INSPIRE
GREATER FUTURE

2025 Enviromental, Social and Governance Report

GEELY

吉利汽車控股有限公司

GEELY AUTOMOBILE HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)
Stock codes: 175 (HKD counter) & 80175 (RMB counter)

Contents

About This Report

INTRODUCTION

This Report is the sixth standalone Environmental, Social and Governance (hereinafter referred to as "ESG") Report published by Geely Automobile Holdings Limited (hereinafter referred to as the "Company") and its subsidiaries (hereinafter collectively referred to as the "Group", "Geely Auto" or "we") to present the Group's strategies and practices in the aspects of ESG management, climate neutrality, nature positive, governance and ethics, consumer interest, sustainable value chain, employee rights, community and philanthropy, thereby enabling stakeholders to have clear understanding of the Group's ESG performance. The Group's ESG practices and performance from 2015 to 2019 were set out in the Social Responsibility Report of Zhejiang Geely Holding Group Company Ltd., the parent of the Company, and its subsidiaries (hereinafter collectively referred to as "Geely Holding Group").

REPORT SCOPE

Time Scope: This Report covers the period from 1 January 2025 to 31 December 2025 (hereinafter referred to as the "Reporting Period", the "current year" or "2025"). To enhance the integrity of this Report, some of its contents cover the period before or after the Reporting Period.

Business Scope: This Report covers the Group and its major joint ventures, which involve these automobile brands: Geely brand, Lynk & Co brand and ZEEKR brand. Certain parts of this Report also include information related to Geely Holding Group.

REPORTING GUIDELINES

This Report is prepared in accordance with the Appendix C2 "Environmental, Social and Governance Reporting Code" issued by The Stock Exchange of Hong Kong Limited ("HKEX") effective on 1 January 2025. Meanwhile, this Report's disclosures are also made with reference to: the GRI Standards issued by the Global Reporting Initiative ("GRI"), the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1") and the IFRS S2 Climate-related Disclosures ("IFRS S2") issued by the International Sustainability Standards Board ("ISSB"), Sustainability Accounting Standards Board ("SASB") Standards, the Implementation Guidelines for Climate Disclosures under HKEX ESG reporting framework and the United Nations Guiding Principles Reporting Framework.

DATA SOURCE AND DESCRIPTION

The information and data used in this Report are collected from the official documents and statistical reports of the Group, which have been reviewed by relevant departments. Unless otherwise specified, the currency used in this Report is RMB.

FORWARD-LOOKING STATEMENTS

This Report contains forward-looking statements about the Group, which usually include "will", "expect", "anticipate", and other similar words. By their nature, forward-looking statements involve risks and uncertainties and do not guarantee future performance, as they relate to future events and circumstances, and many factors can cause actual results to differ materially from these forward-looking statements.

RELIABILITY ASSURANCE AND APPROVAL

To ensure the reliability and accuracy of this Report, the Hong Kong Quality Assurance Agency (HKQAA) conducted independent assurance on the ESG key performance indicators with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board ("IAASB").

The Group has not found any false record, misleading statement or material omission in this Report. This Report has been reviewed by the sustainability committee of the Company (the "Sustainability Committee") and approved by the Board of Directors of the Company (the "Board") on 28 April 2026.

ACCESS AND RESPONSE TO THIS REPORT

This Report is available in Chinese and English. In case of any inconsistency, the Chinese version shall prevail. This Report is published in electronic version only to support environmental protection. This Report can be found in the headline category of "Financial Statements/ ESG Information" in the listed company information, on HKEX news website or the official website of the Company (http://www.geelyauto.com.hk). We value greatly on stakeholders' opinions, and welcome your feedback which can help us to further improve, via email to general@geelyauto.com.hk with subject of "ESG Report 2025".

Message from Chairman of the Sustainability Committee

2025 marks the first pivotal year for the progress of the Group's ESG strategic targets. Anchored in our six ESG strategic directions – "Climate Neutrality, Nature Positive, Full-domain Safety, Digitalization & Innovation, Co-Prosperity, Governance and Ethics" – we steadily advanced the implementation of key actions. During the year, we continued to deepen ESG materiality assessments and human rights risk screening, formally issued a number of dedicated ESG policies, and upheld our commitment to continuous improvement, driving our operations and management to fully align with the contemporary principles of sustainable development and win-win cooperation, thereby contributing to the achievement of the global Sustainable Development Goals. Globally authoritative ESG rating agencies have widely recognised our steadfast dedication and outstanding ESG performance: we were included for the first time in the S&P Global Sustainability Yearbook (Global Edition) as the sole Chinese automaker among only 8 automotive manufacturers selected worldwide. In the S&P Global Corporate Sustainability Assessment, we retained our position among the top 1% of Chinese companies and No. 1 in China's automotive manufacturing industry. We also ranked No. 1 among Asian automakers in the Lead the Charge automotive supply chain ESG rating for the first time, and were included in the Hang Seng Corporate Sustainability Index for the third consecutive year as the only Chinese automaker.

Addressing climate change is at the core of Geely Auto’ s strategy. In 2025, we exceeded our carbon reduction target of "reducing lifecycle carbon emissions per vehicle by 25%" (using 2020 as the baseline year) and are steadily progressing towards our goal of achieving carbon neutrality by 2045. Facing the risks and opportunities arising from global climate evolution, we took proactive responsibility, standing on the stage of the United Nations Climate Change Conference (COP) for the third consecutive year, and fully supported the 1.5 °C pathway of the Paris Agreement, engaging with the international community on a green future. In terms of diversified technology pathways, we fully embraced new energy and intelligence, deploying across pure electric, hybrid, and methanol-hydrogen electric fields. While exceeding our annual sales volume target of 3 million vehicles, the Group's new energy vehicle sales in 2025 increased by 90% year-on-year to 1.688 million units, accounting for 56% of total sales volume.

Ecological priority and circular economy are the cornerstones of Geely Auto's nature positive approach, and we are driving the entire value chain to protect biodiversity and close resource loops. In 2025, we refined and issued a number of ESG-related policies, including the "Anti-Deforestation Statement", "Environmental Statement" and "Biodiversity Statement", further embedding our commitments to sustainable development and ecological protection into every link of the value chain. We continued to enhance business collaboration, establishing the "Automotive Sustainable Materials Joint Research Laboratory" with external professional institutions, focusing on breakthrough technologies for automotive sustainable materials, building a closed-loop circular ecosystem for automotive materials, and improving the traceability management system for sustainable automotive materials. At the same time, we joined the "China New Energy Vehicle Power Battery Recycling Industry Collaborative Development Alliance" and received the "Outstanding Contribution Enterprise for Annual Power Battery Recycling Policy Research" award, promoting high-quality development of the circular economy through industry leadership.

We advanced the deep integration of "Full-domain Safety 2.0" and "Full-domain AI" technologies, safeguarding every user's safe travel through "safety equality" and "intelligent inclusion", and leading the transformation of the global intelligent vehicle era. In 2025, we completed and opened to the industry the world's largest and most comprehensively equipped testing facility "Geely Global Safety Centre", setting five Guinness World Records ™ titles. We also released the industry's first "White Paper on the Development of Full-domain Safety for Intelligent Vehicles" and opened up multiple achievements including patents for one-button window breaking and battery bottom safety. Our safety management has been extended to the "human-vehicle-road-cloud-satellite" mobility ecosystem, systematically integrating key dimensions such as driving safety, active safety, passive safety, rescue safety and new energy safety. 31 models have obtained authoritative domestic and international safety certifications, and our self-developed Aegis Gold Brick Battery passed 36 safety tests under extreme conditions. 2025 also marked the conclusion of the "Intelligent Geely 2025" strategy. We accelerated the deployment of Full-domain AI across vehicles, continuously promoting the deep integration and large-scale application of driver assistance, intelligent cockpits and vehicle intelligence. G-ASD driver assistance system offered different solutions, covering needs in different scenarios; the Leishen AI Electric Hybrid 2.0 has ushered the hybrid era into the age of AI; and a series of innovations – including the Eva super-humanlike emotional agent, the AI Digital Chassis, and the GEA architecture – have been successively rolled out, transforming AI-driven systemic capabilities into tangible, trustworthy user experiences. While unleashing the potential of AI, we adhere to the principles of security, reliability, controllability and fairness, establishing a full-lifecycle process management system for AI, and became one of the first enterprises in the automotive industry to obtain ISO 42001:2023 "Artificial Intelligence Management System" certification, driving the synergistic development of responsible AI governance and safety intelligence.

A robust governance system is the ballast for steady and long-term corporate development. We are strengthening our sustainable development foundation through a responsible supply chain and a compliance-based ethics system. In 2025, we newly appointed a female independent non-executive director, exceeding our target of 30% female representation on the Board. On the supply chain side, we officially issued the "Sustainable Supply Chain Due Diligence Management Policy", establishing a responsible business due diligence management process covering all material ESG issues and various tiers of the supply chain, enhancing transparency and traceability in the value chain and sustainably conducting business activities. At the same time, we comply with international human rights and labour standards, safeguard employee health and diversity rights, adhere to just transition and gender equality, formulate talent development strategies, and improve talent training mechanisms, helping employees grow continuously amid the waves of new energy, digitalisation and globalisation.

During the year, we completed the full integration of the three major brands – Geely, Lynk & Co and ZEEKR. This is an important milestone in Geely's history and a powerful driving force for us to remain resilient and go far in the face of changing times. Looking ahead, a revitalized "One Geely" will continue to pursue long-termism, steadfastly uphold quality, continue to break new ground through new energy vehicles and intelligent technology innovation, pursue development with a global vision, and take green development as a core principle, promoting the deep integration of sustainable development into the enterprise. We will continue to strengthen relevant risk prevention and control while seizing opportunities. We will also drive the entire value chain to progress in synergy, pool our efforts to play a greater role in environmental protection and social development, and work with all parties to build a safe, green and sustainable automotive industry ecosystem, contributing Geely's strength to the high-quality development of the global automotive industry.

Gan Jiayue
Chairman of the Sustainability Committee
28 April 2026

1 ESG Performance Highlights

Environmental

Carbon Emissions and Climate Change

Long-term Target: 2045 Carbon Neutrality

Carbon Emissions Exceeded 2025 Carbon Reduction Target

Target
↓ 25%

Progress
↓ 25.5%
Lifecycle carbon emissions per vehicle*

Carbon Reduction in Vehicle Use

Carbon emissions intensity in vehicle use*
↓ 32%

NEV# sales volume
1,668k units
↑ 90% YoY

Proportion of NEV# in total sales volume
56%
↑ 15%pt YoY

Carbon Reduction in Manufacturing

Carbon emissions intensity in vehicle manufacturing*^
↓ 61%

Intensity of energy consumption in vehicle plants*
↓ 35%

Proportion of renewable electricity used in vehicle plants
100%

Carbon Reduction in Supply Chain

Average carbon emissions of NEV series in supply chain*
↓ 26%

Average carbon emissions of ICE vehicle series in supply chain*
↓ 9%

Supplier carbon emissions
↓ 1,476k tonnes

Nature Positive

National "Green Factories"
15

"Zero-Waste Factories"
12

Vehicle plants with ISO 14001 certification
100%

Intensity of hazardous waste generated at vehicle plants
↓ 16% YoY

Intensity of industrial wastewater discharge at vehicle plants
↓ 35% YoY

Vehicle plants conducted nature positive management maturity evaluation
100%

* vs. 2020 baseline # Including BEV and PHEV ^Only 3 zero-carbon factories' carbon offsets are included.

Social

Product Quality and Safety

11 models on sale with C-NCAP 5-star rating
Euro-NCAP：8 models
ANCAP：4 models ASEAN NCAP：8 models

Geely Global Safety Centre
Awarded 5 GUINNESS World Records ™ titles

J.D. Power 2025 China Tech Experience Index (TXI)
Lynk & Co and Zeekr ranked No. 1 in their respective segments

Sustainable Value Chain

Suppliers signed the Geely Supplier Code of Conduct
98%

High-risk suppliers completed due diligence
100%

Suppliers completed the Conflict Minerals Reporting Template (CMRT)
171

Number of engaged sub-tier (tier 2 and below) suppliers
283

Employees

Employee satisfaction score (sustainable engagement)
85

Employee satisfaction with just transition
88

Electrification and digitalization training
3.31 million hours

Vehicle plants with ISO 45001 certification
100%

Lost Time Injury Ratio (LTIR) for 200,000 working hours
0.05/200,000 working hours

Cumulative coverage of long-term equity incentive plans
＞20,000 person

Governance

Exceeded the Board's gender diversity targets

Proportion of female directors
33%

Proportion of independent non-executive directors
44%

100%
INEDs composition of Nomination, Remuneration, and Audits Committees, and **each includes at least 2 female members**

ESG Recognition

S&P Global Corporate Sustainability Assessment

- Sustainability Yearbook 2026 (Global Edition): The first and the only Chinese automaker selected, ranked 5th in the global automakers, awarded "Industry Mover"
- Sustainability Yearbook 2026 (China Edition): Top 1% of Chinese enterprises and No.1 in Chinese automakers consecutively

Hang Seng Corporate Sustainability Index Series Member 2025-2026

Hang Seng Corporate Sustainability Index

- Being selected for three consecutive years
- Selected for the Hang Seng ESG 50 Index and the Hang Seng Corporate Sustainability Benchmark Index
- ESG Rating: AA-

中国 ESG发布 企业社会责任

China Central Television

- "China ESG Listed Company Pioneer 100(2025)": Ranked No. 1 among Chinese automakers for three consecutive years, ranked 6th, awarded a five-star rating
- "China ESG Listed Company Yangtze River Delta Pioneer 100 (2025)": Ranked No. 1

Lead the Charge

Lead the Charge Automotive Supply Chain ESG Rating

- No.1 among Asian automakers for the first time
- No. 1 among Chinese automakers for three consecutive years

Climate CDP 2025 B

CDP Rating - Climate

- B, the highest rating among Chinese automakers consecutively

Corporate ESG Performance Prime
RATED BY ISS ESG

ISS ESG Corporate Rating

- Automotive Industry "Prime"

FTSE4Good

FTSE4Good Index Series

- Selected as a constituent for four consecutive years

Wind ESG 吉利汽车 2025评级 AAA

Wind ESG Rating

- AAA, the highest rating among Chinese companies consecutively, No.1 among Chinese automakers

HKBSI Hong Kong Business Sustainability Index 2024 香港企業可持續發展指數 2024 Pace-setter

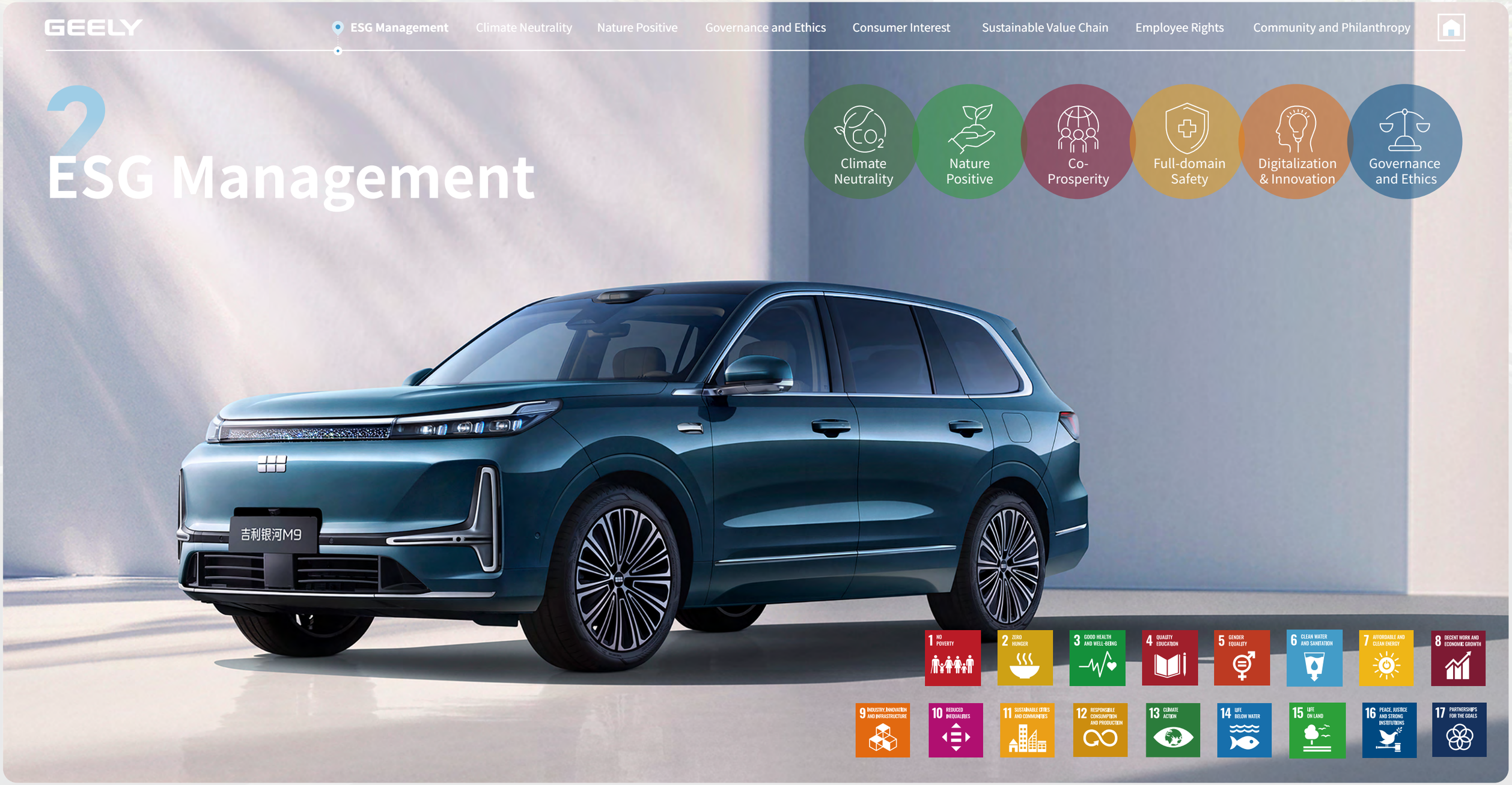
Hong Kong Business Sustainability Index

- Top 13 and Pace-setter rating

* ESG ratings as of 28 April 2026 #For more ESG honors and awards, please refer to "2.4 ESG Indicators and Goals".

2 ESG Management

Climate Neutrality
Nature Positive
Co-Prosperity
Full-domain Safety
Digitalization & Innovation
Governance and Ethics



2.1 Sustainability Vision

As a global automotive enterprise committed to driving high-quality development through technological innovation, we firmly believe that the automotive industry plays a crucial role in contributing to the achievement of the United Nations Sustainable Development Goals (SDGs). With the mission of "A Sustainable Future, A Better World", the Group fully integrates sustainable development into our overall corporate development strategy, promotes balanced progress between corporate development, society, and the environment, and joins hands with industry chain partners to carry out responsible business practices, jointly building a harmonious and healthy business ecosystem.

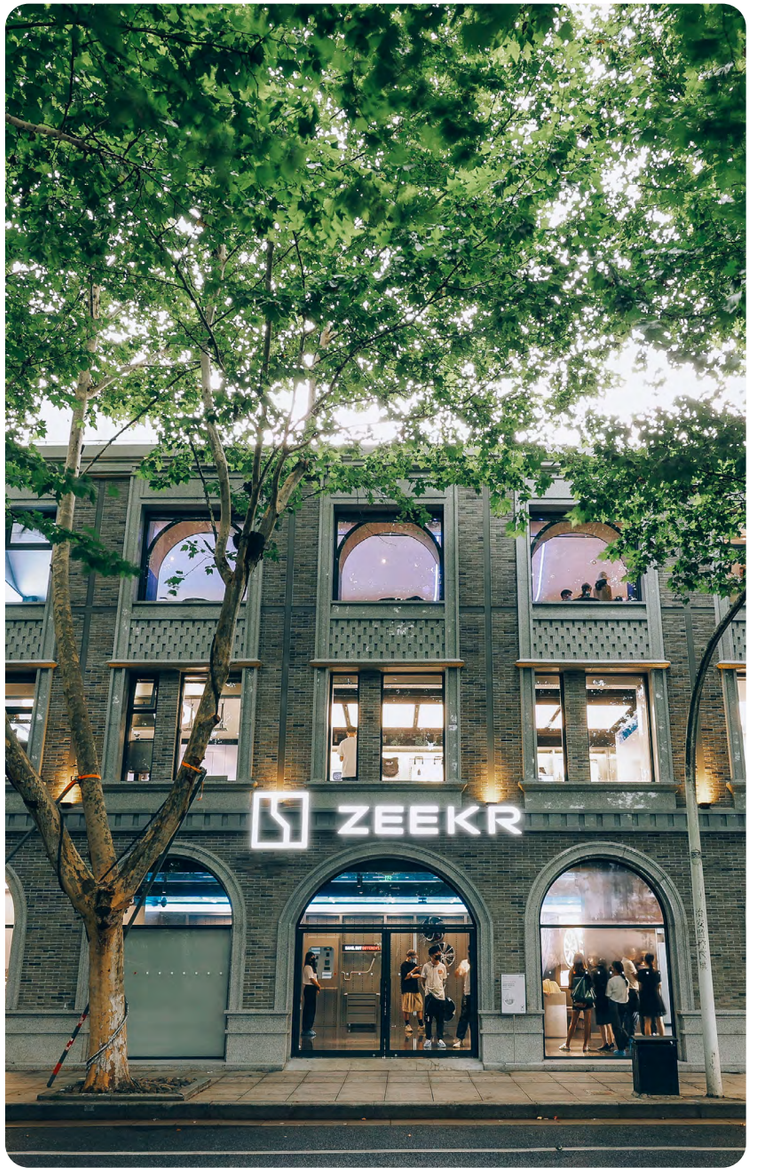
Geely Holding Group, the parent company of the Group, is a participant in the United Nations Global Compact and a council member of the "China Council of the Sustainable Markets Initiative".It continuously carries out multiple collaborations in the field of sustainable development and has actively participated in relevant sustainable forums and activities such as the United Nations Climate Change Conference for 3 consecutive years. As a member of Geely Holding Group, the Group is committed to continuous improvement to align our operations and standards more closely with the Ten Principles of the United Nations Global Compact on human rights, labor, environment, and anti-corruption. Through normalized communication with multiple stakeholders, we continuously deepen the philosophy of green intelligent development and win-win cooperation, and are committed to advancing the achievement of the SDGs.

