 1: Building a diversified, child-centered nutrition program

- **The project developed scientifically balanced meal plans covering essential nutrients needed for child growth,** introducing a two-week rotating menu featuring 12 ingredients daily and 30 ingredients weekly.
- Since launch, the project has delivered over 129,000 nutritious meals to more than 1,600 preschoolers across eight rural kindergartens, 70% of whom are children affected by parental migration.

- **A dynamic feedback mechanism was adopted**, allowing continuous menu optimization based on feedback from caregivers, teachers, and children—ensuring nutritional standards while better accommodating local tastes. The project equipped schools with 8,032 pieces of kitchen equipment across 74 categories (e.g., thermal containers, steamers, sterilizers), significantly improving food safety, supply efficiency, and quality.
- The program has developed a replicable, scalable school meal model and operational system that can serve as a reference for improving preschool nutrition in rural China.

Outcome 2: Raising Awareness and Empowering Schools and Families

- Beyond meal provision, the project emphasizes health and nutrition education.
- A third-party nutrition team from Gansu Second People's Hospital conducted on-site training for principals, cooks, and parents, covering meal design, food safety, and emergency first aid (e.g., child CPR, Heimlich maneuver).
- To boost awareness and participation, educational materials were combined with engaging activities. Illustrated nutrition handbooks were also distributed to caregivers and school staff.
- Post-training evaluations show >90 % of attendees significantly improved nutrition knowledge and dietary diversity.

Outcome 3: Empowering Smallholders and Revitalizing the Local Economy

- A central kitchen in Yongxing Village, Yongxing Township, serves as the project's meal preparation hub. Fresh ingredients are sourced daily from local farmers and markets, ensuring food freshness while creating steady income opportunities for local producers.
- To ensure a stable supply chain, the project established **a localized system connecting smallholders, cooperatives, caterers, and schools**. A total of **43 smallholder households participated, nearly 70% of them women**.
- Farmers benefited through land leasing, direct food supply contracts, and employment opportunities in catering services. Average household income increased by RMB 18,000 to 20,000.
- The project also delivered training on smart farming and pest management to improve agricultural practices and product quality, supporting long-term sustainability and expanded market access for cooperatives.

Outcome 4: Enhancing Local Capacity for Nutrition Interventions and Management

- With technical support from Gansu Second People's Hospital and Northwest Minzu University, a baseline survey was conducted, collecting physical and questionnaire data from children, caregivers, and staff.
- Based on identified issues such as **coexisting undernutrition and obesity, dental problems, and anemia**, the project proposed six key interventions, including **menu optimization, dietary restructuring, and enhanced nutrition education**.
- Project management teams were established at both the provincial and county levels to ensure cross-sectoral collaboration among agriculture, education, and other departments.
- Through regular training, dynamic monitoring, and social media outreach, the project has continuously enhanced its execution capacity and public engagement. To date, it has garnered coverage in 19 media outlets, expanding its visibility and social impact.

About ADM Cares – ADM's Corporate Social Investment Program

ADM's Corporate Social Investment Program- **ADM Cares**, focuses on three core pillars: **food security, health and well-being, and sustainability**. Through ADM Cares, the company provides directing funding, volunteerism, and industry knowledge to initiatives and organizations that are driving meaningful social, economic and environmental progress worldwide.

ADM's support for the WFP Gansu Preschool Nutrition Improvement Project closely aligns with all three ADM Cares focus areas—**food security, health and well-being, and sustainability**. The initiative also serves as a practical case study for advancing SDG-linked themes such as nutrition equity, access to education, and community-based agricultural empowerment.

About ADM

ADM unlocks the power of nature to enrich the quality of life. We're an essential global agricultural supply chain manager and processor, providing food security by connecting local needs with global capabilities. We're a premier human and animal nutrition provider, offering one of the industry's broadest portfolios of ingredients and solutions from nature. We're a trailblazer in health and well-being, with an industry-leading range of products for consumers looking for new ways to live healthier lives. We're a cutting-edge innovator, guiding the way to a future of new bio-based consumer and industrial solutions. And we're leading in business-driven sustainability efforts that support a strong agricultural sector, resilient supply chains, and a vast and growing bioeconomy. Around the globe, our expertise and innovation are meeting critical needs from harvest to home.

AstraZeneca

Taking Action to Set the Standard for a Net-Zero Industry | ●

Theme: Green Economy

AstraZeneca has always placed high priority on the impact of climate change on human health and is committed to building a green, low-carbon, and sustainable healthcare system. In China, AstraZeneca is firmly advancing its “Ambition Zero Carbon” strategy, actively responding to China’s “Dual carbon” goals, and implementing ecological civilization construction and high-quality development. The company is driving its own green transformation through various measures, contributing to a sustainable future for the pharmaceutical industry and China’s healthcare sector.

AstraZeneca integrates sustainability into its business development, proactively reducing the environmental footprint of its commercial operations and collaborating with industry partners to safeguard the health of human society and our planetary home. We set global targets: By 2026, reduce Scope 1 and 2 carbon emissions by 98% compared to the 2015 baseline; by 2030 and 2045, reduce Scope 3 carbon emissions by 50% and 90%, respectively, compared to the 2019 baseline.

Within our own operations, we continuously improve energy efficiency, implement innovative solutions for renewable energy use, and promote green transportation to reduce greenhouse gas emissions from business activities, achieving tangible progress. In 2024, despite doubling business scale during the same period, AstraZeneca China reduced Scope 1 and 2 carbon emissions by 78.6% compared to the 2015 baseline. The company also achieved 100% green electricity use at its sites in China and reduced business travel carbon emissions from its sales operations in China by 81.6% compared to the 2019 baseline.

Wuxi Site: Entered WEF “Lighthouse” Network

AstraZeneca is committed to transforming its sites in China into green and low-carbon



ones, with a target of reducing greenhouse gas emissions in the production process by 98% compared to 2015 by 2026. In recent years, AstraZeneca has continued to advance the intelligent upgrading and green transformation of its Wuxi Site. In 2024, the World Economic Forum (WEF) announced the latest list of companies awarded the “Lighthouse” designation. AstraZeneca's Wuxi Site was selected for its agile transformation and outstanding performance, becoming a new Industrial 4.0 Lighthouse Factory and the second pharmaceutical industry Lighthouse Factory in China.

1. Smart Manufacturing Empowering Industrial Upgrades

In terms of technological innovation and smart manufacturing transformation, the Wuxi Site has performed well. To align with the trends of the Fourth Industrial Revolution and meet the growing market demand, the Wuxi site has actively advanced its digital transformation, implementing over 30 new Industrial 4.0 technologies, including artificial intelligence and algorithms.

For examples:

- Through an end-to-end interconnected factory process information system, operations research optimization algorithms are used to optimize production and quality inspection scheduling, achieving synchronization and seamless integration across all stages of pharmaceutical manufacturing.
- Leveraging an IoT-supported end-to-end autonomous material delivery and traceability system, the Wuxi site integrates multiple advanced technologies to achieve fully autonomous intelligent logistics management from raw materials to finished products.
- The intelligent Andon system, independently developed based on an IoT-integrated equipment data platform, can flexibly schedule production personnel according to production line needs, enabling uninterrupted production.
- On high-speed packaging lines, artificial intelligence computer vision technology is applied, using machine learning-based computer vision models to conduct 100% real-time online inspection of product packaging appearance, effectively enhancing product quality control standards.
- Additionally, machine learning-based predictive engines and inventory control towers are employed to address demand fluctuations, predicting demand changes 3 to 36 months in advance to optimize material replenishment and inventory management.

These technological applications have enabled the Wuxi Site to increase production by 55% while reducing production cycles by 44%, lowering non-perfect batch rates by 80%, and improving labour productivity by 54%. Its performance in terms of quality, speed, and efficiency ranks among the top 10 out of 800 advanced pharmaceutical factories worldwide.

2.Green Energy-Saving Upgrades Enable Net-Zero Goals

The Wuxi Site continues to advance its transformation into a green factory, vigorously promoting energy-saving upgrades and the use of clean energy, with the goal of achieving low-carbon operations across multiple areas by 2026, becoming AstraZeneca's largest and most comprehensive green site in the Asia-Pacific region. The Wuxi Site has responded to the company's "Ambition Zero Carbon" strategy by implementing a series of innovative measures to drive green and low-carbon transformation. As of 2024, the Wuxi Site has achieved 100% use of green electricity, with carbon emissions reduced by 60% compared to the 2015 baseline.

In 2024, AstraZeneca signed a ten-year renewable energy contract with China Resources Gas. China Resources Gas will collaborate with Everbright Environment to provide the Wuxi Site with renewable natural gas, supporting the site to get low-carbon steam. This project will help AstraZeneca achieve up to an 80% reduction in greenhouse gas emissions under Scope 1 and Scope 2 in China.

In May 2025, the new small-molecule drug manufacturing plant under construction at the Wuxi site is another example of green production. The new plant has a total investment of US\$475 million, with green and environmentally friendly principles as its core construction philosophy. It will adopt new sustainable polypropylene packaging film for pharmaceutical packaging production, significantly reducing the environmental impact of the packaging process.

Additionally, the new plant will fully utilize digital and intelligent technologies to enhance production efficiency while optimizing energy consumption and resource utilization, thereby supporting green production. Furthermore, the new factory has introduced cutting-edge technologies such as continuous tablet manufacturing processes. Compared to traditional production methods, this process reduces material waste and energy consumption during production, further embodying the principles of green development.

The new factory is expected to commence operations in the fourth quarter of 2028, becoming a model for the supply site's green transformation and upgrading, and driving the Wuxi production and supply site toward new heights in the field of green and low-carbon development.

Taizhou Site: Electrification and the use of renewable energy

In order to continuously narrow the gap in the transition to carbon neutrality, the Taizhou site underwent a comprehensive renovation of its canteen's electrification facilities in 2024. This helps to reduce the annual demand for fossil natural gas energy by approximately 18,000 cubic metres.

In April 2025, the Taizhou site installed an electric boiler capable of producing 5 tons of steam per hour, which has been successfully commissioned, replacing approximately 25,000 cubic meters of fossil natural gas with green electricity.

During the operation, peak-shifting mechanism is adopted to enhance overall energy utilization efficiency. During peak electricity price periods, we utilized low-carbon green steam supplied by an external third-party provider using biomass fuels (such as straw and garden waste), while during off-peak electricity price periods (or when external steam suppliers were unavailable due to equipment maintenance), we use on-site electric boilers to provide green steam.



Zhangjiang Park

There are various initiatives at the Zhangjiang Park demonstrate our commitment to the climate protection.

1. The park actively introduces clean energy

Taking advantage of the opportunity provided by the Zhangjiang Science City's pilot program for green electricity consumption calculation and labelling, the Zhangjiang Park is exploring the construction of photovoltaic energy and energy storage facilities through cooperative platforms such as Zhangjiang Smart Power, with the aim of further optimizing its energy structure and reducing its dependence on traditional fossil fuels.

The park achieves 100% use of green electricity through the installation of solar photovoltaic systems, energy storage systems, and direct purchase of green electricity. In 2024, carbon emissions in the Zhangjiang park decreased by 94% compared to the 2015 baseline.

Notably, the user-end energy management system and carbon emissions management platform established by AstraZeneca's commercial buildings in 2023 have further enhanced data management granularity in 2024, thereby strengthening and optimizing carbon emissions management and empowering the operations of the Zhangjiang park.

2. Green concepts are integrated into park building design

As early as 2014, the Zhangjiang park became the first pharmaceutical project in Greater China to obtain LEED-EB (Existing Building Green Building Certification) and received a two-star green building certification. The selection of building materials for the park prioritizes environmental protection, with many bricks from old factories reused on walls, reducing energy consumption and waste emissions from new material production. This approach preserves historical memory and spans the lifetime for the material, thus saving the resource.

3. Green Operation Measures are Implemented in Every Detail

In daily operations and management, the Zhangjiang Park has implemented green initiatives in every detail.

Firstly, AstraZeneca China established green travel standards, encouraging employees to choose eco-friendly transportation options such as high-speed rail instead of air travel. By 2024, carbon emissions from air travel for AstraZeneca China's sales operations will have decreased by 81.6% compared to 2019.

Secondly, the park continues to expand the conversion of parking spaces for new energy vehicles, encouraging employees to use such vehicles. By the end of 2024, new energy vehicle parking spaces will account for 70% of the total in the Zhangjiang park.

Additionally, the 'Environmental Engagement Week' campaign was held in Zhangjiang Park and the regional headquarters. Activities focused on energy conservation, carbon reduction, minimising single-use items and waste sorting, embedding green actions into employees' work and daily lives.

About AstraZeneca

AstraZeneca (LSE/STO/Nasdaq: AZN) is a global, science-led biopharmaceutical company that focuses on the discovery, development, and commercialisation of prescription medicines in Oncology, Rare Diseases, and BioPharmaceuticals, including Cardiovascular, Renal & Metabolism, and Respiratory & Immunology. Based in Cambridge, UK, AstraZeneca's innovative medicines are sold in more than 125 countries and used by millions of patients worldwide.

About AstraZeneca China

Since entering China in 1993, AstraZeneca has focused on the utmost needs of Chinese patients covering therapy areas of oncology, cardiovascular, renal, metabolism, respiratory, gastrointestinal, rare diseases, vaccine and antibody and immunology, bringing over 40 global innovative medicines to China. AstraZeneca has established its China headquarters in Shanghai, with two global strategic R&D centers located in Shanghai and Beijing. We have also established regional headquarters in Beijing, Guangzhou, Hangzhou, Chengdu and Qingdao. Our global manufacturing sites in Wuxi, Taizhou, and Qingdao are providing high quality medicines to over 70 global markets.

Beijing Kerry Centre

Pioneering Net-Zero Sustainability Practices to Define the Future of Commercial Complexes | ●

Theme: Green Economy

As a flagship of sustainable development at the heart of the Beijing Central Business District, Beijing Kerry Centre (hereinafter referred to as “Kerry Centre”) has taken the lead in exploring net-zero carbon operations for large-scale mixed-use commercial complexes. By systematically integrating green building certifications, renewable energy adoption, and tenant engagement for carbon reduction, Kerry Centre offers a scalable approach for the industry. Its green transformation is underpinned by the following three core dimensions:

1. Complimentary Carbon Audit: From Data Insights to Actionable Change

- Kerry Centre provides tailored carbon auditing services to its corporate tenants (delivered in partnership with third-party carbon audit institutions and covering the full process from audit to energy-saving and emissions reduction planning). These audits span office energy use, commuting and waste management to identify carbon reduction opportunities. Tenants are empowered to optimize their operations based on audit insights, such as energy use during off-peak hours. In addition to helping tenants install LED lighting, water-saving fixtures, and smart meters, Kerry Centre also call for the use of low-



carbon commuting methods to reduce travel-related carbon emissions.

- Cushman & Wakefield was among the first to participate in the carbon audit program in 2024 and received official certification.

2. Scaled Green Power Adoption: A Win-Win for the Economy and the Environment

As a green building in Beijing's CBD, Kerry Centre ensures a consistently healthy and comfortable indoor environment by enhancing air quality, water quality, lighting, thermal comfort, acoustics, and sustainable material use.

By the first quarter of 2025, Kerry Centre had proactively adopted 2.59 million kWh of green electricity, reducing approximately 1,500 tons of CO₂ emissions. This initiative not only helps tenants' lower energy costs and carbon emissions, but also reflects Kerry Centre's strong environmental commitment.

Certification System	Certification Level	Milestone Significance	Carbon Reduction Contribution
LEED for Communities	Platinum	1st commercial complex in Beijing to be certified	Established community-level carbon management framework
LEED O+M (Operations and Maintenance)	Platinum	1st platinum certification in the Beijing CBD core area	Provided foundation for operational efficiency optimization
LEED Zero Waste & TRUE Zero Waste	Platinum	Attained 2 'Zero Waste' certifications	Significantly reduced emissions from waste
WELL Health-Safety Rating	N/A	Certified for health and safety protocols during operations	Recognized for health and safety management during operations
WELL Core	Platinum	Highest rating for healthy buildings	Promoted synergy between occupants' wellness and low-carbon operation

Table: Beijing Kerry Centre's Key Green Certifications & Achievements

3. Sustainability Forums / Invite-only Salons: Forging Platforms for Cross-Sector Collaboration and Engagement

Kerry Centre remains committed to driving the industry's green transition. It continues to build open platforms for tenants and ecosystem partners, supporting China's "Dual Carbon" goals and broader sustainability ambitions. Highlights of Kerry Centre's sustainability forums and invite-only salons in 2025 include:

- **April: "Kerry for the Future" ESG Summit.** Kerry Centre invited speakers from GRESB, Swire Properties, Keppel Land, BRE (Building Research Establishment), Deloitte, and Cushman & Wakefield to share insights around the theme of "green and low-carbon practices and sustainable development in the real estate industry". The summit focused on innovative approaches to greening the real estate sector, aiming to accelerate the industry's sustainable transformation while contributing to the development of a greener Beijing CBD.
- **May: Kerry Wellness Salon: Towards a Healthier and Greener Future.** Kerry Centre partnered with tenants such as TBL Fitness, RE, and Cushman & Wakefield to share practices in sustainable office operations, green retail, and low-carbon living. Together, they advocated for the green transition of various sectors to contribute to Beijing's sustainable development. Attendees also included representatives from the Beijing CBD Administrative Committee, AmCham China, RICS, and Li Nina (world champion in aerial skiing), alongside over 60 corporate tenant representatives from China World Trade Center, China Central Place, and Kerry Centre.
- **July: Net-Zero Operations Standards Workshop for Commercial Buildings.** As global climate governance advances and China deepens its "Dual Carbon" strategy, the building sector has become a central focus for low-carbon transformation, as it accounts for a significant share of carbon emissions. However, commercial buildings face multiple challenges on the path to net-zero operations, including high costs, unclear pathways, and a lack of policy coordination. At the same time, tightening domestic regulations and rising international green trade barriers are further pressuring the industry to accelerate the development of carbon management systems that are measurable, traceable, and certifiable. In response, Kerry Centre, a contributing organization to the "Net-Zero Operations and Carbon Neutrality Evaluation Standards for Commercial Buildings (NET ZERO)", together with fellow contributors such as China CITIC Financial Asset Management, China Central Place, and China Resources Mixc Lifestyle underscored the importance of transitioning commercial buildings toward net-zero as a cornerstone of industry-wide sustainability. The participants called for collective action across the sector to accelerate the implementation of net-zero operation standards.
- **August: Sub-Forum of "Conference on Sustainable Development of Building Economy in Beijing CBD & 2025 Beijing CBD Forum".** As an official sub-forum of the 26th Beijing CBD Forum, the event was co-hosted by Kerry Centre, the Building Research Establishment (BRE), and TÜV Rheinland. Focusing on the theme of "Sustainable Development of Office Building", the forum brought together government authorities (including the Beijing Municipal Development and Reform Commission and the Beijing CBD

Administrative Committee), international organizations (such as the CBI, CDP, and UKEF), as well as leading industry figures. Participants exchanged insights on green finance policies, net-zero technologies and innovative practices, with the shared goal of advancing the high-quality development of Beijing's CBD.

About Beijing Kerry Centre

Beijing Kerry Centre is one of the flagship developments in Mainland China developed by Hong Kong-listed Kerry Properties Limited (HKEX: 0683), exemplifying the Group's Green Asset Enhancement strategy. Located at No. 1 Guanghua Road in the heart of Beijing CBD, the Centre comprises 232,000 square meters of floor area, including prime office space, serviced apartments, retail space and a five-star hotel, featuring the CBD's exclusive Outdoor Waterfall Garden. As Kerry Properties' sustainability showcase, it holds the rare triple Platinum distinction in LEED for Communities, LEED Zero Waste/TRUE Zero Waste, and WELL certifications, attracting a broad range of high-profile tenants and top-tier corporations.



BMW

Green Energy Driving Transformation Across the Entire Value Chain: BMW Brilliance's Practices in the Net-zero & Green Economy | ●

Theme: Green Economy

Against the urgent backdrop of global climate change response, green energy transformation has become a core issue for corporate sustainable development. BMW Group is advancing its energy transition strategy through systematic governance and collaborative mechanisms. The China Board has deeply integrated this transformation into strategic decision-making, mandating all business units to establish quantifiable annual targets with stringent accountability measures. A dedicated China Sustainability Committee has been established to oversee task allocation, implementation, and continuous optimization.

As a leader in the automotive industry, BMW Brilliance, with "Green Power" as its core driving force, is promoting energy structure innovation across the entire value chain. Through the coordinated efforts of production operations, logistics transportation, dealers, and the supply chain, it has established a zero-carbon ecological system, providing practical models for practicing the "zero-carbon green economy."

Notably, BMW Brilliance has pioneered medium-deep geothermal technology application in China's automotive industry, achieving 100% fossil-free heating for its Shenyang powertrain plant. This innovative practice not only demonstrates the company's technological leadership in renewable energy applications but also expands clean energy utilization in manufacturing, with its environmental and social benefits progressively materializing and creating far-reaching impact.

Production Operations: From Energy Structure Innovation to Low-Carbon Technology Breakthroughs

BMW Brilliance's green energy transformation began at the production end. Since 2019, its production bases have achieved 100% renewable electricity coverage. In 2021, 36 non-production bases were also fully connected to renewable electricity, making it the first enterprise in the industry to achieve green electricity usage across all scenarios. This

achievement relies on a diversified renewable energy matrix: factory solar photovoltaic panels provide 14% of the electricity, power purchase agreements cover 80% of the demand, and the remaining portion is supplemented by China Green Electricity Certificates (GEC), forming a stable and sustainable electricity supply system.

Energy structure transformation directly drove carbon emission reduction. Between 2021 and 2024, the proportion of non-renewable energy in energy consumption decreased from 27% to 21%. More groundbreaking is the application of medium-deep geothermal energy technology: the geothermal energy system launched in 2024 for the powertrain plant, consisting of 28 geothermal boreholes and heat pump units, is expected to reduce emissions by 18,000 tons of CO₂ equivalent annually after its commissioning in November 2025. Once completed, this geothermal project will become a vital component of the energy portfolio, complementing the existing electricity and heat systems to form a multi-dimensional clean energy solution.



Supply Chain: Green Power Synergy for Carbon Reduction

BMW Brilliance empowers suppliers to use green power. In 2024, supply chain carbon emissions decreased by approximately 1 million tons of CO₂ equivalent compared to 2019.

At the policy level, BMW Brilliance requires newly contracted Tier 1 local suppliers and energy-intensive N-tier suppliers to use 100% renewable electricity, while existing suppliers gradually meet the standard through contract renewals. In 2024, about 80% of Tier 1 local suppliers had committed to using renewable electricity for production power (about 200 companies). Among them, aluminum ingot foundries and wheel suppliers switched to green power in the electrolytic aluminum process, while power battery, glass, and other suppliers achieved 100% renewable coverage.

At the tool level, it regularly monitors electricity usage through the "Supplier Resource Dashboard," providing energy efficiency suggestions and assisting suppliers in obtaining renewable energy by leveraging local policies. Since 2024, it has conducted pre-implementation reviews of green power plans for new suppliers to ensure emission reduction measures are implemented.

This green power synergy in the supply chain has produced a significant industry-driving effect, promoting a systemic decline in the carbon footprint of the entire industrial chain and providing a replicable framework for the low-carbon transformation of manufacturing supply chains.

Logistics Transportation: Green Power Reconstructing the Transport Network

BMW Brilliance introduces green power into the transportation system. The application of battery-electric trucks focuses on the "last mile" of aftersales logistics. In 2024, the number of battery-electric trucks in the aftersales logistics fleet increased to 33, reducing emissions by 211 tons of CO₂ equivalent annually. By optimizing air transport logic and expanding the use of electric trucks, local aftersales logistics carbon emissions decreased by 22.9% year-on-year, achieving a balance between transport efficiency and low-carbon goals.



The green transformation of the logistics segment promotes the application of new energy in the commercial vehicle sector, accelerating the improvement of the new energy

vehicle industry chain. Simultaneously, it demonstrates the feasibility of green logistics through actual data, providing practical references for the low-carbonization of regional transportation.

Charging management: Tracing Green Power Empowers Eco-Friendly Mobility

In the vehicle usage phase, in 2021, BMW Brilliance became the first automotive company to provide renewable energy charging services through deepened cooperation with State Grid's Smart Vehicle Network. It strictly adopts China's Green Electricity Certificates (GEC) to track and certify the consumption of renewable energy electricity throughout the process, achieving precise matching between green electricity certificates and customer charging in terms of time and location. The company plans to achieve 100% green charging for BMW and MINI models on State Grid charging stations by 2027.

The ultra-fast charging brand "IONCHI", jointly established with Mercedes-Benz, has also taken the lead in achieving 100% green electricity usage for its charging services, contributing to sustainable mobility.

B

Dealer Network: Green Energy Empowering Terminal Services

Dealers, as the terminal connecting enterprises and consumers, are crucial nodes for transmitting the green energy concept. In 2022, BMW Brilliance launched the "BMW NT Green Star" program, promoting the transformation of the dealer network towards green operations through standardized low-carbon practices. By the end of 2024, among 364 certified dealers, 5 had obtained the BMW NT Green Star Lighthouse certification, the core hallmark of which is 100% use of renewable electricity and the adoption of high-efficiency, energy-saving equipment.

BMW Brilliance provides comprehensive support to dealers: issuing guidance manuals, conducting implementation plan reviews, and carrying out regular training to help reduce operational energy consumption. For example, by introducing green power procurement solutions, dealers can directly access renewable energy networks; by using digital tools to monitor energy consumption, they can precisely optimize electricity efficiency. This process not only enhances dealers' environmental performance but also allows consumers to intuitively experience the value of green energy in scenarios like car purchasing and aftersales, promoting the popularization of low-carbon lifestyles and increasing societal recognition and support for new energy.

Social Value and Impact: Leading the Green Economic Transformation

BMW Brilliance's green energy-centered transformation across the entire value chain demonstrates multiple social values within the framework of the "zero-carbon green economy."

From an environmental perspective, the application of green power across the value chain directly reduces carbon emissions: geothermal substitution in production, green-powered trucks in logistics, and collaborative carbon reduction in the supply chain provide quantifiable contributions from corporate practices to addressing climate change.

From an industry impact perspective, its explorations provide templates for green energy applications in different fields: renewable energy substitution in manufacturing, new energy commercial vehicle applications in logistics, and green operation models in retail provide actionable successful experiences for the decarbonization of relevant industries.

From a societal perspective, the large-scale application of green energy promotes the improvement of the new energy industry chain and creates new employment opportunities; enhanced consumer awareness of green energy accelerates the construction of a low-carbon society.

BMW Brilliance's practice demonstrates that green energy is not only an environmental choice for enterprises but also the core driving force for promoting green development. When the entire value chain is empowered by green electricity, the enterprise's environmental responsibility and social value resonate, ultimately propelling the entire society towards a low-carbon and sustainable direction.

Cultural Journey: BMW in China Empowers Corporate Social Responsibility Fulfillment with Chinese Traditional Culture | ●

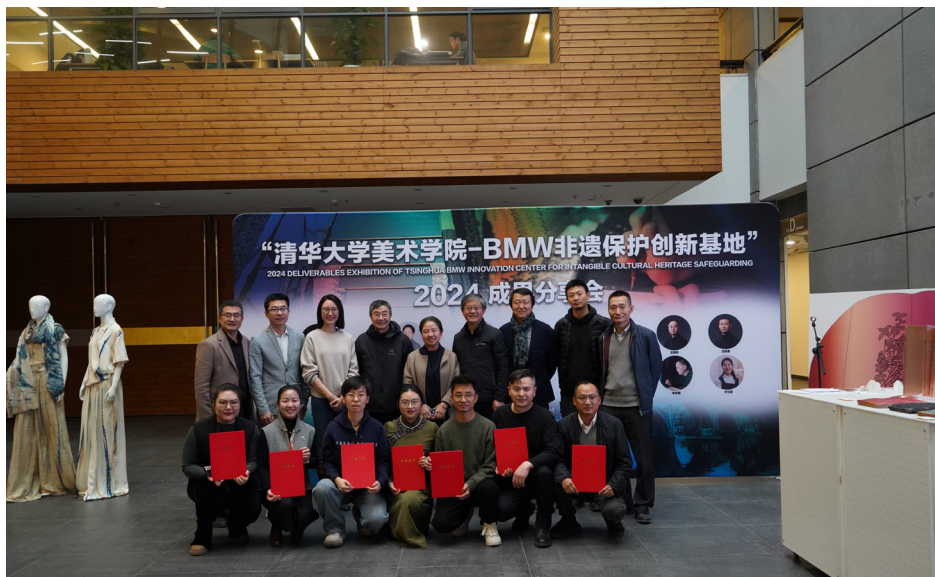
Theme: Social Empowerment

In corporate social responsibility practices, cultural preservation and transmission not only concern the continuation of historical memory but can also become a vital force driving social development. BMW in China's sustainable development encompasses not only environmental initiatives and carbon reduction but also the balanced growth of people, society, and the environment. The "BMW China Culture Journey" project, launched by BMW in China, adopts a new mindset of "Innovation + Responsibility," integrating cultural

heritage protection with community development and public participation. After 19 years of continuous dedication, it comprehensively empowers intangible cultural heritage (ICH) inheritors, activates cultural resources, and mobilizes social forces, providing a unique practical pathway to help "bring ICH into modern life." Its social value has gradually permeated a virtuous cycle of cultural ecology and community development, vividly illustrating the long-term principle that business success and social responsibility can coexist harmoniously.

From ICH Preservation to Value Cocreation: The Culture Journey Achieves an Innovative "Protection-Cocreation-Sharing" Closed Loop

Launched in 2007, "BMW China Culture Journey" has always taken "protecting cultural diversity and promoting the living transmission of ICH" as its core, establishing itself as a benchmark for cultural philanthropy within the automotive industry. Over 19 years, the project has covered 24 Chinese provinces and municipalities and 6 national cultural ecology protection zones, funded and trained nearly 1,000 ICH inheritors, and benefited a cumulative 218 million people. It has formed the practical principles of "long-termism, effectiveness first, and full participation." This persistence stems from the company's recognition of cultural responsibility and embodies a profound understanding of inclusive societal growth—culture serves as a bond connecting diverse groups, breaking geographical and social barriers, enabling holders of traditional crafts, modern consumers, and community residents to share value through cultural transmission.