Based on global sustainable development trends and international sustainability standards, the Group has established a robust ESG management framework covering governance, strategy, risk and opportunity management, metrics and targets, forming a management mechanism to identify and respond to sustainability-related risks and opportunities. At the same time, we have established stakeholder communication channels to actively understand and respond to stakeholder expectations and demands, promote the effective implementation of the ESG strategy, and continuously improve stakeholder satisfaction.

ESG Strategy

To achieve the Group's sustainability vision, we have formulated Six Main Directions of the ESG Strategy, with 2025 as the first key year for ESG strategic targets, promoting the implementation of relevant key actions. We will take the Group's 2030 Strategy as the core, optimize and upgrade based on the six ESG strategic directions, and formulate the 2030 ESG Strategic Plan. The ESG strategy formulation process considers factors, including but not limited to the following:

- The Group's vision and overall strategy
- China's economic and social development strategic deployment and long-term goals
- The United Nations SDGs and other major ESG standards
- Analysis of ESG materiality issues and other stakeholder opinions
- ESG risk and opportunity assessment and gap analysis of ESG performance
- Keeping abreast of ESG and policy trends, benchmarking against leading companies
- Opinions from internal ESG-related departments and external ESG experts



Six Main Directions of the ESG Strategy

Climate Neutrality

"Carbon Neutrality by 2045" as our goal

- Set 2030 carbon reduction targets
- Carbon neutrality by 2045
- Advance towards 1.5° C target aligned with Paris Agreement

Progress on 2025 Key Targets

- ✓ Lifecycle carbon emissions per vehicle ↓ 25.5% (vs 2020), exceeding the carbon reduction target
- ✓ NEV sales volume account for 56% (↑ 90% YoY), exceeding sales target
- ✓ 3 vehicle plants obtained "Zero-carbon Factory" certification, achieving target

Nature Positive

"Nature Positive" as our guide

- Circular economy
- Biodiversity
- Natural resource conservation

Progress on 2025 Key Targets

- ✓ 100% vehicle plants conducted maturity evaluation of nature positive management
- ✓ Issued Anti-Deforestation Statement, Environmental Statement and Biodiversity Statement

Co-Prosperity

"A Sustainable Future, A Better World" as our mission

- Employees
- Consumers
- Business partners
- Community

Progress on 2025 Key Targets

- ✓ 100% of employees are offered training on the Workforce Diversity Policy
- ✓ 100% of high sustainability risk suppliers completed due diligence
- ✓ 100% training coverage for domestic dealers on the Responsible Marketing Principles and Code of Conduct

Full-domain Safety

Zero Casualty, Zero Health Hazard, Zero Property Loss, "Zero Privacy Leakage" as our aim

- All road users
- Safety for new energy and intelligent mobility

Progress on 2025 Key Targets

- ✓ Upgraded to "Full-Domain Safety 2.0"
- ✓ Geely Global Safety Center awarded 5 GUINNESS WORLD RECORDS™ titles

Digitalization & Innovation

"Letting More People Benefit from the Growing Intelligent Digital Ecosystem" as our direction

- Data responsibility
- Data value innovation

Progress on 2025 Key Targets

- ✓ "Full-Domain AI" and "Geely Afari Smart Driving (G-ASD)" driver assistance system, empowering safety equality

Governance and Ethics

Best Practices of Global Corporate Governance" as our benchmark

- Corporate governance
- Business ethics

Progress on 2025 Key Targets

- ✓ Female directors' proportion 33%, exceeding the board gender diversity target
- ✓ 100% of employees are offered training on the Code of Conduct and Anti-Corruption Policy

For more information on the management of ESG strategy during the Reporting Period, please refer to "2.2.2 Governance Mechanism" and "2.3 Risk and Opportunity Management". For the progress of ESG strategy in 2025, please refer to "1 ESG Performance Highlights" and the corresponding chapters of the report.

2.2 ESG Governance

2.2.1 Governance Structure

The Group has established a comprehensive and effective ESG governance structure to promote the Group's sustainability vision and ESG strategic actions.

The Board

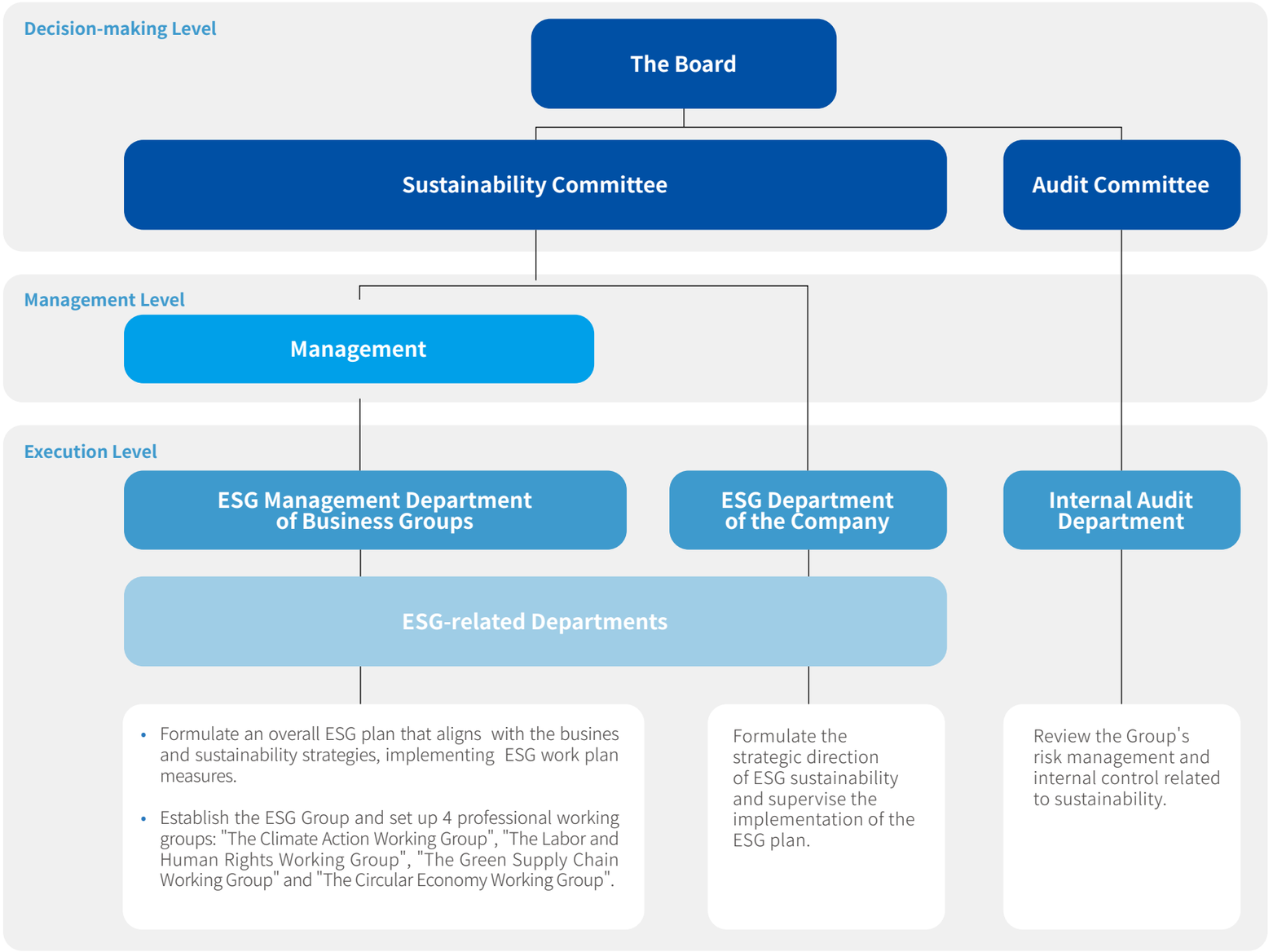
The Board has the highest level of supervision and decision-making power over ESG-related matters of the Group, and is responsible for:

- Supervising and approving significant ESG matters and related response plans;
- Discussing and making decisions on recommendations from the Sustainability Committee (including but not limited to: sustainability strategy, risks and opportunities, ESG report and related policies, and member appointments).

Sustainability Committee

The Board has established the Sustainability Committee to address sustainability-related risks and opportunities, primarily responsible for:

- Reviewing sustainability's strategy, risks, opportunities, and material issues, and making recommendations to the Board;
- Reviewing annual ESG report and ESG-related policies, and making recommendations to the Board for approval;
- Supervising the implementation of the sustainability strategy and coordinating required resources;
- Evaluating sustainability's progress and performance, and effectiveness of improvement measures.



During the Reporting Period, the Sustainability Committee newly appointed 1 female independent non-executive director as a member. The Sustainability Committee consists of one chairman (served by an executive director) and two members (one executive director cum CEO and one independent non-executive director), providing independent and objective opinions for the Board's decision-making. The chairman and members of the Sustainability Committee have professional expertise in various fields such as automobile industry's financial management, corporate culture, listing compliance, capital markets, news communication, and sustainable development, providing professional support and strategic guidance for promoting the Group's sustainable development. For more information on the composition, meeting procedures, roles, permissions, and functions of the Sustainability Committee, please refer to the Terms of Reference of the Sustainability Committee on the Company's official website.

The ESG Department of the Company is a permanent body for sustainability and reports directly to the Sustainability Committee, assisting it in more effectively managing sustainability-related risks and opportunities. The ESG Department of the Company is mainly responsible for:

- Monitoring trends, policies, and industry developments related to sustainability, identifying related risks and opportunities to provide feedback to all relevant parties in the ESG governance structure;
- Communicating with internal and external stakeholders to understand their expectations and demands regarding the Group's sustainability, thereby identifying related risks and opportunities;
- Assisting the Sustainability Committee in performing its responsibilities, including supporting, reviewing, and supervising the formulation and implementation of the overall ESG plan by ESG-related departments and related risk management, and assessing whether ESG-related departments have sufficient skills and resources to address related risks and opportunities;
- Responsible for the preparation of ESG reports and other major ESG public information, continuously following up on requirements from regulators, investors, and ESG rating agencies;
- Reviewing the overall ESG plan in collaboration with the ESG management departments of each business group, providing recommendations to ensure that the overall ESG plan effectively addresses sustainability-related risks and opportunities and fully considers the opinions and expectations of internal and external stakeholders.

Management and Executive Team

At the operational level, the Group's management, based on the ESG strategic direction formulated by the Board and the Sustainability Committee and their opinions on addressing sustainability-related risks and opportunities, formulates an overall ESG plan that aligns with the Group's business and sustainability strategy.

The Group has established ESG management departments as permanent bodies within its business groups, primarily responsible for:

- Assisting management in formulating the Group's overall ESG plan, metrics, and targets to meet the needs of addressing sustainability-related risks and opportunities;
- Continuously assessing development trends related to business development and sustainability to identify related risks and opportunities;
- Supporting relevant ESG departments in formulating specific ESG work plans and annual targets in line with the overall ESG plan, and providing ESG-related training and professional guidance;
- Coordinating resources and responsibilities across departments regarding the overall ESG plan;
- Regularly reviewing the implementation progress and effectiveness of ESG work plans of relevant ESG departments, and assisting in formulating their improvement plans;
- Assisting management in establishing ESG-related assessment and evaluation mechanisms to ensure that ESG work plans effectively address sustainability-related risks and opportunities.

ESG-related departments refer to the specific business departments responsible for ESG matters. They are mainly responsible for:

- Formulating and implementing ESG work plans to achieve targets and address sustainability-related risks and opportunities in real-time;
- Conducting self-inspection to ensure the effective completion of ESG targets;
- Developing ESG improvement plans and integrating them into the next year's work plan

To accelerate the management of ESG material issues and the implementation of related work plans, the ESG management departments of business groups, together with various ESG-related departments, have jointly established the ESG Working Group. Four ESG professional working groups have been established under it, including the Climate Action Working Group, Labor and Human Rights Working Group, Green Supply Chain Working Group, and Circular Economy Working Group. Each professional working group is responsible for:

- Researching policy trends and industry dynamics related to the ESG issues they are responsible for;
- Formulating work implementation plans for the ESG issues they are responsible for;
- Establishing operational mechanisms and processes related to the ESG issues they are responsible for;
- Promoting and supervising business groups and partners in fulfilling the requirements related to the ESG issues they are responsible for.

Audit Committee

The Audit Committee established by the Board is responsible for reviewing the Group's financial control, internal control, and risk management systems, including systems related to ESG risks, and providing relevant opinions to the Board. Sustainability-related risk assessments have been incorporated into the risk map for overall risk management. The Internal Audit Department under the Audit Committee incorporates sustainability-related risk management and internal control into its internal audit work to evaluate their effectiveness.

The Group has also engaged professional ESG consultants to provide sustainability-related professional opinions and assist in the development of related work.

2.2.2 Governance Mechanism

The Group has established an ESG governance meeting mechanism. The Sustainability Committee holds at least one meeting annually and regularly invites the Group's key management personnel and relevant parties of the ESG governance structure to attend, to jointly discuss the Group's ESG development plans and specific implementation measures. During the Reporting Period, the Sustainability Committee held 4 meetings, with the main discussion contents as follows:

- 2025 ESG performance analysis, industry benchmarking, and key improvement directions;
- Board double materiality assessment and stakeholder ESG survey questionnaire;
- Progress and completion status of targets for the Six Main Directions of the ESG Strategy and key actions;
- Annual carbon target progress, gap analysis, and future planning;
- Review of the Terms of Reference of the Sustainability Committee, newly added and revised ESG-related policies (including Workforce Diversity Policy, Anti-Deforestation Statement, Biodiversity Statement, Sustainable Supply Chain Due Diligence Management Policy, Environmental Statement, etc.);
- Recommendations to the Board on the appointment of Sustainability Committee members;
- ESG multi-party collaborative working mechanism under the listed company system;
- Engagement of ESG external consultants and independent ESG report assurance agency;
- ESG communication plans.

Based on the discussion of the above content, the Sustainability Committee makes recommendations to the Board on significant matters for further approval. To ensure the close integration of the Group's core strategy with the ESG strategy, the Board also participates in the following ESG work:

- Regularly received expectations of stakeholders such as regulators and investors regarding the Group's sustainable development to identify related risks and opportunities;
- Regularly communicate the Company's ESG performance and commitments with investors, media, and other communities through investor meetings, earnings conferences, etc.;
- Regularly received reports on ESG work to keep abreast of the Group's ESG work progress and achievements, future improvement areas and plans, including climate change, human rights, responsible supply chain, independence and diversity of the Board, and remuneration mechanisms, etc.;
- Participating in this year's ESG survey questionnaire, including double materiality assessment (financial materiality, impact materiality), human rights risk identification, etc.;
- Determined key ESG matters such as carbon reduction target progress and corporate governance improvement.

ESG Performance Appraisal and Compensation Incentive Linkage

The Group, in conjunction with the progress of ESG strategy targets and key work items, formulates an ESG management evaluation plan annually to promote the linkage between ESG performance appraisal and compensation incentives. During the Reporting Period, the Group's ESG assessment and evaluation system was carried out around four major areas: "Organizational Management and Operation", "ESG Planning and Implementation", "Carbon Management", and "Others", which considered innovative measures in ESG strategic areas. A quarterly process evaluation and annual result assessment mechanism was implemented for all areas, while monthly data collection was also conducted for "Carbon Management". The evaluation results were incorporated into the performance appraisal of more than 20 functional departments covering strategy, R&D, procurement, sales, human resources, safety and environmental protection, and digitalization, thereby linking them with the compensation incentive system.

All evaluation indicators adopt a scoring system, with quantitative scores based on the achievement of each indicator, the quality of work implementation, and the timeliness and completeness of information reporting. Points are deducted accordingly for failure to meet requirements or failure to carry out work, while additional points are given for exceeding emission reduction targets or achieving innovative breakthroughs in the ESG field, promoting the deep integration and effective implementation of ESG strategic targets in each business unit.

- "Organizational Management and Operation" focuses on "ESG Risk Management" and "ESG Integration with Business". It annually evaluates the implementation status of ESG risk identification, assessment, and control at the business level by relevant departments, as well as the achievement of integrating strategic targets (such as the proportion of female management, the proportion of high-risk suppliers undergoing due diligence, the coverage of dealer training on the Code of Conduct, and the reduction rate of intensity of hazardous waste generation, etc.) into business operations.
- "ESG Planning and Implementation" evaluates around "Work Plan Management" and "Information Management". It quarterly evaluates the formulation and target achievement of ESG work plans by relevant departments, and assesses the timeliness and completeness of ESG information reporting by relevant departments.
- "Carbon Management" centers around the Group's goal of "reducing lifecycle carbon emissions per vehicle by more than 25% by 2025 and achieving carbon neutrality by 2045". It has been linked to the remuneration of the Group's top management responsible for operations (who is also the Company's Executive Director and Chairman of the Sustainability Committee) (see "3.4.1 Governance" for details). In addition to top management, the Group has also set up a systematic carbon management evaluation system for various responsible departments, covering three dimensions: annual emission reduction targets, five-year carbon reduction plan, and carbon inventory. Annual emission reduction targets are broken down into manufacturing (energy consumption reduction per vehicle, renewable electricity usage, photovoltaic installed capacity), supply chain (emission reduction for fuel-powered vehicle/NEV series, application of circular materials), and vehicle use (NEV sales), and assigned to corresponding responsible departments, implementing an evaluation mechanism covering monthly, quarterly, and annual cycles. If a department's annual completion rate is below 80%, it receives no points; we implement corresponding point addition or deduction mechanisms based on the implementation status (ranging from not yet implemented to exceeding completion).

- At the same time, we focus on the innovative leading capability in the ESG strategic area. "Others" assessment dimension aims to evaluate innovative measures with demonstration effects proposed in the Group's ESG field, or achievements that have made major breakthroughs or significantly enhanced the Group's ESG core competitiveness. The points will be given based on the degree of contribution.

2.2.3 ESG Training

To enhance the ESG awareness and capabilities of all employees, the Group integrates internal and external resources, actively carries out and participates in various sustainability-related publicity, training, and exchange activities. During the Reporting Period, the Group has provided sustainability training to all employees, with total training hours reaching 31,187. This includes ESG-related policy training, covering the Code of Conduct, Anti-Corruption Policy, and Workforce Workforce Diversity Policy, which has also offered to 100% of employees, with a total training duration of 14,639 hours. Employee examination pass rates reached 93.2% (compliance category) and 98.2% (diversity category) respectively, further consolidating the construction of an ESG compliance culture and the concept of diversified development for all employees.

At the same time, to align with the Group's global development strategy, we have incorporated core sustainability issues involved in business going global into ESG specialized training. During the Reporting Period, we focused on conducting a series of specialized trainings on issues such as labor and human rights, human rights risk assessment, and carbon management.

We focused on conducting 2 training sessions on the company's own operations and supply chain human rights for over 25 employees in key positions, mainly from human resources, supply chain, and safety and environmental protection departments; among them, a one-week specialized training on human rights risk compliance management was conducted, significantly enhancing the participants' ability to identify, assess, and respond to human rights risks, laying a solid foundation for the Group to build a comprehensive human rights risk control system. We also provide professional skills training courses for the Group's internal carbon management personnel, hiring the China Automotive Data Center as an external training institution to conduct specialized carbon management course training for us. A total of 31 people from the Group passed the course training and obtained carbon reduction engineer qualifications and certificates.

2.3 Risk and Opportunity Management

2.3.1 Management Process

The Group integrates the management of sustainability-related impacts, risks, and opportunities into the overall framework and process of comprehensive corporate risk management. It manages and controls risks through closed-loop risk management processes such as risk identification, risk assessment, risk response, risk monitoring, risk response evaluation, and risk reporting, enhancing the corporate sustainability resilience. Please refer to "Risk Management and Internal Control" in the Corporate Governance Report of the Group's Annual Report 2025 and "5.2 Risk Management and Internal Control" in this report. The Group has listed "being materially and adversely affected by climate change and changes in the regulatory environment" as one of the principal risks and uncertainties faced in the Annual Report 2025.

The management mechanism for sustainability-related risks and opportunities follows the structure described in "2.2 ESG Governance" of this report, with the Board, the Sustainability Committee, the Audit Committee, management, the ESG Department of the Company, the ESG Management Departments of Business Groups, the ESG Working Group, and various relevant departments undertaking responsibilities at different levels.