In 2008, the establishment of the BMW Care Fund provided a sustainable support platform for the project. As the first corporate public welfare fund in China's automotive industry, it focuses on two major issues: cultural protection and biodiversity conservation, facilitating the precise alignment of corporate resources with societal needs. Supported by the fund, "BMW China Cultural Journey" has evolved beyond financial donations to embrace a "solution-oriented" empowerment: By spearheading the establishment of the "Tsinghua Arts & Design Academy – BMW Intangible Culture Heritage Innovation & Safeguarding Centre" in collaboration with the Academy of Arts & Design at Tsinghua University. It enables ICH inheritors to collaborate with top-tier design forces, injecting modern vitality into traditional crafts. This model breaks the isolation of cultural preservation efforts and provides innovative solutions for realizing "bringing ICH into modern life."

Grand Canal and ICH Heritage Projects: Deep Practice of Cultural Empowerment

In 2024, "BMW China Culture Journey" underwent a comprehensive upgrade, shifting its focus to the tangible and intangible cultural heritage along the Grand Canal. This 2,500-year-old UNESCO World Heritage site is both a vital north-south economic artery and a nexus of diverse cultural integration. As the first global automaker to participate in Grand Canal protection, BMW in China employs three key strategies—"cultural exploration, ICH empowerment, and tourism promotion"—to deeply integrate cultural protection with community development and public participation, fostering the living transmission and innovative development of Grand Canal cultural heritage across multiple dimensions.

BMW in China cherishes cultural diversity, respects tradition and heritage, and innovates within transmission—this is its way into the future. The project's mission is "to empower ICH inheritors and help bring ICH into modern life." In 2024, the project selected 10 ICH inheritors from Jiangsu and Zhejiang provinces to enter the "Tsinghua – BMW Innovation Centre" engaging in "one-on-one design cocreation" with THU professors. They integrated Grand Canal cultural elements into modern cultural and creative products, encompassing skills such as Suzhou embroidery, Yunjin brocade, Longquan celadon, and Hangzhou oil-paper umbrellas. Among these, the collaboration between Longquan celadon inheritor Shi De and Tsinghua Professor Zhang Lei resulted in the "BMW ICH Longquan Celadon Portable Tea Set," becoming the first market-ready outcome. This set, blending industrial design concepts with ancient porcelain-making techniques, was launched for sale via the My BMW app in April 2025, achieving a breakthrough in "making ICH part of daily life." This innovation provides economic returns for inheritors, gains recognition for traditional crafts in the modern consumer market, shatters the stereotype that "ICH only exists in museums," and infuses sustainable vitality into cultural transmission.

Cultural exploration and tourism promotion further expanded the reach of inclusive growth. In 2024, the project released the "BMW China Culture Journey - Grand Canal Heritage Self-Driving Guide". Through themed test drives organized by dealers and online campaigns, it attracted the public to experience Grand Canal culture. By the end of 2024, the guide had garnered 450,000 views, boosting cultural tourism development along the canal route. In 2025, the project commenced cultural exploration of the Henan section of the Grand Canal, focusing on the central heartland along the Sui-Tang Grand Canal. Using a combination of "offline exploration + online interaction," it disseminated knowledge of Henan's historical and cultural heritage and explored the spiritual connotations behind these sites. To further promote Grand Canal culture, the 2025 project adopted the theme "Heritage Lights Up the Future" and collaborated cross-sector with CCTV's "A Bite of China" to produce the Vlog "Savoring Suzhou," showcasing the beauty of flavors and Suzhou embroidery along the canal and helping the Grand Canal heritage to "become more vibrant and alive." Currently, "Exploring 'The Taste of the Canal'" has been released on multiple mainstream platforms, exceeding 10 million views. By promoting Grand Canal culture through popular content, it enhances public awareness.

Mr. Shan Jixiang, former Director of the Palace Museum, pointed out: "The Grand Canal is a 'living heritage,' and the purpose of protection is transmission." BMW in China's practice activates public participation, enabling communities along the Grand Canal to reap both economic and social benefits from cultural heritage—tourists boost local handicraft sales and folk experience industries, while residents' sense of identity with their local culture is enhanced, forming a virtuous cycle.



Social Value: Multidimensional Radiation of Inclusive Growth

The social impact of "BMW China Culture Journey" is manifested in the empowerment and connection of diverse groups, highlighting the core essence of inclusive growth: enabling every participant to gain a sense of value and development opportunities through cultural transmission.

For ICH inheritors, the project provides not only financial support but also a pathway for "capacity upgrading." Through university collaborations and exposure to modern design concepts, inheritors learn to integrate traditional skills with contemporary needs. For instance, the Longquan celadon tea set evolved from a utilitarian vessel to a lifestyle symbol, broadening its market. This empowerment allows holders of niche crafts to break geographical limitations, access broader markets, transition from cultural guardians to cultural entrepreneurs, and gain possibilities for sustainable development.

For communities, the Grand Canal project revitalizes the economic value of local cultural resources. The rise of cultural tourism stimulates industries such as catering, accommodation, and handicraft sales along the route, creating employment and income opportunities for residents. More importantly, the protection and promotion of cultural heritage enhance community cultural confidence, transforming residents from bystanders into participants.

For the general public, the project builds bridges to traditional culture. Forms like the self-driving guide, ICH exhibitions, and cultural creative products make culture accessible. When BMW owners learn about Grand Canal history through test drives, or when consumers appreciate traditional craftsmanship by using celadon tea sets, cultural identity forms subtly. This broad participation breaks down the "elitist" barriers of cultural transmission, allowing people from diverse backgrounds to share cultural achievements and promoting cultural inclusivity at the societal level.

Nineteen years of "BMW China Culture Journey" practice demonstrate that cultural preservation is not an isolated philanthropic act but a crucial vehicle for promoting the sustainable transmission of culture and the healthy development of cultural ecology. By linking the strengths of inheritors, communities, the public, academic institutions, and others, BMW facilitates the transition of cultural heritage from static preservation to dynamic transmission, shifting from preservation by the few to participation by the many. This model safeguards cultural diversity while creating development opportunities for different groups, infusing new vitality into cultural heritage protection and transmission, and realizing the profound value of "cultural empowerment of society."

Cultural transmission is not about replicating the past but about creating a more responsible future through dialogue between past and present. BMW in China's practice proves that

enterprises can fulfill social responsibility not only through financial support but also by leveraging their resource integration capabilities to build a mutually beneficial ecosystem. When culture becomes the bond connecting people and society, and when every participant gains a sense of belonging and development space within the transmission process, inclusive growth gains a solid foundation—this is precisely the valuable asset that "BMW China Culture Journey" offers to society.

Cultural transmission is not about replicating the past but about creating a more responsible future through dialogue between past and present. BMW in China's practice proves that enterprises can fulfill social responsibility not only through financial support but also by leveraging their resource integration capabilities to build a mutually beneficial ecosystem. When culture becomes the bond connecting people and society, and when every participant gains a sense of belonging and development space within the transmission process, inclusive growth gains a solid foundation—this is precisely the valuable asset that "BMW China Culture Journey" offers to society.

About BMW China Automotive Trading Ltd.

In 1994 April, BMW Group established the representative office in Beijing, which is recognized as BMW's official entry to Chinese market. In 2005 October, BMW China Automotive Trading Ltd. was established as another milestone of BMW's long term commitment to Chinese market.

By both import and local production, BMW has introduced all product series to Chinese market including 1, 3, 5, 6, 7, X, Z, M series as well as MINI and Rolls-Royce brands. In the year of 2010, BMW has sold 168,998 cars in Mainland China, which made China the 3rd largest market in BMW's global sales network.

About BMW Brilliance Automotive Ltd.

Founded in May 2003, BMW Brilliance Automotive Ltd. is a joint venture between BMW Group and Brilliance Auto Group. Its business operations include R&D, procurement, production, sales and after-sales services of BMW automobiles in China. With a focus on high-quality development, BMW Brilliance aspires to be the leading sustainable provider of first-class individual mobility across the entire value chain of China's automotive industry. BMW Brilliance has a state-of-the-art production base in Shenyang, Liaoning Province, branch companies in Beijing, Shanghai, Chengdu and Guangzhou. BMW Brilliance has established LingYue Digital Information Technology Co., Ltd in Beijing with its branch

in Nanjing. BMW Brilliance has more than 25,000 employees and about 460 suppliers in China and has been the top taxpayer in Shenyang for 19 consecutive years and the largest taxpayer in Liaoning Province for the past 9 years. BMW's national sales and service network, comprised of more than 600 dealership franchises, has a leading reputation for customer satisfaction among premium automotive brands in China. Staying true to the BMW brand core, BMW Brilliance is dedicated to deliver the next level of intelligent "Sheer driving pleasure" to its customers by leveraging innovative technologies.

Boston Scientific China

Building a "Shared-Value Innovation" CSR Brand to Support Healthy China Initiative | ●

Theme: Social Empowerment

Health is essential for comprehensive human development and serves as the foundation for social progress. With China's "Healthy China 2030" strategy approaching its final and critical phase, the focus of medical and healthcare development must shift from disease treatment to health promotion. Enhancing public health awareness and bridging disparities in healthcare resource distribution between urban and rural regions are key strategic priorities.

Boston Scientific is committed to becoming an innovative, patient-centric, and respected medical technology company in China. Guided by our core value of caring, we actively fulfill our corporate social responsibility. Leveraging our expertise in medical technology, we have made sustained efforts in health promotion, education advancement, rural revitalization, and healthcare assistance, establishing a "Shared-Value Innovation" CSR brand. Focusing on three key pillars —enhancing public health literacy, supporting medical talent development, and empowering primary healthcare, Boston Scientific collaborates with government agencies, healthcare institutions, and non-profit organizations to help build a resilient and inclusive multi-tiered healthcare ecosystem in China.

B

Enhancing Public Health Literacy

Improving health literacy is one of the most fundamental, cost-effective, and impactful ways to enhance public health. Over the years, Boston Scientific has conducted diverse public health education initiatives across communities and schools, reaching people of all ages—from children to seniors—to enhance public health awareness and promote the construction of the Healthy China initiative.

The CommunityCARE Health Education and Consultation Program: Since May 2024, Boston Scientific has actively supported the extension of medical resources to local communities and the enhancement of primary healthcare capabilities. Through multi-party collaboration, we organized 10 community health education events covering common conditions including peripheral vascular disease, cardiovascular disease, and neuropathic pain, with 5 sessions concurrently livestreamed. These activities reached 10 neighborhoods

across 6 districts in Shanghai, attracting over 500 cumulative on-site participants and over 600,000 cumulative online viewers. The initiative helped to raise the public's awareness of diseases and understanding of innovative therapies.



Promoting Disease Awareness Through Exercises: In 2025, Boston Scientific supported the 2nd Shanghai Parkinson's Table Tennis Tournament—the first table tennis event in China specifically designed for people with Parkinson's disease. This year, nearly 50 participants from Shanghai, surrounding regions, Qingdao, and Hong Kong gathered for the event. Playing table tennis not only helps relieve motor symptoms and alleviate depression and anxiety for Parkinson's patients but also creates a social platform to boost their confidence through exercise and interaction. This event exemplifies the “integration of sports and medicine” model, showcasing the vitality and spirit of “Table Tennis Against Parkinson's,” and raising public awareness and understanding of the disease.





Emergency Response Skills

Training: Sudden cardiac death (SCD) poses a significant threat to public health, and early prevention can be a life-saving measure. Over the years, Boston Scientific has integrated its professional expertise and resources to promote heart health awareness across China. Through

educational sessions and on-site CPR (Cardiopulmonary Resuscitation) training, we have helped different groups of people improve their health awareness and acquire emergency response skills. To date, more than 40 training sessions have been conducted, reaching over 2,000 participants and transforming our commitment to care into life-saving action.

B

Supporting Medical Talents

Medical professionals are the cornerstone of public health. Currently, China faces challenges of inadequate medical personnel and imbalanced talent distribution. The physician-to-population ratio remains lower than in many developed countries, with significant shortages especially in county-level and rural healthcare institutions. Boston Scientific focuses on sustainable medical professionals' development, contributing long-term momentum toward balanced healthcare growth.

EmpowerMed Student Support Program: In 2023, Boston Scientific partnered with the China Youth Development Foundation to launch a scholarship program for medical students. The program was designed to empower aspiring medical students by strengthening their professional confidence while simultaneously addressing the critical need to cultivate a sustainable pipeline of high-caliber healthcare professionals in China. Selected students from two top medical universities in Shanghai and Chengdu received scholarships and growth opportunities. The program invests ¥500,000 annually and supports 100 medical undergraduates throughout their education.



Women Village Doctors Training Program: Strengthening rural healthcare is vital for rural revitalization strategy and for achieving universal health coverage. In 2024, Boston Scientific and Southern Weekly launched the “Guardians of Primary Health” Women Village Doctors Training Program. The program’s first session trained 32 women village doctors in essential rural healthcare topics, expected to benefit nearly 70,000 residents in rural areas surrounding Kunming.



Empowering Primary Healthcare

Enhancing the last mile of healthcare services and upgrading grassroots disease prevention and management capabilities are crucial to realizing the Healthy China 2030 strategy.

Responding to national strategies, Boston Scientific has initiated various primary healthcare development projects to improve skills among local healthcare workers and promote the adoption of innovative medical technologies.

Professional Education & Training: Since 2020, Boston Scientific has developed an integrated training network combining offline simulation training, online remote education, and mobile classroom buses. As of March 2025, two mobile training buses have traveled approximately 30,000 kilometers annually, covering all 30 provincial-level administrative regions in mainland China, with 80% of the destinations being county-level cities. Each year, around 100 regional events are held, training nearly 2,000 grassroots healthcare professionals on-site.



Expanding Access to Precision PCI: In 2022, Boston Scientific partnered with the China National Health Development Research Center (NHDR) to launch the “Thousand-County Project” for precision PCI access. Over 3 years, this initiative reached more than 700 county-level hospitals online and over 600 hospitals offline across 17 provinces, significantly advancing the diagnosis and treatment of coronary artery disease through minimally invasive procedures at the county level.



About Boston Scientific

Boston Scientific transforms lives through innovative medical technologies that improve the health of patients around the world. As a global medical technology leader for more than 45 years, we advance science for life by providing a broad range of high-performance solutions that address unmet patient needs and reduce the cost of healthcare. Our portfolio of devices and therapies helps physicians diagnose and treat complex cardiovascular, respiratory, digestive, oncological, neurological and urological diseases and conditions. Boston Scientific established its China headquarters in Shanghai in 1997, marking the start of its operations in the country. Today, we have branch offices in Beijing, Guangzhou, Chengdu, Hong Kong, and Taipei.

Our core business encompasses interventional cardiology, cardiac rhythm management, atrial fibrillation(AF) solution, peripheral intervention, oncology, endoscopy, urology, neuromodulation, and pulmonology. Upholding a tradition of innovation leadership, we are committed to addressing the needs of both patients and healthcare providers by delivering advanced medical products and services that support disease prevention, diagnosis, and treatment.

Citi China

Contribution Deposit: Advancing Gender Equality and Women's Empowerment | ●

Theme: Social Empowerment

Citibank (China) Co., Ltd. ("Citi China") continues to drive diversified product innovation while maintaining strong focus on social responsibility.

Since June 2024, in partnership with the United Nations Entity for Gender Equality and the Empowerment of Women ("UN Women"), Citi China launched the "Contribution Deposit," an innovative modality that facilitates its corporate clients' contribution to advance the United Nations' Sustainable Development Goal 5 ("UN SDG 5") on gender equality and the empowerment of women in China.



Objectives: Support UN Women China's work of promoting UN SDG5

The Contribution Deposit is a solution aiming to enable the Corporate Treasurers, Finance and the Cash Management teams to make contributions to the advocacy of UN SDG 5, as

part of UN Women China's efforts to ensure that all women are able to fully and equally participate in decision-making, and that women and girls can benefit from equitable and gender-responsive laws, policies, budgets, services, and accountable institutions that reduce gender inequality.

Example of UN Women China's work supported Contribution Funding

With consolidated contributions from clients, Citi China processed the first installment to UN Women China in December 2024. A portion of the first installment is intended for the Phase II work in Qinghai Province in 2025; another portion of the first installment will be further allocated to other UN Women projects to advance gender equality in China in 2025 and beyond, such as creating a women-friendly city in Hunan and scaling up an upcoming exhibition on the gendered impact of the care economy, "See the Care."

The Qinghai program includes enhancing rural women's access to and utilization of renewable energy in agricultural business in Qinghai Province, pioneering best practices where renewable energy utilization benefits agricultural productivity, women's empowerment, and climate change mitigation, and promoting women's participation and leadership in the green transition.

Contribution from Citi clients supports the program to conduct capacity development training for local organizations and other civil society organizations to enhance their awareness on gender and climate internationality, as well as to further develop women's leadership in climate action at the community level.

Enabling Social and Economic Progress by Giving Back to Communities | ●

Theme: Social Empowerment

Citi's mission is to enable social and economic progress. With over 120 years of history in China, we have been committed to serving clients with responsible finance while contributing to the community where we work and live in as a responsible corporate citizen. We invest in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagine approaches to building economically vibrant communities. Meanwhile, Citi unswervingly promotes thought leadership and innovation by leveraging internal resources and talent of our employees to advance our charitable commitment. The annual Citi Global Community Day (GCD) and other ongoing volunteering activities across branches in China

present opportunities for our colleagues to fulfill our charitable mission. Since the first GCD in 2006, 50,000 volunteers contributed nearly 140,000 hours to more than 500 activities in China. In 2025 alone, 17 activities were conducted across 10 cities with 1,600 volunteers and 8,000 service hours contributed, focusing on environmental protection, green and low-carbon, caring for disadvantaged groups, and advocating communities improvement.



Citi Shanghai volunteers took care of orange trees and harvested 225KG vegetables for a local nursing home



In Dalian over 1000 Citi volunteers cleaning up a local park



Citi Guangzhou supporting Liuzu Children Library for 18 years



Citi Shenzhen promotes financial education to local residents

About Citi China

Citi first established an office in China on May 15, 1902, in Shanghai. In April 2007, Citi was among the first international banks to locally incorporate in China. Citi's locally incorporated entity is known as Citibank (China) Co., Ltd., which is wholly owned by Citibank N.A.

Cheung Kong Graduate School of Business (CKGSB)

Educating Entrepreneurs for Rural Revitalization in China

Theme: Social Empowerment

In alignment with China's national strategy of rural revitalization, Cheung Kong Graduate School of Business (CKGSB) launched its Rural Revitalization Program in 2022 to bridge the urban-rural divide and empower business leaders in underserved communities across under-developed regions of China. Through targeted executive education and corporate partnerships, the program offers full scholarships to entrepreneurs and business owners in rural China, enabling them to scale their businesses, enhance competitiveness, and uplift their communities.



CKGSB's Rural Revitalization program students at a company visit

The program was launched in partnership with Douyin in 2022 and expanded in 2023 with support from the Alibaba Foundation and One Foundation. Since then, more than 150 entrepreneurs from 20 provinces, including Yunnan, Guizhou, Gansu, and Sichuan, have participated. Participants are selected through a competitive process based on their leadership potential, commitment to rural development, and community impact.

The curriculum covers rural e-commerce, agricultural supply chains, branding, digital marketing, sustainability, and impact measurement. CKGSB's renowned faculty deliver modules supplemented by workshops with practitioners from leading platforms such as Taobao Village, Pinduoduo, and Douyin e-commerce. Students also benefit from mentorship by seasoned business leaders, social entrepreneurs, and NGO executives, many of whom are CKGSB alumni.

Among the 2022 Douyin cohort, 47 rural entrepreneurs completed the program, reporting a 47.8% average increase in annual revenue. In the 2023 Alibaba-One Foundation cohort, 8 enterprises achieved over 30% growth in 6 months, and several participants launched new product lines or expanded into cross-border markets. Through the program, more than 50 partnerships were stricken between students, mentors and industrial partners. One alumna, a tea producer from Guizhou, for instance, partnered with a livestreaming agency post-program and saw her monthly online sales triple. Another alumnus leading a Guizhou sour sauce company partnered with his fellow classmate, an executive from China's top hotpot brand Haidilao, serving his sour sauce to Haidilao's new broth option in over 1,300 restaurants across China.

CKGSB has built a growing alumni community for this program that facilitates peer support, collaboration, and ongoing learning. The program has not only strengthened rural enterprises' financial outcomes, but also supported women-led businesses and environmentally-sustainable practices in agriculture. Future cohorts will focus on green agriculture, regenerative practices, globalization opportunities, and digital tools for inclusion.

The program also provides a platform for entrepreneurs to learn from one another. CKGSB facilitates cross-provincial exchange workshops where rural business owners can visit each other's enterprises, observe best practices, and explore collaboration opportunities. In 2023, participants from Sichuan and Gansu jointly launched a co-branded product line focused on highland barley and herbal teas, combining e-commerce resources to penetrate new consumer markets.

Beyond business growth, many graduates of the program have become local champions of sustainable development. After taking this program, several alumni have introduced organic farming methods, rainwater harvesting systems, or plastic-free packaging in their supply chains. These changes not only enhance product value, but also generate positive environmental and social spillover effects in rural communities.

The program's collaboration with One Foundation has added a philanthropic dimension. Through this partnership, CKGSB has been able to reach underserved minority groups and support enterprises working with such groups. This social focus is an increasingly important part of rural revitalization and reflects the school's commitment to inclusive prosperity.

Looking ahead, CKGSB is exploring ways to digitize and scale the Rural Revitalization Program. Plans include creating online learning modules for rural business owners, launching a WeChat mini program for alumni collaboration, and establishing a fund to support pilot projects in green agriculture and community development.



Zhang Yuxi (second to the left), President of Xinfadi, Beijing's largest agricultural wholesaler, learns about products of companies led by students at CKGSB's Rural Revitalization program

Building ESG and Business for Good into Executive Education | ●

Theme: Social Empowerment

Cheung Kong Graduate School of Business (CKGSB) has been innovating beyond the traditional boundaries of business schools. In 2021, it introduced the first “Social Innovation and Business for Good Field Course.” This experiential course of the school’s Executive MBA program asks EMBA students to incorporate ESG into their business strategy, rarely seen in other business schools worldwide. The course challenges EMBA students—98% of whom are decision makers—to identify a societal or environmental issue and implement a real-world ESG project in their companies for at least a year.

The course uses experiential learning, peer feedback, faculty coaching and mentorship from ESG leaders to guide students through every stage of the ESG project lifecycle: issue diagnosis, stakeholder mapping, theory of change, strategy design, implementation, and impact measurement. CKGSB then publishes outstanding projects in curated ESG casebooks, which serve as a handbook for other socially-minded executives, researchers, and policymakers.



CKGSB EMBA students at a group discussion during the Social Innovation and Business for Good field course

As of July 2025, over 2,900 participants have completed the course. 77% of 876 ESG-minded cases led by our 2020-2021 EMBA students saw concrete results by the time the course wrapped up after one year. Of these, 61% addressed social issues such as education, aging, public health, and poverty alleviation; 27% tackled environmental topics such as carbon neutrality, energy efficiency, and plastic reduction; and 12% focused on governance issues like supply chain transparency and data privacy.

Data shows that this field course significantly inspired and encouraged students to integrate ESG principles into their businesses:

- About 35% of the projects originated from ideas students had before taking the class, which they implemented through the course.
- Approximately 30% of the cases were inspired after students started the course.
- The remaining 35% of the ESG cases were already ongoing initiatives that students improved upon through the field course.

From 2021 to 2025, the program incubated more than 2,900 ESG projects, with a growing number implemented at scale within participating companies. These include sustainable supply chain restructuring, decarbonization pilots, inclusive hiring practices, and mental health initiatives in the workplace. Several companies have also initiated ESG reporting for the first time as a direct result of participating in the course.

To deepen the program's practical value, CKGSB integrated mentor-guided project design into the curriculum. CKGSB EMBA students, who are executives in their companies, must work with NGOs or social sector leaders to co-develop projects that integrate ESG principles with their core business models.



CKGSB Professor of Marketing Zhu Rui (first to the left in the front row)
and her students at the Social Innovation and Business for Good field course

CKGSB aligns the course with global frameworks such as the UN Global Compact, GRI, and SDG indicators. This ensures that its students can benchmark their ESG strategies against international standards and contribute to global ESG discourse.

The program is also driving systems-level change. In 2024, CKGSB launched the ESG Assessment Map, designed by CKGSB Professor of Marketing Juliet Zhu and CKGSB's Centre for ESG and Social Innovation, to offer a practical framework for embedding ESG into corporate operations. This map provides a comprehensive tool that simplifies the complex process of conducting ESG by breaking it down into actionable items on the environmental, social and governance respectively. It enables companies to clearly see the ESG actions they can adopt and effectively identify the intersections of their core business with ESG principles.

In designing the map, Professor Zhu selected international mainstream ESG standards on sustainable development, analyzed their material, and sorted and reorganized the data to design the ESG Assessment Map, providing 35 performance indicators across E, S, and G pillars. Through it, the map aims to empower companies, big or small, to seamlessly integrate ESG considerations into their core strategies and operations. Thus far, it has been adopted by 800+ companies, including SMEs, family businesses, and large multinationals operating in China.

- **Actionable toolkit for business leaders:** Incubated in CKGSB's 'Social Innovation and Business for Good Field Course,' the map offers an intuitive interface with actionable items, answering companies' most asked question – how do I know the right sustainability efforts my company should address — and offering a holistic view of the areas for improvement.
- **Accessible and execution-friendly:** Simplifying complex global standards, this map is tailor-made for companies big and small with ESG action points clearly mapped-out.
- **Helps optimize business operation:** Rather than being a toolkit for corporate compliance to replace standards such as the Global Reporting Initiative (GRI), the MSCI ESG Metrics, SASB Standards and Bcorp, the map is a tool of action steering businesses' ESG strategy and operation.

In 2022, CKGSB launched the first two industry-wide business for good initiatives, targeting the gaming and catering sectors in collaboration with top Chinese companies.

For the gaming industry, CKGSB partnered with leading firms like Tencent, NetEase, Perfect World, and 37 Interactive Entertainment to address youth protection, video game ethics, social innovation, cultural heritage, and industry sustainability.

For the catering industry, it worked with brands such as Haidilao, Banu Hotpot, Xinrongji, and Jiumaojiu, alongside regulators like the China Consumers Association and China Cuisine Association, to promote transparency in food safety, supply chains, employee welfare, service quality, and environmental protection. Going forward, CKGSB will continue to expand on these sector-specific business for good initiatives.

She Leads: Cultivating the Next Generation of Female Leaders | ●

Theme: Social Empowerment

Cheung Kong Graduate School of Business (CKGSB) has long been supporting women's advancement through executive education, thought leadership, and global dialogue and partnerships, cultivating more capable female leaders for society, with the aim to close the gender gap in business leadership.

One core offering is the Juanyong Women in Leadership Program, launched in October 2022, which has now become CKGSB's flagship Executive Education program for current and aspiring female leaders. This highly selective course supports mid-to-senior-level female executives and family business successors across Greater China. Participants receive training in leadership, family business succession, wealth management, tech-driven business opportunities and business for good. Over the past three editions between 2022 and 2024, CKGSB's Juanyong program has nurtured a remarkable group of female business leaders across industries such as manufacturing, healthcare, and entertainment. Notably, 90% of these participants lead family businesses, and over one-third are second-generation successors.



Students engage in a group discussion around family business governance at the Juanyong Women in Leadership program at CKGSB

In fact, when it comes to programs, CKGSB has made great efforts, such as by offering women-specific scholarships, to enroll an increasing number of women leaders and

promising female talents across our degree programs since the school's establishment in 2002. We have increased our MBA program's female ratio from 16% in 2003—when the program started—to 53% today. We have elevated the female ratio of our Executive MBA program—in which 98% of students are business decision makers and 50% are either Chairperson or CEO—from 19% in 2002 to 35% today. These inclusive measures empower women to become more impactful and successful leaders in their respective fields.

In 2013, CKGSB launched its annual Women in Leadership Forum, a flagship event that offers a global platform for dialogue and influence. Co-hosted with the United Nations, the forum has engaged:

- Over 100 high-profile speakers from 15 countries
- More than 3,000 offline participants, with 50% at director level and above
- 2 million unique online viewers
- 150+ media outlets and over 3,000 pieces of global media coverage



CKGSB hosts its flagship event 2024 Women in Leadership Forum

Notable past speakers of this forum include Sheryl Sandberg (former COO of Meta), Jean Liu (Co-founder and Permanent Partner of Didi Chuxing), Li Na (tennis champion), Barbara Woodward (UK Permanent Representative to the United Nations, then British Ambassador to China), Siddharth Chatterjee (UN Head of China of the United Nations), and business leaders from Cargill, FedEx, IBM, Morgan Stanley, and Proya, among other leading companies. The 2024 forum, themed “Empowering Women Leaders,” was held in Shanghai and brought together leaders from UNGC, academia, diplomacy, and business to address family business succession, women in senior leadership and ESG.

In 2024, CKGSB partnered with Cartier to announce a groundbreaking Memorandum of Understanding (MOU) aimed at empowering women entrepreneurs to drive impactful change. This historic partnership marked the first collaboration between a leading Chinese business school and the luxury brand, built upon shared values and a commitment to fostering impact entrepreneurship and business for good. The MOU sets the stage for joint initiatives focused on enhancing women's business strategies, governance practices, and sustainable social and environmental development, such as joint programs, academic research and forums. In fact, the first training program was successfully delivered for Cartier Women's Initiative China edition in September 2024, supporting dozens of Chinese female entrepreneurs through leadership and ESG training, equipping them to scale their ventures and create positive social impact.

With these efforts, CKGSB stays committed to women's empowerment and aspires to contribute to a more inclusive business future and drive real change in society.

About Cheung Kong Graduate School of Business (CKGSB)

Established in Beijing in November 2002, Cheung Kong Graduate School of Business (CKGSB) is China's first non-profit, privately-funded and research-driven business school approved by the Ministry of Education of China. It is authorized by China's State Council to grant Master of Business Administration (MBA) degrees, including Executive MBA (EMBA) and MBA programs. The school is a member of the Association to Advance Collegiate Schools of Business (AACSB) and the European Foundation for Management Development (EFMD), and has earned both AACSB and EQUIS accreditations.

With its MBA, EMBA, Business Scholars Program, and Executive Education programs, the school aims to cultivate transformative business leaders with a global vision, sense of social responsibility, innovative mindset, and ability to lead with empathy and compassion.

Today, CKGSB stands apart for its world-class faculty, research excellence, China insights and unparalleled alumni network. CKGSB is the preferred institution for academics returning to China from leading global business schools. More than half of its 55 faculty members previously held tenure or senior professorships at top business schools, such as Harvard, Stanford, Princeton, Yale, Columbia, Duke and UC Berkeley. CKGSB is also the preferred choice for management education among China's established business leaders and a new generation of disruptors. More than half of its 23,500 alumni are at the CEO or Chairman level and, collectively, they run one seventh of China's 500 largest brands. CKGSB aims to build a global ecosystem for the next generation of unicorns with a focus on global responsibility, social purpose and long-term perspective. As such, CKGSB is the first business school, since

2015, to offer programs specifically designed for unicorn and soon-to-be-unicorn founders. Through its unique partnerships with leading schools and companies, it has nurtured 1,188 founders of companies with at least Series A funding, including the founders of 151 unicorn companies.

CKGSB transcends conventional boundaries of business schools, collaborating with businesses, governments, multilateral institutions, non-profit organizations and civil society to address some of humanity's most pressing issues such as income inequality, social immobility and sustainability.

DHL

DHL Group Strategy 2030 – Accelerate Sustainable Growth

Theme: Green Economy



DHL was the first global logistics company to set a quantifiable climate protection target in 2007. In 2017, the group set a new target: to reduce all logistics-related greenhouse gas (GHG) emissions to net-zero by 2050. In 2019, DHL unveiled the “Strategy 2025 – Delivering Excellence in a Digital World,” outlining its sustainability vision over the next five years, with four major measures for decarbonization: using sustainable fuels, electrifying pick-up and delivery, operating carbon-neutral buildings, and offering sustainable products. Over the past five years, “Strategy 2025” has effectively navigated DHL Group through global challenges including the pandemic, supply chain disruptions, and geopolitical tensions. The Group achieved major advancements along the three proven bottom lines: employer, provider, and investment of choice, as well as in its ESG Roadmap goals. By the end of fiscal year 2024, the Group had reduced logistics-related GHG emissions to 33.8 million metric tons of CO₂e, from 40.2 million metric tons in the base year 2021. The share of energy

from renewable sources continues to rise and amounted to 10.3% in 2024. The Group also continues to expand its e-vehicle fleet. By the end of 2024, 41.4% of the pick-up and delivery fleet were e-vehicles.

In September 2024, DHL Group introduced its strategic framework for the second half of the decade. With its “Strategy 2030 – Accelerate Sustainable Growth”, the company is striving for 50% revenue growth by 2030 compared to 2023. DHL Group aims to unlock its full growth potential through divisional and Group growth initiatives. The Group’s business divisions will continue to focus on their profitable core businesses stimulating growth through service excellence. The company will accelerate sustainable growth through its Group growth initiatives that focus on structural tailwinds in fast-growing geographies and industry sectors, as well as the megatrend of e-commerce. DHL Group will also improve customer experience at digital touchpoints.

With “Strategy 2030”, DHL Group integrates sustainability into its existing strategic “three bottom lines” framework as the fourth strategic bottom line named “Green Logistics of Choice”. The company aims to use its expertise to support customers in decarbonizing their supply chains, thereby gaining shares in this evolving market. Corresponding initiatives include strategic partnerships and intensifying decarbonization efforts to secure among other things a 30% blend of Sustainable Aviation Fuels (SAF) by 2030.

Sustainable Aviation Fuels (SAF) and GoGreen Plus service

Aviation accounts for 68 per cent of GHG emissions in DHL’s business and is therefore the area where the greatest savings are possible. SAF offers a viable alternative to fossil fuels when it comes to reducing GHG emissions in aviation. It is a new type of aviation fuel derived from animal fats, used cooking oil, agricultural waste, etc. Compared with traditional aviation kerosene, SAF can reduce emissions by up to 80 per cent over its lifecycle. DHL is the first global express carrier to give its customers the option of using SAF. In 2023, DHL Group sourced 14% of global SAF supply for its own aircraft. Despite ongoing global shortages in SAF supply, DHL Express has achieved a blending ratio to 3.5% by the end of 2024 - one of the highest among global airlines.

In July 2025, DHL Express and Neste, a producer of SAF and renewable diesel, announced an expansion of their strategic partnership. Under the new agreement, Neste will supply approximately 9.5 million liters (7,400 metric tons) of locally produced its Neste MY Sustainable Aviation Fuel™ to DHL Express’s South Asia Hub at Singapore Changi Airport between July 2025 and June 2026. This volume will make the agreement one of the largest SAF collaborations in Asia’s air cargo sector. Currently, DHL Group has implemented

sustainable aviation fuel across over ten major global aviation hubs, including Amsterdam Schiphol Airport in the Netherlands, Stockholm Arlanda Airport in Sweden, Brussels Airport in Belgium, East Midlands Airport in the UK, Los Angeles International Airport in the US, Leipzig/Halle Airport in Germany, Miami International Airport in the US, San Francisco International Airport in the US, London Stansted Airport in the UK, and Chubu Centrair International Airport in Japan, driving the green transformation of the aviation logistics industry. In 2023, DHL Express pioneered its GoGreen Plus service, the industry's first international shipping solution enabling customers to reduce Scope 3 greenhouse gas emissions through SAF via an "inset" carbon reduction mechanism. "Insetting" enables the direct replacement of fossil fuels with sustainable biofuels and the protection of the environment and climate along the entire supply chain. The service was well accepted upon its launch in China, where it has since been adopted by over 70,000 customers—the highest adoption rate across all DHL markets worldwide, including top companies such as Xiaomi, Honor, Google, CATL and Envision.

Fleet electrification

DHL establishes extensive collaborations with local automakers, including SAIC MAXUS, Dongfeng Motor, and BYD, to advance its pickup and delivery fleet electrification. As of date, DHL Express China has electrified 30 percent of its last mile fleet, ranking first among all DHL Express business regions worldwide. DHL Global Forwarding deployed electric trucks in Shanghai and Shenzhen. The collaboration is continuously expanding, guided by the principles of strategic synergy and mutual development. In July 2025, DHL and SAIC Maxus jointly held a delivery ceremony in Shanghai for 300 all-electric eDELIVER3 (EV30) logistics vehicles, which will be exclusively deployed to enhance DHL's last mile delivery network across Europe. Following the initial shipment of 100 vehicles, the remainder will be delivered in phases. Notably, in alignment with low-carbon transportation principles, a portion of the vehicles will be transported directly to Europe via DHL's innovative rail intermodal solution—a key initiative in building sustainable supply chains that significantly reduces end-to-end carbon emissions.

Additionally, DHL is expanding its use of electricity from renewable sources as part of its transition to clean energy. Notably, DHL Express China has already achieved 100 percent usage of electricity from renewable sources in its infrastructure and vehicles. Other initiatives in China include conducting systematic green upgrades to infrastructure and promoting digital solutions such as electronic waybills. These multi-pronged initiatives have significantly accelerated DHL's low-carbon transition, providing customers with more environmentally friendly and efficient logistics solutions.

About DHL

DHL Group is the world's leading logistics company connecting people, and improving lives. Headquartered in Bonn, Germany, the Group has more than 500 years of postal history. DHL Group employs approximately 600,000 people in over 220 countries and territories worldwide. In 2024, the Group generated nearly 84.2 billion euros in revenue. DHL operates two business units in China, DHL Express (headquartered in Beijing) and DHL Global Forwarding (headquartered in Shanghai), to provide a comprehensive international express, freight forwarding, supply chain management, and e-commerce logistics service solutions, with service networks covering nearly 400 cities. In the express sector, DHL was the first international express company to enter the Chinese market in 1986, and has been providing services for nearly 40 years.

ExxonMobil China

Used Oil Bottle Recycling Project | ●

Theme: Green Economy

Mismanaged plastic waste is a global problem. We believe that a more circular economy for plastics is an important part of the solution.

Around the world, only about 9% of all plastics are recycled.¹ Even in areas with better waste and recycling infrastructure, like the European Union, less than 27% of plastic waste is recycled² once it leaves consumers' hands. The rest is burned for energy, goes to landfills, or is discarded to the environment.

Embracing the concept of circular economy, ExxonMobil and a well-known automotive company have jointly launched the first used oil bottle recycling project in China. On March 27, 2025, both parties officially announced the results of the project. More than 50,000 used Mobil 1 oil bottles have been recycled in six months.

The project received strong support from Jiangsu Environment Group. During the project, used 1-liter Mobil 1 oil bottles were collected by a professional team assigned by ExxonMobil. After a series of processes such as pre-treatment, shredding, rinsing, sorting, and pelletizing, these used oil bottles were recycled and will use to produce new bottles.





"ExxonMobil focuses on creating sustainable solutions to enhance resource and energy efficiency, reduce waste, and lower carbon emissions," said Richard Yue, Managing Director of ExxonMobil (China) Investment Co., Ltd. As the first used oil bottle recycling project in China, it is a key step to execute our sustainability efforts in converting waste to value in China."

The successful implementation of this program demonstrated the "Convert Waste to Value" concept and is in line with the national strategic target of building a resource conserving society. In the project report, China Resource Recycling Association pointed out that the project has made positive impact in many dimensions, accumulated technical data and policy practices for the recycling of waste in China, and provided a positive example for the formulation and unification of industry standards.

Footnotes:

- 1. Based on OECD Global Plastics Outlook: https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/02/global-plastics-outlook_a653d1c9/de747aef-en.pdf
- 2. Plastics Europe: The Circular Economy for Plastics: A European Analysis

Youth Success Education Program | ●

Theme: Social Empowerment

We have partnered with Junior Achievement China to implement the Youth Success education program in China over the past two decades. The long-standing initiative is dedicated to supporting the development of children and adolescents across various stages and diverse environments.

Youth Success Program is an innovative series of programs designed to empower youth in China with critical skills.

Career Go! aims to encourage students to proactively think about their career path and critically examine issues they face as young adults through the guidance of business volunteer mentors.

Job Shadow Day aims to offer students hands-on job learning experiences. On this day, students shadow a mentor for half a day, observing and learning the daily work routine, and gain a profound understanding of the link between education and careers.

Our **New Sustainable City** aims to teach students about the effects of society's ecological footprint on the natural environment, and the origins of non-renewable resources through the implementation of classroom games and interactive activities.

Let's Go Green aims to educate students on assessing their ecological footprint, examining how their daily decisions can potentially affect our planet.

STEM offers underprivileged students the opportunity to learn about STEM related knowledge and application in daily practices.

The **Youth Success Program** has been implemented in cities including Shanghai, Guangzhou, Chengdu, Beijing, Huizhou, and Xi'an. By leveraging multi-stakeholder resources such as local funding, materials, and employee volunteer participation, we collaborate with community partners to explore sustainable and innovative solutions.



Through the promotion of corporate social responsibility and the spirit of volunteerism, ExxonMobil's employee volunteers have consistently demonstrated high-quality, long-term engagement. Some volunteers have served continuously for over 15 years, while others have continued participating in related activities even after relocating to different countries for work. Over the years, more than 700 volunteers have contributed to the program, benefiting more than 3650 students.

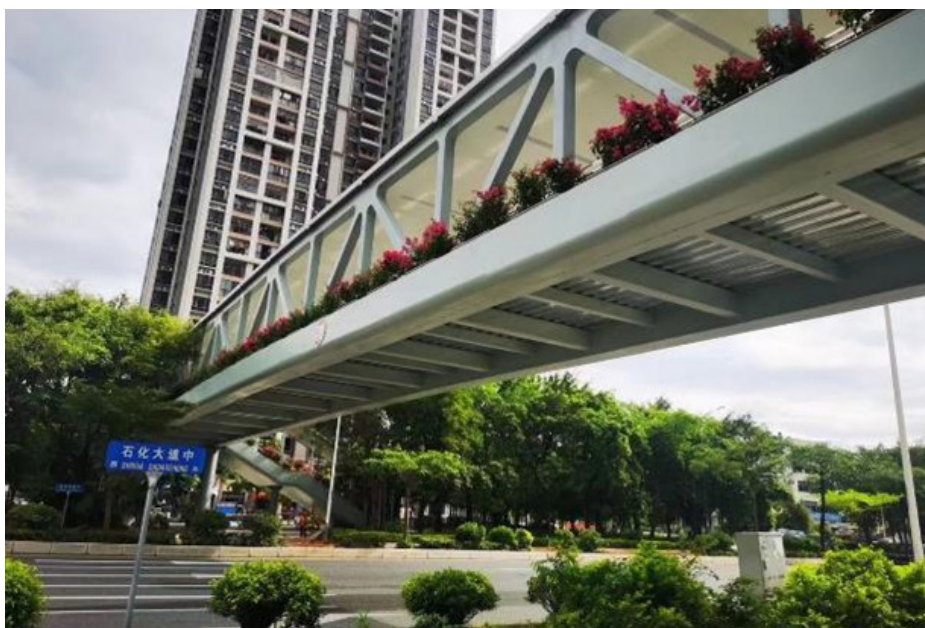
“ExxonMobil’s continuous commitment and investment in education plays a significant role in cultivating character, creativity, and leadership among China’s future leaders, and has positioned itself as a leader in corporate social responsibility in China.” said Judy Wu, senior director of JA China, “ExxonMobil China employee volunteers have donated nearly 15,000 hours in JA education programs.”

To recognize ExxonMobil’s long and outstanding contribution to the development of character, creativity, and leadership in Chinese youth, JA China presented an ***Outstanding Partnership Award*** to the company in 2023.

Community Development in Huizhou | ●

Theme: Social Empowerment

ExxonMobil supports community investment in the places we operate. As a new investor in the Daya Bay area, what can ExxonMobil bring to the local community? With our new plant in Huizhou, ExxonMobil works collaboratively with various stakeholders, including community and the government, to progress Safety, Health, Environmental, Educational and Community Engagement programs. Our community engagement strategy aims to implement sustainable community plan that is based on cooperation and trust, and takes into account the needs of local residents.



In terms of community safety, ExxonMobil has implemented several initiatives. ExxonMobil funds a footbridge to Huangyuchong village, which is the first footbridge contributed by private company at Daya Bay. Huangyuchong footbridge helps to alleviate traffic pressure of the main road to the Petrochemical Industrial Park and improves the safety for the children of a nearby elementary school and local villagers. During the engineering phase, ExxonMobil discussed with the village office and Housing and Urban-Rural Development Bureau and decided to include elevators to accommodate nearby elderly residents. Huangyuchong footbridge is a project that is warmly welcomed by local residents and government.

ExxonMobil also supports community culture development through the funding of an activity center in Huangyuchong village. The new 1100m² activity center provides multi-functional activity space for the villagers to conduct culture, sports, education, and entertainment activities, which greatly enriched the lives of the community. Elderly villagers enjoy the entertainment and sports facilities, while children have the reading library and dedicated space to do homework.

ExxonMobil also funded the new culture center to Daya Bay West District. A townhall at the first floor provides a space for networking. The second floor houses a children picture book library and handicraft workshop space – providing children with a fun and creative learning environment. There is also a public library on the third floor for all visitors who love reading. We also designed a sustainability corner, which helps to promote the concept of sustainability to the children and community. The new culture center opened in December 2024 and has received more than 20 thousand residents by mid-2025. It is one of most popular check-in spots in Daya Bay.



In the future, ExxonMobil will continue to work closely with the local community and government to identify more cooperation opportunities to support the progress and prosperity of the community.

About ExxonMobil China

ExxonMobil is one of the largest publicly traded international energy and petrochemical companies. Its businesses - Upstream, Product Solutions and Low Carbon Solutions - provide products that enable modern life, including energy, chemicals, lubricants, and lower-emissions technologies.

ExxonMobil has a long history in China dating back to 1892. Today, ExxonMobil's business portfolio in China spans the full spectrum of the industry, from LNG, fuels, lubricants, chemicals, technologies to low carbon solutions.

ExxonMobil is committed to continuously improving workplace safety and the health of our employees, contractors, customers and the public. Our goal is to achieve an incident-free workplace in which Nobody Gets Hurt. We are also committed to developing people and creating and delivering long-term benefits to local communities. We actively support a variety of community service activities, particularly in the areas of health, education and the environment.

FedEx

"Together, Act for Good – Protecting One Kilometer of A River Course" Environmental Public Welfare Program | ●

Theme: Green Economy

FedEx has long regarded sustainability as a core part of its operations. Working towards our goal of carbon-neutral operations globally by 2040, FedEx continues to advance efforts across various fields, including vehicle electrification, sustainable fuels, fuel conservation and aircraft modernization, sustainable facilities, and sustainable customer solutions. These initiatives aim to reduce environmental impact within the organization.

Meanwhile, FedEx is dedicated to promoting sustainability in the communities where it operates. With a focus on water resource protection, the company has launched the 2025 "Protecting One Kilometer of A River Course" program in collaboration with the All-China Environment Federation (ACEF). The program aims to enhance awareness of water environment protection and unite societal efforts for collaborative governance. It also involves nationwide actions for river conservation.

This program not only diversifies FedEx sustainability initiatives in China but also expands its corporate social responsibility network. By joining hands with outstanding organizations, FedEx aims to generate greater social value, assist local communities in building healthy and thriving ecological environments, and further support the sustainable development of China's economy and society.

Program Background

Water is the origin of life, and rivers serve as the vital arteries of ecosystems, connecting natural environments with human society. As China accelerates a comprehensive green transition across all economic and social sectors, the protection of water resources has become one of the critical issues to achieve this goal. With urban development, corporate production activities and people's daily lives are increasingly intersecting with river ecosystems.

Protecting rivers is essential for maintaining water quality, preserving ecological balance, and ensuring the availability of water resources. It also plays a crucial role in supporting the natural water cycle. Additionally, rivers and wetlands serve important functions in climate regulation. Thus, river protection goes beyond water conservation—it's about safeguarding our shared home.

Nevertheless, public awareness and understanding of river conservation still need to be strengthened. FedEx recognizes that effective river protection requires the collaborative efforts of communities, the public, and businesses alike. Only through deepened cooperation among all stakeholders and the development of a broad social responsibility ecosystem can corporations better fulfill their social obligations, raise awareness about river conservation, and finally achieve the goal of "Protecting Every Kilometer of A River Course."



FedEx works with public welfare organizations and communities to jointly launch the 2025 "Protecting One Kilometer of A River Course" program

FedEx Works with Public Welfare Organizations and Communities to Protect Water Ecosystems

On June 5, 2025, which marks the 54th World Environment Day, FedEx and ACEF jointly kicked off the 2025 "Together, Act for Good – Protecting One Kilometer of A River Course" environmental public welfare program. The program involves annual activities focused on river conservation and features a unique model of "sustained mobilization and organizational empowerment." Collaborating with local environmental groups, non-profits, and community

volunteers, the initiative includes shoreline cleanups, soil and vegetation protection, and biodiversity conservation, spreading awareness and knowledge of river course protection to a broader public.

"FedEx is a pioneer in sustainable logistics and is working towards a goal of carbon-neutral operations globally by 2040," said Poh-Yian Koh, president of FedEx China. "We are pleased to collaborate with ACEF to support environmental protection throughout China by engaging our team members and community members to support river conservation. As China accelerates sustainable development, the demand for a healthy and sustainable environment continues to grow. By focusing on the critical issue of water resource protection, we hope to inspire greater participation from businesses and communities, expand our network of sustainable ecosystem, and extend environmental awareness from one kilometer of river to every kilometer of daily life, contributing more to the beauty of our shared home."

To promote wider engagement, FedEx, together with ACEF, released a proposal for the "Protecting One Kilometer of a River Course" Public Initiative. The proposal encourages the public to incorporate river course conservation and environmental protection into their daily lives by embracing four imperative roles: guardians of river ecosystems, practitioners of green living, advocates for environmental awareness, and contributors to ecological river development. This effort aims to inspire a meaningful shift from simply being instructed to protect the environment to an active desire to do so.

Joining Forces with Public-Welfare Organizations and Communities to Advance Integrated Water Ecosystem Conservation

FedEx will collaborate with public welfare organizations and communities to conduct a series of field activities across China's critical water ecosystems. From Shenyang in Liaoning Province in the north to Guangzhou and Fuzhou in the south, the project will span 15 cities including Beijing, Shanghai, Shijiazhuang, Chengdu, Xi'an, Taiyuan, Nanjing, Jinan, Zhengzhou, and Shenyang, focusing on diverse water systems such as rivers, wetlands and lakes.

The initiative not only engages communities in preserving beautiful waterways through "shoreline cleanup" but also creates engaging "ecological awareness courses" to disseminate water-ecology knowledge and strengthen environmental consciousness. Each event will deploy location-tailored activities, including flora and fauna observation, water quality testing, avian photography, natural specimen preservation, wastewater treatment facility tours, and environmental documentary discussions. These efforts aim to promote a knowledge-to-action framework for river protection.

Marking the inaugural stop of the nationwide river-protection activities, FedEx employee volunteers gathered at Beijing Shunyi District's Wenyu River. Themed "Water Map Discovery and Riverbank Cleanup," the event engaged over 50 volunteers from business, universities, and communities.

Volunteers conducted a river-walk cleanup, systematically removing plastic bags, cigarette butts and other litter from the shoreline. Drawing on field observations of aquatic flora and fauna and real-time water-quality data, they produced a distinctive "water map" that forged a deep connection with the Wenyu River ecosystem. Participants not only grasped the link between biodiversity and water health but also gained a clear, immediate sense of the river's richness, fragility and urgent need for protection, strengthening their sense of environmental responsibility.



Together, the volunteers compiled a "water map," gaining an in-depth understanding of the Wenyu River ecosystem

The Wenyu River in Beijing marks the starting point of this year-long initiative. In the second half of 2025, this program will expand its reach to diverse aquatic ecosystems across China, including:

- Shenyang's Wuli River: Public education on mother river conservation, waste classification, and water quality testing demonstrations.
- Fuzhou's Baima River: Holding biodiversity lectures, river ecosystem seminars, and shoreline cleanup challenges.

- Zhengzhou's Yellow River mouth and Yellow River Museum: Conducting riverside cleanups while educating participants on the Yellow River's historical significance and ecological preservation principles.
- Taiyuan's Fenhe Wetland Park: Conducting river cleanup activities engaging residents, students and families to promote environmental awareness across all age groups.
- Additional activities in other cities.

FedEx takes the "Together, Act for Good - Protecting One Kilometer of River Course" program as an opportunity to amplify the impact of ecological volunteer services by leveraging its extensive service network and employee teams across China. This initiative aims to mobilize local communities and collaborate with nonprofit organizations, going beyond traditional activity boundaries. Through innovative approaches and strategic cooperation, it seeks to create synergistic effects among multiple stakeholders.

About FedEx

Federal Express Corporation is one of the world's largest express transportation companies, providing fast and reliable delivery to more than 220 countries and territories. Federal Express Corporation uses a global air-and-ground network to speed delivery of time-sensitive shipments by a definite time and date.

FedEx stands as a global corporate citizen, connecting markets that comprise more than 99% of the world's GDP. This extensive network serves not only as a logistics infrastructure but equally as a platform for social responsibility. In China, FedEx consistently implements multiple environmental initiatives including vehicle electrification, paperless shipping, and sustainable infrastructures, while actively embracing technological innovation to build a greener future for both the industry and society through tangible actions.

FedEx encourages employees to protect ecosystems through volunteer programs. Over the past two years, more than 680 FedEx employees and their family volunteers have collectively contributed over 1,800 service hours to various environmental initiatives across the country. From tree planting and beach cleanups to community volunteer services, FedEx team members demonstrate their environmental commitment through both these organized activities and daily sustainable practices.

Flex

Flex Inclusive Factory (FIF): Illuminating Workplace Hope for People with Intellectual Disabilities | ●

Theme: Social Empowerment

1. Project Origin: From “Almost Zero” to “Deserving to Be Seen”

In China, over 12 million people with intellectual disabilities face significant barriers to employment due to cognitive, communication, and learning challenges. According to estimates, their employment rate is less than 5%. These people are not unwilling to work—they simply lack opportunities to be understood and accepted.

Through collaboration with government and non-profit organizations, the Flex Zhuhai team recognized that despite growing societal attention to disability inclusion, people with intellectual disabilities remain trapped in a triple dilemma: underestimated abilities, exaggerated risks, and overlooked support.

Driven by the belief that 'everyone has the right to work, and every ability deserves to be seen,' Flex launched the Flex Inclusive Factory (FIF) in Zhuhai in 2019. This dedicated production line for people with intellectual disabilities—including those with autism and Down syndrome—represents not only corporate responsibility but also a warm and powerful practice of making 'overlooked abilities' visible to the world.

2. FIF Inclusive Factory: A Workplace Tailored for Diverse Abilities

Located within the Flex Zhuhai campus, the FIF Inclusive Factory currently employs 25 people with intellectual disabilities, primarily engaged in standardized tasks such as assembly, labeling, and packaging. It is a truly inclusive and sustainable employment platform.

1) *Barrier-Free Design: Making Adaptation Natural*

The 250-square-meter factory integrates accessibility into every aspect of its layout and operations:

- Functional zoning includes production, storage, multi-purpose activity, locker, and emotion-regulation areas.
- 90% of the space uses transparent glass walls, allowing job coaches to monitor employee well-being and ensure safety.
- Each workstation features visual instructions, and complex tasks are supported with jigs to reduce difficulty and build confidence.

2) Professional Coaching: Making Growth Visible

Three certified job coaches provide one-on-one training and life support. Each employee receives a personalized development plan covering commuting, dining, self-care, and social skills. With continuous guidance, employees have progressed from needing shuttle services and meal delivery to independently taking company buses and ordering food in the cafeteria. For example, packaging output increased from 6,000 to 13,000 units per day through training, workflow optimization, and individualized task matching.

3) Inclusive Culture: Making Acceptance a Shared Value

Inclusion is not just a policy—it's a culture. Flex designates March 21 (World Down Syndrome Day) to April 2 (World Autism Awareness Day) as 'Intellectual Disability Awareness Week.' In 2025, the theme 'Eliminating Bias, Embracing Inclusion' attracted over 2,000 participants through:

- Online quizzes and family movie screenings to raise awareness;
- Expert panels featuring HR leaders and disability advocates;
- Volunteer-led community walks promoting inclusion.

These activities foster understanding, provide FIF employees with opportunities to connect, and create a warm, inclusive workplace.

4) Equal Employment: Making Respect Tangible

All FIF employees sign formal labor contracts and receive equal pay and benefits, ensuring fairness and dignity in employment.

3. Real Stories: From 'Being Cared For' to 'Empowering Others'

- Xiao Chen (Autism): After graduating from a special school, he stayed home under

full-time care. Initially distracted and singing all day, job coaches used positive reinforcement—allowing him to sing in a designated room after completing tasks. Within two months, he adapted to the workflow. A year later, he could commute independently and contact family by phone. His mother returned to work, transforming the family's life.

- Xiao Lin (Mild Intellectual Disability): Once withdrawn and socially isolated, he began participating in group activities like holiday parties and birthday celebrations. He gradually built friendships and eventually transitioned from FIF to the main production line.
- Xiao Liu (High-Functioning Autism): Resistant to change but gifted in English and memory, he was assigned to greet visitors. Initially reciting scripts, he now interacts confidently and serves as a team assistant, managing data and mentoring new employees.
- Xiao En & Xiao Yi (Moderate Intellectual Disability): After a year of training, their functional abilities improved significantly, and their disability classification was officially re-evaluated from Level 2 to Level 3—a testament to the power of workplace inclusion.



4. From Segregation to Integration: Toward a Fully Inclusive Workplace

FIF is more than a production space—it's a platform for inclusion. A 'transition line' was established within the main production area, and six FIF employees have successfully transferred after evaluation. This shift from a separate workshop to integrated operations

breaks down barriers and allows employees to demonstrate their abilities in real-world settings.

5. Shared Success: Empowering People and Society

Flex recognizes that inclusion cannot be achieved alone. FIF collaborates with various stakeholders to build a broader ecosystem:

- School-Enterprise Partnerships: Internships (3–12 months) with Zhuhai Special Education School and donation of 32 workstations help students gain real-world experience.
- Social Advocacy: Employer training has reached 40 companies; joint research and exchange with government and NGOs promote inclusive employment.

FIF delivers multi-level impact:

- For employees: meaningful work and restored confidence;
- For families: relief and renewed hope;
- For the company: responsible leadership and brand warmth;
- For society: seeds of inclusion and sustainable development.

Recognitions include:

- 2019: CSR Award from Shanghai German Chamber of Commerce;
- 2022: Flex Global CEO Honor Award;
- 2022: Guangdong Provincial Disability Employment Base;
- 2022: National Demonstration Unit for Disability Employment;
- 2022: Best Inclusive Employer Award (Guangdong);
- 2025: Inclusive Employment Partner Award (Zhuhai).

6. Toward an Inclusive Ecosystem: Shaping the Future of Work

Over the past six years, FIF has evolved from a standalone workshop to an integrated part of Flex's operations, and from an internal initiative to a model for societal collaboration. It has opened doors for people with intellectual disabilities and provided a replicable, sustainable model for inclusive employment.

FIF demonstrates that true inclusion goes beyond acceptance—it requires systemic support through thoughtful design and ecosystem building. It transforms companies from 'employers' to 'enablers,' ensuring that diverse abilities are seen, respected, and empowered.

Looking ahead, Flex Zhuhai will continue to expand FIF's impact by deepening industry-education integration and partnering with governments, schools, NGOs, and businesses. Together, we aim to evolve from 'a project' to 'an ecosystem,' and from 'individual change' to 'systemic transformation.'

We believe a truly sustainable future is not about making everyone the same, but about enabling every ability to find its rightful place. The journey of FIF is our most steadfast response to that future.



About Flex

Flex is the manufacturing partner of choice that helps a diverse customer base design and build products that improve the world. Through the collective strength of a global workforce across 30 countries and responsible, sustainable operations, Flex delivers technology innovation, supply chain, and manufacturing solutions to diverse industries and end markets.