Based on the Group's risk management framework, ESG risk and opportunity management consists of the following procedures:

- Identification and Assessment: Comprehensively analyze ESG-related laws and policies in the location of operation, the latest ESG and market trends, concerns of peer companies, stakeholder communication (see "2.3.2 Stakeholder Communication" for details), requirements of ESG rating agencies, etc., to identify ESG materiality issues related to the Group and assess their sustainability-related impacts, risks, and opportunities;
- Priority Ranking: Conduct research on ESG materiality issues and assess the likelihood, magnitude and impact pathways of risks, and opportunities, so as to prioritize ESG materiality issues and provide the basis for subsequent rational allocation of resources to control major ESG risks and opportunities (see "2.3.3 ESG Materiality Issues" for details);
- Risk Management and Continuous Improvement: Based on the above-identified major risks and opportunities, the Group formulates corresponding strategies and targets, and implements relevant risk management measures:
  - Formulate and improve ESG management policies and implementation rules to ensure that relevant business units of the Group implement relevant measures in compliance with relevant regulations, the Group's ESG strategy, industry standards, and stakeholder expectations, etc.;
  - Adopt the PDCA model (Plan-Do-Check-Act) to manage the specific work of ESG. Formulate ESG annual work plans and tasks, establish an inspection mechanism, and formulate improvement plans to address changes and major gaps promptly. The ESG management departments of business groups and various ESG professional working groups will also continuously understand relevant development trends in industry sustainability to identify related opportunities and formulate measures;
  - Escalation Mechanism: If relevant measures require major business decisions and resource allocation, they will be escalated to the Sustainability Committee for discussion and arranged for decision by the appropriate management level;
  - ESG Training: The Group regularly organizes different types of ESG-related training and activities to enhance all employees' awareness, professional knowledge, and skills regarding ESG. See "2.2.3 ESG Training" for details.
- Supervision and Reporting: The Sustainability Committee and its subordinate ESG Department, as well as the Audit Committee and its subordinate Internal Audit Department, are responsible for supervising ESG risk management. At the same time, the Group discloses its performance and effectiveness in addressing sustainability impacts and risks through Annual Reports, annual ESG Reports, and publicly available ESG policies (e.g., Code of Conduct, Geely Supplier Code of Conduct, Anti-Corruption Policy, Sustainable Supply Chain Due Diligence Management Policy, etc.), to ensure transparency and accountability in sustainable development, while enabling all stakeholders to clearly access relevant information.

2.3.2 Stakeholder Communication

The Group always regards the diverse demands of stakeholders as the core driving force for sustainable development, and is committed to building a more dynamic and transparent normalized communication mechanism. During the Reporting Period, we further strengthened communication with stakeholders, particularly focusing on the following:

- **Optimized Double Materiality Assessment:** During the Reporting Period, we continued to adopt the double materiality assessment method, inviting 8 key stakeholder groups ("Cooperative Organizations", such as foundations and NGOs, newly added in 2025) to conduct a double materiality assessment from two dimensions: "the impact of the Group's commitments and practices on ESG issues on the external economy, environment, and society" (i.e., "impact materiality") and "the impact of the Group's commitments and practices on ESG issues on its own finances" (i.e., "financial materiality"). In 2025, we focused on referring to guidance documents related to double materiality, and disclosures by other companies. While maintaining the original 17 ESG materiality issues, we followed industry and company frontier trends and the latest concerns of stakeholders, integrating the latest elements such as artificial intelligence, data security, and just transition into the issues and related descriptions. At the same time, we unified the format and style of issue descriptions to make them more objective, neutral and non-leading, and provided a summary of the Group's practices on ESG issues to enable stakeholders to accurately understand the connotation of the issues. In the "Employee" questionnaire, we added mandatory fields for company and department to lock in the participation of departments related to key issues. Meanwhile, we added sales brand options for "Dealers" and car owner brand options for "Consumers" to further refine the assessment suggestions of stakeholders regarding different brands. In addition, we further refined the evaluation dimensions of impact degree and likelihood of impact occurrence (including positive, negative, actual, potential, risks, opportunities), and provided updated examples to enable stakeholders to conduct a comprehensive and holistic assessment. For ESG issues with "financial materiality", we analyze in detail their impact type, impact scope, risk or opportunity type, and impact period, see "2.3.3 ESG Materiality Issues" for details.
- **Extended Scope of Human Rights Issue Assessment:** Deeply understand the opinions of domestic and overseas stakeholders on potential human rights issues, identify related risks, assess the extent of impact and likelihood of occurrence, and review feedback on the effectiveness of grievance mechanisms, to further take relevant improvement measures. In 2025, the scope of our human rights issues assessment objects was further extended, from the original coverage of the Company's Board, the Group's employees (including domestic and international subsidiaries), supplier employees (including domestic and overseas suppliers), dealer employees (including domestic and overseas dealers), and investors, to newly include invitations to the "community" to participate. Our human rights issues assessment targets not only the Group's general employees but also groups identified as vulnerable to human rights risks or disadvantaged groups (including pregnant women, persons with disabilities, ethnic minorities/indigenous people, foreign nationals, migrant workers, sexual minorities/LGBTQ+). For more details on human rights risk assessment, see "5.3.3 Human and Labor Rights".
- **Actively Respond to ESG Inquiries from Investors and Other External Institutions:** Establish multi-channel ESG communication platforms with investors through online and offline interviews, questionnaires, and other forms to understand their views on the Group's ESG materiality issues, goals, and action suggestions, and incorporate them into our ESG strategic planning.
- **Strengthen Research and Communication with Internal and External Stakeholders:** Internally, promote all employees to participate in ESG practices through regular training and publicity to enhance management and employees' awareness and participation in ESG; externally, actively participate in industry forums, meetings, and seminars organized by ESG institutions to share the Group's ESG management experiences and practices, explore industry sustainability paths, and simultaneously radiate to surrounding communities through corporate influence to jointly support sustainable development.
- **Strengthen the Use of Social Media to Promote Sustainable Development to the Public:** Regularly publish the Group's sustainable development concepts and practical achievements in the form of text and videos on social media to enhance the awareness of a broader range of stakeholders about the Group's ESG practices, while also promoting the importance of sustainable development to the public.

The Group ensures effective communication with stakeholders through a variety of communication channels in ESG management. We encourage our stakeholders to actively provide feedback on their opinions and expectations, and we dynamically adjust our communication strategies to respond to their changing demands.

Identify Stakeholder Groups

Based on the Group's own business scope and nature, it involves multiple internal and external stakeholder categories, including investors, employees, dealers, suppliers, customers, government and regulatory agencies, and the community and public.

Establish Communication Mechanisms

We use a variety of formal and informal, online and offline communication channels to allow stakeholders to reflect their concerns or opinions, and to develop more in-depth communications with individual stakeholder groups on specific issues.

Collect Opinions and Report Results

We incorporate stakeholder feedback into our daily operational management discussions. Significant concerns or serious complaints from stakeholders obtained through any channel (such as feedback, complaints, and grievances) are reported to the Sustainability Committee for discussion and to formulate response measures.

Review Communication Effectiveness

We regularly (at least once annually) assess the effectiveness of communication with stakeholders, for example: assessing the number of effective stakeholder feedback, satisfaction with the Company's products and services, progress and results of stakeholder-related activities, media public opinion monitoring and analysis, and public and industry recognition and awards.

Stakeholders	Concerned Issues	Communication Channels and Feedback Methods	Communication Frequency
Investors	Product quality and safety	Investor meetings (online/offline), Product launch conferences	Monthly
	Carbon emissions and climate change	Investor meetings (online/offline)	Semi-annually
	Compliance and integrity	Announcements, Policy disclosures	Annually and irregularly
	Corporate governance and risk management	Results announcement conferences, General meetings	Semi-annually
	Responsible supply chain	Investor meetings (online/offline)	Annually and irregularly
	Pollution and waste management	Investor meetings (online/offline)	Annually and irregularly
Employees	Product quality and safety	Employee training (including online training platform)	Monthly
	Occupational health and safety	Employee training (including online training platform)	Daily
	Employee rights and interests	Employee engagement conferences	Semi-annually
		Employee forums	Quarterly
	Compliance and integrity	Employee training (including online training platform) "Echo Community" online platform Reporting and grievance email and hotline	Weekly
	Diversity and equity	"Echo Community" online platform	Weekly
		Reporting and grievance email and hotline	Weekly
Dealers	Product quality and safety	On-site visits and surveys Dealer capability training	Monthly
	Customer service and satisfaction	Dealer capability training	Monthly
	Compliance and integrity	Dealer assessment and training	Monthly
	User privacy	Dealer assessment and training	Monthly
Suppliers	Product quality and safety	Supply quality audits and training	Annually and irregularly
	Carbon emissions and climate change	Supplier ESG assessment and training	Quarterly and irregularly

Stakeholders	Concerned Issues	Communication Channels and Feedback Methods	Communication Frequency
Suppliers	Compliance and integrity	Supplier assessment and training	Quarterly and irregularly
	Responsible supply chain	Supplier assessment and training	Quarterly and irregularly
	Resource use and recycling	Supplier ESG assessment and training	Quarterly and irregularly
	Pollution and waste management		
Customers	Product quality and safety	Social media (official accounts, video accounts, Weibo, etc.)	Daily
	Compliance and integrity	Customer satisfaction surveys, Customer complaint and handling	Daily
	Information security	Survey questionnaires	Semi-annually
	Customer service and satisfaction	Customer satisfaction surveys, Customer complaint and handling	Daily
	Sustainable intelligent mobility	Drivers' clubs, Survey questionnaires	Annually
	User privacy	Customer complaint and handling	Daily
Government and Regulatory Agencies	Carbon emissions and climate change	Government-enterprise communication and reporting, On-site visits	Monthly
	Compliance and integrity		
	Corporate governance and risk management	Compliance information disclosure	Monthly
	Pollution and waste management	Government-enterprise communication and reporting	Monthly
	Employee rights and interests	Compliance information disclosure	Monthly
Community and Public	Compliance and integrity	Announcements, Policy disclosures	Monthly
	Product quality and safety	Social media, Event promotions	Monthly
	Sustainable intelligent mobility	Social media, Event promotions	Monthly
	Social welfare and philanthropy	Philanthropy projects, Event promotions	Monthly
	Biodiversity	Community communication	Semi-annually and irregularly
		Survey questionnaires	Annually

2.3.3 ESG Materiality Issues

During the Reporting Period, the Group continued to conduct "Double Materiality" assessment and analysis of ESG issues. Combining the characteristics of the industry in which we operates, the industry development stage, our business model, and our position in the value chain, we identified the impact of the Group's commitments and actions under ESG materiality issues on the economy, environment, and society (i.e., impact materiality), and the impact on our own finances (i.e., financial materiality) in the short, medium, and long term. We believe that conducting double materiality assessment and analysis can help us more comprehensively identify ESG work priorities and improvement directions, and integrate ESG materiality issues into future ESG strategic planning, operations, and decision-making processes.

We confirm ESG materiality issues through the process of identification, assessment, analysis and prioritization, and review:

1 Identification

Identify 8 key Stakeholder Categories: Identify key stakeholders closely related to the Group from the perspectives of decision-making power and influence, including the Board, investors, management and employees, suppliers, dealers, customers, cooperative organizations (newly added), and the community.

Preliminary Identification of 17 ESG Materiality Issues: By analyzing sustainability-related impacts of the Company's business activities and upstream and downstream value chain, while combining 2025 domestic and international macro policies, industry trends, and market hotspots, and focusing on the SASB Materiality Map's automotive industry materiality issues, regulatory disclosure guidelines, capital market requirements, customer expectations, ESG rating agency requirements, international reporting standards, and sustainability issues focused on by peer companies, a preliminary list of ESG materiality issues was formed. In 2025, we upgraded the "Sustainable Mobility" issue to "Sustainable Intelligent Mobility" to more proactively assess the ESG-related impacts of the AI era on the automotive industry and achieve closer alignment with the Group's strategic direction.

Issue Categories: Environmental, Social, Governance, Consumer.

2 Double Materiality Assessment

Focusing on international standards such as the implementation guidance on materiality assessment (IG1) issued by the European Financial Reporting Advisory Group (EFRAG), the Global Reporting Initiative (GRI), the EU Sustainability Reporting Standards (ESRS), and IFRS S1 & S2 issued by the International Sustainability Standards Board (ISSB), a double materiality questionnaire survey was distributed to the key. stakeholders identified in "Step 1: Identification.

- **Impact Materiality Assessment:** Invite all key stakeholders identified in "Step 1: Identification" to assess the degree and likelihood of impact of the Group's commitments and actions on ESG issues on the economy, environment, and society, considering positive or negative impacts, actual or potential impacts. The degree of impact is further judged from three dimensions: scale, scope, and irremediability of the impact.
- **Financial Materiality Assessment:** Invite the Board, investors, senior management, and the employees from finance departments to assess the degree and likelihood of impact of the Group's commitments and actions on ESG issues on our own finances (such as actual or expected impacts on the company's financial position, operating results, cash flow, etc.) from the perspective of risks or opportunities that may be faced in the short, medium, and long term.

3 Materiality Analysis and Prioritization

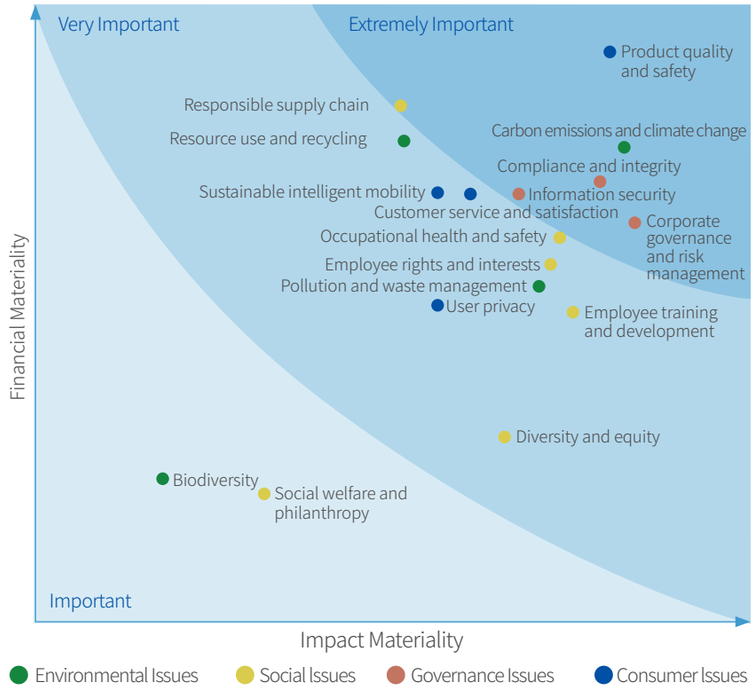
Based on the scores of various stakeholders on the above ESG issues in terms of "impact materiality" and "financial materiality", we fully consider the correlation and influence of different issues with various stakeholders and apply differential weighting. At the same time, in the financial materiality analysis, we placed greater weight on the 4 material issues of the SASB Materiality Map's automotive industry (including: Product Quality and Safety, Labor Practices, Product Design and Lifecycle Management, and Materials Sourcing and Efficiency).

Based on the above analysis, we finally obtained the scores and rankings of each ESG issue in terms of "impact materiality" and "financial materiality", forming the double materiality matrix. Through matrix analysis, we identified 6 ESG issues that are extremely important to the Group (i.e., they have both relatively high impact materiality and financial materiality), 9 very important ESG issues, and 2 important ESG issues.

4 Review/Approval

After review by the Sustainability Committee, the Board reviews the consistency with the Group's ESG strategic plan and gives final approval to the ESG materiality issues.

Geely Auto's 2025 ESG Materiality Matrix



The 2025 materiality matrix considers the two dimensions of "impact materiality" and "financial materiality". Among them, the six extremely important issues, "Product Quality and Safety", "Carbon Emissions and Climate Change", "Compliance and Integrity", "Corporate Governance and Risk Management", "Responsible Supply Chain", and "Information Security", represent both relatively high impact materiality and financial materiality.

Materiality	Issues	Scope	Corresponding ESG Strategic Scope	Report Response Chapter	Corresponding SDGs
Extremely Important	Product quality and safety	Consumer	Full-Domain Safety, Digitalization & Innovation	6. Consumer Interest	
	Carbon emissions and climate change	Environment	Climate Neutrality	3. Climate Neutrality	
	Compliance and integrity	Governance	Governance and Ethics	5. Governance and Ethics	
	Corporate governance and risk management	Governance	Governance and Ethics	5. Governance and Ethics	
	Responsible supply chain	Social	Co-Prosperity	7. Sustainable Value Chain	
	Information security	Governance	Digitalization & Innovation	5. Governance and Ethics	
Very Important	Occupational health and safety	Social	Co-Prosperity	8. Employee Rights	
	Resource use and recycling	Environment	Nature Positive	4. Nature Positive	
	Customer service and satisfaction	Social	Co-Prosperity	6. Consumer Interest	
	Employee rights and interests	Social	Co-Prosperity	8. Employee Rights	
	Sustainable intelligent mobility	Consumer	Full-Domain Safety, Co-Prosperity, Digitalization & Innovation	6. Consumer Interest	
	Pollution and waste management	Environment	Nature Positive	4. Nature Positive	
	Employee training and development	Social	Co-Prosperity	8. Employee Rights	
	User privacy	Social	Digitalization & Innovation	6. Consumer Interest	
	Diversity and equity	Social	Co-Prosperity	8. Employee Rights	
Important	Social welfare and philanthropy	Social	Co-Prosperity	9. Community and Philanthropy	
	Biodiversity	Environment	Nature Positive	4. Nature Positive	

"Product Quality and Safety" and "Carbon Emissions and Climate Change" have always been the core concerns of stakeholders, highly consistent with the Group's long-standing commitment to Full-Domain Safety product concept and Climate Neutrality strategy, forming the cornerstone of our sustainable development. Compared with the 2024 double materiality assessment results, "Information Security" saw the most significant rise in ranking, notably reflecting stakeholders' close attention on the responsible use of artificial intelligence (AI) and data security protection capabilities. Other issues that rose in ranking include "Compliance and Integrity", "Customer Service and Satisfaction", "Occupational Health and Safety", and "Sustainable Intelligent Mobility", fully reflecting stakeholders' increasing attention to corporate compliance management resilience, consumer interest protection, and employee health and safety guarantees; at the same time, the demand for equitable access to new energy intelligent mobility experiences is also growing stronger.

From the perspective of financial materiality, "Product Quality and Safety" and "Responsible Supply Chain" rank the highest, consistent with the 2024 double materiality assessment results. This indicates that in the short, medium, and long-term development, the risks or opportunities of these two issues have a relatively high degree of impact on the Company's finances and a relatively high likelihood of occurrence. From the perspective of impact materiality, "Corporate Governance and Risk Management" and "Carbon Emissions and Climate Change" rank the highest, also consistent with the 2024 double materiality assessment results. This indicates that the positive or negative impacts, actual or potential impacts of these two issues have a relatively high degree of impact on the economy, environment, and society and a relatively high likelihood of occurrence.

For extremely important and very important ESG issues, the Group comprehensively analyzes their degree of impact, likelihood of impact occurrence, risks and opportunities, management response measures, and strategies, and focuses on disclosing related management and actions within the report. For important ESG issues, the Group also maintains necessary resource investment and timely optimization and improvement, thereby achieving precise and efficient ESG management.

Based on the double materiality analysis, the Group also refers to factors including but not limited to the following when assessing significant sustainability-related risks and opportunities and their related financial impacts:

- ESG-related guidelines, policies and regulations in China and other major market countries (e.g., the European Union)
- The Company's revenue and costs, assets and liabilities, cash flow, capital planning, operating results, development strategy, and business cycles
- The latest developments and trends of ESG in the automotive industry
- Industry development and technological changes

The following table presents the sustainability-related impacts, risks and opportunities identified by the Group that have a significant financial impact:

ESG Issues	Impact Scope	Impact Materiality[1]		Financial Materiality[2]		Management Response Measures	Corresponding ESG Strategic Direction
		Positive	Negative	Risks	Opportunities		
Product Quality and Safety S M	Upstream Value Chain, Downstream Value Chain, Own Operations	●●● The Group strengthens its quality management system, new energy quality, reliable and durable quality, and delivery quality management requirements, covering product lifecycle quality management from R&D, procurement, production, and sales.	●●○ If there are defects in product quality and safety management, it may lead to related negative incidents and compensation, harming the interests of customers, end-users, and other related parties.	●●● • Product safety issues will lead to recalls, user claims or lawsuits, and generate quality costs or compensation expenses for related liabilities, increasing short-term costs. • Product safety issues can damage brand reputation and erode consumer trust, leading to lower purchase intent and reduced revenue. • Continuous product quality and safety issues may affect the stability of the supply chain. • Maintaining leading product safety performance will require continuous investment in safety-related (including intelligent) technologies and initial R&D costs.	●●● • Leading product safety will reduce post-sales quality costs and compensation expenses. • Leading product safety will attract consumers and increase revenue.	See "6.1 Product Quality and Safety"	Full-Domain Safety, Digitalization & Innovation

The impact periods for the above significant sustainability-related risks and opportunities are defined as S Short-term: 1 to 2 years M Medium-term: 3 to 5 years L Long-term: over 5 years

[1] Impact materiality: includes the assessment of positive and negative impacts of the ESG issue within the impact period, divided into three levels. The higher the combined level of positive and negative impacts, the higher the impact materiality level, consistent with the ranking of impact materiality for the ESG issue.

[2] Financial materiality: includes the assessment of financial risks and opportunities of the ESG issue within the impact period, divided into three levels. The higher the combined level of financial risks and opportunities, the higher the financial materiality level, consistent with the ranking of financial materiality for the ESG issue.