Herbalife

Love Meal: Nourishing Rural Futures, Protecting Children's Health | ●

Theme: Social Empowerment

Project Summary

Nutrition is crucial to children's development and is the foundation of population quality. There are obvious differences in the nutritional status of children between urban and rural areas. Especially in underdeveloped rural areas, many children suffer from malnutrition and unbalanced diets. How to eat properly poses great challenges.



In September 2021, Herbalife China combined its professional expertise in the field of nutrition and health to cooperate with China Rural Development Foundation to launch the "Love Meal" project to provide nutritional supplements for rural children, upgrade school/kindergarten kitchen facilities, deliver nutritional and health education, thus to comprehensively improve the nutritional health level of children in remote rural areas. So far, the project had been implemented in Gansu and Yunnan, with a total donation of more than RMB 5.8 million, providing more than 700,000 love meals to 3600 children.

- Project phase I (2021.9-2024.7): provided 5 consecutive semesters of nutritious breakfast to more than 1600 pre-school children in 8 rural kindergartens in Linxia County, Gansu Province. Meanwhile, the project support local low-income farmers to obtain stable income through purchasing nutritious meal ingredients from them, which support implementation of national industrial policies and rural revitalization.
- Project phase II (2024.10-present): provide supplementary meals (milk + egg) to more than 2000 children in 10 local rural schools in Jinggu County, Yunnan Province, and carry out nutrition and health education in schools. The project is planned to last for three years to continuously improve children's nutritional status.

Detailed Project Information

I. Project background

- **Nutrition is crucial to children's development** and an important indicator to measure the quality of the population. Malnutrition can lead to irreversible delay in physical and cognitive development in children, reduce learning ability and labor ability in adulthood, and will seriously affect the development of human capital in later stage;
- **There are obvious differences between urban and rural areas in the nutritional status of children**, especially in underdeveloped rural areas. According to a sample survey, children in underdeveloped rural areas have an insufficient energy intake rate of more than 50%, an insufficient protein intake rate of more than 80%, and an insufficient intake rate of minerals such as calcium and zinc and vitamins such as retinol and thiamine. Both reach more than 80%. Children's food sources of energy, protein, fat and iron are unreasonable. Their energy sources are mainly carbohydrates, while the protein supply ratio is low, accounting for only 10%;
- **The feeding cognition and behavior of rural child caregivers need to be improved:** With the improvement of the country's overall economic level, eating full is no longer a problem for most rural children, but how to eat proper and right still poses challenges. Caregivers have insufficient nutritional knowledge and awareness, and improper feeding behavior is an important factor leading to this phenomenon.

II. Project content/practice

In response to the situation of malnutrition and unbalanced nutritious diets among rural children, Herbalife combines its professional expertise in the field of nutrition and health,

integrates the resource advantages of charity organizations, and cooperates with local governments to jointly implement projects. Project actions include:

- **Provides nutritious meals for children:** The project has provided free nutritious breakfast for 5 consecutive semesters to more than 1600 children in 8 kindergartens in Linxia County, Gansu Province and supplementary meals for 2000 children in 10 rural primary schools in Jinggu County, Yunnan Province. The nutritious breakfast in Linxia County, Gansu Province combines experts' nutritional meal suggestions, as well as factors such as the eating habits of local ethnic minorities and the seasonality of meal supply to formulate a nutritious meal schedule with local characteristics.
- **Improve kitchen facilities in schools/kindergartens:** Provide kitchen facilities such as disinfection cabinets for kindergartens/schools in need to improve dining hygiene conditions;
- **Nutrition and health knowledge education:** Popularize nutrition and health knowledge for school/kindergarten cooks, teachers and parents, enhance their nutrition awareness and knowledge, and then change their feeding behavior;
- **Support low-income families:** In the nutritious breakfast project in Linxia County, Gansu Province, ingredients for nutritious meals are purchased from local low-income families to help low-income farmers obtain sustainable income

III. Project impact/results

So far, the project has donated a total of more than RMB 5.8 million yuan, providing more than 700,000 nutritious meals to more than 3600 rural children. The final evaluation results of the three-year project in Gansu Province show that the project has achieved significant results in the following aspects:

- **Growth retardation and low weight status of children who were intervened were improved:** growth retardation rates were reduced by 5.72%, and low weight levels were reduced by 3.48%
- **Children's energy and nutrient adequacy rates have been significantly improved:** energy adequacy rate increased by 6.23%, and protein adequacy rate increased by 15.5%
- **Children's eating habits have been significantly improved:** children's picky eating behaviors have been reduced by 25.6%, and poor eating habits have been reduced by 16.6%
- **The feeding knowledge and behavior of caregivers have changed significantly:**

the level of nutritional knowledge has increased by 11.96%, and the feeding behaviors of caregivers, teachers, principals, chefs, etc. have changed positively.

- **The supply of nutritious meals has also increased the attendance rate in kindergartens to a certain extent.**

In terms of children's eating behavior, interventions not only improved children's eating habits, caregivers' feeding behaviors and family parenting environment, but also helped curb the rising trend of children's unhealthy snack consumption. Due to the supply of nutritious meals, the attendance rate in kindergartens has been improved to a certain extent.



IV. Project innovation

- **Take nutrition improvement as the entry point to help rural revitalization**

Combine nutritious meal supply with supporting local low-income families, and help low-income farmers obtain sustainable economic sources by purchasing nutritious meal ingredients from them, thus to promote farmers' economic income increase, and implement industrial poverty alleviation policies.

- **Innovate and customize nutritious meals with local characteristics**

Linxia County, Gansu Province is an ethnic minority area. The project is based on experts' suggestions on nutritious dietary structure, and comprehensively considers factors such as local ethnic minority eating habits and seasonal feeding, formulates nutritious recipes with local characteristics and purchases ingredients from local farmers.

- **Promote behavioral change through awareness and cognitive development**

Provide series of nutrition and health training for school/kindergarten teachers, cooks,

and caregivers to improve their nutrition and health awareness and knowledge, thereby changing children's feeding behavior in daily life and improving children's nutritional and health levels, which will result in continuing effects for the future

V. Project Honors

Since its implementation in 2021, the "Love Meal" project has been fully recognized by all parties, and has won honorary awards including the 2024 People's Daily Online "Typical Cases of Rural Revitalization", the CSR China Education List "CSR Influence Award-Responsible Innovation", the 2023 "Most Publicly Recognized Project", 2022 "China Action in the Face of SDG-Honor Award" and other honorary awards.

About Herbalife

Herbalife (NYSE: HLF) is a premier health and wellness company, community and platform that has been changing people's lives with great nutrition products and a business opportunity for its independent distributors since 1980. The Company offers science-backed products to consumers in more than 90 markets through entrepreneurial distributors who provide one-on-one coaching and a supportive community that inspires their customers to embrace a healthier, more active lifestyle to live their best life.

HPE

AI-Driven Transformation: Building a Sustainable and Intelligent IT Future with HPE | ●

Theme: Green Economy

Introduction

AI is emerging as a critical engine driving innovation and efficiency transformation across industries. It is fueling breakthroughs in frontier areas such as renewable energy development, climate change mitigation, and pharmaceutical innovation. As AI applications scale at an unprecedented pace, global IT infrastructure is undergoing a massive expansion—bringing with it mounting challenges around energy consumption. According to a report by the International Energy Agency (IEA) in January 2025, ChatGPT alone handles over 200 million user queries per day, consuming more than 500,000 kilowatt-hours of electricity daily—equivalent to the energy usage of approximately 17,000 U.S. households. The energy demand from large-scale AI inference continues to grow, with some high-density regions experiencing delays of up to seven years to connect new data centers to the power grid. In China, an increasing number of enterprises are recognizing that harmonizing business growth with sustainability has become essential to achieving high-quality transformation.



As an active driver of global sustainable digital transformation, HPE has identified AI, hybrid cloud, and networking as its three core strategic pillars, aiming to lead technological advancement toward a smarter, more efficient, and low-carbon future. Also, as a vital part of HPE's global strategy, we are deepening collaboration with partners across China to build a sustainable digital foundation for the AI era—enabling the dual transformation toward intelligent operations and carbon reduction.

From Strategy to Execution: HPE is Accelerating to 2040 Net-Zero Future

As one of the first technology companies globally to set a net-zero target of 2040, HPE has been certified under the SBTi Net-Zero Standard and has published its ESG report—*the HPE Living Progress Report*—for ten consecutive years. HPE continuously monitors and reports progress across the full value chain in alignment with its decarbonization roadmap. As part of this effort, HPE surpassed 2025 target of sourcing 50% renewable electricity in company operations for the third consecutive year, and continued to progress against its long-term target of 100% by 2030. In 2024, HPE reduced its global Scope 1 and Scope 2 emissions by 34% compared to the 2020 baseline, with the Asia Pacific and Japan (APJ) region achieving a 36% reduction. While total Scope 3 emissions increased slightly by 3% relative to 2020, emissions from product use decreased by 13% year over year. In the same year, sustainability-related initiatives contributed to approximately \$2 billion in net revenue.

With approximately two-thirds of HPE's GHG emissions are generated by customer use of our solutions, HPE has made product energy efficiency a central focus of its emissions reduction strategy—helping customers reduce the energy footprint of high-performance, AI-driven workloads and achieve business growth with reduced carbon impact. This case study highlights how HPE leverages technological innovation to improve energy efficiency and reduce emissions across product design and usage, while advancing resource reuse in the product recovery phase—paving the way for a sustainable, full-lifecycle IT model across industries.

Over 30 Years of Innovation: Advancing Performance with Greater Efficiency

From the earliest design stages, HPE prioritizes energy efficiency in high-performance computing (HPC), optimizing both performance and power consumption through advanced architectures and innovative cooling technologies. As of the June 2025 release of the Green500 list—ranking the world's most energy-efficient supercomputers, with 4 placing in the top 10.

Building on over 30 years of innovation in enterprise computing, HPE continues to push the boundaries of performance and energy efficiency with the launch of HPE ProLiant Gen12 servers, designed to address new energy challenges brought by AI. Gen12 features the latest generation of processors and is optimized for AI and high-density workloads. To meet diverse cooling needs, HPE offers both direct liquid cooling (DLC) and closed-loop liquid cooling. Direct liquid cooling enhances system performance, reduces energy consumption, and lowers overall cooling costs. Closed-loop liquid cooling is a self-contained system that continuously circulates coolant within a sealed loop, eliminating the need for external liquid cooling infrastructure. This solution offers flexible and efficient cooling for a wide range of data center environments. Paired with intelligent management platforms for dynamic power regulation, the Gen12 servers can deliver up to 87% power savings in typical use cases compared to the previous generation.

Global IT service provider phoenixNAP, with a first-in-the-world deployment of HPE ProLiant DL320 Gen12 SP servers, phoenixNAP has not only ensured robust high-density computing performance, but also enhance automation and increase energy efficiency—meeting the growing demands of AI and data-intensive workloads while achieving business expansion alongside sustainability goals. In 2024, China officially implemented the **Internet data center (IDC) technical and classification requirements** (《互联网数据中心 (IDC) 技术和分级要求》), which sets clear classification benchmarks for service capabilities, energy efficiency, and low-carbon operations. HPE's innovations and practical applications align closely with China's technological development goals, offering valuable insights for domestic data center construction.



For the Data-Driven Future: HPE Builds a Low-Carbon, High-Efficiency Intelligent Storage Architecture

As AI workloads become increasingly intensive, modern enterprises urgently require storage

solutions that combine intelligent core capabilities with flexible architecture. HPE Alletra Storage MP B10000 enhances system efficiency through AI-driven operational intelligence, helping customers optimize both data management and energy consumption, including 100 percent data availability, StoreMore data efficiency for at least 4:1 cost savings, and a free, non-disruptive controller refresh for 30 percent lower TCO. It provides robust foundations for enterprises to build efficient, low-carbon, and resilient data architectures.

Digital Realty, a leading global provider of cloud- and carrier-neutral data center, has standardized its global data center architecture with HPE Private Cloud Business Edition and the HPE Alletra Storage MP B10000 platform. This solution leverages a disaggregated architecture, fully automated provisioning, and unified visibility, significantly enhancing operational efficiency and manageability while optimizing total cost of ownership. It enables secure, modernized operations powered by AI. This approach aligns closely with the policy objectives outlined in China's **Action Plan for Green and Low-Carbon Development of Data Centers** (《数据中心绿色低碳发展专项行动计划》), which emphasizes "enhancing AI-driven energy-saving technologies and leveraging intelligent operations platforms to achieve coordinated optimization across computing, storage, and operational resources." HPE's international case study serves as a valuable reference for the intelligent and sustainable transformation of data centers in China.

AI-Driven Low-Carbon Transformation: Building Sustainable Network Connectivity

As AI and high-performance computing workloads continue to grow, enterprises are facing rising demands for network connectivity, system stability, and resource orchestration. HPE Networking has introduced distributed services switches and Wi-Fi 7 access points to support AI-powered, high-density connectivity, delivering data center overall server connectivity at ten times the scale and performance and one-third the cost of traditional enterprise solutions. This not only enhances system availability and operational efficiency but also reduces redundant resource consumption through dynamic resource allocation, empowering enterprises to build more efficient, scalable, and sustainable network architectures.

HPE is the first Founding Partner and an Official Technology Partner of Miami Freedom Park, and HPE Networking has delivered a unified wireless network architecture covering the entire venue, managed centrally through the AI-powered HPE Aruba Networking Central platform. The platform intelligently analyzes changes in crowd movement and network traffic, automatically optimizing configurations to ensure smooth connectivity in high-density scenarios. Combined with Wi-Fi 7 access points and AI-driven operations, the solution not only enhances operational efficiency and the spectator experience, but also effectively reduces redundant resource consumption through real-time data insights—

supporting the venue's dual goals of digital intelligence and sustainability. This solution echoes the objectives outlined in China's **Action Plan for Informatization Standards Construction (2024-2027)** (《信息化标准建设行动计划(2024—2027年)》), particularly the directive to “develop standards for cloud-network synergy and promote interconnection among clouds.” It offers a forward-looking practice for advancing next-generation network architectures and intelligent upgrades to digital infrastructure in China.

Accelerating Resource Reuse: Driving IT Lifecycle Transformation through Circular Economy

HPE is accelerating the development of a circular economy framework to help customers reduce environmental impact across the entire IT lifecycle. At the end-of-use stage, HPE continues to unlock residual value by improving reuse rates of retired IT assets. In 2024, HPE's global Technology Renewal Centers (TRCs) processed nearly 3.9 million technology assets, achieving an overall reuse rate of 83%, including a server reuse rate of 86%. In the Asia Pacific and Japan (APJ) region alone, HPE processed products totaling 2,188 metric tons of equipment—accounting for over 40% of HPE's total global recovery.

Ending

Guided by its mission to “advance the way people live and work,” HPE has been deeply rooted in China for 40 years, consistently integrating globally leading innovative technologies into local practices. In response to the AI-driven wave of digital transformation, HPE leverages technological innovation and industry expertise as a core driver of China's new productive forces, empowering industries to move rapidly along the path of high-quality development. Simultaneously, HPE's sustainable and responsible IT solutions continue to provide strong green momentum to support China in achieving its dual carbon goals.

About Hewlett Packard Enterprise (HPE)

Hewlett Packard Enterprise is global leader in essential enterprise technology, bringing together the power of AI, cloud, and networking to help organizations achieve more. Our innovation and expertise advance the way people live and work. Recently, HPE released its **2024 Living Progress Report** (annual ESG report for the tenth consecutive year), which aims to actively promote corporate social responsibility, drive sustainable development, advance the circular economy, and implement eco-friendly innovation in a wider range of business areas.

Kenvue

Care, Understand, Support—Safeguarding the Guardians of Children's Health | ●

Theme: Social Empowerment

“Caring the Pediatricians” CSR Program Background

Children’s health is the cornerstone of national well-being and essential for every family’s happiness and the future of the nation. The Healthy China 2030 Outline prioritizes the “Healthy Children Initiative,” while the National Health Commission’s Healthy Children Action Plan (2021-2025) sets a clear path for improving child health standards. Caring for children is, ultimately, caring for the nation’s future.

The true guardians of this future are the pediatric doctors and nurses on the front line. They tirelessly give themselves, using their professional skills to ensure children’s daily health and heartfelt compassion for supporting families. However, China still faces a shortage of pediatric staff - high caseloads, relentless work pace, and emotional pressure have become the norm. These clinicians bear the weight of parents’ hopes and expectations, and require not only expertise but also immense patience and empathy as they navigate countless unseen challenges.

As a global leader in consumer health with over 135 years in everyday care, Kenvue stands with pediatric professionals and understands the pressures they face. We believe that only when pediatric caregivers are seen, understood, cared for, and supported can they perform at their best for the children they serve.

In 2023, Kenvue China and the China Red Cross Foundation launched the “Caring the Pediatricians Program” to provide multidimensional support through three pillars: physical health, emotional support, and professional development.

Physical Health—Safeguarding Everyday Care

Pediatricians often work such long hours that their own health—and that of their families—can be overlooked. Kenvue believes that small moments of care accumulated in life can yield significant long-term benefits. By protecting caregivers’ everyday care, we help them

provide better perform their jobs to care for every child. Over the past two years, the program has donated more than RMB 3 million worth of Health Care Kits to approximately 70 children's hospitals and maternal-and-child health centers in Hubei and Sichuan provinces. Each kit contains trusted Kenvue brands—Motrin, Tylenol, Rhinocort, Listerine, Aveeno, Dabao, Band-Aid, and others—covering various health needs, including fever relief, allergic rhinitis, oral care, and wound care. These kits serve as a practical acknowledgment of the caregivers' dedication, acting as “little helpers” during busy shifts and allowing families to feel society's care.



Emotional Resonance—Reframing Society's View of Pediatricians

In pediatric clinics, doctors are often introduced to children as “the auntie or uncle who gives shots” or even “the scary white-coat monster.” The reality of pediatric caregivers is much richer; they are the first line of defense for children's health and steadfast supporters throughout their growth. To change these perceptions, Kenvue China collaborated with Xinhua Net to release the short film “Hey! The Lovable Monster Doctors,” told entirely through a child's eyes. The film reimagines pediatricians as “big-eared monsters who can hear heartbeats” and “wizards who mix bubble potions.” These whimsical portrayals emphasize that caregivers are not cold, intimidating figures but real people who experience

the same joys and struggles as everyone else. Within two days of its release, the film garnered over 650,000 views and resonated with many, prompting a wave of empathy and calling for greater support for pediatric teams. The film was awarded an Outstanding Work Award at the 2024 Shanghai International Public Welfare Advertising Competition, recognizing its impactful storytelling.

Empowering the Frontline—Strengthening Children’s First Line of Defense

Primary-level medical institutions are crucial in protecting children’s health, influencing their long-term well-being. Recognizing this, the 2024 “Pediatric Caregiver Well-being Program,” supported by Kenvue China, aims to enhance grassroots pediatric capacity and improve clinicians’ skills in diagnosing common childhood illnesses. In October 2024, the program’s outreach event at Fulin Second Primary School in Hanyuan County, Ya’an, Sichuan, not only provided care packages but also brought top medical expertise to the community. Senior consultants led interactive sessions on allergies, first-aid, fever, and oral health for students, incorporating quizzes and games to reinforce lessons.

Volunteer clinicians from local hospitals shadowed the experts, gaining valuable pediatric knowledge and health education techniques. This “train-the-trainer” approach equips grassroots caregivers with the skills needed to safeguard local children and families for years to come.

At the 2024 Entrepreneurs’ Boao Forum, the “Pediatric Caregiver Well-being Program” received recognition as an “Outstanding Case of Social Responsibility Impact” for its thoughtful design and influence. Kenvue China was named “Enterprise of the Year for Social Responsibility Impact,” highlighting the program as a flagship initiative. In 2025, the project was recognized on the “Medical & Health Sustainable Innovation Case List,” earning the “ESG Innovation in Practice” award, affirming its pioneering value and social significance.

Small sparks can gather to become a torch. Kenvue looks forward to collaborating with all sectors of society to build a comprehensive support system for pediatric caregivers—ensuring they receive the respect, care, and backing they deserve. When caregivers can work at their best and more professionals are inspired to join their ranks, we will collectively safeguard the future of “Healthy China.”

Safeguarding Daily Health, Creating Happiness for Every Family | ●

Theme: Social Empowerment

The Healthy Family Management Initiative ("Healthy Family Initiative")

Against the backdrop of the continued implementation of the "Healthy China 2030" strategy, the family, as the smallest social unit, plays a pivotal role in influencing overall public health. China, home to approximately 470 million families, faces persistent challenges, including inadequate knowledge of common household disease care, medication safety risks, and uneven distribution of grassroots healthcare resources. The 2022 proposal by the All-China Women's Federation at the National People's Congress explicitly highlighted the urgent need for improvement in household medication guidance systems, calling for enhanced age-specific medication education, standardization of family medicine cabinets, and strengthened medication safety guidance for elderly and pediatric populations.



In response to these societal challenges, and in alignment with the directives of the "Healthy China 2030" Planning Outline—which emphasizes the importance of family-based healthy lifestyle interventions—and the "Healthy China–Mother Action" initiative led by the All-China Women's Federation, Kenvue, in collaboration with organizations such as the China Women's Development Foundation and the Chinese Society for Family Education, initiated the "Healthy Family Initiative" in 2023. This initiative actively promotes scientific concepts, disseminates medication knowledge, and enhances lifestyle interventions to advance the Healthy China strategy.

The Healthy Family Initiative is specifically tailored to address diverse family health needs throughout different lifecycle stages, ranging from infant care to managing common household illnesses, thereby providing precise and effective health solutions for families.

To address gaps in grassroots medical capabilities, the initiative has implemented specialized training programs in eight core cities, involving renowned domestic experts. Nearly 1,000 pediatric healthcare providers from Beijing, Shanghai, Wuhan, and other cities received systematic training covering practical topics such as "Child Fever Management," "Infant Sensitive Skin Protection," and "Pediatric Oral Health Management," significantly enhancing the professional capabilities of grassroots healthcare personnel.



In order to effectively bridge the "last mile" of health education, the initiative incorporated innovative community engagement strategies. In 2024, the Healthy Family Initiative organized three "Family Health Carnivals" in Beijing, Changsha, and Jinan, engaging over 1,900 families. Interactive parent-child games, such as "Antipyretic Flight Chess," were utilized to integrate essential medication knowledge and oral care practices into enjoyable experiences. Additionally, since its inception, the initiative has distributed approximately 133,000 educational booklets nationwide, covering common household disease management and standardized family medicine cabinet guidelines for critical populations including infants, pregnant women, and the elderly, thus operationalizing the All-China Women's Federation's proposal.

Since its launch, the Healthy Family Initiative has consistently adhered to national policies focused on building healthy families, emphasizing critical areas such as pediatric illness management, medication safety, and oral health. Over two years, the initiative has reached 25 provinces and cities, including Beijing, Shanghai, Guangdong, and Hunan, directly benefiting more than 500,000 households.

Looking forward, Kenvue will continue to uphold its corporate mission of "Safeguarding Daily Health, Creating Extraordinary Strength," partnering with the China Women's Development Foundation to advance the Healthy Family Initiative. The initiative will further emphasize the essential role of women in family health management and progressively establish a comprehensive family health management platform covering the entire lifecycle. This aims to shift national health literacy from passive treatment to proactive prevention, thereby fulfilling the project's vision: "Safeguarding Daily Health, Creating Happiness for Every Family."

About Kenvue

Kenvue is the world's largest pure-play consumer health company by revenue. Previously known as Johnson & Johnson Consumer Health, Kenvue has a history spanning over 135 years and has been a part of consumers' daily rituals and in the moments that matter most. Today, Kenvue touches the lives of approximately 1.2 billion people in 165 countries and regions.

In China, we operate two R&D centers, four manufacturing plants, and ten distribution centers. Through a portfolio of iconic brands that includes Motrin®, Tylenol®, Rhinocort®, Listerine®, Aveeno®, Dabao®, Hismanal®, Daktarin®, Motilium®, Nicorette®, BAND-AID®, Dr.Ci:Labo®, Neutrogena® and Johnson's®, we put the power of everyday care in consumers' hands through science-based solutions. Additionally, we collaborate with multiple parties to enhance public health literacy and product access, contributing to the co-creation of a Healthy China.

Kingfa

Digital Intelligence Empowers Green Economy, Accelerating the Development of New Quality Productive Forces | ●

Theme: Green Economy

Digital Factory: Creating a New Paradigm for Green Transformation in Plastic Production

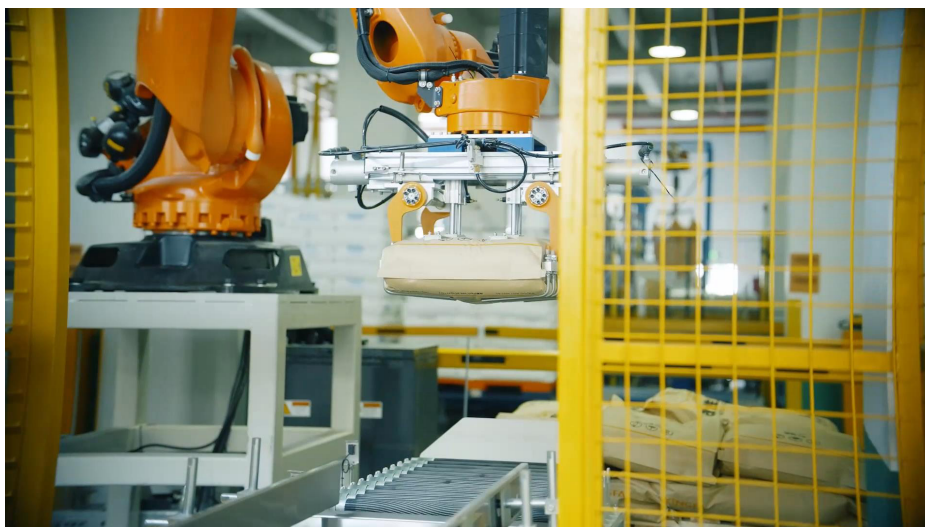
In the rapidly changing market environment, developing new quality productive forces represents a powerful competitiveness for enterprises pursuing sustainable development and green, low-carbon transformation and upgrading. Kingfa has built the industry-leading digital factories using advanced information technology. Through the construction of a digital platform, it promotes the coordinated development of domestic and foreign businesses in modified plastics, new materials, green petrochemicals, and medical and health sectors. The digital factories have established the complete information management system and intelligent production lines, realizing automation, digitization, and intelligence in the production process. This not only improves production efficiency and quality but also significantly reduces the energy consumption and carbon emission intensity of products, promoting the company's steady progress on the path of green transformation.



The overall design of Kingfa's digital factories are implemented with the industry-leading planning of 1 goal, 4 strategies, 5 dimensions, and 4 foundations.

- 1 Goal: Build digital factories with reliable quality, optimal costs and efficient production
- 4 Strategies: Process Reorganization, Automation Solutions, System Integration, Equipment Interconnection
- 5 Dimensions: Industrial Automation, Supporting Automation, Test Automation, Packaging Automation, Logistics Automation
- 4 Foundations: Products, Equipment, Processes, Workstation

Digital factories can achieve human-machine separation and one-click color formula generation through logistics automation means such as automatic unpacking, automatic incoming material storage, automatic configuration of color masters and small materials, and AGV (Automated Guided Vehicle) distribution. Through full-process automation of inspection, packaging, labeling, and coding, integrated with LIMS system, inspection plans are executed automatically. Based on equipment stability, process standardization, and flexible production, continuous optimization of line design and workstation layout reduces work-in-process inventory, promotes technological innovation, and builds a future-oriented intelligent production system.



The digital factory currently has 1 intelligent automated warehouse and 2 intelligent manufacturing workshops. The automated warehouse of the digital factory is 40 meters high, the tallest unmanned automated warehouse in the Chinese plastic industry, realizing fully unmanned operation from raw material procurement to order outbound. In the intelligent manufacturing workshop, the automated warehouse lanes can realize automatic scanning and labeling; multiple batches of Rail Guided Vehicle (RGV) carts receive system

instructions for outbound and inbound operations; multiple robotic arms flexibly unpack, shake, and feed materials to their respective silos on the track; the digital factory operation control center records real-time data such as finished product inventory and warehouse material inventory. Through these digital tools, material flow and production execution efficiency can be further strengthened, multiple data interactions can be completed, the entire process can be recorded in real-time, and manual bookkeeping can be eliminated.

As a benchmark factory in the industry, Kingfa's digital factory has won the "Service oriented Manufacturing Demonstration Enterprise" title from the Ministry of Industry and Information Technology, the Shanghai Quality Gold Award, and the Qingpu District Intelligent Factory and other honors. It is leading the green transformation of plastic production and continuously moving towards the direction of new quality productivity forces.

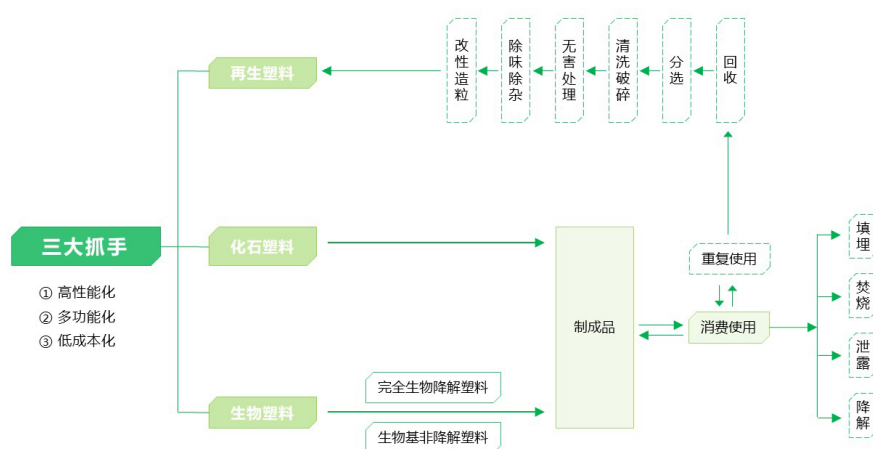
Social Benefits and Industrial Leadership

Kingfa's digital factory profoundly practices the concepts of low-carbon environmental protection and green economy, with significant manifestations in environmental protection, humanistic care, and industrial chain collaboration.

- 1.The dust content in the workshop is $<10\text{mg}/\text{m}^3$, non-methane total hydrocarbons $<4.0\text{ mg}/\text{m}^3$, styrene concentration $<5.0\text{ mg}/\text{m}^3$, odor concentration <20 , and workshop noise $<86\text{dB}$.
- 2.According to the greenhouse gas emission verification results of an independent third-party organization, Kingfa's 2024 greenhouse gas inventory included 17 sites in the headquarters and the sectors of modified plastics, green petrochemicals, new materials, and healthcare in China. In 2024, the total greenhouse gas emissions of each site (Scope 1 + Scope 2 + Scope 3) were up to 13,976,319.80 tons of CO₂ equivalents. The carbon emission intensity per unit of modified plastics (Scope 1 + Scope 2) was 0.1338 tons of CO₂ equivalents, with a decrease of 27.58% compared with 2022.
- 3.Paperless office can be realized in the digital factory, and all goods data and accounts are automatically processed by industrial computers. Paperless office not only ensures the timeliness and accuracy of data but also reduces paper waste and realizes green office.
- 4.The automation level of the digital factory can more comprehensively ensure the health and safety of workers. Raw material splitting, packaging, and palletizing are heavy labor processes in traditional plastic production processes, and workers working for a long time are prone to waist and leg pain and other potential diseases. After digital production, complex processes can be handed over to robotic arms, and fully automatic packaging equipment and palletizing robots replace manual operations, improving packaging quality and efficiency and reducing labor intensity.

- 5. With the help of digital transformation, Kingfa has actively deployed green and low-carbon material solutions (environmentally friendly high-performance recycled plastics, fully biodegradable plastics and bio-based plastics) closely linking sustainable development, digital transformation, and business development layout, and making every effort to build a green, low-carbon, and circular new materials business system. The company continuously deploys its business in the upper, middle and lower reaches of the industry chain, for which Kingfa has set an objective of achieving "one million tons in three fields". By 2030, the company will produce 1 million tons of green plastics, recycle 1 million tons of waste plastics, and manufacture 1 million tons of recycled plastics. Through this series of measures, Kingfa will achieve pollution and carbon reduction in the upper, middle and lower reaches of the industry chain, and make contributions to the global green and low-carbon circular economy.

The completion of the digital factory further enhances Kingfa's demonstration role as a leading enterprise, advancing the pace of intelligent manufacturing innovation in the plastics industry. During the digital transformation process, Kingfa also proposed the "Making the Best Use of Plastics" circular economy solution. By addressing key links in the entire plastic life cycle and focusing on recycled plastics and bio plastics, it provides innovative solutions for solving white pollution and promotes the establishment of green, low-carbon production models and sustainable value chain ecosystems across the manufacturing industry.



Conclusion

As a leading enterprise in the chemical new materials industry, Kingfa has always been committed to achieving the ternary coordination of "plastics, humans, and the earth", continuously improving the company's digital capabilities and product greening level, and

striving to reduce the company's carbon emissions. The digital factory case of Kingfa not only brings significant economic and social benefits to the company itself but also provides a useful reference for the digital transformation of the entire industry. In the future, with the continuous development of digital technology and Industry 4.0, it is believed that more enterprises will join the ranks of digital transformation to jointly promote the green low-carbon transformation and upgrading of the entire chemical new materials industry.

About Kingfa

Kingfa Sci. and Tech. Co., Ltd. (hereinafter referred to as Kingfa) is a new materials enterprise focusing on the research, production, sales, and service of high-performance new materials, providing new material solutions for creating a safer, more comfortable, and convenient human life. In 2004, the company was listed on the Shanghai Stock Exchange with stock code 600143, becoming the first listed company in the Chinese plastic industry. In 2023, Kingfa released the first ESG report in the Chinese plastic industry. As the world's largest and most comprehensive modified plastic manufacturer, Kingfa is always committed to promoting the continuous improvement of the human living environment and creating a better life.

Kingfa is headquartered in Guangzhou Science City and has more than 60 subsidiaries, with R&D and production bases in South Asia, North America, Europe, and other overseas regions. Kingfa's products include 9 categories: modified plastics, environmentally friendly high-performance recycled plastics, fully biodegradable plastics, special engineering plastics, carbon fiber and composite materials, light hydrocarbons and hydrogen energy, polypropylene resin, styrene resins, and medical and health polymer materials. The products are exported to more than 130 countries and regions worldwide for their excellent environmental friendliness and outstanding performance, serving more than 1,000 well-known enterprises globally. In 2024, Kingfa's revenue was 60.5 billion yuan.

Kingfa is committed to solving the increasingly severe environmental problems of mankind, actively responding to the challenges brought about by global living environment changes, and achieving sustainable development by balancing the relationship between economy, environment, and society.

Micron Technology

Tech-Driven Green Transformation: Building a Sustainable Value Chain Ecosystem | ● ●

Theme: Green Economy; Social Empowerment



Micron Xi'an Sustainability Achievements

Waste Management

Human production activities continue to demand resources from the natural environment. The United Nations Environment Programme (UNEP) identifies pollution and waste as one of the three major global environmental crises. Resource efficiency issues are relevant to industrial supply chain resilience, the circular economy, and even carbon management.

MXA has implemented a refined waste management program that tracks the disposal of every type of waste. At the same time, MXA works with upstream and downstream partners to improve resource efficiency and reduce the environmental footprint through reduce, reuse, and recycle strategies, and achieving cost savings. In 2024, MXA was awarded the UL2799 Zero Waste to Landfill Gold operation certificate by UL Solutions.

In the first quarter of 2025, the potassium hydroxide (KOH) harmless treatment project deployed at MXA successfully passed EIA acceptance, further increasing the waste recycling rate to 100%, ahead of schedule, and achieving one of the core goals set by the

Sustainability Center of Excellence. In the future, we will continue to deploy more circular economy projects across the value chain to further promote waste minimization and valorization. We also invite our ecosystem partners to participate in these initiatives and explore ways to improve resource efficiency, contributing to the development of a circular economy and society.



Water Conservation

Water is a vital resource for human survival. In recent years, the global shortage of freshwater resources has been aggravated by the impact of climate change, and extreme weather events have become increasingly frequent. Such risks not only affect local communities but can also disrupt industrial production.

According to the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI), the city of Xi'an is categorized as a water-stressed area. MXA has set water-related goals, aiming to achieve a 100% water conservation rate by 2025 and promote the harmonious coexistence of production and community values.

In terms of specific actions, MXA will continue improving its internal water-saving and recycling capabilities to reduce total water withdrawal, while also supporting community projects to rejuvenate local water resources.

Between 2024 and 2025, MXA additionally deployed:

- **Inter-building UF/RO Water Recycling Project:** Deploying ultrafiltration (UF) and reverse osmosis (RO) systems between buildings to boost internal water recycling capacity and reduce reliance on municipal water supplies.
- **End-of-pipe Wastewater Purification and Reuse Project:** Achieved an annual reduction of 300,000 cubic meters (31.5% of total intake) in water withdrawal, significantly decreasing reliance on municipal water and supporting urban and community climate resilience.

- **Water Cellar for Mothers Project:** Repaired water infrastructure in 17 villages across the Weihe River Basin in Shaanxi Province, restoring 800,000 cubic meters of water annually and significantly improving and securing safe drinking water access for approximately 35,000 community residents.

At the end of 2024, Micron's Xi'an facility was recognized by the Xi'an Water Resources Bureau and the Xi'an Municipal Bureau of Industry and Information Technology as a "Xi'an Municipal Water-Saving Enterprise."



Concurrently, the company delivered water-conservation training and promoted employee water-saving initiatives, integrating technical measures with people-focused actions to strengthen its water stewardship.

Greenhouse Gas Emissions & Energy Use

Micron focuses on developing lower-power, sustainable products to reduce customers' energy consumption and lower greenhouse gas (GHG) emissions throughout the value chain. In response to China's "Dual Carbon" goal, Micron aims to make its Xi'an facility a carbon reduction benchmark in the semiconductor industry and has set an operational target of achieving a 90% absolute reduction in Scope 1 emissions by 2025 (compared to a 2020 baseline), as well as 100% renewable electricity usage.

Micron's Xi'an facility has successfully implemented the following programs during 2024–2025:

- Deployment of Hydrofluorooxides (HFO) refrigerant systems with zero global warming potential;
- Installation of heat pumps to recover and reuse waste heat, replacing traditional gas boilers;
- Adoption of alternative heat transfer media to eliminate the use of perfluorocarbons (PFCs);
- 100% renewable electricity procurement.

During CIE 2024, Micron's Xi'an plant was awarded the Zero Carbon Factory (Type I 5-Star) Certificate by the China Quality Certification Center (CQC), marking an important milestone in the company's progress toward its net-zero goal.



In the future, Micron's Xi'an plant will continue to work with its ecosystem partners to develop industry-leading energy-saving technologies, improve energy efficiency in manufacturing operations, and enable a comprehensive energy green transformation.

Green Building

MXA's new B5 building was designed to meet LEED (Leadership in Energy and Environmental Design) Green Building Gold standard, achieving high scores in green material selection, lighting and HVAC system design, energy management, rainwater utilization, and surface runoff management.

In July 2025, the building received LEED Gold certification from the U.S. Green Building Council (USGBC).



Community Responsibility

Micron is committed to building a corporate culture of diversity, equality and inclusion, and has a long history of participating in various public service endeavors and actively giving back to the community.

In April 2025, in celebration of World Earth Day, Micron China launched a series of Earth Day-themed public service activities with the theme of "Spring Light and Harmony, Greening the Planet", which involved the teams in Xi'an, Shanghai, Beijing, and Shenzhen, with a total of nearly 4,000 employees, to reach out to the local communities.

- From April 14th to 17th, Micron organized more than 3,400 employees to participate in reforestation efforts along the banks of Kunming Pond in Xi'an, planting 700 saplings and expanding the Micron Public Welfare Forest. These new saplings not only reflect the team's commitment to low carbon practices, but also strengthen the local ecosystem. It is worth noting that Micron's "Help Love Meals" mobile food truck, donated by the company to support employment for people with disabilities, was also present at the event, providing healthy meals to employees and further conveying the spirit of public service.



- On April 18 and April 25, the Micron team focused on marine conservation at Shanghai Binjiang Forest Park and launched a beach clean-up campaign. The initiative attracted around 500 volunteers who collected over 1,600 kilograms of marine waste, including plastic products and foam debris, helping reduce marine plastic pollution and restore coastal cleanliness.
- On April 25th, at Hongqiao Park in Shenzhen, Micron's team cleaned up garbage scattered along the park's footpaths, green belts, and public areas, and sorted and recycled more than 30 kilograms of waste. In Beijing's Beijing West Ancient Trail Scenic Spot, Micron's team cleaned up garbage along the road on foot, conveying the concept of "Protecting the environment begins from the surroundings", and picked up a total of 15 kilograms of garbage. The total amount of waste picked up was 15 kilograms.
- In addition, on the online platform, the sustainability team launched activities such as the "Seven Days of Green Living Challenge" and "Sustainable Photography Around Me," which attracted the participation of more than 1,000 employees nationwide. Through the combination of online and offline engagement, the company's commitment to sustainable development was put into action, painting a picture of harmonious coexistence between people and nature.

Micron has long been making positive contributions to various public welfare programs—

not just on Earth Day:

- From June 16th to 17th, 2025, MXA successfully held its first “Love Passes, Life Continues” voluntary blood donation event. As part of Micron China's Safety Month activities, Micron partnered with Xi'an Central Blood Station to provide a mobile donation truck on-site, making it easier for employees to donate. The campaign received strong support from management, and a total of 65 employees participated, donating 17,480 ml of blood.
- On May 15, 2025, the award ceremony for the “Micron Impression” photography contest for employees with disabilities was successfully held. The event was sponsored by the Xi'an Disabled Persons' Federation and co-hosted by MXA and the Xi'an Disabled Persons' Labor and Employment Service Center. Yao Wei, Director of the Employment Service Center, highly praised Micron's long-standing commitment to supporting people with disabilities. Betty Wu, Micron China Country Manager, stated that Micron will remain committed to building an inclusive culture and supporting the development of local communities.
- In May 2025, Jason Yang, VP and site leader of Global Assembly and Test for the Xi'an site, joined employees in visiting Lalasou Special Education Center in Beilin District, Xi'an, where they donated daily necessities to support the organization's operations. Accompanied by staff, Micron's volunteer team toured the classrooms and engaged in interactive games and handicrafts with the students to express their care and support.
- On April 15, 2025, the Shanghai team carried out the Light It Up Blue campaign to convey care for the autistic community by distributing blue gifts and advocating blue dress code and accessories.
- On March 8, 2025, Micron China brought together employees from Beijing, Shanghai, Shenzhen, and Xi'an, raising 15,000 RMB in donations and supplies to support the operation of the Light and Love School, covering school rent and upgrading teaching equipment.
- From November to December 2024, to fulfill its commitment to corporate social responsibility, Micron Xi'an joined hands with various sectors to carry out a series of charity activities for the elderly in Shangluo and Hanzhong. Through the donation of food and clothing, as well as the provision of mental health care, Micron Xi'an took practical actions to convey warmth and demonstrate its corporate responsibility.
- On November 22, 2024, Micron employees in Shanghai orchestrated a beach-cleaning walk along the shores of Dianshan Lake. 34 employees from various countries and regions including Shanghai, Beijing, Shenzhen, Taiwan, the U.S. and Singapore participated and collected 25 bags of garbage totaling about 50 kilograms.

- On November 15, 2024, Micron Xi'an joined hands with the Shaanxi Charity Association to hold a clothing donation event. The donation collected up to 2 tons of clothing in support of the Shaanxi Charity Association and Micron's commitment to corporate social responsibility. After the meeting, the Shaanxi Charity Association honored Micron Xi'an with a plaque that reads, "Love for Charity, Love without Boundaries".
- October 2024, the completion ceremony of Micron China's Water Cellar for Mothers Project was held in Chang'an District, Xi'an City. The "Water Cellar for Mothers" project benefits 17 villages in Shaanxi Province and is expected to provide clean water to more than 35,000 residents and their families annually. significantly improves the quality of life of local villagers. At the ceremony, Micron China Country Manager, Betty Wu, together with Wang Yongtao, Director of Publicity Department of Xi'an Chang'an District Party Committee, Nan Jing, Assistant Secretary General of China Women's Development Foundation, Mr. Zhang Xiaoyan, Vice Chairwoman of Shaanxi Provincial Women's Federation, and other leaders and villagers' representatives witnessed this milestone.

Value Chain Ecosystem Co-Building

Micron China has deepened its cooperation with global and local industry leaders such as Schneider Electric, LONGi, FedEx, and SIASUN Group to build a sustainable ecosystem and achieve operational excellence in China:

- Signed a strategic cooperation agreement with **Schneider Electric** to explore cooperation opportunities in green factories, energy management, dual-carbon management and other areas.
- Signed a sustainability co-development agreement with **LONGi** to jointly carry out sustainability projects in Northwest China and support ESG development. LONGi has developed a rooftop PV project for the Xi'an site, using the latest panel technology to significantly improve power generation efficiency and reduce operational carbon emissions.
- In cooperation with **SIASUN**, the advanced ASRS system of SIASUN is adopted to realize high-density storage in the factory, improve the efficiency of land resources utilization, and provide a solid guarantee for high-efficiency production and green logistics.

Micron also actively organizes activities to foster in-depth exchanges within the sustainability ecosystem:

- **2024 China International Import Expo (CIIE):** Micron China hosted a roundtable titled "Talking about Empowerment: Business and Sustainability Co-Existing," where

executives from Schneider Electric, LONGi, SIASUN, CCAA, and AmCham shared their insights on sustainability.

- **2024 China International Supply Chain Expo (CISCE): Micron China hosted a roundtable titled “Industry Dialogue: Green Transformation of the Semiconductor Supply Chain.”** Jason Yang, the VP and site leader of Global Assembly and Test for the Xi’an site, joined executives from FedEx, TOWA, Kinsus, and experts from the Shaanxi Semiconductor Industry Association to discuss how to improve the environmental performance of operations and promote sustainable practices throughout the semiconductor supply chain.

Micron China actively participates in industry forums and continues to share experiences and achievements on advanced low-carbon technologies, digital convergence, and sustainable development, adding to China's low-carbon economy and the global semiconductor green supply chain.

About Micron

Micron Technology, Inc. is an industry leader in innovative memory and storage solutions, transforming how the world uses information to enrich life for all. Every day, the innovations that our people create fuel the data economy, enabling advances in artificial intelligence (AI) and compute-intensive applications that unleash opportunities — from the data center to the intelligent edge and across the client and mobile user experience. Micron employees live by the company's values of people, innovation, tenacity, collaboration and customer focus, pursuing technology and product innovation as well as manufacturing excellence to create value for customers, partners, communities and society. With more than 45 years of experience and more than 59,000 patents granted, Micron's products continue to help change the way the world uses information and enrich the lives of all people.

In China, Micron has been investing for more than 20 years and has established a strong market presence with operations in Beijing, Shanghai, Shenzhen, and Xi’an. Located in the Xi’an High-Tech Zone, Micron’s Xi’an facility has ranked first in import and export value in Shaanxi Province for 18 consecutive years, from the start of production in 2007 through 2024, making significant contributions to both provincial and local economic development. Throughout the years, Micron has continued to fulfill its environmental goals by implementing a number of actions and promoting cooperation with the local community.

Micron has actively responded to the government's "Dual Carbon" goal. Under the leadership of Betty Wu, Micron China Country Manager, Micron China has continued to invest in sustainability and has established the Xi’an facility as Micron's first Sustainability Center of Excellence (CoE) for assembly and test.

Nestlé's Net Zero Journey | ●

Climate change is one of the biggest challenges facing society today, and it is also one of the biggest risks that Nestlé's business will face in the future. As a world-renowned food and beverage company, Nestlé has the size, scale, and reach to influence others and take the lead in inspiring collective action. To address the climate challenge and promote sustainability, Nestlé made a commitment in 2019 to achieve net zero carbon emissions by 2050, and in 2020, it launched a roadmap that includes specific action paths and timelines. According to Nestlé's Net Zero Roadmap, based on the 2018 full-value-chain carbon emissions of the entire group, Nestlé plans to reduce emissions by 20% by 2025 and by 50% by 2030. To achieve the net zero target by 2050, Nestlé is acting throughout the value chain to reduce carbon emissions "from farm to table".



100

establishing the Agriculture Services in Yunnan in 1992, Nestlé Greater China Region (GCR) has been dedicated to guiding the sustainable development of local coffee farming and promoting the transition from traditional agriculture to regenerative agriculture for Yunnan coffee farmers. Nestlé GCR also collaborates with partners such as Syngenta and Bayer to explore and develop regenerative agriculture standards for low-carbon silage corn, wheat and rice. In 2024, 21.3% of Nestlé's key raw materials come from regenerative agriculture practices, exceeding the target of 20% set for 2025.

Meanwhile, Nestlé GCR is striving to transform the Nestlé Dairy Farming Institute (DFI) into a net-zero farm. DFI has implemented several key projects to reduce carbon emissions, including digital cow monitoring and management system, thermostat water tanks, automated cow brushes, and manure separation and treatment. These carbon reduction practices are also being extended to the Shuangcheng and Laixi dairy farming areas.



In the manufacturing part, Nestlé GCR Technical team coordinates local factories to conduct systematic low-carbon transformation. The transformation focuses on three pillars: implementing break-through energy efficiency improvement projects to achieve energy savings, rethinking existing process designs and applying zero-carbon technologies in new projects, and switching to renewable energy to meet net zero requirements. As of 2024, 95.3% of electricity in Nestlé factories within the Group comes from renewable sources. At Nestlé GCR, all factories have achieved 100% renewable electricity usage since 2023, and the Qingdao factory and HsuFuChi factories have initiated photovoltaic projects. The Tianjin factory and Dongguan factory have been recognized as "national level" green factories by the Ministry of Industry and Information Technology.

In the packaging part, Nestlé has set a long-term vision of "none of our packaging, including plastics, ends up in landfill or as litter" and has set a milestone goal of "reducing virgin plastic use by 1/3 by 2025". To achieve these goals, Nestlé is taking actions in five key pillars: reducing packaging material usage, reusable and refillable packaging systems, design for

recycling, recycling infrastructure, and rethinking mindsets and behaviors with stakeholders. For example, in China, Nescafé ready-to-drink coffee products have adopted lightweight design, reducing the weight of each bottle preform from 19 to 16.6 grams, resulting in an annual plastic reduction of approximately 1,733 tons. Nestlé is also exploring the removal of stretch film used in transportation and replacing it with reusable straps to reduce plastic usage. In addition to reducing virgin plastic packaging at the source, Nestlé maximizes the use of recycled packaging. HsuFuChi, a Nestlé local brand, uses up to 100% recycled content in its secondary plastic candy jars/caps. As of 2024, Nestlé Group has reduced its virgin plastic use by 21.3% compared to the 2018 baseline.



Furthermore, Nestlé promotes the use of mono-material packaging to avoid materials hindering sorting or recycling. For example, Nescafé's 3-in-1 coffee sachets, condensed milk tubes, and pet food bags are 100% designed for recycling. Additionally, Nestlé supports the development of recycling infrastructure. Nespresso, through its capsule recycling program, collects and separates used aluminum coffee capsules from consumers. The recycled aluminum is then used in the production of new coffee capsules, watches, skateboards, and sneakers, giving them a second life. The coffee grounds are used as compost or converted into renewable energy.



In the logistics part, Nestlé is committed to promoting the matching of facilities and equipment at various stages of the upstream and downstream value chain, as well as the sharing and reuse of logistics resources among its brands and customers. The purpose is to improve overall logistics operations efficiency, achieve cost reduction, increase efficiency, and promote green development. Building on years of experience, Nestlé has been strengthening its transition to a low-emission fleet in recent years. In addition, Nestlé GCR Supply Chain team encourages collaborative efforts among its brands to promote more environmentally friendly transportation modes, such as transition from road to water transportation, transition from road to rail transportation, and the China-Europe Railway Express as part of the Belt and Road Initiative. Nestlé GCR also aims to increase the proportion of direct distribution to customers from factories, reduce intermediate handling operations, and achieve cost reduction and increased efficiency. By 2025, Wyeth, a Nestlé's brand, started using new energy heavy-duty trucks to transport infant formula from the Wyeth east district warehouse in Suzhou to the south-west warehouse in Dongguan, achieving a dual effect of reducing carbon emissions and lowering transportation costs.

In the product part, Nestlé is committed to increasing the proportion of low-carbon products. Nestlé integrates the concept of sustainability into its products and actively develops plant-based products. For example, using oats and rice flour as ingredients, Nestlé has developed a vegetarian version of its Carnation evaporated milk, satisfying consumers' dual demands for nutrition and sustainability. In terms of communication, several Nestlé brands combine sustainability actions with core purchasing drivers in their respective categories to organize engaging marketing campaigns with consumers. For instance, the Totole matsutake bouillon used traceability livestreaming to showcase the story of the product's sustainability journey from harvesting, production, packaging, to consumption, emphasizing the connection between sustainability features and consumer choices in an easily understandable manner, promoting sustainability as a purchasing decision factor.

Additionally, since 2022, Nestlé has launched its Global Reforestation Program in China, planning to plant and nurture 1.3 million trees in Yunnan by 2026. With Nestlé's support, approximately 580,000 trees have already been planted in batches by coffee farmers in Pu'er, Yunnan. The shade trees planted not only protect coffee trees from excessive heat, rainfall, and pests but also improve soil fertility, enhance water resource management, and contribute to biodiversity and habitat conservation. They absorb carbon dioxide from the atmosphere, thereby reducing carbon emissions in the value chain. Besides shade trees, the planted trees also include economic fruit trees such as mango, jackfruit, and avocado trees, which help farmers diversify their income sources.

Compared to the 2018 baseline, Nestlé has successfully achieved a net reduction of 20.38% in greenhouse gas emissions in 2024, reaching the goal of reducing greenhouse gas emissions by 20% by 2025 one year ahead of schedule.



About Nestlé

Nestlé was founded in 1866, headquartered in Vevey Switzerland. It is a world-renowned food and beverage company with the purpose of unlocking the power of food to enhance quality of life for everyone, today and for generations to come. We have more than 2,000 brands ranging from global icons to local favorites and are present in 185 countries and regions worldwide. Through these brands, we are able to offer a wide portfolio of products, covering infant nutrition, water, coffee, chocolate & confectionery, pet food, professional solutions, dairy products, health science, frozen food, culinary and other areas. In 2024, its total reported sales was CHF 91.4 billion. The company has around 270,000 employees worldwide.

The Greater China Region (GC) is one of the regions in Nestlé Zone Asia, Oceania and Africa (AOA) and is one of the fastest-moving food and beverage markets in the world. The headquarters of Nestlé Greater China Region is located in Beijing. The company's history in China can be traced back to 1908, when the first sales representative office was set up in Shanghai.

At present, Nestlé China operates 27 facilities, 5 product innovation centers (Shanghai, Qingdao, Taizhou, Tianjin and Harbin) and 3 R&D centers (Beijing, Dongguan, Shenzhen), Dairy Farming Institute & Grain Competence Center (Harbin), Nescafé Coffee Center (Puer), 1 Food Safety Institute (Beijing), 4 Customer Engagement Centers and around 21,000 employees in China. Greater China Region's total reported sales in 2024 was CHF 5.4 billion¹.

Creating Shared Value (CSV) is fundamental to how we do business at Nestlé. We believe that our company can only be successful in the long term by creating value both for our shareholders and for society. Our activities and products should make a positive difference to society while contributing to Nestlé's ongoing success.

Over 90% of Nestlé products sold in China are locally manufactured. At the same time, Nestlé also provides high-quality products to consumers through local brands such as Totole, Hsu Fu Chi, and Haoji.

Nestlé attaches great importance to local development of agricultural raw materials. The operation in China has also adopted this unique model, such as the construction of dairy areas in Harbin, Heilongjiang and Laixi, Shandong, as well as the coffee planting project centered in Puer, Yunnan, which has won tremendous success and high recognition.

Nestlé actively responded to the challenge of sustainability, committed to achieving net zero carbon emissions by 2050, and launched its detailed, time-bound Net Zero Roadmap. In Greater China Region, actions focus on delivering group sustainability commitments, accelerating brands with purpose journey, amplifying our impact with stakeholders.

1. Including Nespresso and Nestlé Health Science

Novartis China

From Global Commitment to Local Impact: The Novartis Shanghai Campus Carbon Neutrality Initiative | ●

Theme: Green Economy

I. Overview of Novartis Shanghai Campus Carbon Neutrality Project

As one of Novartis' three global headquarters campuses, the Novartis Shanghai Campus has prioritized sustainable development as its core strategy since commencing operations in 2016. Spanning 8,133 square meters with a gross floor area of 105,600 square meters, the campus comprises seven main buildings integrating offices, R&D facilities, dining, and other supporting functions. Currently, the campus employs 2,000 staff, has completed fixed-asset investments totaling RMB 5.4 billion, and generates an annual output value of RMB 10.5 billion with approximately RMB 100 million in annual tax contributions.

From the planning and design phase, the campus incorporated eco-friendly features such as recycled-material facades and a combined cooling, heating, and power (CCHP) system, earning both LEED Platinum certification and a two-star rating in China's Assessment for Green Building —laying a solid foundation for its carbon-neutral journey. Facing an annual carbon emission baseline of 22,529 metric tons (recorded in 2016), the campus implemented systematic energy-saving and emission-reduction initiatives, ultimately achieving carbon-neutral operations by January 2025. This milestone establishes a benchmark for green development among multinational corporations.



Novartis Shanghai Campus in 2025: A Carbon-Neutral Landmark

II. Implementation of Novartis Shanghai Campus Carbon Neutrality Project

(1) Stage One: Green Building Infrastructure

From its initial construction, the campus integrated sustainable principles into its master planning and design. The adoption of recycled-material facades not only reduced production energy consumption and carbon emissions but also enhanced thermal insulation. The CCHP system enabled cascading energy utilization to minimize waste, while rainwater recycling systems—after treatment—served landscape irrigation and road cleaning, conserving municipal water resources. These measures allowed the campus to achieve premium green building standards upon commissioning, securing both LEED Platinum certification and a two-star rating in China's Assessment for Green Building, thereby laying a robust foundation for subsequent energy-saving initiatives.

(2) Stage Two: Efficiency Enhancements & Digital Management (2019–2022)

During the period from 2019 to 2022, the campus implemented a series of energy efficiency improvement projects targeting its carbon emission structure. The lighting system was upgraded to intelligent LED technology, which automatically adjusts brightness according to different zones and time periods, significantly reducing energy consumption compared to conventional lighting. DC brushless fans replaced AC fans, utilizing high-efficiency DC drive to precisely regulate airflow volume. All motors were upgraded to meet the IE4 premium efficiency standard. The air conditioning heat recovery system was optimized to reuse waste heat for domestic hot water supply, achieving effective energy recycling.

Meanwhile, a digital energy management platform was established, enabling real-time collection and monitoring of utility consumption data (water, electricity, and gas). Through intelligent analytics, the platform promptly identifies abnormal energy usage patterns and provides scientific support for precision energy management. These integrated measures have further enhanced the campus's overall energy utilization efficiency.

(3) Stage Three: Energy Transition (2023–2025)

In the final phrase of its energy transition, the campus implemented comprehensive structural transformations starting in 2023 to fulfill the Group's 2025 carbon neutrality pledge, including full procurement of green electricity to achieve zero-carbon power consumption and a simultaneous RMB 45 million electrification overhaul of its heating system that replaced traditional gas boilers with 19 air-source heat pumps while completing necessary structural reinforcements and electrical upgrades across six buildings - a project finalized by end-2024 that is projected to reduce annual CO₂ emissions by 1,691 metric

tons, fundamentally transforming the thermal energy emission profile and providing critical operational support for achieving carbon neutrality.