ESG Issues	Impact Scope	Impact Materiality		Financial Materiality		Management Response Measures	Corresponding ESG Strategic Direction
		Positive	Negative	Risks	Opportunities		
Responsible Supply Chain S M L	Upstream Value Chain, Own Operations	●●○ The Group strengthens ESG management requirements for suppliers, implements sustainable supply chain due diligence management, and helps suppliers improve their sustainable development capabilities.	●○○ If the Group fails to identify supply chain ESG risks and conduct due diligence, rectification, and remediation for related risks, it may lead to the Group using risky suppliers, resulting in loss of market access or triggering related compliance issues.	●●● • Suppliers' inability to meet the Group's and relevant regulations' requirements on their ESG will affect the Group's product sales, leading to reduced revenue. • Major ESG issues with suppliers will affect their business continuity and ability to supply the Group, leading to related remediation costs or reduced revenue.	●●○ • Through strict management and monitoring of the supply chain, the Group can better identify and respond to potential risks, reduce the impact of unexpected events, avoid economic losses caused by ESG risks, enabling the Group to maintain stable production capacity and avoid remediation costs that could adversely affect revenue. • Establishing good ESG management in the supply chain is beneficial for enhancing long-term business stability, sustainable development capabilities, and market competitiveness.	See "7.1 Sustainable Supply Chain"	Co-Prosperity
Carbon Emissions and Climate Change S M L	Upstream Value Chain, Downstream Value Chain, Own Operations	●●● The Group responds to national policies, regulations, and market supervision requirements by setting 2025 carbon targets and the 2045 carbon neutrality target, promoting carbon reduction in its own operations and value chain, reducing product carbon footprint, and actively promoting climate change mitigation.	●●○ If the Group fails to set or implement carbon emission targets, or fails to control greenhouse gas emissions, it may lead to related transition risks and physical risks.	●○○ • See "3.4 Climate-related Disclosures" for details	●●● • See "3.4 Climate-related Disclosures" for details	See "3.4 Climate-related Disclosures" for details	Climate Neutrality
Resource Use and Recycling S M L	Upstream Value Chain, Downstream Value Chain, Own Operations	●●○ The Group reduces its dependence on non-renewable resources, improves resource use efficiency and the proportion of recycling; actively expands the recycling and material reuse of complete vehicles, components, and batteries.	●○○ If the Group fails to pursue resource conservation and circular reuse, it will lead to an accelerated depletion of non-renewable resources and compromise long-term ecological sustainability.	●●○ • Scarcity of natural resources or shortage of alternative materials will lead to increased usage costs or R&D costs. • Immature recycling technologies or unstable supply of circular materials may affect production continuity and revenue.	●●● • Optimizing product design and enhancing manufacturing processes can reduce material and resource consumption, lower product carbon emissions, and achieve cost savings in production. • Establishing a circular economy system—by replacing virgin materials with recycled and reused resources—will reduce the use of non-renewable resources and carbon emissions for entire vehicles while lowering procurement costs.	See "4.3 Resource Use and Conservation" and "4.4 Circular Economy" for details	Nature Positive

ESG Issues	Impact Scope	Impact Materiality		Financial Materiality		Management Response Measures	Corresponding ESG Strategic Direction
		Positive	Negative	Risks	Opportunities		
Sustainable Intelligent Mobility S M	Downstream Value Chain, Own Operations	●●○ The Group establishes a comprehensive intelligent manufacturing system, creates an Full-domain AI large-scale model for the automotive industry, proposes the All-scenario AI concept, and provides users with fair, affordable, safe, and reliable driver assistance experiences.	●●○ If sustainable intelligent mobility products and services are not provided equitably, it could widen the digital divide and result in disparate levels of user experience in smart mobility.	●○○ • High investment in technology R&D with long payback periods; in the fierce competition of industry intelligence development, if the technological roadmap lags behind or is not widely recognized by the public, which will lead to sunk costs. • Intelligent mobility relies on massive user data (such as geographic information, driving behavior) for iteration. If the data governance system is imperfect, it not only raises privacy leak risks but also exposes the Group to regulatory penalties or reputational damage due to non-compliance with domestic and international cross-border data and privacy protection regulations.	●●○ • Under the Full-domain AI technology and intelligent mobility ecosystem, new business revenue streams may be opened up. • Intelligent cockpit experiences and advanced driver-assistance systems can enhance user stickiness. By leveraging AI-driven data to optimize products and services, the Group can improve operational efficiency and market competitiveness.	See "6.3 Sustainable Intelligent Mobility" for details	Full-Domain Safety, Digitalization & Innovation
Compliance and Integrity S M L	Upstream Value Chain, Downstream Value Chain, Own Operations	●●○ The Group continuously tracks and assesses laws, regulations, and regulatory requirements related to export compliance, human and labor rights, anti-bribery and anti-corruption, and data responsibility and privacy protection, conducts compliance risk assessments and analyses, and strengthens risk management and training.	●●● If compliance issues such as violations of laws, regulations, or business ethics occur in business operations, the Group may face legal proceedings, regulatory penalties, or product sales bans, leading to revenue decline and reputational damage.	●●● • Violating relevant laws and regulations may lead to fines, product recalls, or market bans, resulting in reduced cash flow and revenue. • Increased product compliance costs (such as supply chain compliance, data compliance, export controls). • Corruption erodes corporate culture, affecting corporate image and profits.	●○○ • Establishing a global compliance system and obtaining international compliance certifications can reduce fines and litigation costs, winning customer trust. • Publicly disclosing and strictly implementing the Code of Conduct, Geely Supplier Code of Conduct, and Anti-Corruption Policy, while simultaneously supervising supply chain implementation, can reduce the occurrence of compliance issues such as corruption and related losses. • Meeting international standards in advance can provide market access advantages or increase overseas market share.	See "5.3 Compliance and Ethics" for details	Governance and Ethics
Information Security S M	Downstream Value Chain, Own Operations	●○○ The Group continuously strengthens data security and cybersecurity protection, safeguarding business systems, vehicle systems, user privacy, and business data from threats, maintaining product reliability and brand trust.	●●● If an incident related to information security vulnerabilities occurs, it may lead to loss of R&D and operational data, infringement of user privacy, asset loss, and increased compliance costs.	●●○ • Information leakage or cyber attacks will permeate the business continuity from R&D, production, sales to service, potentially leading to business shutdown, user privacy leakage, vehicle operation safety issues. The Company may face collective lawsuits, brand reputation damage, directly resulting in financial losses.	●○○ • Deeply integrating information security management into the entire business process and product lifecycle can effectively ensure business continuity from R&D to service, enhance user trust, and avoid financial losses.	See "5.4 Data Responsibility and Privacy Protection" for details	Governance and Ethics

2.4 ESG Metrics and Targets

For details of the Group's main metrics and targets related to sustainability, please refer to "1 ESG Performance Highlights", "2.1 Sustainability Vision", "Appendix 2 ESG Key Performance Indicators", "Appendix 3 SASB Automobile Sustainability Accounting Standards - Content Index" of this Report.

ESG Recognition

As of 28 April 2026, the Group's performance on the following ESG ratings or indices:

S&P Global Corporate Sustainability Assessment	• Selected for the Sustainability Yearbook 2026 (Global Edition) and (China Edition) • Ranked 5th in the global automakers, awarded "Industry Mover" • Top 1% of Chinese enterprises and No.1 in Chinese automakers consecutively
Lead the Charge Automotive Supply Chain ESG Rating	• No.1 among Asian automakers for the first time • No. 1 among Chinese automakers for three consecutive years
Hang Seng Corporate Sustainability Index, Hang Seng ESG 50 Index, Hang Seng Corporate Sustainability Benchmark Index	AA-, Constituent
CDP Ratings - Climate	B, the highest rating among Chinese automakers consecutively
ISS ESG Corporate Rating	Automotive Industry "Prime", C+
Wind ESG Rating	AAA, No. 1 among Chinese automakers consecutively
FTSE4Good Index Series	Constituent
Hong Kong Business Sustainability Index	Top 13 and Pace-setter rating

ESG Awards

- CCTV "China ESG Listed Company Pioneer 100 (2025)" List, ranked No. 6, awarded five-star rating, ranked No. 1 among Chinese automakers for three consecutive years
- CCTV "China ESG Listed Company Yangtze River Delta Pioneer 100 (2025)" List, ranked No. 1
- Caijing Magazine's "Automotive and Power Battery Industry Dual Carbon Leadership Ranking (2025)" for Listed Companies, AA rating, ranked No. 1 on the list for four consecutive years
- Forbes China ESG 50, selected for two consecutive years
- People's Daily Overseas Edition "2025 Blue Book of China Enterprise ESG:" selected case and "2025 China Enterprise ESG 100 Index"
- Xinhuanet "2025 Enterprise ESG Development Forum" - "2025 Enterprise ESG Practice Case"
- China Business Journal 2025 "Sustainable Competitiveness" Enterprise Brand and Value Case - Sustainable Development Demonstration Enterprise
- CSO Global Sustainability Forum - Best Practice Case for "Enterprise ESG Efficient Governance"

2.5 Sustainable Finance

In May 2022, the Group published its "Sustainable Finance Framework" (the "Framework") and obtained a second-party opinion from Sustainalytics, an internationally authoritative firm on ESG ratings and research. The Framework covers Geely Auto's future issuance of green, social, and sustainability bonds, and loans, among other financing instruments. The publication of the Framework will help Geely Auto obtain appropriate financing arrangements for its sustainable development projects, fulfill its commitment to sustainable development, and align its financing strategy with the best global practices in ESG debt issuance. In addition, sustainable finance will further enhance Geely Auto's financing efficiency, reduce debt financing costs, expand diversified financing channels, and enable Geely Auto to continuously maintain its advantages in financing categories and costs.

In August 2022, the Group was granted a USD 400 million three-year Sustainability-Linked Club Loan in accordance with the Framework. As of 10 January 2023, all proceeds from the loan have been used for pure electric vehicle R&D and battery procurement for pure electric vehicle production to support the achievement of carbon emissions targets.

3 Climate Neutrality

Material Topic

Carbon Emissions and Climate Change

ESG Strategy | **Climate Neutrality** | **Nature Positive**

2025 Target: Lifecycle carbon emissions per vehicle ↓ 25%

Carbon Reduction in Vehicle Use:

- NEV sales volume: **1,688k units** (↑ **90%** YoY), **55.8%** of total sales volume (↑ **15%pt** YoY)
- BEV sales volume: **1,074k units** (↑ **86%** YoY), **35.5%** of total sales volume (↑ **9%pt** YoY)
- PHEV sales volume: **614k units** (↑ **97%** YoY), **20.3%** of total sales volume (↑ **6%pt** YoY)

2025 Progress: Exceeded target ↓ 25.5%

Carbon Reduction in Manufacturing:

- **17** vehicle plants* use **100%** renewable electricity
- Renewable electricity in vehicle plants' electricity use: **100%** , ↑ **36%pt** YoY
- Renewable energy in vehicle plants' energy consumption: **56%**, ↑ **21%pt** YoY
- Total installed photovoltaic capacity reached **482 MW**, ↑ **8.3%** YoY
- **3** vehicle plants obtained "Zero-carbon Factory" certification

2045 Target: Achieve carbon neutrality

Carbon Reduction in Supply Chain:

- Average carbon emissions of NEV series in supply chain ↓ **26%** vs 2020
- Aveagre carbon emissions of ICE Vehicle series in supply chain ↓ **9%** vs 2020
- Supplier carbon reduction of approximately **1,476k** tCO_2e

* Refers to the 17 vehicle plants producing Geely brand (including Galaxy and China Star), Lynk & Co brand and ZEEKR brand, corresponding to the Group's total sales volume of 3,025k vehicles in 2025.

3.1 Climate Strategy and Targets

Climate change and carbon emissions have become key global ESG issues that have attracted much attention, profoundly impacting the Group, the entire automotive industry, and even the world. The Group is committed to becoming a leading enterprise in the global automotive industry, being aware of its essential mission of addressing climate change, taking proactive actions and leveraging the power of technological innovation, and taking itself as an example to drive upstream and downstream enterprises in the industrial chain and users towards the road of low-carbon transformation jointly.

The Group deeply understands that climate change is not just an environmental issue, and it also has extensive and far-reaching social and economic impacts on stakeholders in the addressing process. Therefore, the Group not only pursues the goal of carbon neutrality but also, based on technological innovation and economic sustainability, explores a carbon neutrality implementation path that can achieve coordinated progress in addressing multiple environmental, social, and economic challenges, so as to fully promote the achievement of the goal of carbon neutrality.

2025 Target

Lifecycle carbon emissions per vehicle

↓25%

(using 2020 as the baseline year)

2025 Progress

Lifecycle carbon emissions per vehicle

↓25.5%

Exceeded the 2025 carbon reduction target

2045 Target

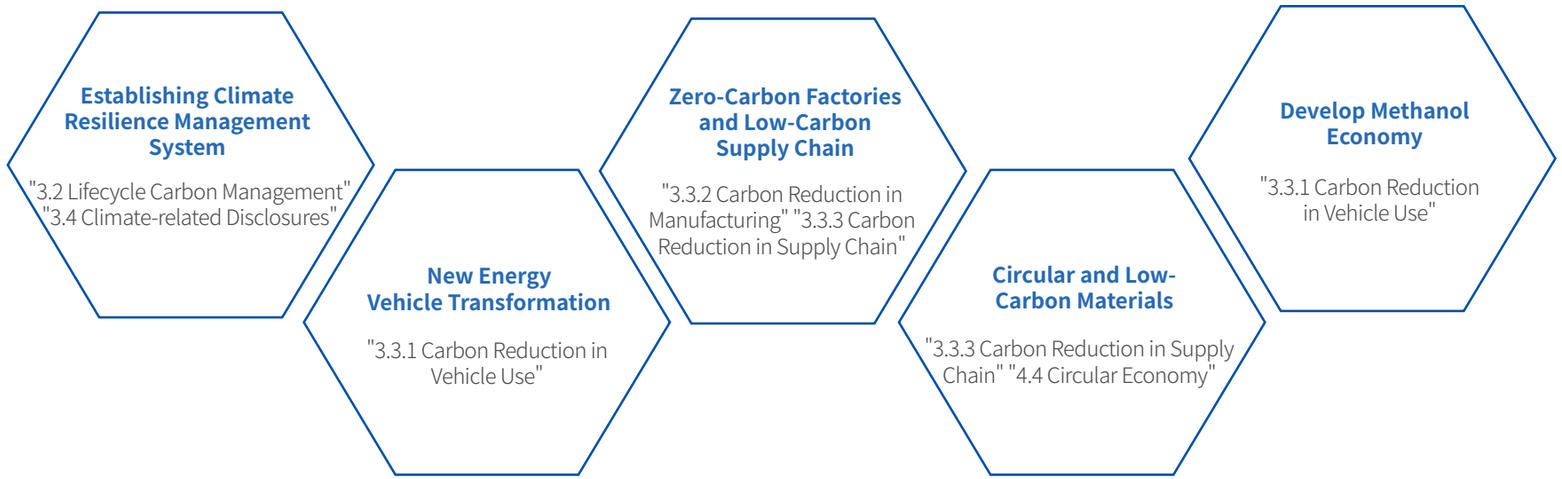
Achieve carbon neutrality

The Group's greenhouse gas emission targets cover core greenhouse gases, primarily carbon dioxide (CO_2), as well as methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), fully covering key emission stages of the Group's operations and value chain. The targets have achieved full-dimensional coverage of Scope 1, Scope 2 and Scope 3 greenhouse gas emissions, with full-chain control realised through the "GeeCarbon Cloud" carbon management platform.

The Group's 2045 target is a net greenhouse gas emission target, i.e., it is committed to driving the carbon neutrality transition at its own operational level (Scope 1 and Scope 2) and product value chain level (specific Scope 3 categories) by the target year. At the same time, the Group has set a clear and specific target for greenhouse gas emissions per vehicle for 2025, serving as a key milestone anchoring the 2045 carbon neutrality goal, ensuring that the emission reduction pathway is steadily implemented and the results are measurable.

Building on the successful achievement of the 2025 short-term carbon reduction target, the Group is currently formulating its 2030 climate strategy and targets, aiming to move towards deeper green and sustainable development through systematic transformation of the entire value chain. With "lifecycle carbon emission reduction" at its core, it will set clear targets and key measures covering critical stages such as design, manufacturing, operations, supply chain and product use.

Through its "Climate Neutrality" strategy and the following key actions, the Group has exceeded its 2025 carbon reduction target, and is further planning the next five-year targets while advancing towards the 2045 carbon neutrality goal, always adhering to the objective of transitioning towards the 1.5° C pathway of the Paris Agreement:



Just Transition

Just transition is the key process in addressing climate change, so as to ensure that it can achieve balanced development in the environment, society, and economy, and that the benefits in the transition process are reasonably distributed among all stakeholders.

With the long-term target of achieving carbon neutrality, the Group takes into full consideration the impacts on the following stakeholders when formulating the climate neutrality strategy, so as to establish a stable, pragmatic, and just low-carbon transition path.

Employees

In the process of advancing the new energy and intelligent vehicle strategy, we ensure that every employee can adapt to industrial transformation and gain new growth opportunities through systematic skills retraining, job transition support, and forward-looking talent planning. We are committed to providing a safe and inclusive working environment, and through innovative mechanisms, we encourage all employees to participate in low-carbon practices, making employees not only executors of the transition but also creators and sharers of green value. (For details, see "8.5.2 Employee Empowerment" and "3.3.1 Carbon Reduction in Vehicle Use").

Suppliers

The Group provides various resources to suppliers to support their low carbon transition, including sustainability themed training, digital platform tools such as the "GeeCarbon Cloud" platform, and will also carry out joint R&D projects with suppliers, sharing technological achievements and market information to help suppliers advance their low carbon transition. At the same time, it strengthens supply chain risk management, timely communicates to suppliers the upstream supply chain management requirements for responding to product export regulations, raw material shortages, price fluctuations and other risks, and fulfils supply chain due diligence to ensure the stability and resilience of the supply chain, achieving synergistic development with suppliers during the low carbon transition process. (For details, see "3.3.3 Carbon Reduction in Supply Chain").

Users

During the transition, we strive to exceed user expectations with intelligent mobility experiences, launch a new energy product matrix covering diverse needs through continuous technological innovation, and build a convenient and efficient charging network and service system. We are committed to lowering the threshold for green mobility, ensuring that users in different regions can equally, affordably and worry free enjoy the convenience and environmental value brought by intelligent electric mobility, helping them step into low carbon living. (For details, see "3.3.1 Carbon Reduction in Vehicle Use").

Public

We actively contribute to addressing climate change and environmental protection by promoting clean energy technologies, reducing operational emissions, and conducting low-carbon public welfare advocacy. At the same time, we are committed to promoting local economic development and community prosperity through responsible operations, enhancing public understanding and trust through transparent communication, and moving together with the whole society towards a sustainable future.

3.2 Lifecycle Carbon Management

The Group has established a climate resilience management system. For the governance structure of this system and the management measures for addressing climate-related risks and opportunities, please refer to "3.4 Climate-related Disclosures" of this Report. This climate management system has also established a carbon management mechanism:

During the Reporting Period, the Group's carbon emissions data (Scopes 1, 2, and 3) covered 100% of the products sold and production plants in the current year, and disclosed more than 96% of Scope 3 data.*

*The remaining Scope 3 emission categories account for approximately 4%, including: fuel combustion and other energy activities, waste generated in operations, leased assets (not applicable), processing (not applicable), end-of-life of sold products, investments, franchises, and fixed assets. We will consider expanding the disclosure scope in the future.

The Group identifies various sources of carbon emissions through carbon inventory and assesses product-based lifecycle carbon footprints. We use the "GeeCarbon Cloud" independently developed by Geely Digital Technology, a subsidiary of Geely Holding Group, as a digital platform for comprehensive carbon management. In carbon accounting, the Group refers to the Guidelines for Accounting and Reporting Greenhouse Gas Emissions of Machinery and Equipment Manufacturing Enterprises, the IPCC Sixth Assessment Report (2023), and data released by government authorities.

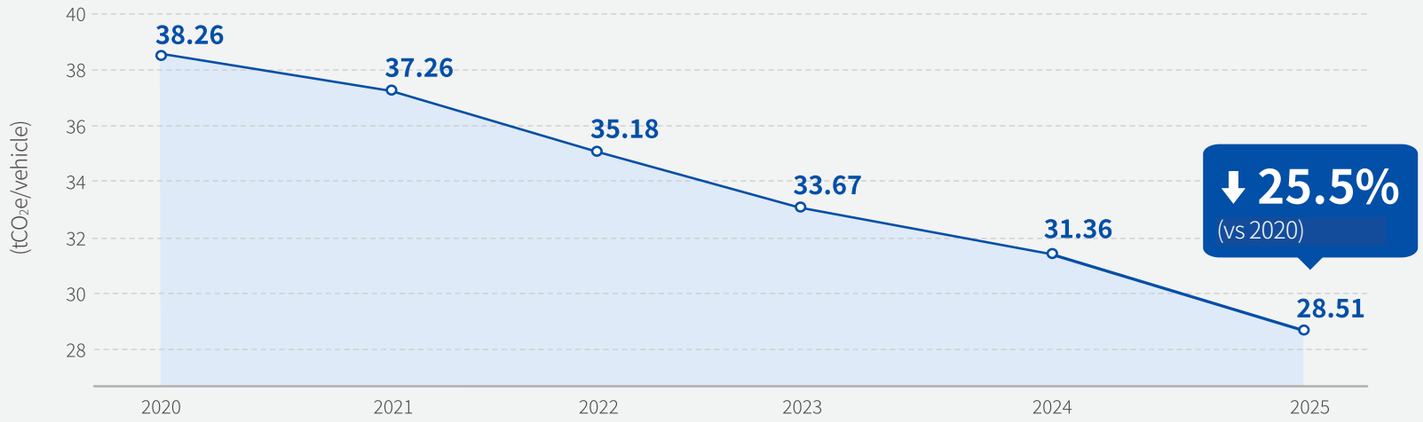
To enhance the accuracy and reliability of the disclosed data, the Group has engaged the Hong Kong Quality Assurance Agency (HKQAA) to conduct an independent assurance on the ESG key performance indicators (including GHG emissions and energy consumption data) with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board ("IAASB"). For details, please refer to "Appendix 8 - Independent Assurance Report".