Rooftop view of decarbonization infrastructure:
Heat pump arrays installed across Novartis Shanghai Campus buildings (2025)



Pioneering Green Power: 2024 Substation Upgrade for Campus Decarbonization

III. Outcomes and Value of Novartis Shanghai Campus Carbon Neutrality Project

(1) Practical Achievements

Through systematic multi-phase transformations, the campus achieved significant

reductions in carbon emissions and successfully achieved carbon-neutral operations in January 2025. The energy efficiency improvement projects reduced equipment energy consumption, digital management enabled precise energy regulation, and energy structure transformation eliminated major carbon emission sources, substantially enhancing energy utilization efficiency. Although the project required capital investment, the long-term benefits—including reduced energy costs and enhanced brand value—created a win-win scenario delivering both economic and environmental benefits. These outcomes not only decreased operational costs but also strengthened market competitiveness, establishing the company's green leadership image.

(2) Practical Value

The carbon-neutral practices implemented at the Novartis Shanghai Campus have established a benchmark for multinational corporations operating in China. Its dual-driven model of "technological innovation + digital management" demonstrates significant potential for broader adoption. At the technical level, the systematic approach to equipment upgrades and retrofits provides a replicable roadmap for other industrial parks. On the management front, the development and implementation experience of the digital platform offers transferable best practices.

This initiative exemplifies corporate social responsibility in action, advancing the dissemination of sustainable development principles. By demonstrating tangible success in green transformation, it serves to inspire greater participation from enterprises across sectors. Ultimately, these efforts contribute meaningfully to the achievement of global sustainable development goals, showcasing how industrial operations can align with broader environmental objectives while maintaining business excellence.

About Novartis

Novartis is an innovative medicines company. Every day, we work to reimagine medicine to improve and extend people's lives so that patients, healthcare professionals and societies are empowered in the face of serious disease. Our medicines reach nearly 300 million people worldwide. Our Chinese name "Nuo Hua" articulates our "Commitment to China". We are committed to improving Chinese people's health and quality of life through our innovative products and services. We have obtained more than 100 approvals for new drugs and indications in China since 1987. Novartis is committed to meaningful contributions that lead to innovative medicines, expand access to healthcare and build trust with society to drive China's long-term and sustainable development.

PayPal

Hands-On Empowerment—Supporting Education and Small Businesses Through Actions | ●

Theme: Social Empowerment

PayPal has always believed that the most meaningful social impact comes from more than just financial contributions. It is rooted in PayPal's active, hands-on participation in the communities we serve. By partnering with charitable organizations and mobilizing its people, PayPal strives to empower both education and small businesses, translating our values into real-world action and driving inclusive growth for society at large.

As a responsible global company, PayPal is dedicated not only to providing innovative financial services, but also to fulfilling our broader social responsibilities through purposeful initiatives. In 2024, as part of our annual programs, PayPal's Community Impact Team CHINA (“与贝益行”) collaborated with various internal teams and external partners, engaging more than 1,700 employees across our Shanghai and Beijing offices. Through these efforts, we have fostered opportunities for our employees to give back, strengthened our ties with local communities, and created lasting value that extends far beyond business.



Impact Day: Advancing Community Impact Through Collective Action

A defining moment in 2025 was PayPal's Impact Day. This was an initiative that united employees across offices and engaged ecosystem partners such as Beijing Leping Social

Entrepreneur Foundation, Shanghai E-Youth Service Center in meaningful, community-driven efforts.

In Beijing, around 200 employees came together to explore how business can play a role in driving social change. The team assembled 250 kits in support of Beijing Leping Social Entrepreneur Foundation and Shanghai E-Youth Service Center and visited disability-friendly communities to deepen their understanding of accessible urban development. The event fostered collaboration with key stakeholders including representatives from Beijing Chaoyang government, non-profits such as China Rural Development Foundation, and partner organizations such as AmCham China, building momentum for future community-focused initiatives.

At the same time In Shanghai, over 300 employees and 60 volunteers participated in activities at the Zhanyi Children Development Intelligence Center, delivering more than 2,000 kits containing books, educational materials, hygiene products, and essential supplies to support children with autism and their families. The event also helped uplift nine local small businesses, reinforcing PayPal's commitment to inclusive economic empowerment at the grassroots level.



Through Impact Day, PayPal demonstrated how the power of hands-on participation and cross-sector collaboration can advance inclusive development and generate lasting value for the communities we serve.

Empowering Small Businesses: Building an Inclusive Business Community

PayPal's commitment to empowering small and medium-sized businesses (SMBs) is deeply

embedded in our approach to community development in China. In 2024, this vision came to life through a series of impactful initiatives that mobilized employees across our Shanghai and Beijing offices, uniting them in hands-on efforts to support local entrepreneurs and foster a thriving business ecosystem.

During Global Entrepreneurial Week, held on November 19th last year, PayPal partnered with the Leping Social Entrepreneur Foundation to transform our offices into vibrant marketplaces. Across both Shanghai and Beijing, employees from all departments actively participated, engaging directly with local SMB owners. Many of these owners face persistent barriers such as limited access to resources, networks, and business expertise. The event created a unique opportunity for PayPal employees to step into the shoes of entrepreneurs, listen to their stories, and better understand the challenges they encounter.



From the earliest planning stages, employees were encouraged to contribute ideas and volunteer for a variety of roles, including event coordination, logistics, and direct engagement with entrepreneurs. This collaborative spirit ensured that the event was not only well-organized but also deeply meaningful for all involved.

A key highlight of the week was the kit-packing activity, where PayPal volunteers assembled practical resource kits for aspiring and existing small business owners. Each kit was carefully curated to provide essential materials and tools that can help entrepreneurs address everyday hurdles, from business planning to marketing and operational management. These efforts, carried out in close collaboration with our charitable partners, went beyond material support. They fostered a spirit of solidarity, enabling employees to directly contribute to the success of local businesses and strengthen the broader business community.

Furthering this mission, PayPal's Community Impact Team CHINA made a pioneering move by integrating community engagement with business operations through the accelerator camp (出海启航加速营). In partnership with Leping Foundation and B Corp China, this Shanghai-based program brought together PayPal mentors, local entrepreneurs, and social impact organizations for a full day of learning, networking, and practical training. Employees volunteered as mentors, sharing their expertise in cross-border e-commerce and digital payments, while also facilitating peer-to-peer learning among participants.

The accelerator camp was structured to maximize interaction and knowledge exchange. Sessions included panel discussions, hands-on workshops, and one-on-one mentoring

opportunities, allowing participants to ask questions and receive personalized guidance from PayPal experts. The accelerator camp featured expert-led sessions and real-world case studies, equipping entrepreneurs with actionable insights to overcome business barriers and pursue global opportunities. By creating this platform, PayPal not only helped SMBs identify and navigate obstacles but also reinforced our commitment to building an inclusive, resilient business community where everyone can thrive.

Empowering Education: Nurturing the Next Generation

Education is at the heart of inclusive growth, and PayPal's employees across China are passionate about creating opportunities for young learners especially in underserved communities. In 2024, PayPal's Community Impact Team CHINA led several initiatives that brought employees together to make a tangible difference in the lives of students and educators.

One of the standout moments of the year was the Season of Giving—STEM Kids Packet project. In collaboration with Global Employee Giving Operations and the Global Citizen Education Group (Visit.org), employees from Shanghai offices volunteered their time and energy to pack over 200 robotic STEM kits. Each kit contained materials for two hands-on robotics projects, designed to spark curiosity and inspire creativity among students.

These kits were donated to Beijing Dandelion Middle School, where they opened new doors to the world of science, technology, engineering, and mathematics. By working side by side with charitable partners, PayPal employees played an active role in bridging educational gaps, giving more students access to high-quality learning experiences that can shape their futures.



PayPal's commitment to education goes even further through the PayPal Dandelion Library initiative. On December 27th, 2024, the ninth PayPal-funded Dandelion Children's Library was completed at Siwangshan Hope Primary School in Shihegang Town, Xinyang City, Henan Province. This milestone was achieved thanks to the collective efforts of PayPal volunteers from Shanghai and Beijing, who joined forces with staff from the Shanghai Dandelion Children's Development Center and the local school community.

Spanning ten major categories from literature and natural sciences to philosophy and arts, 409 learning kits and 3,812 books were donated. This transforms the library into a vibrant educational and cultural hub for over 400 students and teachers. Employees took part in every step of the process, from collecting and sorting books to setting up shelves and organizing reading corners. Many volunteers also spent time interacting with students and teachers, sharing stories and encouraging a lifelong love of reading. Since 2014, PayPal's partnership with the Dandelion Center has led to the establishment of nine libraries across China, benefiting more than 4,000 children and providing access to over 30,000 books.

These ongoing efforts reflect the spirit of active participation and community service that defines PayPal's approach in China. By empowering education and supporting the holistic development of the next generation, PayPal employees are helping to lay the foundation for a more inclusive and prosperous society.

About PayPal

PayPal is committed to long-term investment and growth in China. It is the first foreign platform to enter China's online third-party payments market and the first foreign payment company with a wholly owned subsidiary in China.

PayPal started its Chinese investment since 2004 by setting up multiple wholly owned subsidiaries in China. It has continuously increased its investment and contributed to the healthy development and transformation of China's cross-border e-commerce and digital payment industries.

By focusing on the Chinese market and accelerating localization, PayPal China has established strategic partnerships with major financial institutions and technology platforms in the country. By advancing PayPal's 25+ years of experience and advantages in global cross-border payment, risk management and control, technological innovation and business model, PayPal China empowers Chinese small and medium-sized enterprises to thrive in the global economy, connecting them with PayPal's more than 400 million consumers and merchants globally by providing compliant, secure, reliable and convenient payment products and one-stop solutions. In this way, PayPal helps facilitate their business expansion and global success by riding on the new wave of digital economy.

PepsiCo

Smile All Together – PepsiCo Nutrition Action for the Elderly | ●

Theme: Social Empowerment

China's aging population is rapidly reshaping the consumer market. Data from the Ministry of Civil Affairs of China shows that by the end of 2023, the number of people aged 60 and above in China reached nearly 300 million, accounting for 21% of the total population. Meanwhile, Gen Z only numbered 260 million, making up 19%. This structural demographic shift will inevitably have significant implications for business.

Facing the accelerated aging of Chinese society, PepsiCo has its own insights and understanding of the senior population and the silver economy.



To further improve the nutritional health of vulnerable seniors, tangibly enhance their sense of health gain, and promote healthy aging, PepsiCo has partnered with the China Population Welfare Foundation to jointly launch the “PepsiCo Nutrition Action for the elderly” in 2023. Supported by local social work organizations, it forms a comprehensive elderly support system of “supplies + knowledge + service.” Through the “Three Haves”

model ("having support for the aged," "having care for the aged," "having joy in the aged"), the initiative provides free nutritional meal packs to vulnerable seniors nationwide, conducts nutrition education activities, disseminates knowledge on elderly nutrition and health, enhances seniors' nutritional health literacy, and fosters a social environment conducive to elderly nutritional health.

The project's overall plan aims to achieve three goals:

- 1.Leverage digital power and precise consumer insights to maintain emotional connections with seniors and help improve intergenerational integration through volunteer activities.
- 2.Activate Senior Vitality: Starting from enabling seniors to live their lives with dignity and value, provide a platform for intellectuals among the elderly. Through volunteer programs (e.g., participating in community nutrition education, accompanying vulnerable seniors in communities), they can apply their lifelong skills. Value recognition enhances happiness, thereby contributing to building a more vibrant and happy Chinese-style aging society.
- 3.Prioritize Care for Seniors: Support improving elderly nutrition levels through actions like nutrition education and product donations.

To date, PepsiCo Nutrition Action for the Elderly has planned and implemented over 50 recreational, sports, cultural, and nutrition education activities for the elderly. It has distributed over 373,800 nutritional meal packs (containing Quaker Oats products) and nutrition education manuals to more than 12,200 seniors, effectively improving their daily dietary nutrition structure.

Warmth for Seniors · Joy Across Generations

Since 2024, the project has recruited and trained volunteers from the public to join PepsiCo employee volunteers in caring for the elderly. To date, over 30 recreational and sports activities have been implemented. Activities are primarily held in Qu County, Dazhou City, Sichuan Province (a nationally designated poverty-stricken county). By providing training opportunities and social platforms, the project encourages seniors to actively participate in public service, promoting intergenerational assistance and emotional exchange through activities like caring for the very elderly and those living alone. This action aims to update societal perceptions of seniors' mindsets through volunteers, foster communication among seniors, let them feel warmth and happiness amidst laughter, and promote intergenerational understanding and integration.

- Mid-Autumn Festival (Binjiang Community, Tianxing Street, Qu County): Organized

moon viewing, mooncake eating, and cake making, strengthening neighborhood interaction and cultural heritage.

- National Day (Binjiang Community & Xindian Community, Tianxing Street, Qu County): Activities like singing the national anthem, tea parties, paper cutting, and waving flags enhanced community cohesion.
- Double Ninth Festival (Tianxing Street & Chenhui 1st Street, Qu County): Provided a platform for seniors to socialize, promoting the tradition of respecting the elderly.
- Elderly Social Organization Fellowship (Tianxing Street, Qu County & Zengcheng District, Guangzhou): Held recreational and sports activities, promoted cooperation among senior organizations, showcased senior vitality, and encouraged societal attention to the elderly.
- Calligraphy Wellness Activity (Puguang Community, Tianxing Street, Qu County): Activity passed on calligraphy art, enriched spiritual life, and increased interaction among seniors.



Wellness Academy · Health Empowerment

The project invited experts to systematically conduct over 20 nutrition and health lectures in communities across Sichuan and Shanghai. These shared dietary nutrition guidelines, raised seniors' nutritional health awareness, and disseminated nutrition knowledge by distributing over 6,000 manuals through streets and communities, deepening seniors' understanding of scientific diets.

- Nutrition and Health Lectures (Tianxing Street, Qu County, Dazhou, Sichuan; Pudong, Huangpu, Yangpu Districts, Shanghai): Invited geriatric health medical experts and nutritionists to deliver health-themed lectures covering autumn diets, hypertension, cardiovascular diseases, etc., aiding seniors' daily health management.
- Education Accompanying Nutrition Pack Distribution (Dongyi Community & Shenxianshu Community, Chengdu): Volunteers explained usage and precautions of nutritional supplies and shared dietary guidelines for very elderly and low-income seniors.
- Walking and Interactive Education (Fangta Park, Songjiang, Shanghai): Organized seniors' walks, conveyed health knowledge through nutrition booth quizzes and games, and distributed nutritional meals.

Heartwarming Nourishment · Caring Meals

From November 2023 to the present, the project has distributed nutritional meal packs to over 12,200 seniors. These packs contain PepsiCo's Quaker Oats products, as well as senior-friendly supplements like eggs, milk, and nuts, tangibly improving the daily dietary nutrition structure of the elderly, raising societal attention and care for seniors, and promoting the traditional virtue of respecting the elderly.

- Home Visits & Meal Pack Distribution (Dongyi Community, Shenxianshu Community, Chengdu; Tianxing Street, Qu County): Distributed nutrition packs to very elderly and low-income families, containing health supplies and knowledge guidance to scientifically improve dietary structure and enhance community elderly care welfare.
- Combining Healthy Eating & Reasonable Exercise (Xuhui District, Shanghai): Organized a "Senior Fun Sports Meet" and distributed nutrition packs, simultaneously donating oatmeal, nuts, and other nutritional supplies.

PepsiCo Nutrition Action for the Elderly has received enthusiastic responses from seniors and volunteers nationwide. Elderly disabled Mr. Tu, upon receiving the meal pack, said tearfully: "Thank you, PepsiCo. Thank you, community. Thank you, volunteers. It's been a long time since anyone cared about whether I eat well." Volunteer Xiao Yang discovered Mr. Cai feeling depressed during a donation visit and promptly provided psychological counseling, improving the elderly man's mood. Volunteer Xiao Yang also expressed that through such communication, he not only gained a better understanding of his own parents' way of thinking but also experienced personal growth and a spiritual cleansing through the process of healing others.

About PepsiCo

PepsiCo products are enjoyed by consumers more than one billion times a day in more than 200 countries and territories around the world. PepsiCo generated nearly \$92 billion in net revenue in 2024, driven by a complementary beverage and convenient foods portfolio that includes Lay's, Doritos, Cheetos, Gatorade, Pepsi-Cola, Mountain Dew, Quaker, and SodaStream. PepsiCo's product portfolio includes a wide range of enjoyable foods and beverages, including many iconic brands that generate more than \$1 billion each in estimated annual retail sales.

Guiding PepsiCo is our vision to Be the Global Leader in Beverages and Convenient Foods by Winning with pep+ (PepsiCo Positive). pep+ is our strategic end-to-end transformation that puts sustainability and human capital at the center of how we will create value and growth by operating within planetary boundaries and inspiring positive change for planet and people.

PPG

Colorful Community®: A Model for Supporting Global Community Sustainability | ●

Theme: Social Empowerment

Project Introduction

PPG's COLORFUL COMMUNITIES® project is PPG's global flagship corporate social responsibility initiative, aimed at supporting, protecting, and beautifying the living environments of communities where PPG operates worldwide. Through this project, PPG employee volunteers donate time and PPG products to participate in community renovations, including activities such as repainting classrooms, decorating hospitals and healthcare spaces, and redesigning playgrounds. Since its launch in 2015, the project has consistently fulfilled the mission of "protect and beautify the world", completing nearly 600 projects across 50 countries and benefiting over 10.2 million people. Over the past decade, the project has cumulatively invested nearly \$15 million globally, collaborated with nearly 40 PPG customers and over 2,300 volunteers from their organizations to renovate 280 schools and educational spaces, beautified nearly 130 hospitals and healthcare spaces, revitalized nearly 65 community centers, and created a canvas for learning, curiosity and exploration at nearly 10 museums and science centers around the world, brought to life local landscapes and environments through vibrant murals.



In China, the COLORFUL COMMUNITIES® project implements PPG's "in China, for China" development strategy, creating innovative localized operational models aligned with domestic needs. Through approaches such as rural revitalization, community engagement, and value-chain collaboration, it deeply integrates into China's social development. From 2015 to 2024, PPG completed 36 COLORFUL COMMUNITIES® projects in China

with donations totaling nearly RMB 14 million. The project's achievements have gained widespread recognition, winning the 2019 China Charity Festival "Annual Project Award" and being selected as a "Pioneering Philanthropic Case" by China National Radio in 2024.

Revitalizing Beautiful Countryside Through Public-Private Collaboration: Linhe Village, Huangshan, Anhui

Linhe Village in Huangshan, Anhui, is a typical ancient Hui-style village known for vegetable farming but facing long-term issues of aging infrastructure and environmental clutter, affecting residents' quality of life and tourism development. In 2023, coinciding with PPG's 140th anniversary, the company responded to the "Beautiful China" policy by selecting Linhe Village as the first rural COLORFUL COMMUNITIES® pilot project, aiming to enhance rural environments and industrial revitalization through comprehensive beautification.



PPG employee volunteers participating in Linhe Village renovation



PPG management actively participating in corporate public welfare action

Over 60 PPG volunteers contributed more than 180 service hours to uniformly repaint the exterior walls of residential and public areas, blending PPG's 2023 Color of the Year "Vining Ivy" with the traditional Hui-style white walls and gray tiles to preserve cultural

heritage while infusing modern vibrancy. Meanwhile, the village entrance playground was renovated, and murals featuring giant chili peppers, pumpkins, and other vegetable themes were painted to reflect local industry characteristics. Environmental protection signs were installed along pathways to promote waste sorting and ecological conservation.

After renovation, the living environment of Linhe Village has significantly improved, villagers' cultural identity has strengthened, and it has also boosted tourist numbers. Using color as a medium, the project established a closed-loop model of "environmental governance + industrial symbol integration", providing an innovative paradigm for "environmental enhancement - industrial revitalization" in rural areas.



PPG volunteer teaching students about automotive color applications



PPG and Chevrolet volunteers co-creating the mural

The project directly benefited over 780 students, with more than 100 volunteers from five PPG business units participating in and contributing over 325 service hours. Activities were covered by mainstream media including Xinhua Net and Xue Xi.cn, amplifying the reach of PPG's "protect and beautify the world" mission. By contextually applying paint products, PPG transformed its technical advantages into educational tools; Chevrolet used its 17-year philanthropic legacy to integrate social resources into an educational ecosystem. Extending collaboration from business to philanthropy, the partners not only created "1+1>2" social value but also explored a practical methodology for industry chain partners to jointly engage in public welfare and achieve brand-society value co-creation.

Color-Based Education Practice in Four Provinces, Four School: PPG-Chevrolet Partnership Empowers Rural Education

In 2023, PPG deepened collaboration with strategic partner SAIC-GM Chevrolet by extensively participating in Chevrolet's long-term public welfare program "Chevrolet ·Red Chalk Program" (hereinafter "Red Chalk Program")—one of the longest-running public welfare initiatives in China's automotive industry. Through this partnership, PPG empowered rural education with color, breaking traditional CSR boundaries and achieving mutual elevation of corporate social responsibility and brand value. The project covered four rural primary schools in Hubei, Guizhou, Ningxia, and Yunnan provinces, addressing gaps in quality education and exploring cross-sector philanthropic collaboration models.

As Chevrolet's core paint supplier, PPG extended cooperation from product supply to deep synergy in philanthropy. Jointly developing a "color-based education" strategic framework, PPG contributed professional paint resources and color expert teams to renovate over 10,000 square meters of campus walls, creating inspirational murals aligned with local school cultures, such as "Dreams Under the Star," which blended industrial aesthetics with regional culture. Chevrolet leveraged its 17 years of public welfare experience to integrate Red Chalk volunteer networks and educational resources, delivering quality education courses in art and technology to rural students. Additionally, PPG color experts developed "Automotive Color Aesthetic Courses" incorporating Chevrolet's brand identity, explaining industrial design principles and applications of automotive colors to help students understand industrial aesthetics and spark interest in technology and art. This "facility upgrade + curriculum development" model provided an innovative practice sample for upstream and downstream automotive industry partners to collaboratively participate in rural education.

Eco-Aesthetic Education Empowers Rural Education: Majie Primary School, Honghe County, Yunnan Renovation

Honghe County in Honghe Prefecture, Yunnan Province, is a nationally designated key county for rural revitalization assistance, where educational resources are relatively scarce.

Majie Primary School, a village-level complete school in a remote mountainous area serving over 300 students from 12 nearby villages, suffered from peeling walls and a monotonous, oppressive environment that hindered student motivation. In 2024, responding to Shanghai-Yunnan cooperation initiatives, PPG implemented a comprehensive campus renovation through the COLORFUL COMMUNITIES® project, using color and art to improve the learning environment and inspire student creativity and passion for knowledge.

During implementation, 28 volunteers contributed over 100 service hours to fully repaint school walls, canteens, and gable walls. The mural designs incorporated Hani terraced culture and biodiversity elements such as rare animals and plants. A total of 4,189 square meters of campus walls were revitalized, creating an immersive learning atmosphere. Additionally, students received donated school supplies, 200 biodiversity books and picture books to establish a "PPG Reading Corner", and PPG's Women's Leadership Network provided hygiene kits to over 100 girls, addressing gaps in gender education. Furthermore, combining PPG's color expertise and sustainability principles, volunteers conducted "Aesthetic Education Classes" using engaging stories to teach wildlife protection and ecosystem balance, guiding students to draw local protected animals and addressing long-term deficiencies in aesthetic and ecological education.

Post-renovation, Majie Primary School became a "Most Beautiful Rural School" in the region, attracting visits from neighboring schools. Students significantly improved their aesthetic abilities through artistic practice, with after-school participation in painting activities increasing by 30%. Recognized by Honghe County government and Shanghai-Yunnan cooperation offices, the project advanced the exploration of a "facility upgrade + aesthetic education" rural revitalization model, providing a replicable path for upgrading school environments in underdeveloped regions.



Students playing lively before the vibrant mural

The COLORFUL COMMUNITIES® project demonstrates deep integration of corporate social responsibility and business expertise through three dimensions (schools, communities, client collaboration) in PPG's operational communities in China. In Linhe Village, Huangshan, color activated endogenous momentum for rural revitalization; in the Chevrolet partnership, color-built bridges for corporate-societal value co-creation; at Yunnan Majie Primary School, color became a catalyst for educational equity. These cases not only reflect PPG's commitment to "protect and beautify the world" but also provide replicable models for multinational corporate sustainability in China. Over the next 10 years, PPG pledges an additional \$15 million investment to advance the COLORFUL COMMUNITIES® project, continuing to illuminate lives through the power of color.

About PPG

PPG (NYSE: PPG) was founded in 1883 and is headquartered in Pittsburgh, Pennsylvania, USA. As a global leader in paints, coatings, and specialty materials, the company provides high-value-added products and solutions to the construction, transportation, and industrial manufacturing sectors, operating in over 70 countries worldwide. PPG has been consecutively ranked among the Fortune 500 since 1955 and named by Fortune magazine as the World's Most Admired Chemical Company for 16 consecutive years. In 2024, PPG was listed on Newsweek's "America's Most Trustworthy Companies" and "2024 America's Most Responsible Companies", honored on Barron's "2024 Most 100 Sustainable Companies in America", included in TIME's "2024 World's Best Companies", and recognized by Newsweek as a 2025 Global Top Green Company.

Since entering China in the 1980s, PPG has executed its "in China, for China" strategy from its Shanghai headquarters, operating 18 manufacturing facilities, 5 R&D and technical support centers, and employing nearly 5,000 people. In 2018, PPG invested RMB 550 million to establish the Tianjin Global Coatings R&D Center, which commenced operations in September 2023 as the company's most significant innovation hub outside U.S. headquarters. The Smart Mobility Coatings Application Center, invested with nearly RMB 200 million in 2021, opened in May 2023, providing key technical support for enhancing new-energy vehicle battery performance. PPG is deeply involved in multiple major national projects, serving as core supplier for COMAC aircraft programs and coating Beijing Daxing International Airport's "Golden Phoenix Roof" and the "Deep Sea No.1" offshore oil and gas platform.

Reckitt

Guard Women Health, Foster Family Development | ●

Theme: Social Empowerment

2023 witnessed the global consumer goods company Reckitt's 30-year endeavor committing long-term growth to Chinese market with one vision "innovating for Chinese consumers, enhancing the lives of over 100 million Chinese households, supporting a cleaner, healthier, sustainable China".

Reckitt consistently empower local product innovations with both hardcore strength and soft power, helping Chinese consumers adopt a healthy lifestyle, and care for women's health and family development hand in hand with multiple organizations. Internally, Reckitt advocates diverse and inclusive corporate culture, empowers women's career development, and creates a family-friendly workplace.



GUARD WOMEN'S HEALTH

On May 20th, 2023, Reckitt signed an agreement with China Development Research Foundation (CDRF) to support its Family Development Fund conduct research, social experiments, and exchange activities in the field of Chinese family development, especially featuring women's well-being and family developments, therefore contribute to Healthy China 2030 initiative.

Currently, CDRF's Family Development Fund has launched a series of projects, including cervical cancer screening in Anhui's Shucheng county, medical training initiative, charity running event, career workshops for female university students, etc. These projects highlighted women's health, women's career development, and high-quality growth of Chinese families.

Reckitt's brands also exerted influence, partnering with professional institutions to care for various groups, including the novice mother, the grey-haired, etc. Germ protection brand Dettol initiated "Novice Mom Health Education" project to defend for women's beauty and health. Intimate wellness brand Durex set up "Healthy China: Women's Invisible Health Protection Plan" to popularize sexual health know-how, raise self-protection awareness, and feminine health literacy. Intimate cleansing care brand Intima collaborates with national media CCTV to deliver scientific recognitions of feminine health.

EMPOWER WOMEN'S DEVELOPMENT

Metaphor "elephant in the room" reveals gender gap in workplace, as a stark leadership gap persists with women holding only 28.8% of top leadership positions while women representing 41.2% of the global workforce, according to the World Economic Forum's Global Gender Gap Report 2025.

Reckitt desires to create gender-balanced workplace with all-out efforts, such as publicizing global gender pay report, narrowing gender pay gap, never inquiring about women's parental status at the recruitment stage.



In March 2023, Reckitt China rolled out "Women@Reckitt Mulan Program", named after a Chinese heroine in legend, as the corporate strives to empower women achieving self-

fulfillment, sustainable career, and rosy life. To date, more than 800 feminine employees participated in the program via three-phase leadership courses, embarking on a path of career transition.

Reckitt introduced a series of classes with Women Alliance Group in 2024 to encourage women actively building social networking, making out career roadmap, smashing gender stereotypes, and mastering work-and-life balance. In the shared learning journey for professional women, Reckitt China expects more women to overcome the barrier and gain freedom to succeed in the workplace.

CARE EMPLOYEE'S FAMILY

China actively explores the innovative service system in childcare and elderly care, which was mentioned many times at the opening of the Third Session of the 14th National People's Congress. Reckitt understands employees playing indispensable roles both in workplace and at home, as China's working couples shoulder family responsibilities on looking after the aged parents and bringing up children.

In 2024, Reckitt China established "Carer Employee Resource Group" to create a more family-friendly workplace, facilitating employees to support the family member's health. Reckitt China has hosted a series of online lectures, provided necessities for caregiving, and paired novice mothers with experienced parents for child-raising know-how, as employees achieved sustainable and satisfied life.

BRIDGE MULTI-GENERATION MOAT

From the baby boomer to the generation alpha, the global workforce spanning five generations with various upbringings and mindsets urges attention on distinct culture and value gaps.

Reckitt is committed to forge ahead with inclusive workplace where every employee feels heard and valued, and further devoted their special cultures, as Reckitt transformed age diversity into competitive advantages. To cope with the challenge, this year Reckitt China initiated "Generations@Reckitt" program with purposes of strengthening cross-generational collaboration, mutual learning, and shared growth. The program aims to foster inclusion, bring together diverse perspectives, and drive business success.

"Generations@Reckitt" program features round-table talks, covering topics such as career development, cultural exchange, digital tools, and evolving work styles. These conversations aim to spark new ideas by combining insights across generations. Reckitt bridges the gap

via reciprocal mentoring program, as senior employees share industry insight experiences and freshmen introduce frontier digital skills. Additionally, Reckitt launched the Cross-Generational Product Innovation Challenge, inviting employees to team up with members from various generations and come up with inclusive ideas.

Reckitt hopes that every woman can shine brightly and every family can be healthy and happy.

About Reckitt

Established over 200 years ago and with a century-long connection to China, Reckitt is a global consumer goods company behind some of the world's most recognizable and trusted consumer brands in hygiene, health and nutrition, including Durex®, Dettol®, Movefree®, Intima®, Finish®, Veet®, Vanish®, etc.