Based on the calculated carbon emissions data, the Group discloses the following progress on carbon reduction targets:

- **2025 target:** Reduce lifecycle carbon emissions per vehicle by more than 25% by 2025, using 2020 as the baseline year
- **2045 target:** Achieve carbon neutrality

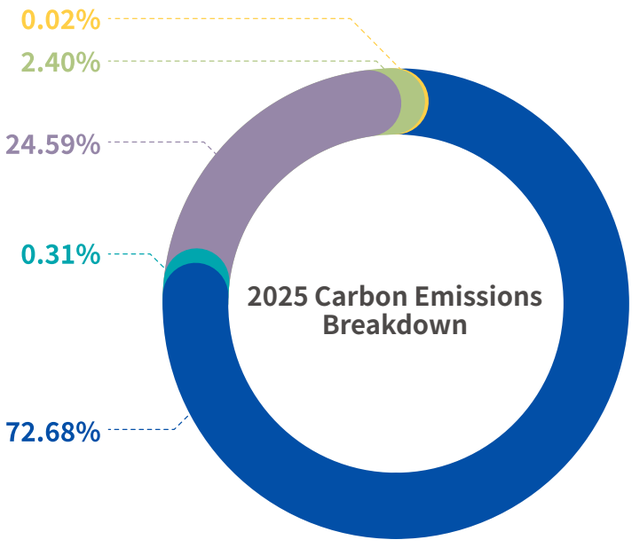
In 2025, the Group's lifecycle carbon emissions per vehicle was 28.51 tCO_2e/vehicle, a year-on-year decrease of 9.1%, and a decrease of 25.5% compared to the 2020 baseline year.

Lifecycle carbon emissions per vehicle



Based on the above carbon footprint assessment, the Group categorizes carbon emissions by business nature from the management perspective. The classification of carbon emissions and the respective proportions are as follows:

2025 Carbon Emissions Breakdown



- Vehicle Use (Scope 3 - use of sold products)
- Supply Chain (Scope 3 - purchased goods and services)
- Manufacturing (Scope 1 & 2 - vehicle manufacturing, powertrain manufacturing, office operations)
- Logistics (Scope 3 - logistics and distribution)
- Others (Scope 3 - employee commuting and business travel)

Carbon emission reduction contribution: 2025 vs 2020	Percentage*
Manufacturing (Scope 1 & 2 - vehicle manufacturing, powertrain manufacturing, office operations)	4.25%
Vehicle Use (Scope 3 - use of sold products)	98.71%
Supply Chain (Scope 3 - purchased goods and services)	-2.05%
Logistics (Scope 3 - logistics and distribution)	-0.94%
Others (Scope 3 - employee commuting and business travel)	0.03%

*Contribution percentage of each carbon reduction item = (Change in carbon emissions per vehicle for each item ÷ Absolute value of total emission reduction) × 100%

+: Positive contribution, –: Negative contribution

The contribution from the manufacturing originates from a significant increase in the proportion of renewable electricity used in vehicle and powertrain manufacturing, effectively reducing direct emissions from production operations. The vehicle use end contributes the most, mainly because the rapid increase in the share of new energy vehicle sales and the replacement of traditional internal combustion engines with high-efficiency electric drive systems significantly reduce fuel consumption and carbon emissions during the vehicle use phase. The supply chain shows a negative contribution, primarily due to a sharp increase in upstream procurement driven by sales growth; however, the Group has actively promoted emission reduction in the supply chain and is striving to reduce carbon emissions per unit of procurement.

The Group formulates corresponding carbon reduction action paths based on the classification of carbon emissions and reviews the achievement of each action path's goals at least once a year. On this basis, combined with the annual comprehensive assessment of climate risks and opportunities, the Group conducts an in-depth analysis of the assessment results and formulates targeted improvement plans to more efficiently promote the achievement of the Group's carbon reduction goals. For details on the implementation and effectiveness of relevant carbon reduction action paths, please refer to "3.3 Implementation of Carbon Reduction Action".

Advancing towards the 1.5° C Target of the Paris Agreement

Facing the urgent challenge of global climate change, the 1.5˚C temperature control target of the Paris Agreement has become a guiding principle for international community action. As a leading enterprise in the green transformation of China's automotive industry, the Group actively responds to global climate governance initiatives. In November 2025, the Group was invited to attend the 30th Conference of the Parties (COP30) to the United Nations Framework Convention on Climate Change, systematically showcasing its innovative practices and phased achievements in low-carbon transformation across the entire value chain, contributing an ambitious and action-oriented "China Solution" to the global automotive industry.

The Group is guided by the vision of "Leading Green and Intelligent Mobility Ecosystem.", proposing a long-term goal of achieving carbon neutrality by 2045, closely aligned with the 1.5˚C pathway of the Paris Agreement. Driven by the dual wheels of the "Two Blue Geely Action Plans", the Company systematically advances the large-scale promotion of new energy vehicles and deep decarbonization across the entire value chain, building a full-chain low-carbon ecosystem covering products, manufacturing, supply chain, and recycling.

At the same time, we collaborate with domestic and international authoritative institutions to study feasible and practical decarbonization paths aligned with industrial development, and have formulated detailed emission reduction targets for the next phase up to 2030, centered on the 2045 carbon neutrality vision. Through comprehensive assessment and forward-looking planning, we will establish a more precise carbon reduction target system, continuously improve carbon accounting methods, reference industry best practices and national accounting standards, and gradually expand the data disclosure scope of Scope 3 emissions. In the future, we will continue to advance various carbon reduction initiatives, strive to obtain certification from authoritative institutions, build an automotive enterprise emission reduction benchmark aligned with the 1.5° C target, and contribute concrete actions to global climate governance.

3.3 Implementation of Carbon Reduction Action

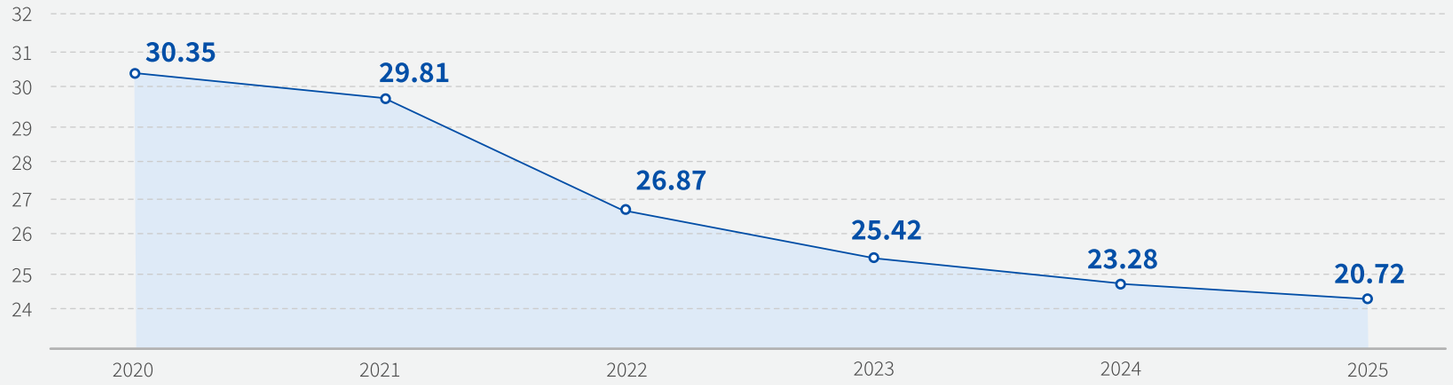
3.3.1 Carbon Reduction in Vehicle Use

Vehicle use carbon emissions (Scope 3 - use of sold products) are the most significant source of the Group's carbon emissions, accounting for 72.68% of total carbon emissions in 2025. These emissions are generated from fuel combustion during the use of vehicles sold by the Group, the mining and processing of fuels used by vehicles, electricity production and distribution, and fluid replacement for vehicle maintenance and repair.

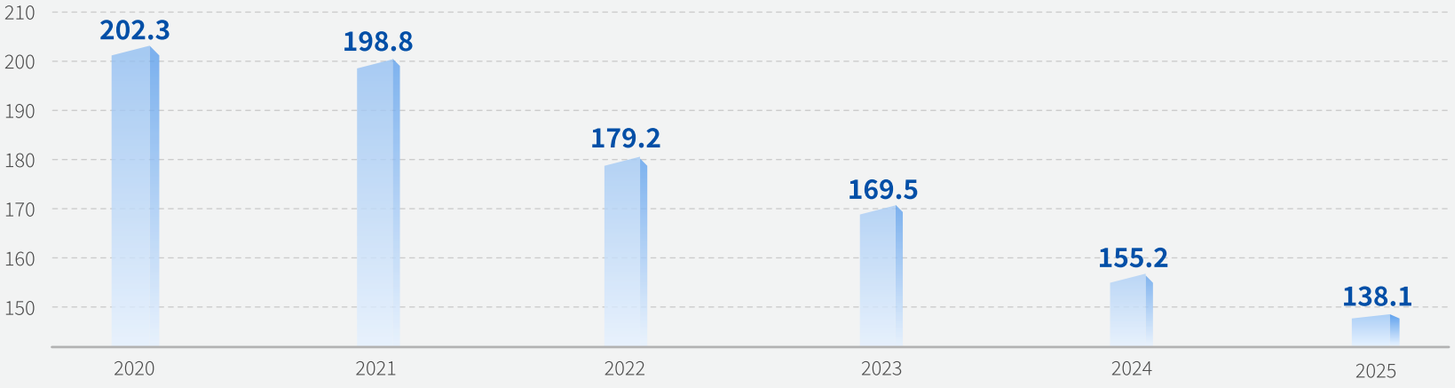
Guided by the Group's newly released 2030 strategic goal of "One Geely, Fully Leading", we strengthen top-level coordination and global collaboration to build a global "one chessboard" pattern of technology co-creation, market co-expansion, and supply chain sharing, promoting comprehensive leadership in use-end emission reduction through the "six-in-one" core capability system. Based on this, the Group has set the following targets and progress for vehicle use carbon emissions:

2025 Target	2025 Progress
Vehicle use (Scope 3 - use of sold products) Average emission reduction of more than **30%** (vs 2020 baseline)	Vehicle use (Scope 3 - use of sold products) Average emission reduction of **31.7%** (2024: 23.3%)

GHG Emissions Intensity (Scope 3 - Use of Sold Products) and Average Tailpipe Emissions Intensity



● GHG emissions intensity (Scope 3 - use of sold products) (tCO_2e/vehicle)



● Average tailpipe emissions intensity (gCO_2e/km, WLTC)

New Energy Strategy

New Energy and Energy-Saving Vehicle Brands and Product Matrix

Our brands cover the mass to luxury new energy vehicle markets and have launched a diversified range of new energy products.

New Energy Intelligent Technologies

- New energy architectures: SEA architecture, SEA-S super electric hybrid architecture, GEA Evo architecture
- Hybrid technology: Xingrui AI Cloud Power 2.0, EM-i Hybrid series, EMP Hybrid series, Super Electric Power Hybrid series
- Battery technology: New battery brand "Aegis Gold Brick"
- Electric drive technology: 11-in-1 intelligent electric drive
- Clean fuels: Methanol and other alternative fuels

Promotion of NEVs and Low-Carbon Mobility

- Expansion of charging network
- Coverage of multi-price range new energy markets
- Expansion of new energy sales channels
- Multi-approach enhancement of user awareness of low-carbon products

During the Reporting Period, the Group firmly advanced its intelligent electrification transition, and each brand achieved breakthrough results in its new energy strategy. Total sales volume* for the full year of 2025 was **3.025 million units**, a year-on-year increase of **39%**. Among them, new energy vehicle (including BEVs and PHEVs) sales volume* was **1.688 million units**, a year-on-year increase of **90%**, with the proportion rising to **55.8%** (2024: 40.8%), becoming the core driver for the Group's average carbon reduction target at the use end. The Group's new energy strategy covers the following action paths to promote the growth of NEV sales and the goal of carbon reduction at the use end.

The Group's three major brands, Geely, Lynk & Co, and ZEEKR, precisely cover the mass, premium, and luxury market segments, and have all made significant progress in the new energy sector. Geely Galaxy and ZEEKR sold **100%** new energy vehicles during the Reporting Period. Geely China Star also vigorously developed oil-electric hybrid technology, and Lynk & Co, through its successful new energy transition, saw the proportion of new energy vehicles in its total sales significantly increase to **65%**.

The Group has set a total sales target of **3.45 million units** for 2026, of which the new energy vehicle sales target is **2.22 million units**, expected to achieve approximately **32%** growth compared to 2025. The Group will continue to strive to lead the industry towards a sustainable mobility future by continuously increasing the proportion of green and low-carbon products.

Two Blue Geely Action Plans

The Group released the "Two Blue Geely Action Plans" in 2021,
clearly proposing a balanced development path for improving energy-saving, low-carbon, and zero-emission products.

Plan 1: Focus on energy-saving and new energy vehicles, including hybrid electric vehicles, plug-in hybrid electric vehicles, extended-range plug-in hybrid electric vehicles, and small-displacement energy-saving vehicles.

Plan 2: Focus on pure electric smart vehicles, establish a new pure electric vehicle company, and directly participate in the competition in the intelligent pure electric vehicle market.

Sales volume of NEVs*

BEV Sales
2025: 1,074k units
(2024: 576k units)
↑86%

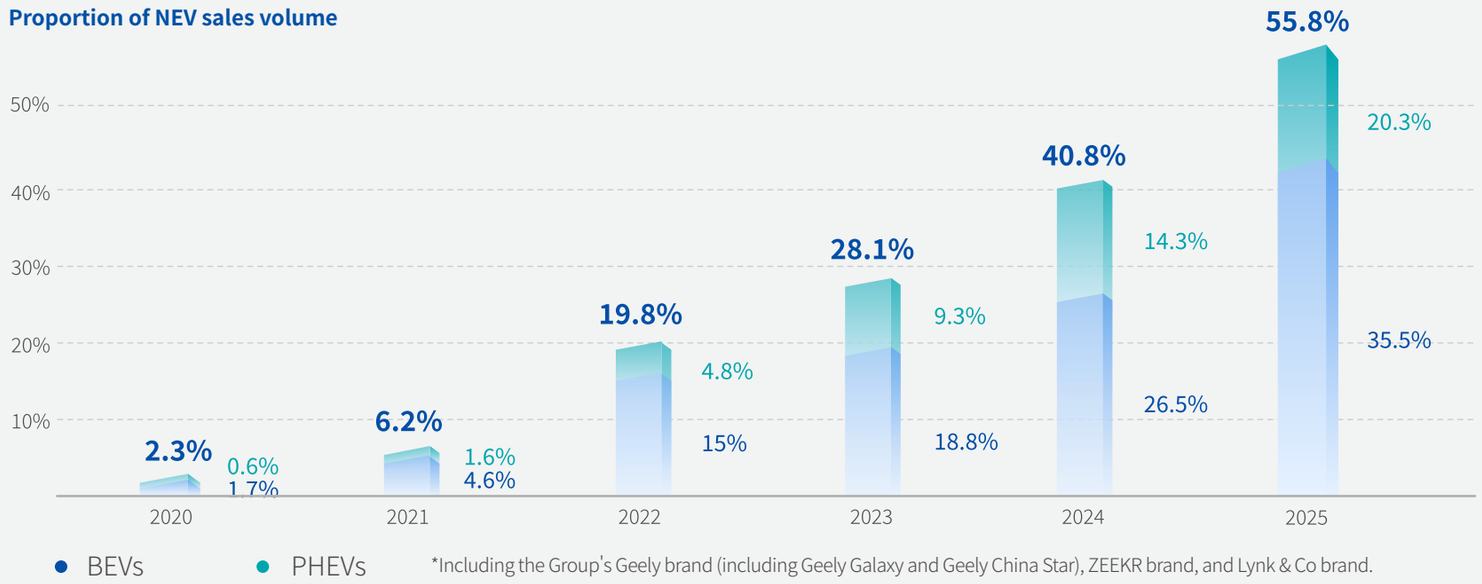
+

PHEV Sales
2025: 614k units
(2024: 312k units)
↑97%

=

NEV Sales
2025: 1,688k units
(2024: 888k units)
↑90%

Proportion of NEV sales volume



*Including the Group's Geely brand (including Geely Galaxy and Geely China Star), ZEEKR brand, and Lynk & Co brand.

New Energy Products

Geely Brand

Geely brand (including Geely Galaxy and Geely China Star) sales volume in 2025 was 2.45 million units (2024: 1.67 million units), a year-on-year increase of 47%; among them, Geely Galaxy sales volume in 2025 was 1.236 million units (2024: 494k units), a year-on-year increase of 150%, successfully achieving the "Million Galaxy" target. During the Reporting Period, the proportion of new energy vehicle sales for the Geely brand reached 50.4% (2024: 29.9%).

2025 was a year of breakthrough progress in Geely Auto's new energy transition, driven by the "One Geely" strategic integration, achieving comprehensive growth in sales, technology, and financial performance. We released the industry's first "Full-domain AI for Automobiles" technology system, deeply integrating AI capabilities into all aspects of automobiles including architecture, powertrain, chassis, cockpit, and driving assistance. The most iconic launch was the new generation of super AI extended-range technology, featuring a 1.5T range extender with a thermal efficiency as high as 47.26%, achieving extreme efficiency of 3.77 kWh of electricity generated per liter of fuel, and realizing global active optimization of energy management through the "Xingrui AI Cloud Power 2.5" system.

Geely Galaxy has become the fastest NEV brand to reach annual sales of one million units, driven by the continuous expansion of its high-value product matrix. This includes the launch of a series of best-selling models such as the Geely Galaxy Xingyao 8 — a B-segment PHEV sedan built on the GEA Evo architecture, as well as the Geely Galaxy M9, Geely Galaxy Xingyao 6, Geely Galaxy A7, and other popular models that have continued to drive strong sales momentum.

In 2026, the Geely Galaxy brand has set a sales growth target of 25%, continuously improving its product portfolio to achieve full-category coverage in the mainstream new energy market. It will launch several new energy products, including the Geely Galaxy V900, Geely Galaxy M7, and Geely Galaxy Xingyao 7.

Geely Galaxy Xingyao 8 was awarded the 2025 "Low Carbon Leader Model", ranking first among C-class PHEV sedans

On 30 July 2025, at the "2025 Climate Action Ecosystem Partners Conference", Geely Galaxy Xingyao 8 was awarded the title of "Low Carbon Leader" in the C-class PHEV sedan category for its outstanding performance in lifecycle carbon emission reduction. The selection was based on the China Automotive Industry Chain Carbon Publicity Platform (CPP), which scientifically evaluates the full lifecycle carbon emissions of vehicles. Geely Galaxy Xingyao 8 achieved a lifecycle carbon emission of 190.58 gCO_2e/km, outperforming the industry average by 18.6%, with low-carbon optimization achieved in stages such as component materials, power batteries, maintenance, and fuel production and use.

Geely Galaxy Xingyao 8 is equipped with the Leishen Super Electric Hybrid dual powertrain system, offering two technology paths: EM-i and EM-P, precisely covering different user needs while pushing the energy efficiency of the hybrid system to new heights. Among them, the Leishen EM-i super electric hybrid system uses a 1.5TD + DHT Evo hybrid golden powertrain combination, achieving a feed fuel consumption as low as 3.36L/100km under CLTC conditions, reducing fuel consumption and carbon emissions at the source. The Leishen EM-P super electric hybrid system provides more powerful output while maintaining excellent energy efficiency, with a feed fuel consumption of only 3.67L/100km and a 0-100 km/h acceleration of 6.49 seconds, achieving a perfect balance between extreme performance and low carbon emissions.

In addition to the advantages of the hybrid system, the Geely Galaxy Xingyao 8 also introduces the industry-unique Xingrui AI Cloud Power technology. This technology uses AI large models to sense environmental information such as temperature, humidity and gradient in real time, while integrating navigation routes, daily commuting trajectories, personal driving preferences and other data. Relying on the massive computing power (ten-thousand-card level) of the Xingrui Intelligent Computing Center 2.0, it achieves full-scenario intelligent optimisation in dimensions such as "intelligent fuel/electricity decision-making, stepless energy recovery adjustment, and intelligent heating/cooling judgment", with an overall fuel saving rate of up to 15%. With this technology, the vehicle can intelligently adjust energy distribution according to different driving conditions and user habits, further improving energy efficiency and truly achieving the effect of saving more fuel the more you drive.

Deeply practising the green and low-carbon concept in design and manufacturing, the Geely Galaxy Xingyao 8 achieves carbon emission reduction on the production side through material innovation and process optimisation. The body uses a large amount of high-strength steel and aluminium alloy, while introducing a high proportion of recycled materials. This not only ensures body strength and safety, but also effectively reduces vehicle weight, thereby lowering energy consumption and carbon emissions during driving.

During production, energy consumption and waste emissions are minimized through measures such as optimizing processes and introducing advanced energy-saving equipment, practicing the green manufacturing concept at the source. At the same time, relying on Geely's full-industry-chain green management system, visual control of carbon emissions in stages such as parts procurement, production assembly, and logistics transportation is achieved, building a full-chain low-carbon production model.

Low Carbon Leader Model

Low Carbon Leader Medal

Level 1 Low Carbon Label

Geely Brand "Low Carbon Leader Models"

Model	Carbon emissions per unit mileage (g CO_2e/km)
Galaxy Xingyao 8	190.58
Galaxy E5	158.5
Galaxy L7	198.65
Geometry E	133.37

The Geely brand will also continue to optimize its oil-electric hybrid and fuel vehicle product lines, providing diversified choices for consumers with different needs. Through continuous iteration of oil-electric hybrid technology and methanol technology, it will further improve the carbon emission performance of fuel vehicle products, practicing the green and low-carbon development path for the entire product range. In 2026, the main-selling products of Geely China Star will be fully equipped with the AI gasoline-electric hybrid technology solution – the i-HEV Intelligent Hybrid, and will successively launch 4 to 5 i-HEV intelligent dual-engine technology models, ushering in the era of 3L fuel consumption per 100 kilometers.

ZEEKR Brand

ZEEKR is positioned as a global luxury technology brand, covering the high-end luxury market with the brand tone of "luxury, extreme, and technology". Sales volume in 2025 reached 224k units, a year-on-year increase of 1% (2024: 222k units).

In 2025, ZEEKR officially became a wholly-owned subsidiary of Geely Auto. The ZEEKR brand shifted from independent expansion to deep group synergy, undergoing comprehensive restructuring in brand positioning, product planning, R&D, supply chain, channels, and globalization, forming a high-end pure electric flagship positioning under the "One Geely" strategy. Product portfolio was also adjusted accordingly, with resources concentrated on high-end iteration. At the same time, ZEEKR will become the first to launch the Group's latest technologies such as the G-ASD driver assistance system and the 900V high-voltage powertrain system, and plans to introduce hybrid models to cover a broader market.

During the Reporting Period, Zeekr has further reinforced its leading position in the global premium NEV market. The 9 Series dual flagship models—the Zeekr 9X and the Zeekr 009 have achieved segment-leading sales performance, with the 9X becoming the top-selling large SUV in the above-500k category, and the 009 ranking first among large MPVs in the above-400k category. ZEEKR released the world's first luxury super electric hybrid architecture built on a pure electric architecture – the Sustainable Experience Architecture-S (SEA-S). It took the lead in achieving large-scale application of a full-stack 900V high-voltage electrical system in the hybrid field, with total electric drive power exceeding 1,000 kW, achieving an industry breakthrough of megawatt-level electric drive capability in the hybrid field, completely breaking the experience boundary between pure electric and hybrid, providing models with dual advantages of extreme performance and high efficiency.

In 2026, ZEEKR has set a sales growth target of 34%, continuing to expand its luxury product matrix, leading brand value enhancement with luxury experiences. It will launch several new energy products, including the ZEEKR 9X Grand and ZEEKR 8X.

ZEEKR 9X

As ZEEKR's first model entering the hybrid market and the first product of the SEA-S super electric hybrid architecture, the ZEEKR 9X brings together four core technologies: SEA Super Electric Hybrid, SEA AI Digital Chassis, SEA Safety Armor, and G-ASD Driver Assistance, integrating cutting-edge technologies in the new energy field, significantly improving energy efficiency and user experience while delivering extreme performance.

The ZEEKR 9X is equipped with the first megawatt-class electric drive in the hybrid field, with a maximum output power of 1,030 kW, over 1,400 horsepower, and a 0-100 km/h acceleration of 3.1 seconds, firmly ranking at the top of global hybrid SUV performance charts, maintaining 3-second-level acceleration even at 20% low battery. At the same time, it is paired with the world's first 70-degree 6C large battery for hybrids, achieving a maximum pure electric range of 380 km, and can charge from 20% to 80% in just 9 minutes, greatly enhancing the convenience and frequency of pure electric use, encouraging low-carbon behavior at the source of use.

Lynk & Co Brand

Lynk & Co is positioned as a global mid-to-high-end new energy brand, covering the mid-to-high-end market with the brand tone of "trendy, sporty, and personalized". The total sales volume of the Lynk & Co brand in 2025 was 350k units, a year-on-year increase of 23%. By accelerating its new energy strategy, Lynk & Co's new energy vehicle sales increased by 36% year-on-year to 228k units, with the proportion of new energy vehicle sales rising to 65%. During the Reporting Period, Lynk & Co achieved overseas sales of over 30k units, with its 195 overseas stores covering 50 overseas countries/regions markets, and its global sales channel network totalling 778 outlets.

In 2025, the Lynk & Co brand fully entered the intelligent 2.0 era in both products and technology, leveraging the combined synergies following the integration of ZEEKR and Geely Auto, Lynk &Co has achieved significant breakthroughs in both intelligent capabilities and safety standards. For core models, the flagship SUV Lynk & Co 900 sold over 50k units within 6 months of launch, ranking among the top in the high-end full-size hybrid SUV market. The Lynk & Co 10 EM-P quickly gained market recognition after its launch in September, winning the championship in the mid-to-large high-end hybrid sedan segment in November, with sales exceeding 20k units within 3 months of launch. The "EM-P Super Electric Hybrid Duo" consisting of the Lynk & Co 07 EM-P and Lynk & Co 08 EM-P achieved cumulative sales of over 200k units. Among them, the 08 EM-P, as the world's first mid-size SUV equipped with Thor chips, comes standard with LiDAR, demonstrating strong market competitiveness.

Leveraging the synergy advantages after the integration of ZEEKR and Geely Auto, Lynk & Co achieved dual breakthroughs in intelligence and safety. The Qianli SEA safety driver assistance solutions (H5/H7) and the LYNK Flyme Auto 2 intelligent cockpit system have been mass-deployed on several main models. At the same time, Lynk & Co adheres to the principle that safety is the foundation of technology. The Lynk & Co 900 successfully completed China's first "double-speed super-standard chain collision test". The Lynk & Co 10 EM-P's Aegis Gold Brick super electric hybrid battery has passed multiple extreme safety verifications. Both the Lynk & Co Z20 and Lynk & Co 08 EM-P achieved Euro NCAP five-star ratings.

In 2026, Lynk & Co has set a target of 14% sales growth, continuously expanding the comprehensive renewal of technology and products. It will launch several new energy products, including the Lynk & Co 07 wagon.

Lynk & Co 900

The Lynk & Co 900 is equipped with the EM-P super intelligent electric hybrid system and Xiaoyao battery, offering a maximum pure electric range of 280 km and a combined range of up to 1,443 km, achieving a combined fuel consumption as low as 0.65 L/100km under WLTC conditions and a fuel consumption of 6.95 L/100km when the battery is depleted, balancing performance and energy efficiency. The Lynk & Co 900 is also equipped with an "Intelligent Carbon Management" system, which analyses driving habits and road conditions in real time and automatically optimises the fuel-electricity distribution strategy. In actual tests in urban Shanghai, the combined fuel consumption was only 1.2 L/100km, and carbon emissions were reduced by 76% compared to fuel-only vehicles in the same class.

New Energy Technology

Through continuous updating and iteration of new energy technology and all-around upgrading of products, the Group has created multiple new energy technology paths such as pure electric, hybrid, fully committed to a new journey of new energy transformation. We continue to develop diversified solutions based on consumer demand, increase R&D investment in hybrid technology, and deeply explore the application potential of carbon-neutral and clean energy sources. Meanwhile, we continue to deepen the research and development of ultra-low emission technologies, committed to reducing engine energy loss, significantly reducing energy consumption and carbon emission levels of traditional high-energy-consumption models during the use phase while ensuring efficient engine operation.

New Energy Architectures

The SEA was released in 2020. The Group took 4 years and invested RMB 18 billion to build a high-end new energy architecture mainly focusing on pure electric models, achieving full-size coverage from Class A to Class E vehicles, supporting various models such as sedans, SUVs, MPVs, sports cars, and pickup trucks.

The SEA-S super electric hybrid architecture is the world's first dedicated hybrid architecture built on a pure electric architecture, featuring three "world's first" generational leads: the world's first full-stack 900V high-voltage hybrid architecture, the world's first hybrid architecture with electric drive power exceeding one megawatt, and the world's first hybrid architecture achieving the longest CLTC range for hybrid SUVs. This architecture takes "electric drive as the mainstay" as its core logic, featuring a full-stack self-developed 2.0T super electric hybrid dedicated engine and the first megawatt-class electric drive system in the hybrid field, with a system combined power of up to 1,030 kW, achieving top-tier performance. Paired with a 6C ultra-large capacity battery, the CLTC pure electric range reaches 380 km, supporting charging from 20% to 80% in just 9 minutes, greatly improving the proportion of pure electric travel and charging efficiency for users.

The GEA architecture adheres to the concept of "safety equality", committed to bringing flagship-level intelligent and safety experiences to a wider range of users. This architecture integrates "hardware, system, ecology, and AI" as one, with excellent compatibility, supporting various power forms such as pure electric, plug-in hybrid, extended-range, and even methanol-electric.

The SPA Evo architecture, while maintaining excellent versatility and driving feel, has comprehensively strengthened its electrification and intelligence attributes. This architecture features a 2.0T hybrid dedicated engine combined with a P3+dual P4 three-motor powerful powertrain, delivering outstanding performance while achieving excellent energy efficiency balance.

Hybrid Technology

In 2025, the Group officially released the industry's first power domain intelligent agent based on an AI scenario engine – the Xingrui AI Cloud Power 2.0, marking the entry of hybrid power management from "rule control" into the intelligent AI era of "autonomous perception and decision-making". Empowered by AI, we have comprehensively upgraded the Leishen Super Electric Hybrid system, evolving into the "more intelligent" Leishen AI Hybrid 2.0, which, through more advanced algorithms, builds an energy management system driven by scenario intelligence, achieving a profound evolution from "efficient" to "intelligently efficient".

As the core platform of the Group's hybrid technology, Horse Powertrain completed its platform-based evolution in 2025, deriving three major product series, respectively installed in new models of Geely Galaxy, Lynk & Co, and ZEEKR, and achieving differentiated performance goals for each series through Leishen AI Hybrid 2.0 technology.

- EM-i Electric Hybrid Series: Positioned as "extreme energy-saving ", mainly for the Galaxy brand, focusing on ultra-low energy consumption and long range. This series features the Leishen EM-I AI Electric hybrid system, with a hybrid dedicated engine achieving the world's highest mass-produced thermal efficiency of 47.26%, combined with an ultra-efficient electric drive, achieving ultra-low fuel consumption of 2.67L/100km under CLTC feed conditions. Its AI intelligent energy management system learns road conditions and driving habits to dynamically optimize energy distribution, further reducing energy consumption by 3%-10%, with a comprehensive range exceeding 2,100 km, completely eliminating user anxiety.
- EM-P Hybrid Series: Positioned as "high intelligence", mainly for the Lynk & Co brand, pursuing a balance between high performance and intelligent experience. This series features the Leishen EM-P AI hybrid system, adopting an independent three-motor design, providing not only powerful power but also redundant safety protection, reducing the system failure rate by 50%.
- SEA Super Electric Power Hybrid Series: Newly launched in 2025, positioned as "high-end performance", mainly for the ZEEKR brand, filling the gap in the high-end hybrid market. This series relies on a full-stack 900V high-voltage hybrid architecture and a high-performance 2.0T engine, achieving an extreme balance between power performance and energy efficiency.

In 2025, our hybrid technology fully entered the "Smart Power 2.0" stage, breaking through the limitations of traditional hybrid technology that relies on fixed rules or preset navigation. Through mapless decision-making technology, even when navigation is not activated, the system comprehensively uses onboard sensors, real-time road condition perception, and historical data to automatically predict driving routes and road condition changes, and accordingly formulate the optimal energy consumption plan for the entire journey. For complex conditions such as urban congestion, the system uses DP dynamic programming intelligent algorithms to predict the total energy demand of the journey in advance, dynamically set battery charge targets, intelligently manage charging and discharging timing, and deeply integrate energy distribution into the vehicle control logic, achieving a maximum reduction in fuel consumption of 16% in actual tests.

At the same time, the intelligent charging and intelligent thermal management modules work synergistically, intelligently recommending charging strategies and precisely regulating the operating temperatures of core components such as the battery and motor based on vehicle status, ambient temperature, and user itinerary, ensuring stable and efficient system operation under all conditions while reducing thermal management power consumption by more than 30%. Intelligent Power 2.0 not only achieves extreme optimization of energy efficiency but also has continuous learning capabilities, continuously adapting to users' personalized driving habits and diverse travel scenarios, marking the profound evolution of the Group's hybrid technology from "efficient" to "intelligently efficient", bringing users an unprecedented "low energy consumption, high smoothness" intelligent mobility experience.

In 2025, the Group's hybrid technology strength received multiple industry authoritative recognitions: Horse Powertrain's "High Performance Drive Hybrid Platform Technology" won the US PACE Award; the "Key Technology and Application of High-Performance Hybrid Transmission System for Passenger Vehicles" project won the First Prize of Ningbo Science and Technology Progress Award; and two products – the BHE15TDEB engine (code-named Horse B15)

and the Horse DHT160 hybrid system – were awarded "China Heart 2025 Top 10 Engines and Hybrid Systems".

- i-HEV Intelligent Hybrid: In 2026, Geely Auto launched its next-generation AI-powered hybrid solution — the i-HEV Intelligent Hybrid — redefining the intelligent hybrid driving experience. Empowered by Geely Auto's full-domain AI 2.0 technology, i-HEV deeply integrates world-class powertrain systems with industry-leading three-electric technologies (battery, eletric motor, and electronic control) technologies. The i-HEV system is ready for mass production immediately upon launch. It has been first deployed across Geely's best-selling China Star series, including the Xingrui, Xingyue L, enabling global customers to experience a new generation of AI-powered hybrid driving that delivers greater intelligence, efficiency, performance, safety, and reliability.

Battery Technology

In 2025, relying on the ENERGEE Battery Industry Group, the Group consolidated its power battery technological achievements under the unified Aegis Gold Brick Battery brand. The Aegis Gold Brick Battery successfully passed the industry's first "complete vehicle + complete pack" live six-series extreme test challenge, achieving breakthroughs in four major technical areas: "long range, ultra-fast charging, ultra-durability, and ultra-safety". It has completed the full technical route layout covering pure electric, plug-in hybrid, and extended-range, meeting diverse needs. The safety standards of the Aegis Gold Brick Battery far exceed national standards. In terms of range, the Aegis Gold Brick Battery, through a battery-centric architecture redesign and optimisation of the precise arrangement of cells, has improved space utilisation, enabling the pure electric range of hybrid models to exceed 200 kilometres. In terms of fast charging, the ultra-fast charging capability reaches 10% to 70% SOC. In terms of lifespan, the cell takes only 4 minutes and 22 seconds. Its cycle life reaches 4,500 cycles, ensuring battery performance for one million kilometres. Its low-charge output power is 23.5% higher than that of peers, and under power-feeding conditions below 20% SOC, the single-cell 5-second discharge power can reach 2,100 W.

Electric Drive Technology

InfiMotion has received authoritative recognition in the field of light metal alloy applications. Its "Magnesium Alloy Wheel-Side Dual-Motor E-Drive System Housing Assembly" project has won the Innovation Achievement Award at the 2025 (8th) Automotive Lightweight Design Competition, organized by the International Automotive Lightweight Conference. Equipped with the Geely Leishen 11-in-1 dual motor featuring this housing assembly, the innovative magnesium alloy housing design reduces the system weight to 77 kg, achieving a 25% weight reduction compared to the aluminum alloy housing assembly design. The total weight of the e-drive system is more than 10% lighter than mainstream industry products, making it the lightest and most highly integrated dual-motor assembly in its class. The 11-in-1 ultra-highly integrated domain control system mass-produced breaks the boundaries of traditional functional domains, achieving cross-domain deep integration of the "powertrain domain, chassis domain, and thermal management domain". The comprehensive efficiency of the 400V IGBT has exceeded 90% for the first time in the industry, and it has received the industry's first "Electric Drive Assembly 5A Level Certificate" certified and issued by CATARC. The ultra-highly integrated domain control achieves synergistic management of high- and low-voltage energy and real-time linkage of drive and chassis control, not only optimising energy flow and improving dynamic response and safety performance, but also significantly reducing the number of wiring harnesses and independent controllers through physical integration. The ultra-high integration enables lightweighting; the total assembly weight is ⩽ 79.8 kg, reducing the overall vehicle weight by more than 15% compared to non-integrated solutions, effectively improving vehicle space utilisation and reducing energy consumption, creating favourable conditions for increasing vehicle range and optimising interior layout.

Clean Fuels

Methanol

Geely has strategically laid out clean fuel methanol technology, committed to making methanol a renewable "liquid sunshine" energy source. After nearly twenty years of continuous R&D and industrial promotion, we have not only overcome global challenges such as methanol engine corrosion, swelling, durability and low-temperature cold start, but have also built the world's first complete methanol circular economy ecosystem – covering green methanol production, storage, transportation, refuelling, vehicle application, and even carbon capture and reuse – providing a practical and immediately effective deep decarbonisation solution for the transportation sector, especially for high-emission scenarios such as commercial vehicles.

We are vigorously advancing the construction of a methanol refuelling network to remove barriers to large-scale application. As of the end of the Reporting Period, 823 methanol refuelling stations have been built nationwide, with a plan to reach 6,000 stations by 2030, forming a widely covered energy infrastructure to ensure user convenience.

Methanol technology has moved from R&D verification to large-scale commercial application. Currently, more than 40k methanol vehicles have been deployed in cities such as Guiyang and Hangzhou, and have successfully served international events such as the Hangzhou Asian Games and the Harbin Asian Winter Games, with their reliability fully verified. We plan to launch the fifth-generation methanol-electric hybrid products (covering sedans and SUVs) for C-end users in 2026, equipped with the world's first methanol direct-injection hybrid dedicated engine, achieving a thermal efficiency of 48.15% and a breakthrough ultra-low-temperature cold start capability at minus 35° C, providing users with free and low-carbon travel options that are "methanol-capable, electric-capable, and petrol-capable".

Strategic Transformation of Methanol-Hydrogen Electric Vehicles from B-end Demonstration to C-end Popularization

To address the pain points of difficult cold start and rapid range decay of new energy vehicles in northern cold regions, the Group, leveraging over 20 years of methanol technology accumulation, successfully developed the fourth-generation Emgrand methanol-hydrogen electric hybrid vehicle. This model can start normally at temperatures as low as -30°C, with an operating cost of less than RMB 0.3 per kilometer and a 42% reduction in carbon emissions, providing a technically feasible solution for promoting clean energy vehicles in northern regions.

The project "Technological Innovation and Industrialization of the Full Green Methanol Circular Economy Industrial Chain" led by Geely Holding Group has won the First Prize of the Science and Technology Progress Award (Technology Development Category) of the 2025 "Science and Technology Award of the China Association of Circular Economy".

Hydrogen Engine

A hydrogen internal combustion engine is an engine that burns hydrogen to produce power based on a traditional internal combustion engine by modifying the fuel supply system and injection system. Hydrogen internal combustion engines have advantages such as low cost, low purity requirements for hydrogen, and the ability to be retrofitted from existing fuel engines, making them an ideal choice for efficient energy transition. According to the latest research results, Geely Power's hydrogen internal combustion engine has achieved an industry-leading thermal efficiency of 46%.

New Energy Promotion and Education

The Group is fully committed to promoting deep transformation into the new energy field by building diversified new energy technology paths, expanding exclusive sales channels for new energy, and improving charging infrastructure construction, with a view to providing more high-quality and affordable low-carbon vehicle products to consumers.

Improving Accessibility of New Energy Products

Charging Network and Interconnection

The Group has built a charging ecosystem of "home charging piles + self-built charging stations + public charging stations" for car owners. As of the end of the reporting period, over 1.08 million vehicle owners have been provided with home charging pile installation services. Through Haohan Energy, a professional energy replenishment platform under Geely Holding Group, we had built 2,074 charging stations nationwide as of 31 December 2025, of which 1,230 were ultra-fast charging stations. Looking ahead, the Company plans to establish 3,000 self-built stations and 15,000 self-built charging piles nationwide by 2027, further expanding its proprietary network density.

The Group actively promotes industry interconnection. As of December 31, 2025, Haohan Energy has connected to over 1.67 million third-party public charging terminals, achieving 100% coverage of all prefecture-level administrative units in mainland China, including 6,269 highway service area stations. Through cooperation with over 50 mainstream operators, we are jointly building a nationwide inclusive charging network, ensuring that users can easily and conveniently access charging services whether commuting in the city or traveling long distances.