Founded as a small enterprise serving local communities in the UK in the early 1800s, Reckitt has more than 200 years of heritage. Our footprint in China stretches back to 1916. We have been growing together with China and Chinese consumers for more than 100 years.

Every day, around 30 million Reckitt products are bought globally. We always put consumers and people first, seek out new opportunities, strive for excellence in all that we do and build shared success with all our partners. We aim to do the right thing, always. In China, we continue to build shared success with our long-term partners.

Nowadays, we are a diverse global team of c. 40,000 colleagues. We draw on our collective energy to meet our ambitions of purpose-led brands, a healthier planet and a fairer society.

SLB

Blueprint to Brilliance: SLB Chengdu Operations Base | ●

Theme: Green Economy



The Chengdu Operations Base Project exemplifies SLB's commitment to sustainable development, setting a new benchmark in responsible industrial practices. As the strategic hub for SLB China Land Services, this initiative redefines traditional factory operations by embedding green principles across its entire lifecycle—from design and construction to daily operations. It embodies the essence of the "Responsible Industrial" concept, transforming industrial land into a cutting-edge ecosystem where technological innovation, ecological preservation, and human-centric values seamlessly converge.

- In terms of energy management, the Chengdu Operations Base innovatively adopts ground-source heat pump system. The ground-source heat pump meet 97.5% of heating needs in winter and 47% of cooling needs in summer. Through the precise control of the intelligent microgrid, it can reduce carbon emissions by 173 tons annually, maximizing energy use efficiency.
- In terms of the water recycling system, the Chengdu base incorporates the design of

urban sponge system. The 800-cubic-meter rainwater collection facility in the base can intercept 86.5% of stormwater runoff. After treatment, 95% of the rainwater is reused for plant irrigation and toilet flushing. This system not only reduces water consumption but also achieves a self-balance of water use in the park.



- In terms of cutting-edge technology, intelligent operation is another highlight of the base. AGV robots have increased material handling efficiency by 66%. The IBMS system optimizes energy and water use in real-time. The application of these intelligent technologies has enabled simultaneous improvements in sustainable operation and production efficiency.
- In terms of humanized design, the working environment of the base always adheres to the people-oriented core concept. The Blueflex flexible workstation system, 35% curtain wall lighting optimization, modular data center with 25% energy saving, and the roof garden with both ecological and recreational functions in the base have jointly created a comfortable and efficient working space for employees.



By integrating renewable energy, intelligent management systems, and humanistic design, the Chengdu Operations Base has successfully created a model of integrating industrial production with sustainable development, providing replicable solutions for industrial transformation and upgrading. This project not only demonstrates SLB's leadership in sustainable industrial practices but also reflects the company's firm commitment to environmental protection and social responsibility.

Advancing the Green Energy Transition: Solar Photovoltaic Project at SLB Shanghai QingPu Technology Center | ●

Theme: Green Economy



The Shanghai R&D Center photovoltaic project stands as another breakthrough in green energy initiatives. This project will innovatively utilize 42,000 square meters of rooftop space - roughly 5.7 standard football fields—with plans to install 15,000 high-efficiency solar panels, forming a clean energy network with a total capacity of 4.1 megawatts.

This intelligent clean energy system will supply stable power to the Shanghai R&D Center's high-performance computing clusters and precision lab equipment, achieving 42% self-sufficiency in operational electricity. Projected operational data shows it will generate 9.29 million kWh of green electricity annually, equivalent to:

- Powering all landscape lighting on Shanghai's Bund for over 3 months straight.
- Cutting carbon dioxide emissions by 4,386 tons – the environmental benefit of planting 360,000 fir trees.
- Saving \$284,000 in annual electricity costs, with a notable investment payback period.

The project will be carried out in two phases: Phase I will cover existing buildings at the Shanghai R&D Center, and Phase II will align with the completion of the new R&D building. To date, the engineering team has boosted photovoltaic conversion efficiency by 5% through algorithm optimization, continuously enhancing system performance.

This is more than an equipment upgrade - it's a revolutionary transition away from reliance on traditional energy. Through this initiative, SLB has delivered a replicable solution for green energy use in high-tech parks, seamlessly integrating technological innovation with green development.



SLB Blind Programming Project | ●

Theme: Social Empowerment

SLB Blind Programming Project upholds the principles of sustainability, aiming to promote educational equity to create more opportunities for the visually impaired community.



The project is implemented in three phases:

- In the first phase, SLB will upgrade computer classrooms by donating hardware facilities, optimizing teaching conditions in terms of both device compatibility and environmental comfort.
- In the second phase, SLB will donate programming software designed by BGC engineers for the blind, compile three standardized teaching course systems, and carry out specialized training for teachers.
- In the third phase, SLB will provide students with advanced robotic dogs, giving students the opportunity to practice programming knowledge.



The project has been running successfully in Beijing Blind School for two years and has gained many replicable successful experiences: SLB Ecological Research Base and Future AI Programming Lab, jointly built by SLB, provide professional programming learning Spaces for blind students. They have also become comprehensive places integrating labor education and spiritual healing and have been highly recognized by teachers and students.

Based on the successful experience of Beijing's practice, the project officially launched its expansion plan this year, planning to donate robot dogs, programming software and supporting curriculum systems to more blind schools such as Tianjin, Guangzhou, Haikou, Nanjing, Chongqing and Chengdu. At present, SLB has established initial cooperation contacts with these schools and is about to start equipment donation and teacher training and other work.

About SLB

SLB, a global technology company driving energy innovation for a balanced planet, continues to be committed to sustainability, which is embedded in everything we do today. Our sustainability strategy is focused on where we believe we can make the biggest impact for our company, our stakeholders, and society. Our priorities are climate action, people, and nature.

Sony

Net-Zero Emissions and Green-Economy Innovation: Sony Synecoculture Powering Carbon Neutrality | ●

Theme: Green Economy

Synecoculture: A Climate Initiative and Breakthrough Solution

Confronted with escalating climate risks, Sony Group has embedded its long-term environmental plan “Road to Zero” into every business decision. The company has advanced its net-zero commitment for the entire value chain (Scopes 1–3) from 2050 to 2040, and is targeting 100 % renewable electricity in its own operations (Scopes 1 & 2) by 2030. In China, Sony has already achieved 100 % renewable electricity for five consecutive fiscal years.

To deliver deep decarbonization, Sony is deploying a multi-pronged strategy. A flagship intervention is Synecoculture, the first project funded by the Sony Environment Innovation Fund, introduced to China in 2020. Operating on a “no chemical fertilizer, no pesticide, no tillage” principle and using high-density polyculture, Synecoculture protects biodiversity while serving as a scalable Nature-based Solution (NbS) for climate mitigation. It simultaneously reduces supply-chain emissions, enhances ecological carbon sequestration, anchors circular-economy loops and advances social well-being.



A Nature-Based Climate Solution

Developed in 2010 by Sony Computer Science Laboratories, Synecoculture mimics natural ecosystems by densely inter-planting dozens to hundreds of native species (vegetables, fruit trees, herbs, medicinal plants, tea, etc.), allowing self-organized growth through plant–plant interactions.

Synecoculture significantly mitigates climate change through multiple pathways:

- **Emission Reduction**
 - Eliminates synthetic fertilizers and pesticides, cutting Scope 1, 2, and 3 greenhouse

gas emissions from production, transport, and use.

- Avoids soil's carbon loss by adopting zero-tillage practices.
- Requires only hand tools, eliminating fossil-fueled machinery.

- **Enhanced Carbon Sequestration**

- High-density mixed planting maximizes CO₂ absorption, outperforming monocultures.
- Dense root systems and decomposing leaf litter continuously enrich soil organic carbon.

- **Land Restoration & Scalability**

- Proven to transform deserts into greenlands (e.g., Burkina Faso in just one year).
- Applicable in China's degraded lands, urban spaces, and desertification-prone areas, expanding carbon sinks while qualifying for Nature-based Solutions (NbS) carbon credits.



Building a Low-Carbon Supply Chain Factory & employee benefits

Within Sony's own operations in China, Synecoculture farms established at the Wuxi and Shanghai plants directly supply fresh produce to employee canteens. This localized sourcing significantly cuts 'food-miles' – the distance food travels – and the associated Scope 3 greenhouse gas emissions from transportation. Furthermore, producing food on-site drastically reduces the energy demands typically linked to cold-chain logistics and long-term storage. Building on this internal success, Sony is actively extending the Synecoculture model to its suppliers. This engagement empowers partners to implement on-site greening and soil improvement projects, fostering shared responsibility and driving collective reductions across the wider value chain's Scope 3 emissions footprint.

Driving a Green Economy and Circular Practices

Synecoculture operates on principles of “minimal input, zero waste, and regeneration”:

- **Economic efficiency:** Initial investment represents just 10% of expected total revenue, with no ongoing chemical fertilizer or pesticide costs. Data from Ise Farm (Japan) shows a profit-to-cost ratio reaching 5:1.
- **High-value production:** Particularly suitable for growing pesticide-free premium teas and medicinal plants. Clinical observations in Japanese elder-care facilities document improved health indicators after consuming Synecoculture green tea.
- **Versatile applications:** Adaptable to urban greenways, community gardens, industrial brownfields, school campuses, rooftops, and arid zones—delivering co-benefits including landscape enhancement, environmental education, local food security, and ecotourism revenue.

Digital Tech for Climate-Smart Agriculture

- **Smart Synecoculture App (launched at CIIE 2023):** Integrates Sony Spresense sensors with AI cloud analytics for real-time microclimate monitoring. Future updates will enable carbon storage visualization and machine-learning yield predictions, providing verifiable data streams for large-scale carbon accounting.
- **Meta-Diversity Management System:** Uses deep learning to analyze vast biodiversity datasets, generating site-specific planting plans that maximize biomass and carbon sequestration potential.
- **Hardware Innovations:** Solar-powered robotic prototypes for precision seeding and harvesting are in development, while agrivoltaic pilots test the synergy between solar arrays and Synecoculture plots.

Strategically, Sony is embedding Synecoculture within China’s institutional landscape through a three-pronged partnership model:

- (1) government collaboration to establish carbon-neutral demonstration zones aligned with national “dual-carbon” targets, targeting desertification control, soil-remediation projects and urban-renewal greening;
- (2) corporate co-creation with tea and medicinal-herb enterprises to co-develop premium, traceable Synecoculture products, while offering turnkey greening packages that assist downstream firms in Scope 3 emission mitigation; Sony, Sinochem Syngenta, and Bozhou Anhui Medicinal Materials Group are collaborating in Bozhou, Anhui Province to establish an ecological cultivation model for traditional Chinese herbs

in 2025. By integrating Houpu Soil Health Technology and Synecoculture farming methods, the initiative aims to enhance the medicinal quality of Chinese herbs.

- (3) Sony actively supports China's Ministry of Education initiative to strengthen "farming-study education" (耕读教育). By promoting Synecoculture as a technology-enabled model for modern agricultural pedagogy, Sony donated Synecoculture farms and curricula to Laowo Town Middle School (Nujiang Lisu Autonomous Prefecture, Yunnan) in 2023 and Renchuan Primary School (Jinhua, Zhejiang) in 2025. This initiative cultivates high-skilled talent for eco-agriculture and forestry sectors.

白术种植效果对照/Atractylodes macrocephala (Bái zhú) Comparative Effects

单一种植白术 Monoculture (Bái zhú)



土壤: 板结、酸化、土壤微生物区系失衡
Soil: Compaction, acidification, imbalanced microbial flora
化肥: 施肥不合理
Fertilizer: Inefficient application
农药: 已喷洒3次农药, 控制蚜虫和病害
Pesticides: 3 pesticide sprays applied for aphid and disease control
农田环境: 单一种植, 生物多样性低
Field environment: Monocropping system, low biodiversity

协生厚圃方案白术 (Bái zhú) under Houpu-Synecoculture Integrated Solution



土壤: 土壤微环境改善
Soil: Improved micro-environment
化肥: 科学施肥
Fertilizer: Scientifically optimized application
农药: 无农药施用, 无蚜虫、无病害
Pesticides: Zero application; absence of aphids/diseases
农田环境: 生物多样性丰富, 农田美观
Field environment: Enhanced biodiversity and aesthetic value



A Net-Zero Future Built by Nature & Technology

By eliminating agro-chemicals, practicing no-till carbon retention and maximizing polyculture sinks, Synecoculture delivers quantifiable emission reductions and removals. Its ultra-low-input, zero-waste, soil-regenerative model operationalizes the circular economy. Digital tools (smart app, automation) and diverse deployment scenarios (factories, communities, deserts) accelerate the transition to a low-carbon, resilient society.

Through Synecoculture, Sony not only meets its accelerated 2040 net-zero commitment but also provides a replicable, scalable innovation that empowers China to combat climate change, catalyze green economic transformation, and advance rural revitalization and common prosperity—a living testament to sustainable development driven by science and nature.

Sony Dream Classroom - Demonstrating Corporate Commitment to Inclusive and Equitable Quality Education | ●

Theme: Social Empowerment

Sony (China) Co., Ltd, hereinafter referred to as “Sony China”, created a public welfare program – “Sony Dream Classroom” in 2013, and actively benchmarked against the United Nations Sustainable Development Goals of “quality education”. The program is aligned with the United Nations Sustainable Development Goals (SDGs) of “quality education” and China’s ESG focus on “rural revitalization”. The project is jointly participated by several business groups and departments of Sony in China. By supporting college student teams to go into different parts of the country, combining advanced e-learning equipment’s and STEAM education concepts, and carrying out classroom contents integrating science and technology and creativity, the project provides primary and middle schools in economically underdeveloped areas of the country with “dream classrooms” featuring both hardware and software and opens the door for children to have a better future. To provide primary and secondary schools in economically underdeveloped areas with dream classrooms featuring both hardware and software, to open the door to children’s dreams, and to show the enterprise’s commitment to realizing inclusive and fair quality education.

Solution

During the implementation phase of “Sony Dream Classroom” 1.0 (2013-2022), the program

mainly started with the donation of teaching equipment and university students' support for teaching, providing practical and effective assistance to primary and secondary schools in underdeveloped regions of China in improving learning conditions and broadening students' horizons. 2023, the program will be launched in the following year. In 2020, the "Sony Dream Classroom" project will enter the 2.0 implementation phase, adhering to the original spirit of for the next generation, and upgrading and optimizing in multiple dimensions. 2024, the project has been upgraded again and has officially entered the 3.0 era, placing greater emphasis on scientific teaching content and creative course design, with the aim of improving students' quality education, empowering young teachers, and incorporating ESG and sustainable development concepts into the program.

Breakthroughs and Innovations

1. Mode innovation:

The project has innovatively built a tripartite public education model of "universities—enterprises—primary and secondary schools", which realizes the effective integration and sharing of educational resources.

2. Content Innovation:

Integrating Sony's resource advantages, the project joined hands with various business groups and departments in China, utilized Sony's advanced electronic teaching equipment, interesting science education classes, rich music and film content, and introduced Sony's rich experience in the fields of scientific exploration and creative entertainment to develop a series of entertaining and creative course content, breaking the boundaries of traditional teaching.

Social Value

1. Expanding children's horizons

The "Sony Dream Classroom" program opens the door to the world for children through the introduction of advanced electronic teaching equipment and diversified curriculum content. The rich curriculum of science, programming, music, sustainable development, etc. not only exposes children to knowledge and skills that they would not normally have access to, but also stimulates their curiosity and desire to explore the unknown world. This

broadening of horizons is of inestimable value to the development of children's innovative thinking, global awareness and future competitiveness.

2. Rural science education to help rural revitalization

In rural areas, there is a relative lack of science education resources and weak teachers, which seriously restricts the improvement of children's scientific literacy. The project effectively improves this situation by donating electronic teaching equipment and providing STEAM courses for rural elementary schools. The popularization of this kind of science education helps to improve the teaching level in the counties and towns where the dream classrooms are located, further implementing the goal of rural revitalization.

3. Empowering young people in colleges and universities

The project has innovatively constructed a two-way empowerment mechanism of "college education and rural wisdom". Through systematic training and practice, college volunteers not only improve their teaching ability and professionalism but also deepen their knowledge of rural revitalization. This mode of practical education not only delivers high-quality educational resources to the countryside but also cultivates college students' sense of social responsibility and innovation ability, realizing the win-win value of education.



4. Long-term investment and continuous expansion of influence

The project has been held for 12 editions (the 13th edition is now underway), with a total investment of over 17,503,000 RMB. As of September 1, 2025, Sony China has established 364 "Dream Classrooms" in 176 regions across 31 provinces nationwide. A total of 3,979

university student volunteers from 109 universities have accumulated 43,495 teaching hours, directly benefiting 83,155 primary and secondary school teachers and students. The project has impacted over 14 million university students.



Economic value

1. Replicability and establishment of cooperation paradigm

The “Sony Dream Classroom” program combines the company's own business advantages to explore a cooperation paradigm for companies to promote the sustainable development of rural education. This paradigm emphasizes the close cooperation between enterprises and government, universities, social organizations and other parties to provide support and assistance to rural education. Through sharing resources, collaborative innovation and continuous investment, the project has not only achieved remarkable results, but also provided more enterprises with action cases for reference. The establishment of this paradigm not only helps to promote the sustainable development of rural education, but also contributes to the building of a more equitable and inclusive educational environment.

2. Long-term brand equity accumulation

By empowering education in remote areas through technology, the project strengthens Sony's brand image of “Technology for Good” and effectively enhances public goodwill. This positive brand perception can be transformed into a consumer driving force. For example, educational institutions or home users may prefer Sony's educational hardware

and electronic devices because of Sony's philosophy of social responsibility, thus indirectly contributing to the growth of the business.

3. Potential Market Development and Future Consumer Cultivation

The program uses university student training, equipment donations and technology classes as a vehicle to give young people in-depth experience with Sony's technology and products. This early exposure helps to cultivate future consumer groups, and the beneficiary students may become long-term users of Sony's consumer electronics, gaming (PlayStation), entertainment and other business areas, realizing the sustainable value of the user life cycle.

4. Employee cohesion and talent attraction

The program links employees from Sony's multiple business groups in China to participate in the program, enhancing team cohesion through volunteer activities and reducing the cost of talent turnover. Meanwhile, as a public welfare program focusing on youth groups, it can effectively enhance Sony's employer brand attractiveness in the university talent market, especially in line with the younger generation's concern for corporate social values, creating a differentiated advantage for talent recruitment.

Outlook

In the future, Sony China will continue to respond to the call for rural revitalization, adhering to the CSR concept of for the sake of the next generation, and make efforts to provide quality education resources for children in more areas through the "Sony Dream Classroom" project, creating a better future for every child through the integration of technological power and innovative education. Through the integration of the power of technology and innovative education, the program creates more equal learning opportunities for every child. The program will continue to expand its coverage, deepen its curriculum, and work with its partners to promote the popularization of quality education and the realization

of the goal of sustainable development, as well as to contribute to the inclusive growth and progress of society.

About Sony

Sony Corporation is a creative entertainment company built on a solid technological foundation, currently operating six major business segments: Game and Network Services; Music; Pictures; Entertainment, Technology, and Services; Imaging and Sensing Solutions;

and Financial Services. Sony's corporate purpose is "Fill the world with emotion, through the power of creativity and technology." For the fiscal year ending March 31, 2025, the company reported consolidated sales of approximately \$85 billion.

With the goal of implementing a "global localization" operational strategy, Sony established a wholly-owned subsidiary in Beijing in October 1996 to centrally manage and coordinate its business activities in China—Sony (China) Co., Ltd. The subsidiary is responsible for investments in China's electronics, information, and technology industries, product market promotion, customer service support, and providing macro-level management and comprehensive business support for Sony's various subsidiaries in China.

In addition to Sony (China) Co., Ltd., other Sony Group subsidiaries such as Sony Pictures Entertainment, Sony Music Entertainment, Sony Interactive Entertainment, Sony Music Distribution Company, and Aniplex (Shanghai) Cultural Arts Co., Ltd., which specializes in animation production, have also established operations in China. These companies are committed to leveraging the collective strength of the Sony Group, collaborating with local partners, and providing the Chinese market with unique entertainment experiences created through the Sony Group's extensive hardware, technology, entertainment content, and service platforms. By "empowering creativity with technology," Sony aims to realize its vision in China: "Get Excited with Sony, Create KANDO for Dreamers in China."

Starbucks

"Shared Value" Social Impact Program for Coffee-Growing Regions in Yunnan: Shared Value, Discovering Coffee Origin in Yunnan | ●

Theme: Social Empowerment



Yunnan is the most diverse region in China in terms of climate, ecology, ethnicity and culture. It also accounts for more than 90% of the country's coffee planting land area and output. Its major coffee producing regions of Pu'er and Baoshan boast unique geographical and climatic conditions for growing high-quality Arabica coffee. Starbucks and Yunnan are connected by coffee. With our aspiration of bringing high-quality Yunnan coffee to the world, Starbucks established its first "Farmer Support Center" in the Asia-Pacific region in 2012. Since then, Starbucks has initiated five phases of Starbucks "Shared Value" Social Impact Program to support coffee farming communities in Yunnan ("Yunnan Program"), three phases of Rural Women's Economic Empowerment and Intangible Cultural Heritage Inheritance Program, and two phases of Children's Reading Program. So far, Starbucks has donated over RMB 60 million to charitable programs in Yunnan, benefiting over 100,000 people.

With the support of the Yunnan and Shanghai governments and in close collaboration with public welfare organizations such as the China Foundation for Rural Development, Starbucks has adopted "shared value" as a core development philosophy to create the "Beautiful Star

Village” rural revitalization community. By integrating international cultural elements into the agricultural, cultural, and tourism experiences of China's coffee-producing regions, Starbucks has contributed its part as a foreign-invested enterprise to the comprehensive advancement of rural revitalization, exploring a sustainable path for rural development.

After nearly three years of pioneering efforts by Starbucks and the governments of Shanghai and Yunnan, the Pu'er Starbucks "Beautiful Star Village" was officially opened on July 20, 2024, along with the formal inauguration of the "Beautiful Star Village - Coffee Culture Experience Center". The "Beautiful Star Village" is a model village for rural revitalization anchored on the integration of agriculture, culture, and tourism around coffee. By integrating coffee with tourism, this groundbreaking model of rural development aims to spark a new travel trend around coffee origin trips, through integrating the whole industry chain in support of the development of high-quality coffee in Pu'er, while increasing the incomes of local coffee farmers.

Supported by Starbucks, more coffee farmers and communities are using coffee as a medium to access more social resources. Relying on collaboration arrangements between Shanghai and Yunnan, the "Beautiful Star Village" project has helped obtain RMB 137 million of matching funds from the governments of Shanghai Municipality and Yunnan Province to support the creation of Baishapo core demonstration village, for use in the renovation, upgrading and operation of the rural community. The Tropical Crops College of the Yunnan Agricultural University has also set up a "Farmer Academician Science and Technology Service Station" linking coffee research and planting bases, further empowering coffee farmers and boosting the high-quality development of coffee in Pu'er.

The “Beautiful Star Village” is located within a 30-minute drive from the main urban area of Simao, Pu'er airport and high-speed rail station, and is adjacent to the Yunnan International Coffee Trading Center. The project is located in Simao District, which serves as the political and economic hub of Pu'er City and its core zone for foreign trade and investment. It is also a key logistics hub within the China-ASEAN Free Trade Zone. Leveraging the tourist ring road, it connects renowned cultural and tourist attractions such as the Jingmai Mountain Ancient Tea Forest World Heritage Site, Ailao Mountain, the Asian Elephant Habitat, and Xishuangbanna. This unique geographical advantage provides strong support for the “Beautiful Star Village” to expand its influence and drive broader social impact. Since its inception, the coffee-producing region where the “Beautiful Star Village” is located has seen a steady increase in its reputation, with a preliminary half-hour coffee estate economic circle already taking shape.

The “Beautiful Star Village” model has already been replicated and promoted in four villages in Pu'er City. In August 2023, the Tiangangqing Village, adjacent to the Pu'er High-Speed Railway Station, was designated as one of the demonstration sites for improving the rural living environment in Simao District. Village officials called on villagers to adopt

a cooperative model for developing collective economic project, encouraging farmers to contribute their own funds to participate. Villagers voluntarily demolished and renovated their own homes, relinquishing part of their residential land to widen roads and improve the village environment. They also completed agricultural non-point source pollution control on over 140 acres of land and created 100 acres of wetlands and lakes. Currently, the Tiangangqing Village has five farmhouse restaurants, four guesthouses, and six stores for tea, coffee and breakfast. By tapping into the “station,” “city,” “tea,” “mountain,” “lake,” and “village” resources around the Pu’er Railway Station area, the initiative has driven suburban economic development and tourism consumption.

On August 8, 2024, at the annual charity celebration of the Beijing Starbucks Foundation, Starbucks announced the launch of the fifth phase of the Yunnan Program, “Shared Value, Discovering Coffee Origin in Yunnan”. Over the next three years, the Beijing Starbucks Foundation will donate RMB 4 million in collaboration with the Yunnan Lianxin Community Care Service Center to support 10 coffee-producing villages in Simao District, Pu’er City. This project will focus on local talent development and cultural revitalization, aiming to sustainably stimulate the development potential and vitality of rural areas in coffee-producing regions.

The fifth phase of the Yunnan Program is guided by the concept of “shared value,” establishing positions such as rural development specialists to attract and cultivate local and returning talent to participate in village development and construction. This approach addresses shortcomings in rural governance and revitalizes community vitality. By leveraging the unique resources of the village to explore cultural heritage and improve the ecological environment, the project hopes to achieve high-quality rural operations in the Baishapo core demonstration village through value transformation. It aims to drive the coordinated development of surrounding villages, ultimately realizing the vision of “Good Coffee”: using culture to shape tourism and promoting the story of Yunnan coffee; “Good Environment”: highlighting culture through tourism to create a livable and prosperous rural community; “Good Community”: uniting through culture to build a more vibrant coffee farmer community.

The fifth phase hopes to further cultivate the “roots” of talent and the “soul” of culture in rural community:

- Talent development: Cultivate a core team and identify key talent in each village to drive organizational development and promote community governance. Through open recruitment, cultivate a team of five “rural development specialists” consisting of local and returning talent. During the project period, this team will be responsible for project implementation and execution, assisting in the cultivation of key talent and backbone personnel within each village, and connecting with multiple resources externally. Through the core team and key talent in each village, promote village community development and more vibrant community governance.

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The Starbucks Yunnan Program has evolved from improving the production and processing equipment of coffee farmers, and providing skills training, to introducing digital agricultural solutions that improve production efficiency, to combining "primary, secondary, tertiary industries" to create a coffee tourism integration model of rural revitalization, and cultivating the "roots" of talent and the "soul" of culture in rural community. Starbucks has always adhered to its purpose of "in China, for China", and has continued to explore innovative and sustainable models to sow more "golden beans" of prosperity for Yunnan coffee farmers and villages.

About Starbucks

Since 1971, Starbucks Coffee Company has been committed to ethically sourcing and roasting high-quality Arabica coffee. Today, with more than 41,000 stores worldwide, the Seattle-headquartered company is the premier roaster and retailer of specialty coffee in the world. Starbucks opened its first store in the Chinese mainland in 1999 and now operates over 7,800 stores after 26 years of development in the China market. Starbucks initiated the large-scale development of China's boutique coffee industry. Today, coffee is highly popular among young Chinese consumers, and the coffee industry has become one of the successful examples of China's high level of opening up. China is the largest international market outside the U.S. for Starbucks and one of its two strategic markets. In July 2020, the Beijing Starbucks Foundation was registered to operate in China.

Viessmann

Integration of Photovoltaics and Energy Storage, Empowering the Transformation to Green Intelligent Manufacturing | ●

Theme: Green Economy

I. Project Background: Advancing “Dual-Carbon” Strategy and Accelerating Green Intelligent Manufacturing

As the world faces mounting challenges from climate change, transforming energy structures and modernizing industrial development have become urgent priorities. Within this context, the “dual-carbon” strategy, aimed at achieving both carbon peak and carbon neutrality, places the manufacturing sector under significant pressure to reduce emissions and boost efficiency. To meet these demands, manufacturers are increasingly turning to energy structure optimization, replacing conventional energy sources with renewables, and leveraging digital tools to drive cleaner, smarter, and more efficient growth.

Viessmann Heating Technology Zhejiang Co., Ltd., a key subsidiary of Viessmann Climate Solutions under Carrier, has reaffirmed its commitment to sustainable development and green manufacturing. Guided by the mission to “create living spaces for generations to come,” Zhejiang Viessmann has actively advanced environmental initiatives across its operations. In late 2023, the company’s Pinghu plant launched an ambitious integrated energy project by combining photovoltaic power generation, energy storage regulation, and green power procurement to fully implement the group’s low-carbon strategy, boost energy efficiency, and reduce carbon emissions.

II. Project Objectives: Building a Smarter, More Flexible Clean Energy System

The project aims to fundamentally transform the factory’s energy infrastructure by deploying distributed photovoltaic generation, advanced energy storage, and green power procurement. By doing so, the plant seeks to establish a robust, cost-effective, and sustainable energy ecosystem that advances both environmental and operational goals.

Key targets include:

- **Raising the share of renewable energy:** Displacing a significant portion of conventional electricity with clean energy to underpin the factory's green transition.
- **Lowering carbon emissions:** Attaining measurable annual reductions in carbon output by decreasing dependence on fossil fuels.
- **Boosting energy autonomy:** Developing a responsive, optimizable energy management system for greater self-reliance and adaptability.
- **Setting a low-carbon benchmark:** Establishing a scalable and replicable model for green manufacturing that can inspire industry-wide adoption.

III. System Architecture: Integrated Energy Design Sets a New Industry Standard

The initiative adopts a comprehensive framework by combining photovoltaic generation, energy storage, green power procurement, and digital management in order to deliver a cutting-edge, factory-level green energy solution. This holistic approach enables on-site production, agile utilization, and intelligent orchestration of clean energy resources.

(1) Integrated Photovoltaic System and Smoke Exhaust Skylight Design

In a notable innovation, the factory's roof now features a multifunctional system that merges fire smoke exhaust skylights with photovoltaic panels, creating a structure that simultaneously generates electricity, facilitates smoke ventilation, and allows natural daylight into the facility.