Technological Innovation and Industry Standards

We adhere to innovation leadership, committed to fundamentally shortening charging time and improving energy efficiency. The Group's ZEEKR brand took the lead in building the world's only "Triple 800V" ultra-fast charging ecosystem covering "800V high-voltage system, 800V ultra-fast charging battery, 800V ultra-fast charging network". At the same time, Haohan Energy released the world's first full-liquid-cooled V4 ultra-fast charging megawatt pile for passenger vehicles in 2025, achieving the world-leading "dual 1300" performance of 1.3 MW single-gun peak power and 1,300 A single-gun peak current, leading the industry into the "single-gun megawatt era". This ultra-fast charging technology not only greatly improves user experience but also brings significant carbon reduction benefits by reducing vehicle charging waiting time and improving power conversion efficiency.

In addition, the Group actively assumes industry responsibility, with Haohan Energy taking the lead in drafting key industry standards such as Technical Requirements for Ultra-Fast Charging Stations for 800V Voltage Platform Electric Vehicles and Operation Management Service Guidelines for Public Charging Stations for Electric Vehicles, standardizing the entire process from design, construction to operation of ultra-fast charging stations, and promoting high-quality, sustainable development of the entire industry chain.

Smart Operation and Brand Portfolio

We use digitalization and artificial intelligence technologies to continuously optimize the operational efficiency and user experience of the charging network. Through the "Jizhichong" smart charging solution and AI dynamic pricing system, we can analyze station operation data in real-time and intelligently adjust service prices, not only improving the utilization rate of low-efficiency stations but also optimizing user queuing experience during peak hours, achieving a balance between operational efficiency and user satisfaction. At the hardware level, we plan to launch the H-series low-cost charging equipment, which prioritizes the use of environmentally friendly and recyclable materials in design, uses high-efficiency charging modules to reduce energy loss, and extends equipment life through modular design, reflecting the sustainable concept of the full lifecycle.

The Group provides accessible green mobility options for different consumer groups through clear brand positioning. The Group's Geely Galaxy, Lynk & Co, and ZEEKR brands are positioned in the mass market, premium market, and luxury market for new energy vehicles respectively, fully expanding the audience boundaries of low-carbon mobility, making the use of new energy vehicles no longer limited to specific consumer groups, achieving widespread popularity. At the same time, the Group is committed to providing affordable, accessible, and sustainable mobility solutions for customer groups at different consumption levels, fully meeting diverse market demands. For more information on the Group's new energy strategies and latest new energy technologies by brand, please see "3.3.1 Caron Reduction in Vehicle Use".

In terms of channel construction, we have established an extensive exclusive sales network for new energy:

Geely Galaxy: China: **1,220** tier-1 dealer stores

ZEEKR: Mainland China: **537** stores; Other countries/regions: **152** stores

Lynk & Co: China: **583** channel outlets; Europe: **112** stores, covering **25** countries/regions; **83** stores outside Europe for vehicle and battery recycling

Vehicle and Battery Recycling

The Group actively responds to national circular economy policies, using the Extended Producer Responsibility (EPR) pilot as a driver to systematically build a circular ecosystem covering vehicles, parts, materials, and batteries. By establishing a circular industry center, we focus on three major businesses: "circular vehicles, circular parts, and circular materials", promoting vehicle remanufacturing, part reuse, and material regeneration. The Group has established a full-process traceability management platform (CirTrace), achieving closed-loop traceability from recycling to redistribution. In the field of battery recycling, it has built an industrial collaboration system to carry out comprehensive utilization and recycling treatment. At the same time, the Group actively links with the industry chain, promotes the application of recycled materials, participates in the formulation of industry standards, and continuously improves the circular economy management system, comprehensively enhancing the level of resource utilization. For more detailed measures on battery recycling and vehicle recycling, please refer to "4.4 Circular Economy".

Promotion of Environmental Concepts

While promoting carbon neutrality across the entire value chain, we also deeply integrate low-carbon concepts into user interaction scenarios, building a user-centric low-carbon action system. Through establishing digital platforms, conducting car owner education, and building dealer networks, we are extending the concept of sustainability from the production end to the consumption end, guiding users to actively practice low-carbon choices in their travel lives, forming a "value co-creation" green ecosystem between the brand and users.

We empower car owners to achieve green travel through practical content. During the Reporting Period, we have released a series of vehicle usage tips for market users, including Tips for Improving Vehicle Range, Common Causes and Solutions for Poor Air Conditioning Cooling and Fuel Saving Tips, helping car owners use their vehicles more scientifically and efficiently, effectively reducing the carbon footprint during the use phase.

In addition, we attach great importance to the key role of the dealer network in connecting consumers and actively guide them to become advocates of sustainable consumption. We encourage sales personnel to focus on explaining environmental performance indicators such as fuel consumption and electricity consumption during product introductions, and to provide officially certified used cars and replacement services, expanding consumption choices for resource circulation. In the after-sales service stage, dealers proactively provide professional advice to car owners on waste battery recycling and vehicle scrapping, ensuring environmental responsibility throughout the vehicle's lifecycle.

Green Stores

We actively build green stores, integrating environmental concepts into the construction and operation of the dealer network. Through systematic design and refined management, we are committed to building an environmentally friendly retail terminal system, and based on this, educating and demonstrating green operations to internal and external stakeholders.

We explicitly require all new and renovated store projects to strictly implement energy conservation and emission reduction standards. In energy management, stores must implement refined control, such as independent zone control and adding timers for exterior lighting to avoid lights being left on during non-business hours. In building materials and design, stores must make scientific decisions based on local climate characteristics, for example, using double-layer hollow energy-saving glass curtain walls in hot southern regions and cold northern regions, and adding vestibules at northern store entrances to reduce indoor heating and cooling energy loss. In addition, we require stores to add dedicated power battery storage rooms, standardize the recycling process for used batteries, and promote the use of water-based paint booths, effectively reducing volatile organic compound emissions during spraying operations and improving the environmental quality inside and outside the workshop.

Through these green initiatives, we expect not only to significantly reduce energy consumption and environmental footprint during store operations but also to form replicable and scalable green store models. We hope to drive the entire dealer network and even broader industry partners to jointly enhance environmental awareness, transforming sustainable development concepts into conscious actions in daily operations, ultimately achieving a win-win situation for business and environmental benefits. In practice, we actively promote the "renovation and reuse" green upgrade model in international markets, achieving significant energy efficiency improvements and environmental benefits with minimal resource input and waste generation through design optimization and renovation of existing store facilities. For example, without replacing the original ceiling and light trough structure, traditional lighting systems are fully upgraded. After the renovation, not only is lighting electricity consumption significantly reduced, but the short construction period and minimal construction waste also fully reflect the circular economy principles of "reduce and reuse".

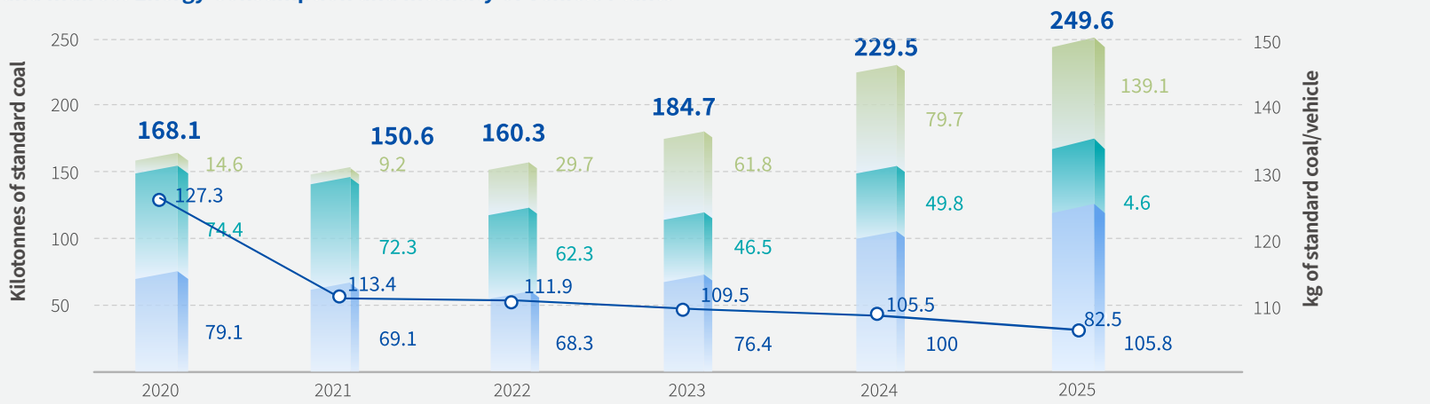
3.3.2 Carbon Reduction in Manufacturing

Carbon emissions from vehicle manufacturing mainly come from the use of energy such as natural gas and gasoline during the vehicle production process, as well as energy consumption (including purchased electricity and heat) from vehicle plant operations. We promote carbon reduction in manufacturing through energy conservation, consumption reduction, and clean energy substitution. As of the end of the Reporting Period, carbon emissions from vehicle manufacturing in 2025 accounted for 0.2% of total carbon emissions and 64.3% of the Group's total Scope 1 and Scope 2 carbon emissions. The carbon reduction targets and progress on the manufacturing side as set out in the Group's climate neutrality strategy are as follows:

2025 Target	2025 Progress
Carbon emissions intensity in vehicle manufacturing ↓ 50% (vs 2020 baseline)	Carbon emissions intensity in vehicle manufacturing ↓ 61% (2024：↓ 56%)
Energy consumption intensity of vehicle plants ↓ 20% (vs 2020 baseline)	Energy consumption intensity of vehicle plants ↓ 35.2% (2024：↓ 17.2%)

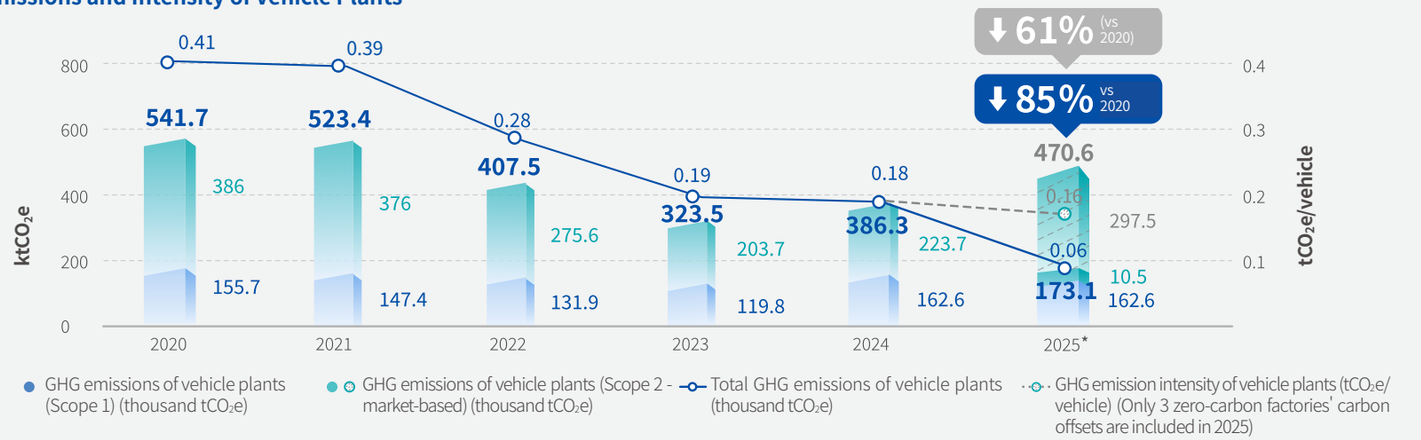
In 2025, the greenhouse gas emission intensity of thethe Group's vehicle plants was 0.16 tCO_2e/vehicle (including carbon offsets only from the three zero-carbon factories in 2025) and 0.06 tCO_2e/vehicle (including carbon offsets from all vehicle plants in 2025). The main reasons for the decrease were the implementation of energy conservation and consumption reduction measures, as well as an increase in the proportion of renewable energy

Direct and Indirect Energy Consumption and Intensity of Vehicle Plants



Note: The above energy consumption intensity includes the following types of renewable energy: photovoltaic (2020-2025), hydropower (2020, 2024), wind power (2023-2025), purchase of renewable energy certificates, e.g., I-RECs and GECs(2022-2025).

GHG Emissions and Intensity of Vehicle Plants



Note: 2020-2021 data do not include carbon offsets; 2022–2025 data include carbon credit offsets as well as offsets from purchased renewable energy certificates (e.g., I-RECs and GECs).
In which, the 2025 data is presented under two calculation approaches, showing a reduction in GHG emission intensity per vehicle of 61% and 85%, respectively. The first approach includes carbon offsets from renewable energy certificates purchased only for the three vehicle plants that achieved "zero-carbon factory" certification in 2025. The second approach includes carbon offsets from renewable energy certificates purchased for all 17 vehicle plants. Both calculation approaches demonstrate that the Group has already exceeded its target of reducing carbon emissions per vehicle by 50% at the vehicle manufacturing level.

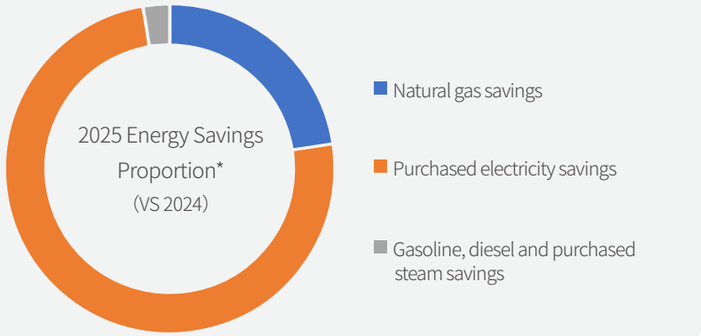
Energy Conservation

The Group regards energy management as the core pillar for achieving carbon neutrality and sustainable development in its operations. Through institutional norms, target guidance, and technology empowerment, we systematically promote energy efficiency improvement and carbon emission reduction across the entire value chain, ensuring efficient, clean, and economical energy use.

The Group has built a clear, hierarchical energy management system with well-defined responsibilities, and has formulated an overall energy strategy and carbon reduction targets. Each production plant and operating unit, as the executing body, is responsible for the implementation of specific targets and daily management. We have formulated and continuously improved a series of internal management systems and process standards, deeply integrating energy management into all aspects of production and operation, ensuring that management activities are well-regulated and based on documented procedures.

During the Reporting Period, 9 vehicle plants obtained ISO 50001 Energy Management System certification, accounting for 52.94%. The three vehicle plants in Baoji, Chengdu, and Xi'an underwent carbon audits by third-party independent certification bodies based on greenhouse gas accounting and verification standards such as ISO 14064-1 and ISO 14064-3, and produced carbon verification reports and GHG verification certificates.

We implement target-oriented refined energy management. Based on the medium and long-term carbon neutrality roadmap, the Group we set clear annual targets for reducing energy consumption and carbon intensity. These targets are scientifically decomposed and assigned to each production plant, forming measurable and traceable performance indicators. Based on these targets, each plant formulates specific energy-saving technology transformation plans, operation optimization plans, and renewable energy construction plans. The Group monitors target progress through regular management reviews and data analysis meetings, evaluates the implementation effects and return on investment of energy-saving and emission reduction projects, and dynamically adjusts strategies to ensure the scientificity and effectiveness of the overall energy management plan. During the Reporting Period, the energy consumption intensity of vehicle plants decreased by 21.8% year-on-year, saving a total of 143,528 tonnes of standard coal equivalent compared to 2024.



*When calculating energy savings, data from the same period of the previous year is used as the baseline for comparison. The calculation method is: (Intensity of Energy consumption in 2024 – Intensity of Energy consumption in 2025) × Sales volume in 2025. The calculation method for the proportion of energy savings is: Energy savings of each sub-item / Total energy savings.

"GeeCarbon Cloud" Platform

Relying on the "GeeCarbon Cloud" platform independently developed by Geely Sustainability Shared Center, we have achieved unified, real-time collection and digital management of energy consumption and carbon emission data from various factories across the Group. This platform is the core data foundation for formulating precise emission reduction plans, accounting for carbon footprints, and managing carbon assets, providing a reliable basis for management decisions.

EMS Energy Management System

In 2025, the Group comprehensively upgraded version 2.0 of its Energy Management System (EMS). The system added an AI energy consumption prediction function, which can accurately predict future energy demand based on production plans, historical data, and weather factors, and issue energy consumption warnings in advance, supporting forward-looking energy dispatch. Through equipment-linked early warning and intelligent linkage functions, the system enables deep integration with production systems. The upgraded system supports custom reports and parametric analysis, allowing management to flexibly build energy and carbon dashboards that meet their own management needs, greatly improving the efficiency and accuracy of management analysis.

In 2025:

EMS energy system covered **88%** of vehicle plants (2024: 75%)

The upgraded version 2.0 covered **13** vehicle plants (2024: 9)

Industrial Waste Heat Recovery

The Group continues to promote the recovery and utilization of waste heat from industrial production processes at each production plant, converting otherwise dissipated heat into usable resources.

- Meishan Plant: A new waste heat recovery steam-water heat exchange unit was added on the second intermediate coating line to recover waste heat from drying oven exhaust for production processes. It is estimated that 120,000 to 150,000 cubic meters of natural gas can be saved annually.
- Yiwu Plant: Added a waste heat recovery steam-water heat exchange unit to the repainting RTO incinerator. The recovered heat is used for pre-treatment in painting and for hot water in drying, reducing the gas consumption of the boiler. It is expected to save approximately 360,000 cubic meters of natural gas annually.

Clean Electricity Substitution

To reduce dependence on fossil fuels for heating and process heating, the Group promotes the use of high-voltage electrode hot water boilers, strategically utilizing low-cost green electricity or grid off-peak electricity, achieving both environmental and economic benefits.

- Zhangjiakou Plant: A new 5MW high-voltage electrode hot water boiler was added, specifically used for heating living quarters during night off-peak hours, replacing original gas boilers. This model, combined with direct purchase of green electricity, operates approximately 840 hours per year, and is expected to achieve an annual carbon reduction of about 900

tonnes while reducing energy costs by approximately RMB 500k.

- Yuyao Plant: Two new 3MW high-voltage electrode hot water boilers (one for use, one standby) were added to preheat the coating pretreatment tank liquid before production. This equipment operates during off-peak hours on production days (about 2.5 hours per day), operating about 2,000 hours per year. It is expected to achieving annual carbon reduction of about 550 tonnes and annual cost savings of about RMB 520,000.

Xi'an Plant Creates a Zero-Carbon Benchmark

Xi'an plant has installed a 520k-square-meter super photovoltaic system on its rooftop, generating 53.76 million kWh of electricity annually. This is equivalent to saving 21,504 tonnes of standard coal and reducing carbon dioxide emissions by 53,599 tonnes, roughly comparable to the carbon sequestration capacity of 47,940 mu of green forest. At the same time, the highly automated production mode further reduces overall energy consumption by 10%. Energy conservation and carbon reduction run through the entire production chain. The plant achieves mixed-line production of six models, with model switching completed within one minute, reducing energy consumption by 20%. In the stamping process, advanced equipment reduces energy consumption by 10%. In the painting process, environmentally friendly water-based coatings are used, increasing material utilisation by 20%, reducing energy consumption by 30%, and cutting volatile organic compound emissions by 50%. The exhaust gas treatment system has a purification rate of over 90%, and the supporting waste heat recovery system achieves a heat recovery efficiency of 85%, delivering comprehensive energy savings and consumption reduction.

Clean Energy Substitution

In 2025, through measures such as increasing investment in photovoltaic and energy storage stations, directly purchasing green electricity, and purchase of renewable energy certificates (e.g., I-RECs and GECs), the Group achieved the goal of using 100% renewable electricity in its vehicle plants. The proportions of renewable electricity use and renewable energy use in the Group's vehicle plants reached 100% and 55.6%, respectively, representing increases of 36 percentage points and 21 percentage points compared to 2024. During the Reporting Period, the Group's 3 vehicle plants obtained Zero-carbon Factory certification, achieved the target of "building at least three zero-carbon factories by 2025".

During the Reporting Period, the Group:

- 100% of the Group's vehicle plants are equipped with distributed photovoltaic power stations. The total photovoltaic installed capacity (including vehicle plants, powertrain plants, and research institutes) reached 482.32 MW in 2025, an increase of 8.39% year-on-year, which could meet approximately 25.1% of the plants' electricity demand, while reducing energy costs by approximately RMB 60.25 million/year*.
- 6 vehicle plants and 4 powertrain plants are equipped with energy storage stations, with an installed capacity of 70.72 MW, improving the consumption rate of photovoltaic power generation and reducing energy costs by approximately RMB 3.143 million/year*.

* Calculated on management basis

Low-Carbon Operation

We are committed to integrating sustainable development concepts into daily operations, building a green and low-carbon operation system, creating a green and comfortable office environment for employees, and enhancing their low-carbon awareness.

Building Green Buildings

- New buildings to be designed and constructed in reference to the "Assessment Standard for Green Buildings" (GB/T50378-2019). According to local geographical and climatic characteristics, a number of green technologies are applied in renewable energy design, such as using wall insulation systems for buildings, permeable pavement for roads, and installing solar photovoltaic power generation systems on roofs.

Deepening Energy Efficiency Control

- Intelligent monitoring: The air conditioning system in the park is equipped with intelligent control equipment to achieve remote monitoring and strategic management. The system automatically inspects at different times each day to avoid unnecessary air conditioning operation; strictly implements temperature control standards of 26°C in summer and 22°C in winter. At the same time, intelligent remote electricity meters are installed for floors and zones to achieve sub-metering of electricity consumption and monthly energy consumption analysis, providing data support for abnormal energy consumption control.
- Lighting system: Upgrade lamps in office areas, meeting rooms, etc., to sensor and touch energy-saving lamps, and complete radar sensor upgrades for underground parking garage lights. By replacing old, high-energy-consumption lamps, while improving lighting quality, and is expected to reducing electricity consumption by over 290 MWh annually.
- Daily energy saving: Promote initiatives such as "lights off when people leave" and "not taking the elevator for short distances", and post energy-saving tips at switches and sockets. The logistics department jointly conducts night energy consumption inspections and reports, optimizing equipment operation strategies during non-office hours, such as setting printers to turn on/off at scheduled times, comprehensively preventing energy waste.