- This design makes efficient use of available rooftop space, resolving spatial conflicts common with traditional solar installations.
- The original safety and functional benefits of skylights are preserved, supporting both building safety and operational needs.
- Energy output per square meter is maximized, boosting the site's overall clean energy yield.

At present, the solar power system is operating smoothly and is already supplying around **30% of the factory's total electricity consumption.**

(2) Advanced Energy Storage and Smart Scheduling

To address the inherent volatility of renewable energy and the challenge of matching

supply to fluctuating factory demand, the facility has implemented a state-of-the-art energy management system (EMS). This system is designed to seamlessly integrate with the solar array, enabling dynamic regulation of energy flows and ushering in an “around-the-clock green power” operational model.

Key features of the new system include:

- Automatic charging during periods of low electricity prices or excess solar generation, storing energy for later use.
- Intelligent discharging during peak demand or when sunlight is insufficient, effectively balancing the grid by shaving peaks and filling valleys.
- Significantly boosting the absorption rate of renewable energy and minimizing wastage by reducing power curtailment.
- Providing robust emergency backup capability to enhance the resilience of the factory’s power infrastructure.
- Coordinating with an intelligent Energy Management System (EMS) to enable real-time response to changing loads.

With these advances, the factory can now dynamically align its energy consumption with clean energy output, improving both operational flexibility and cost efficiency.

(3) Green Power Procurement Mechanism

In a bid to further elevate its use of clean energy, the factory has entered into green power purchase agreements with specialized energy service providers, leveraging electricity market trading platforms to secure long-term supply from renewable sources such as wind and hydropower. By the close of May 2025, the share of clean energy in the facility’s overall consumption reached an impressive 80%.

The green power procurement mechanism offers several key benefits:

- Bridging gaps caused by fluctuations in photovoltaic output, ensuring a steady supply of clean power;
- Enabling the company to meet its green procurement and carbon neutrality commitments;
- Integrating with the corporate ESG index system to strengthen the brand’s profile in sustainability initiatives.

Looking ahead, the factory aims to optimize the combined use of three energy streams, shaping a comprehensive clean energy supply model built on “on-site generation for self-consumption, managed storage, and purchased green power.”

IV. Project Benefit Analysis: Innovative Clean Energy Project Yields Economic and Environmental Wins

This integrated approach is already translating into robust gains on both economic and operational front delivering tangible rewards.

Environmental Benefits

- Annual carbon dioxide emissions are projected to decrease by around 1,463 tons—comparable to the environmental impact of planting over 79,000 trees.
- The transition to clean energy is simultaneously boosting energy efficiency, setting the stage for further advancements in green manufacturing.

Economic Benefits

- The project's payback period is just three years, with profitability anticipated to begin in 2025.
- Over its lifespan, the initiative is expected to generate a over 10 million RMB in value, enhancing the economic sustainability of each unit of energy consumed.
- The strategy also shields the company from fluctuations in electricity prices, ensuring greater stability in energy costs.

Management Benefits

- By connecting data streams across electricity use, storage, load, and emissions, the factory achieves end-to-end visibility and control over its energy consumption.
- Real-time monitoring and predictive analytics empower more effective energy management and support the company's long-term sustainability goals.
- With this pioneering model, the factory stands as a leading example of how industrial players can balance eco-friendly ambitions with sound business outcomes—paving the way for a new era of green manufacturing.

V. Cooperation Mechanism: Multi-Party Collaboration and Synergistic Innovation

The success of this initiative is rooted in strong collaboration and clear roles among multiple partners. Through coordinated efforts, the project has brought together:

- **Photovoltaic equipment suppliers** supplying modules, inverters, and overseeing system design and installation;
- **Energy storage system integrators** delivering tailored solutions, managing system commissioning, and providing ongoing operational support;
- **Electricity trading platforms and green power service providers** facilitating access to the electricity market and enabling green power procurement.
- **Energy management platforms** offering unified scheduling and seamless data integration.

By leveraging the expertise of each partner, the factory has established a robust and efficient clean energy system. This collaborative approach has enabled the team to gain valuable experience in renewable energy operations, energy storage management, and green power purchasing. As a result, the project stands out as a leading example of integrated, multi-energy innovation in the manufacturing sector.

VI. Future Outlook: Moving Toward a "100% Green Power" Factory, Creating a Green Manufacturing Benchmark

Looking ahead, the Zhejiang Viessmann Pinghu Factory is committed to further advancing its digital and green energy transformation. Building on the success of the current project, the factory aims to:

- Expand photovoltaic system coverage to maximize on-site clean energy generation
- Upgrade energy storage capacity for greater flexibility and reliability
- Adopt innovative energy solutions such as demand response and participation in virtual power plants
- Strive for **100% green power usage**, laying the groundwork for a zero-carbon facility
- Pursue the official **"Green Factory"** designation to enhance the brand's environmental reputation
- Establish a scalable model for low-carbon energy solutions that can be replicated across other manufacturing sites within the group

Through these initiatives, Zhejiang Viessmann aims to set a new standard for sustainable manufacturing in the industry, providing a blueprint for others seeking to achieve ambitious low-carbon goals.



VII. Conclusion: Empowering Sustainable Development with Clean Energy

The integrated “photovoltaics + energy storage + green power procurement” energy system at Zhejiang Viessmann Pinghu Factory stands as a practical and innovative blueprint for manufacturers striving to reduce their carbon footprint. By uniting advanced clean energy solutions with economic viability, the project highlights both the technological leadership of Viessmann and the company’s commitment to corporate social responsibility and sustainable development.

Looking ahead, Zhejiang Viessmann is determined to work alongside industry partners in driving forward green manufacturing and upgrading energy systems. Guided by its mission to “create more comfortable living spaces for generations to come,” the company will continue to champion sustainable manufacturing and inject new momentum into the pursuit of environmentally responsible industry.

About Viessmann

Viessmann entered the Chinese market in 1997. In 2001, Beijing Viessmann Heating Technology Co., Ltd., a subsidiary of Viessmann Climate Solutions in China, was formally established, with branches and offices in Shanghai, Xi'an, Nanjing, and Chengdu. A production factory was built in Dachang, Hebei, in 2009, and the Viessmann automated

production factory and Asia Pacific R&D center were completed in Pinghu, Zhejiang, in 2019. With the rapid development of the retail network in recent years, Viessmann's partners in China have covered almost all provinces. As a century-old German brand, Viessmann has always followed the corporate mission of "creating more comfortable living spaces for generations to come" and continuously brings positive changes to the world with innovative technologies. Viessmann's products cover heating, hot water, water purification systems, ventilation, and air conditioning systems, and widely integrate renewable energy technologies, committed to creating safe, reliable, energy-efficient and comfortable living and working environments. Through advanced digital platforms and service systems, Viessmann realizes seamless connection and intelligent management of equipment, systems, and energy solutions, continuously promoting innovation and upgrading of building climate systems.

On January 2, 2024, Viessmann Climate Solutions Group and its subsidiary Zhejiang Viessmann formally joined Carrier Global Corporation. As an excellent and prominent supplier of global intelligent climate and energy control solutions, Carrier has injected strong resources and strategic support into Viessmann. The two parties work together to focus on markets and key regions that promise exceptional growth, jointly creating more sustainable, efficient, intelligent and integrated climate and energy solutions.



WildChina

From Red Rice to Rural Revival: A Multi-Stakeholder Model in Qielong Zhong Zhai, Yunnan | ●

Theme: Social Empowerment

Overview

Since 2022, WildChina has partnered with From Our Eyes Rural Documentary and Culture Research Center (From Our Eyes) and the annual gala fundraiser Chi Fan for Charity (CFFC) to support sustainable rural development in the Hani ethnic minority village of Qielong Zhong Zhai in Honghe County, Yunnan. This centers around preserving the cultural heritage of the Hani people, especially through the conservation of their traditional terraced fields and the indigenous red rice varieties.



Partnership Model

WildChina contributes to this partnership in two ways: first, through the fundraising efforts of CFFC, led by MJ Wang, partner of WildChina and supported by the team members at WildChina corporate services division, and second, by organizing voluntourism trips to continually deepen the engagements between the local communities and donors/volunteers.

Donations are partly earmarked for specific uses, such as to repair irrigation channels in the terraces, while the remainder is managed democratically by a fund established by local villagers and external stakeholders to protect terraces and water resources.

Through voluntourism trips, WildChina enables volunteers to experience firsthand the Hani agricultural traditions and the thousand-year-old red rice heritage. At the same time,

we support the local cooperative in enhancing their capacity to welcome international travelers and improve service standards. These initiatives organically combine authentic agricultural experiences with social entrepreneurial goals, fostering long-term partnerships that contribute to local economic development. We work together with the villagers in designing these experiences and activities—respecting and integrating local culture to ensure that ethical and business objectives align naturally, and thereby driving the project’s sustainable development.

Community-Led, Transparent Governance

WildChina, CFFC, and From Our Eyes leverage our respective brand influence, fundraising channels, and community mobilization strengths, while operating through a transparent democratic governance mechanism to ensure the fair use and equitable distribution of resources. On November 14, 2024, 48 villagers of Qielong Zhong Zhai held a collective meeting to discuss the establishment of the Terraces and Water Resources Protection Fund. The initial funds came from a donation by Dr. Jaclyn Dam Laute, a CFFC donor, as well as from the climate change action fund of From Our Eyes. After group discussions, the funds were primarily allocated for repairing irrigation channels, paying wages for field managers, and covering management expenses for the fund. Through public disclosure and supervision mechanisms, each expenditure is made transparent and fair. During monthly villagers’ meetings, financial information and budgets are disclosed to ensure that every expenditure is transparent and is subject to annual audit reviews, safeguarding the proper and compliant use of funds. Both male and female villagers participated in decision-making, showcasing the village’s strive for gender equality.

The establishment of this fund has laid a solid foundation for the continual future engagement of stakeholders in the village’s development. Building on this, WildChina leverages its leadership in the travel industry to attract more donors and enterprises to support the village’s development through sustainable voluntourism. CFFC continues to provide funding support with its expertise in engaging high-net-worth individuals, while From Our Eyes empowers villagers through its extensive experience in rural sustainable development projects and communication, offering training in visual media for villages to document through their eyes. Together, these efforts create a rural revitalization model that embodies both economic and cultural values.

We hold monthly project review and planning meetings with the cooperative, where representatives from all parties come together to discuss project progress and future strategy. Meanwhile, villagers conduct regular assemblies and routine household interviews to gain insights into their needs, ideas, and expectations for the village’s development.

The project team also employs visual documentation — what we call “community imagery”

— allowing villagers to observe, document, and share their own community stories through their lenses while providing stakeholders with a firsthand view of local conditions. These visual materials are regularly shown in collective screenings within the community, where villagers discuss and reflect on current issues, reach decisions, and then use their own footage in the form of documentaries and short videos to communicate the project's operations to the world. This process not only demonstrates the project's transparent management but also highlights the critical role of villagers as the core and foundation of the project. Through this multi-layered, multi-channel communication approach, we integrate feedback from all parties into the decision-making process, ensuring that stakeholders' needs and viewpoints are fully considered and laying a solid foundation for continuous improvement and long-term development of the project.

Tangible Social and Cultural Impact

Each grain of red rice carries over a thousand years of Hani agricultural heritage. Our Qielong Zhong Zhai partnership not only protects the UNESCO-listed Hani Terraces and their irrigation systems but also promotes the cultivation of 15 indigenous red rice varieties, thereby preserving the ecology, sustaining Hani farming traditions, and increasing farmers' incomes. Since 2022, From Our Eyes and WildChina have launched voluntourism programs in the village, providing villagers with an additional source of income from hosting travelers beyond red rice. We invite urban visitors to experience authentic rural life and engage in discussions with villagers on topics such as village development strategy, marketing red rice, terrace conservation, climate change, and water resource management.

The establishment of the Terraces and Water Resources Protection Fund has provided a solid structure for democratic governance and multi-stakeholder collaboration. The CFFC fundraising dinners, led by WildChina partner Mr. MJ Wang, has raised over 450,000 yuan for Qielong Zhong Zhai since 2022. These funds have been used to constructing a local cultural and visual heritage center, building capacity in community cultural leaders, conserving and promoting 15 traditional varieties of indigenous red rice, preserving Hani agricultural traditions, and protecting the Hani terraces—a natural landscape recognized as a World Heritage site.

Another significant achievement is the expansion of the local cultural and visual heritage center. Originally a former villager's house, the center underwent renovations starting in 2020. It now serves as an important public space for showcasing Hani traditional festivals, agricultural practices, and intangible cultural heritage through visual arts. In addition to offering travelers an immersive cultural experience, it acts as a window for both exchanges, inspiring villagers' awareness and ownership of cultural preservation and confidence in their heritage.

Since the collaboration began, the village has hosted seven voluntourism trips, generating over 370,000 yuan in revenue for Qielong Zhong Zhai. These trips have enabled visitors to actively participate in the village's ecological conservation and cultural heritage preservation efforts, thereby establishing a more enduring partnership. Furthermore, high-end restaurants within the CFFC network purchase red rice directly from local farmers, expanding sales channels, driving growth in the red rice industry, and providing villagers with a stable income.

Furthermore, the project has identified and built capacity in village cultural leaders, ensuring that the community's sustainable development is driven by internal leadership. For example, intangible cultural heritage inheritor Che Zhixiong has collaborated with villagers to establish a local heritage center, where he voluntarily teaches traditional songs and dances and uses social media to promote Hani culture. The multi-stakeholder collaborative model in Qielong Zhong Zhai has been included by the Columbia Global Center in Beijing as a case study in its Fellowship for Change program and has won an award at the 2022 China Public Philanthropy and Charity Projects Awards. In 2025, it was included in the Global Awards for World Heritage Education Innovative Cases by UNESCO, fully demonstrating its potential for scaling both nationally and globally.

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Scaling and Future Vision

WildChina, From Our Eyes, CFFC, and the villagers of Qielong Zhong Zhai together form a collaborative model of sharing, consultation, and co-creation. Through urban-rural training sessions, dialogues, on-site visits, and cultural exchanges, WildChina's travel experiences are organically integrated with the local heritage. From Our Eyes, through visual training (photography and videography) and documentary filmmaking, preserves and revitalizes Hani culture while providing authentic grassroots perspectives for project decision-making. CFFC not only provides stable financial support for the project, but also enhances the cohesion of the collaboration through targeted donations. The villagers actively participate in project decision-making and implementation, ensuring that every yuan is well-spent. This multi-stakeholder, multi-faceted integration of work cultures allows each party's strengths to complement one another, collectively driving the project's implementation and sustainable development.

In the future, WildChina will continue to organize more voluntourism trips to uphold our long-term commitment to Qielong Zhong Zhai. Currently, the promotion of red rice is driven not only by restaurants within the CFFC network, but also by the "Red Rice Club" established by students who have gone on our voluntourism trips. These students are now engaging in local markets in Beijing and operating an online shop to generate income for the villagers. Next, we will launch a red rice farmland "adoption" program to connect the rural and urban

areas by enabling more people to participate in the development of Qielong Zhong Zhai through digital channels, further enhancing the economic and cultural value of red rice. This program will establish a traceable and circular ecological agricultural system. Through an “adoption” model, urban users can scan a QR code each month to view basic information about the farmers, terrace coordinates, and cultivation status of the farmland. At the same time, we will host red rice workshops locally to support market promotion by organizing villagers and volunteers to discuss red rice product design, brand strategy, and sales channel expansion.

Many of WildChina’s offerings are located in culturally rich rural areas in western China, where diverse ethnic cultures and village landscapes flourish. These are also key focus areas for national rural revitalization. Leveraging the resources and expertise of From Our Eyes and CFFC, WildChina plans to bring this collaborative model to more villages, achieving broader sustainable development and advancing rural revitalization.

Starting in 2025, we work with the Amity Foundation, leveraging its professional fundraising operations and philanthropy platform to establish a formalized and long-term approach to fundraising management. In 2022, WildChina joined forces with From Our Eyes to explore a model of supporting the cultural development of Qielong Zhong Zhai through fundraising via CFFC. By using WildChina’s sustainable voluntourism programs to attract donors into the village to collaboratively strategize future development. This model not only provides the village with a stable source of income but also brings in more social resources and enduring impact.

Building on this success of social entrepreneurship, we have proposed the “CFFC 2.0,” which integrates both public philanthropy and commercial drivers to help amplify culturally rich villages. With the motto “Creating Life-Changing Experiences,” WildChina’s extensive range of destinations and network will further enhance the impact of the funding, enabling donors to build trust and participate in the project through firsthand experiences, thus promoting the sustainable development model of rural revitalization and cultural heritage preservation.

Reviving Ancient Trails, and the Communities Along the Way: GUDAO | ●

Theme: Social Empowerment

Overview

WildChina’s GUDAO, meaning “ancient trails” in Chinese, is an initiative designed to revive

China's forgotten paths and empower rural communities along the way through sustainable travel. Launched internationally in 2025, GUDAO offers immersive journeys allowing travelers to explore China one step at a time, engage deeply with local communities, and experience China's diverse cultural heritage authentically. GUDAO's model is deeply community-centric, built around local partnerships and sustainable tourism practices. Focusing on multi-day hiking experiences along ancient trade routes and heritage trails, the project spans regions such as Yunnan, Zhejiang, Guizhou, and Beijing.

GUDAO: Songyang

In 2014, WildChina founder Mei Zhang was invited to the old town of Songyang in Zhejiang Province by the county chief to help invigorate it with art and culture, an approach distinct from the formulaic touristy "old towns" sprouting across China focused on volume and scale.

The town of Songyang has become the heart of our GUDAO in Zhejiang. As part of WildChina's commitment to China's rural revitalization efforts, rural tourism research and practice, and sustainable tourism development, we established WildChina Studio in Songyang, sending a dedicated team from Beijing to bring our vision to life on the ground. We took on the challenge of preserving the beauty of a traditional Qing dynasty folk home and repurposing it into a contemporary coffee shop and cultural studio space. Nestled in the streets of well-preserved architecture from the Ming and Qing dynasties, WildChina Studio serves as a cultural and social hub, connecting travelers and locals over coffee, cultural events, and the shared passion for sustainable rural development.

With a base in Songyang, we take on cultural projects to showcase local heritage to the world, build capacity in local tourism professionals, and develop curated experiences for travelers from WildChina's leisure, education, and corporate services divisions. From exploring hiking trails (GUDAO), engaging in traditional crafts, and immersing students into the real-world challenge of sustainable development, to experiencing cultural heritage via performing arts, we reveal the spirit of this living community and support its sustainable growth.

WildChina Studio is deeply embedded in Songyang's vibrant community dedicated to sustainable rural development. Entrusted by the local government, we organized the 2022 National Intangible Cultural Heritage Creative Design Competition in Songyang, platforming commercial innovation in traditional handicrafts. We've also curated exhibitions showcasing local visual narratives such as the photography exhibition of Songyang's elders, "Traces of Time" by photographer XIANG Jun both in Songyang and Shanghai, as well as the art installation "Songyang, The Next Day" at No.9 Café by artist HUANG Wenxuan. We have delivered training to build capacity among 130 local tour guides and tourism professionals, enhancing their service skills and contributing to the development of a robust local talent

pipeline. Celebrating the traditional sugar industry, we organized the local Sugar Festival from 2021-2022, fostering local economic growth and cultural pride. WildChina also curated cultural performances that reached over 12,000 visitors in October 2024.

During China's National Day holiday in October 2024, we organized the seven-day "Intangible Cultural Heritage Micro-Performances". In close collaboration with local artisans, WildChina Studio infused performing arts into the presentations of traditional crafts, creating dynamic and engaging experiences that breathed new life into heritage practices. For our "Rock 'n' Roll Iron Forging Light Show," featuring local artisan Liangliang, we innovatively combined energetic rock music, live rhythmic iron forging sounds, and dramatic stage lighting to produce a captivating sensory performance. The rhythmic clanging of iron tools on the workbench and the vibrant showers of grinding sparks seamlessly blended with the beat of contemporary music and dynamic lighting effects, drawing the audience into an immersive spectacle. Visitors not only witnessed but actively participated in the performance, experiencing firsthand the energy of iron forging as both an art and a living tradition, redefining perceptions of intangible cultural heritage.

Guided by an old-newspaper-style leaflet, travelers explored the streets of Songyang for other performances directed by WildChina studio in different locations: a heartfelt storytelling session by palm fiber weaving artisans, the Huang couple, and a humorous talk show by the pastry artisan "Cake Sister."

Our team thoughtfully designed each experience to reflect the artisans' personal stories, talents, and cultural heritage, embracing innovative forms of expression. Beyond simply showcasing crafts, we facilitated workshops and personal coaching for artisans, guiding them from struggles with remembering their scripts and social anxiety toward confidence in storytelling, rhythm coordination, and public interaction. This process transformed shy craftsmen into confident performers who captivated hundreds of visitors daily. WildChina Studio's dedication to reinterpreting cultural heritage through a contemporary lens embodies our broader strategy for sustainable rural development through tourism, aiming to bridge local communities and global travelers.

As part of our GUDAO (ancient hiking trails) series, our Songyang team has developed a hiking itinerary through the region's ancient tea trails, providing travelers a chance to journey through centuries-old villages nestled amidst breathtaking landscapes. These historic pathways, once used by locals visiting family and temples, are intimately tied to tea cultivation and trade, forming a rich tapestry of culture and history. Home to China's largest green tea trading market, Songyang's trails echo the footsteps of tea merchants and farmers, blending the legacy of tea with village life. Along these remote trails, travelers experience the full tea journey—from cultivation to commerce to the simple joy of savoring freshly brewed tea, immersing themselves in the stories and traditions of this extraordinary region.

Through these diverse initiatives, WildChina Studio in Songyang embodies our mission of

sustainable rural development, cultural restoration, and meaningful human connection. By creating life-changing experiences that bridge tradition and innovation, we ensure that both travelers and local communities alike benefit from these cultural exchanges.

GUDAO: Yunnan

In Yunnan, we are supporting the training of 13 aspiring mountain guides in partnership with the Yunnan Mountaineering Association and mountain guide Aluo, a long-time collaborator and the very guide who accompanied WildChina founder Mei Zhang on the trails over 25 years ago.

WildChina financially supports villagers pursuing national guide certifications, empowering them to convert their deep-rooted mountain knowledge into sustainable careers. These newly trained guides lead GUDAO travelers along historic routes like the Dimaluo–Cizhong trail, facilitating genuine cultural exchanges and bolstering local economies. This reflects our commitment to local knowledge and long-term capacity building.

GUDAO: Bendi Stories

Bendi, meaning “local” in Chinese, inspired the creation of Bendi Stories. This video series captures the essence of GUDAO’s mission by visually documenting authentic narratives of communities along these ancient trails. Each episode provides a glimpse into the lives, challenges, and aspirations of villagers living along GUDAO routes. Since April 2024, eight episodes of Bendi Stories have been released, attracting international attention including from National Geographic, highlighting the powerful synergy between storytelling and sustainable tourism. From Dong villages in Guizhou to tea farms in Songyang, these visual stories platform local voices and has inspired new interest in heritage preservation—centering local voices in global storytelling.

Future Vision

WildChina envisions sharing an authentic and undiscovered China with global travelers through GUDAO, positioning the nation as a premier hiking destination on the international travel map. By continuing to expand our trail network, supporting local businesses, fostering local community involvement, and leveraging innovative storytelling platforms like Bendi Stories, we aim to deepen global connections, amplify local voices, and bridge cultural and economic divides. Part of WildChina’s ethos, we seek to inspire meaningful human

interactions, enhance rural prosperity, and preserve cultural heritage through immersive, off-the-beaten-path travel experiences.



About WildChina

WildChina was born on the sacred slopes of Mount Kailash in the Himalayas. Established in 2000 by founder Mei Zhang, a Yunnan native and Harvard alumna, WildChina is an award-winning experiential travel company in China.

Since WildChina's first-ever trip in 2000, we have helped thousands of travelers enjoy life-changing experiences in every corner of this vast and endlessly inspiring nation. Our journeys stand out for their rich personal interactions and unparalleled access to experts, venues, and VIP experiences. We never crop out reality or cocoon our travelers in a tourist bubble. We believe in the power of travel to transform, inspire, and bring people closer together, and we work tirelessly to perfect every detail for our guests. It's this dedication, expertise, and passion for travel in China that makes us an award-winning leader in sustainable and experiential travel across our leisure, education, and corporate services practices.

XH Supply Chain

Leading "Zero-Carbon Cold Chain" Development with Smart Zero-Carbon Parks | ●

Theme: Green Economy

As a key initiative of its sustainability strategy, XH Supply Chain inaugurated the Hubei Xiaogan Smart Zero-Carbon Logistics Center in 2024. Designed to integrate the company's advanced technology systems with fully automated facilities, the center ensures high standards, high quality, and high efficiency in supply chain operations while implementing an ESG management framework. It is the company's first logistics park in China to obtain SGS carbon-neutral certification (Phase 1). In the context of China's "dual-carbon" goals, the project further advances the development of new quality productive forces in the industry.



About the Project:

As a vital bridge between supply and demand, the logistics and supply chain industry plays an indispensable role in ensuring the smooth operation and long-term prosperity of the economy. Yet it is also a major source of energy consumption and carbon emissions.

According to the World Resources Institute (WRI), logistics and transportation-related activities account for roughly 13% of global carbon emissions. In the face of global climate

challenges and China's high-quality development goals, the industry faces growing pressure to accelerate its green and digital transformation. Against this backdrop, the warehousing segment — an energy-intensive area — has emerged as one of the key entry points for advancing the integration of digital, automated, and green technologies

Guided by a “green + smart” design concept, XH Supply Chain's Hubei Smart Zero-Carbon Logistics Center advances across overall planning, photovoltaic power generation, fully automated warehousing, state-of-the-art refrigeration systems, and innovative infrastructure, aiming for efficient operations, optimized energy use, lower carbon emissions, and deeper integration with upstream and downstream partners.

Key highlights include:

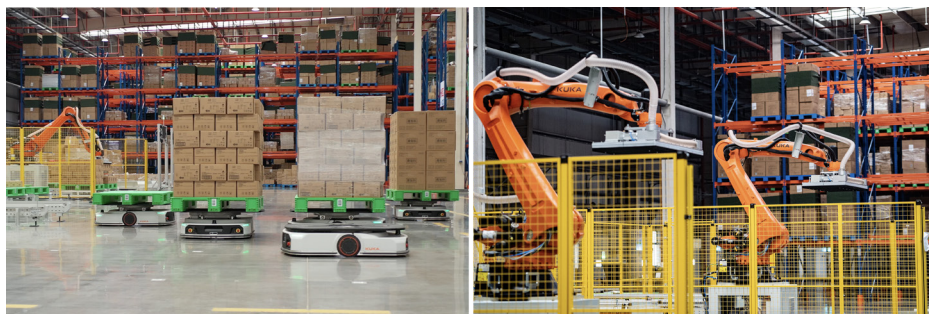
- **Collaborative Park Planning:** Leveraging XH Supply Chain's widely adopted “food city” concept and best practices worldwide, and in alignment with Xiaogan City's long-term development plan to build a renowned food city, the site and layout of the center were planned using a co-location strategy with upstream suppliers. Serving as the hub of the industrial park, it enables efficient coordination among multiple McDonald's supply chain partners — including Tyson, Zidan, Bimbo, and Lexing — creating a new collaborative model that delivers seamless integration across all business segments and significantly enhances overall efficiency.
- **Photovoltaic Power Generation:** The center incorporates a distributed photovoltaic system with a total installed capacity of 813.73 kW and a self-consumption rate of 90.72%. Powered by clean electricity, it supports 24-hour uninterrupted operations in “lights-off” area. Over the next 25 years, it is expected to cut CO₂ emissions by more than 13,000 tons.
- **Automated Warehouse Deployment:** As XH Supply Chain's first fully automated warehouse, the center's automated zone is designed by the company's technology team using proprietary software and algorithms. Coordinating four core systems—Pallet stackers, Box-type Multi Shuttle System, Palletizing & Unpalletizing Robots and AGVs—it solves complex storage challenges and automates inbound, storage, and outbound processes with speed and precision. The facility has increased labor efficiency by 20% and enables 24-hour “lights-off” operations, cutting annual CO₂ emissions by over 30 tons while reducing energy use
- **Advanced Refrigeration System:** The center employs an innovative two-stage ammonia refrigeration system that uses ammonia — a natural refrigerant with zero ozone depletion potential (ODP) and zero global warming potential (GWP). Through ultra-low charge technology and advanced hot-gas defrosting methods, combined with automated controls, the system delivers greater energy efficiency, environmental performance, safety, and reliability. Compared with conventional cold storage, it reduces overall energy use by 20%–30%.

- **Innovative Infrastructure:** The center incorporates advanced, eco-friendly and energy-saving technologies throughout its infrastructure. These include using new materials for partitions and windows to improve insulation and cut heating and cooling demand, as well as installing an automated power system, EV charging stations, LED lighting, and smart lighting controls to ensure smooth operations while reducing overall energy consumption.

Thanks to forward-looking design, advanced digital technologies, and meticulous daily operations, the logistics center has achieved significant efficiency gains while reducing energy use and environmental impact.

First, the automated warehouse has greatly improved overall supply chain efficiency, reducing inbound processing time by 90% and increasing accuracy through automated identification technology. This also helps deliver better store service for customers. Operating 24/7, the automated systems maintain consistent quality and expand the warehouse's capacity to handle peak volumes. By combining intelligent product identification with standardized automated processes, it also reduces manual handling risks and product loss, significantly improving operational safety.

In addition, photovoltaic power generation, two-stage ammonia refrigeration, smart lighting, eco-friendly building materials, and new-energy vehicles have substantially reduced the center's environmental impact. **It has earned carbon-neutral certification (Phase 1) from SGS and received a LEED certification.**



About XH Supply Chain

XH Supply Chain is a leading provider of cold chain and supply chain services, and a key member of SF Holding's cold chain division. With industry-leading expertise and advanced digital technologies, the company delivers end-to-end integrated supply chain management solutions across sectors including restaurant chains and new retail, helping to build a robust supply chain ecosystem. Today, XH Supply Chain operates more than 70 high-standard logistics centers nationwide, with a network covering all major Chinese cities and select overseas markets, enabling clients to strengthen their domestic presence and succeed in global expansion.

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