Practicing Green Living

- Low-carbon business travel: The Group continues to increase the proportion of new energy vehicles in its company fleet. As of the end of the Reporting Period, the Geely Holding Group had 57 company vehicles, of which 51 were new energy vehicles, accounting for 89.47%. The remaining few fuel vehicles will be gradually replaced in the future.
- Carbon Inclusion Platform: The Group launched the employee carbon inclusion platform and released its mini-program in December 2025 to incentivise all employees to participate in emission reduction. Through green operations and low-carbon activities, it encourages employees to actively practice low-carbon living and working.

Carbon inclusion platform

3.3.3 Carbon Reduction in Supply Chain

The carbon emissions in the supply chain mainly come from the carbon emissions of raw materials in the upstream supply chain. The Group actively promotes green procurement, increases the proportion of low-carbon and recycled materials used, and helps suppliers improve their carbon management capabilities, advocating that high-energy-consumption suppliers establish energy management systems. We have launched carbon limits for new models, introducing sustainability indicators or requirements to model projects at the design stage, managing the full lifecycle carbon emissions of products in the supply chain.

2025 Target	2025 Progress
Average carbon emissions of each vehicle series in supply chian ↓ 20% (vs 2020 baseline)	Average carbon emissions of NEV series in supply chain ↓ 25.7% (2024 年：↓ 10.28%)
	Aveagre carbon emissions of ICE Vehicle series in supply chain ↓ 9% (2024：↓ 8.03%)

Low-Carbon Procurement

Raw Material Carbon Emission Management

Given the diversified characteristics of the Group's vehicle series, we decompose tasks into key links of the supply chain based on the carbon reduction targets for different vehicle series and the specific conditions of parts, and carry out careful planning and annual target setting accordingly. To deeply integrate low-carbon concepts into the source of product R&D, the Group issued the Vehicle Carbon Emission Development Management Measures in 2025, comprehensively upgrading the development process for product carbon emission attributes. These measures, based on the Group's R&D carbon targets, set clear development targets for the application proportions of recycled steel, recycled aluminum, and recycled plastics for the part scope of different vehicle model projects.

The Group is actively building a circular materials standard system. While ensuring product quality, it has actively introduced circular materials into new product designs, promoting the use of "20% recycled steel, 30% recycled aluminum and 25% recycled plastic" in key components of new models where circular materials can be applied, continuously reducing the carbon footprint of raw material extraction and processing, and promoting the development of the circular economy.

At present, we have established basic development targets: applying no less than 15% recycled steel, 25% recycled aluminum and 25% recycled plastic in products, and plan to increase the proportion of recycled content of key metals such as nickel, cobalt and lithium in batteries, continuously reducing the carbon footprint of raw material extraction and processing. For specific applications, please refer to "4.4.3 Circular Materials".

Power Battery Carbon Emission Management

As a core component and key carbon footprint link of new energy vehicles, the Group systematically reduces the carbon footprint of power batteries by establishing a full lifecycle carbon emission management system.

Battery R&D

We integrates the green, low-carbon and sustainable concept throughout the entire battery development process. On the material side, the battery system (PACK) explicitly requires a recycled steel proportion of no less than 15% and a recycled aluminum proportion of no less than 25%, and prioritises the use of environmentally friendly materials (such as green electricity aluminium ingots). This achieves low-carbon design at the source, improves the maintainability and disassemblability of the battery, facilitates later maintenance and material recycling, and extends the service life. The Group has successfully developed the Aegis Short Blade Battery with a cycle life of 3,500 cycles, 40% higher than the industry average, fundamentally reducing the environmental burden caused by frequent battery replacement.

Battery Procurement

For specific vehicle model projects, we have initiated the identification and layer-by-layer traceability of the supply chain for key power battery raw materials (cobalt, lithium, nickel, manganese, natural graphite, mica).

Battery Production

The Group has built a digital energy management system, combining the use of green energy with process energy conservation to reduce carbon emissions during battery production.

Battery Use

Relying on the largest big data intelligent computing platform among domestic automakers – the Xingrui Intelligent Computing Center – the Group conducts full lifecycle real-time monitoring and health management of the power batteries of all new energy vehicles. By deploying intelligent algorithms such as battery safety warning and health assessment, it ensures user safety while accurately assessing the residual value of batteries, providing data support for used car evaluation and battery reuse, maximising the full lifecycle value of batteries.

Battery Recycling

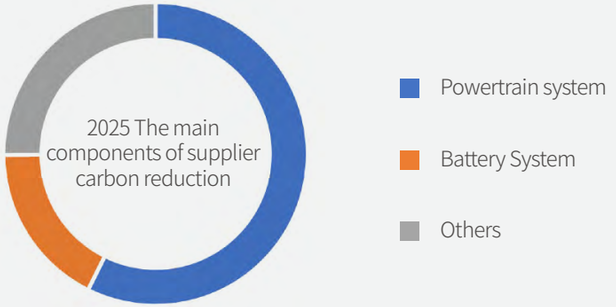
The Group has established a battery traceability and recycling management system, and has completed integration with the national power battery traceability management system, providing consumers with convenient recycling channels for used batteries. Used batteries from factories are standardizedly recycled and processed through third-party partners selected via open tender in accordance with regulations.

Battery Reuse

The Group's Circular Industry Center, with "Extended Producer Responsibility" at its core, recycled over 4,000 waste batteries throughout the year. Through technological innovation, waste batteries are screened, reassembled, and redesigned. In cooperation with third parties, application scenarios such as solar street lights within the plant area have been developed, achieving "retired but not out of service, value continues".

At the same time, to meet global battery regulatory compliance requirements, the Group is promoting the construction of a battery passport platform as the core digital foundation for full lifecycle management. We have completed the unified definition of battery passport data within the Group and built a full-chain system of "source specification – process integration – ecosystem collaboration". Through cross-enterprise, cross-unit, and cross-department collaboration, we have independently built a specialised data collection product carbon accounting and supplier management platform to meet the core data needs of the battery passport for carbon footprint accounting and key mineral traceability. This platform is planned to be continuously upgraded in 2026, promoting deep data interoperability with the main battery passport platform, forming a closed-loop control system of "data collection – traceability verification – compliance reporting", building a solid data collaboration and compliance control foundation for responding to global battery regulations. (Please refer to "7.1.1 Full Lifecycle Management of Suppliers " of this report)

As of December 2025, the platform had completed **6,880** component carbon footprint accounting models. As of the end of the Reporting Period, the cumulative carbon reduction declared by the supply chain through the platform had reached **1,476k tonnes**.



At the same time, through training, advocacy and benchmarking, we continuously enhance the autonomous carbon reduction capabilities of our suppliers. In 2025, the Group organized 4 specialized carbon management training sessions, covering 3,247 supplier personnel. We actively encourage suppliers to establish energy management systems and build green factories. Currently, some suppliers have obtained ISO 50001 energy management system certification and the title of green factory, and we have promoted 54 core suppliers to achieve 100% renewable electricity use, significantly reducing carbon emissions at the source of the energy structure. For more details on supplier carbon reduction initiatives and green procurement, please refer to "7.1 Sustainable Supply Chain".

Supplier Carbon Management Capability Enhancement

In order to standardise supply chain carbon emission management, help achieve the Group's carbon neutrality strategic goals, and enhance the green competitiveness of the supply chain, the supply end provides digital platform tools to all suppliers, sets quantitative indicators and normalised assessment mechanisms for supplier carbon management, aiming to deeply embed carbon management requirements into the entire business cycle of supplier selection, cooperation and evaluation, thereby providing a solid guarantee for the green transformation of the supply chain.

Low-Carbon Packaging

In the field of green packaging, the Group has built a systematic, digital, and quantifiable management system, fully covering resource use, recycling, and intelligent design.

We have established a traceable circular packaging management network. Through the Circular Packaging Management System (CMS), we have achieved digital tracking and management of the entire process from supplier shipment, factory reception, empty box return, to reuse, ensuring a closed loop of packaging resources. At the same time, we vigorously promote packaging standardization and generalization. Through platform-based design, the packaging generalization rate has been increased to over 75%, achieving the sharing of packaging solutions across multiple brands such as Geely, Lynk & Co, and ZEEKR, significantly reducing the variety of packaging and lowering comprehensive management and logistics costs.

In 2025, the Group officially launched the "Intelligent Packaging Solution Design for Components" project, promoting the deep transformation of inbound packaging design towards digitalization and intelligence. Relying on the powerful computing power of the "Geely Xingrui Intelligent Computing Center", this project focuses on five types of logic development: loose placement, flexible interlayer, flat interlayer, compartments, and contour positioning, generating optimal lightweight packaging solutions for new models. By deploying an AI simulation optimization platform, we perform topology optimization of packaging structures, minimizing material usage while ensuring protective performance. In addition, our patented "New Modular Assembly Transport Rack" allows the rack to be flexibly adjusted and assembled according to battery size, further reducing the number of packaging units, improving transport loading efficiency, and practicing the principle of "weight reduction equals carbon reduction".

The Group implements strict end-of-life control for all packaging materials. For all disposable packaging (such as bubble wrap, stretch film, etc.), we have dedicated personnel responsible for collection and sorting within the factory, after which all are handed over to qualified cooperative recycling enterprises for resource treatment, committed to achieving "zero landfill, full recycling" of disposable packaging waste, extending the "zero waste" concept to the logistics end, creating a "zero waste logistics" benchmark.

To ensure the effective implementation of the low-carbon packaging strategy, the Group has fully institutionalized and standardized green circular packaging requirements and deeply embedded them into the supply chain management system. The Geely Supplier Code of Conduct and the Green Supply Chain Management Agreement explicitly use packaging environmental performance as a core basis for supplier access, annual audits, performance assessment (with ESG score accounting for 30%), and even payment terms. The Supplier Breach Handling Management Measures clarify breach determination and assessment mechanisms, using institutional means to ensure the effective implementation of the green packaging strategy.

The Group's own packaging has achieved **100%** use of circular packaging. In 2025, the amount of disposable packaging materials used for complete vehicles was **13,600 tonnes**, equivalent to **4.50 kg** per vehicle; circular packaging covers more than **90%** of automotive components, with **84%** of suppliers using recyclable packaging materials, and the remaining disposable packaging achieving **100%** recycling and reuse, with a **100%** recycling rate for all packaging materials at each plant.

Low-Carbon Logistics

During the Reporting Period, the Group's Scope 3 greenhouse gas emissions from logistics and distribution amounted to 2,066,510 tCO_2e (2024: 1,146,762 tCO_2e), covering inbound logistics, outbound logistics and after-sales logistics, accounting for 2.40% of total carbon emissions. The increase in such emissions during the year was primarily due to the growth in new energy vehicle sales and overall business scale, which led to higher demand for logistics and transportation. At the same time, the statistical scope and data completeness of some logistics carbon emissions were improved, allowing more emissions to be included in the calculation.

To achieve full-chain carbon neutrality, Geely Auto has taken low-carbon logistics as a key breakthrough point, building comprehensive solutions through systematic strategic planning and innovative practices. In terms of transportation networks and models, we actively promote the regionalization of global production capacity, bringing the supply chain closer to emerging logistics hubs such as Southeast Asia and Latin America, effectively shortening response distances. At the same time, we vigorously promote the "rail-sea-rail" multimodal transport model and have set clear modal shift targets: plan to increase the proportion of rail-water intermodal transport to 45% by 2030; by 2027, increase the proportion of railway transport in regions such as Eastern Europe and Central Asia to 40%-50%, fundamentally reducing dependence on high-carbon long-distance road transport.

In terms of energy cleanliness of transport capacity, we advance on two fronts. For land transport, we strictly limit transport vehicle emissions through corporate standards Technical Requirements for Truck Transport of Automotive Parts and contract constraints, explicitly requiring that the proportion of new energy trucks in fixed vehicles should not be less than 30%. As of the end of 2025, we have purchased 50 methanol car carriers, which are expected to be put into use the following year, and plan to replace 20% of parts inbound transport trucks with new energy trucks by 2030. In the maritime sector, we actively promote the use of alternative fuel ships such as liquefied natural gas (LNG), methanol, and ammonia, fully promoting the energy transition of ships. Currently, two LNG dual-fuel roll-on/roll-off ships have been officially put into operation. These ships use LNG as a clean fuel, reducing sulfur emissions by about 90% and carbon emissions by about 85% compared to traditional fuel ships, opening up a new low-carbon transport path for Chinese automotive exports.

During the Reporting Period, the use of railway transport reduced emissions by 3,711,221 tCO_2e, and the use of waterway transport reduced emissions by 479,967 tCO_2e. At the same time, we are increasing the replacement of new energy vehicles and gradually putting them into use. During the Reporting Period, we deployed a total of 63 new energy vehicles for spare parts transportation and introduced methanol vehicles as a pilot promotion, achieving a carbon emission reduction of 12,457 tonnes.

Methanol-Hydrogen Electric Technology Drives Shipping Decarbonization

In September 2025, the world's first methanol-hydrogen electric general cargo-passenger ship "Yuan Chun 001" was successfully launched in Hangzhou. It is equipped with Geely's self-developed methanol-hydrogen electric system, enabling synergistic driving of methanol fuel and electricity. Compared with traditional diesel ships, the energy consumption of "Yuan Chun 001" has decreased by more than 42%, with energy consumption per kilometer of only 5.3 liters and a range of nearly 1,500 kilometers. While providing a clean and quiet operation experience, it also significantly optimizes full lifecycle operating costs, providing an innovative solution for low-carbon water transport in the supply chain.

World's first methanol-hydrogen electric general cargo-passenger ship

We use advanced technology to achieve precise management and efficiency leap in the logistics system:

Low-Carbon Transport

The Group continuously optimizes its logistics full-scenario (OTWB) system, achieving digital management of the entire process of logistics orders, transportation, warehousing, and billing. As of 2025, the full-chain data online rate reached 98.6%, and the fixed vehicle network access control rate reached 100%, laying a solid data foundation for refined carbon emission monitoring and management. By building a global model, we scientifically reorganize and tender cross-regional parts inbound routes, successfully achieving two-way backhaul transport, filling about 20% of the long-distance backhaul cargo volume gap, greatly improving vehicle load and utilization rates, and reducing empty mileage. In 2025, through measures such as route optimization, the front-end pickup distance in warehouse network areas was reduced by 13.03 million kilometers.

Smart Warehousing

In the knockdown (KD) business, we use a self-developed KD Management System (KDMS) combined with intelligent equipment such as automated guided vehicles (AGVs) and unmanned forklifts, significantly improving operational efficiency and transparency. At the same time, we actively promote supplier localization. In 2025, the proportion of localized volume from high-volume, long-distance suppliers reached 57%, reducing long-distance transport needs at the source.

Digital Control	Continuously optimize the logistics full-scenario (OTWB) system, achieving digital management of the entire process of logistics orders, transportation, warehousing, and billing. As of 2025, the full-chain data online rate reached 98.6%, and the fixed vehicle network access control rate reached 100%, laying a solid data foundation for refined carbon emission monitoring and management.
Smart Dispatch	By building a global model, scientifically reorganize and tender cross-regional parts inbound routes, successfully achieving two-way backhaul transport, filling about 20% of the long-distance backhaul cargo volume gap, greatly improving vehicle load and utilization rates, and reducing empty mileage. In 2025, through measures such as route optimization, the front-end pickup in warehouse network areas reduced transport mileage by 13.03 million kilometers.
Smart Warehousing	In the knockdown (KD) business, the self-developed KD Management System (KDMS) combined with intelligent equipment such as AGVs and unmanned forklifts has significantly improved operational efficiency and transparency. At the same time, we actively promote supplier localization. In 2025, the proportion of localized volume from high-volume, long-distance suppliers reached 57%, reducing long-distance transport needs at the source.

Green concepts also run through infrastructure. In the site selection and operation of spare parts businesses and leased warehouses, the Group prioritizes green-certified facilities. Currently, over 60% of our warehouses have obtained green building certifications, including 4 with China Green Building Three-Star certification, 1 with US Green Building (LEED) Gold certification, and 1 with LEED Silver certification. At the same time, in warehouse area operation management, we continue to promote the application of energy-saving technologies and environmental protection facilities. Over 70% of warehouse areas use energy-saving LED lighting, and 30% of warehouse areas are equipped with rainwater harvesting systems, photovoltaic power generation systems, and energy storage management systems, effectively reducing energy consumption and environmental impact in the warehousing stage.

3.4 Climate-related Disclosures

Since the 2019 financial year, the Group has been disclosing climate-related information based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) from the aspects of governance, strategy, risk management, metrics, and targets, and continuously strengthening relevant disclosures. In January 2023, the Group officially became a TCFD supporter.

In October 2023, the TCFD announced that it had fulfilled its remit and dissolved. The Financial Stability Board (FSB) has requested the IFRS Foundation to take over the supervision of progress on climate-related disclosures.

The Group makes disclosures with reference to IFRS S2, Part D of the HKEX "Environmental, Social and Governance Reporting Code": Climate-related Disclosures, and the "Implementation Guidance for Climate Disclosures under the HKEX ESG reporting framework".

3.4.1 Governance

Governance body responsible for overseeing climate-related risks and opportunities

The Group has established an ESG governance framework to address sustainability-related (including climate-related) risks and opportunities. See "2.2 ESG Governance" for details.

In addressing climate change, the Sustainability Committee is responsible for:

- Reviewing the strategy, action plans, and key policies for addressing climate change;
- Reviewing climate-related risks and opportunities and making recommendations to the Board;
- Supervising the implementation of climate-related work and resource allocation;
- Evaluating the progress and performance of climate-related work.

The Sustainability Committee has established an ESG Department, which reports to the Sustainability Committee at least once a year and is responsible for:

- Researching climate-related policy trends and industry changes, benchmarking peer enterprises' performance in addressing climate change;
- Assisting the Sustainability Committee in promoting and supervising various departments' work on climate change;
- Supervising the progress of climate-related work by management and ESG-related departments;
- Communicating with stakeholders regularly to understand their expectations and opinions on climate change;
- Identifying and assessing climate-related risks and opportunities.

The Audit Committee is responsible for reviewing the Group's risk management and internal control systems and providing professional opinions to the Board. ESG risks such as climate change are included in the risk map used to assess overall risk management. Based on the likelihood of risk occurrence and its potential impact, ESG risks are comprehensively considered and prioritized with risks in financial, operational, compliance, and other fields to ensure the comprehensiveness and accuracy of risk management. After fully absorbing the professional opinions of the Sustainability Committee and the Audit Committee on climate change, the Board takes these opinions into account when formulating the Group's strategic plans, business plans, and supervising overall risk management, ensuring scientific and forward-looking decision-making.

At the operational level, the Group has established a dedicated carbon management module, and in conjunction with R&D, procurement, manufacturing, sales, and other relevant departments, has established a Climate Action Working Group under the ESG Working Group, reporting to management (including the top management responsible for operations, and persons in charge of strategic planning) at least twice a year, and is responsible for:

- Assisting management and collaborating with relevant business departments to identify, assess, and manage climate-related risks and opportunities;
- Researching climate action-related policy trends and industry dynamics, participating in the formulation of relevant standards;
- Formulating and decomposing the overall climate action strategy and targets, and work implementation plans;
- Establishing operational mechanisms and processes related to climate action;
- Establishing a climate action management indicator system and processes;
- Promoting and supervising business departments and partners in fulfilling climate action requirements, assisting in guidance and training;
- Collaborating with the department responsible for performance management to formulate and implement performance evaluation and incentive policies for climate action execution by various units;
- Collaborating with Geely Holding Group on carbon asset development and trading, setting carbon management standards and communication guidelines, and carbon neutrality-related standards or initiatives, enhancing the Group's influence in carbon management.
- Collaborating with the President's Office to formulate and implement performance evaluation and incentive policies for climate action execution by various units;
- Collaborating with the Geely Holding Group on carbon asset development and trading, setting carbon management standards and communication guidelines, and carbon neutrality-related standards or initiatives, enhancing the Group's influence in carbon management.

Based on the information reported by the dedicated carbon management module and other operational information, management is responsible for:

- Assessing climate-related risks and opportunities, and considering relevant impacts when formulating business plans and making major decisions;
- Ensuring sufficient resources are allocated to climate change measures;
- Regularly reporting major climate-related matters to the Sustainability Committee.

Main meetings and resolutions during the Reporting Period

During the Reporting Period, the Sustainability Committee held 4 meetings on climate change, mainly discussing:

- Discussion and review of the "Climate Neutrality" strategy: achievement of 2025 carbon reduction targets, industry benchmarking, carbon reduction improvement measures, and feasibility analysis;
- Discussion of the next five-year carbon reduction target plan (2026-2030);
- Key expectations and suggestions of investors and other stakeholders on climate issues;
- Results and suggestions of external verification of climate and environment-related data by an independent third-party team.

Key management and the ESG Working Group also participated in the above meetings, providing detailed reports on the Group's work progress in the field of climate change and the assessment of risks and opportunities. The Sustainability Committee conducted strict supervision of the reported content and provided targeted suggestions for improvement. After the meeting, the Sustainability Committee reported major climate-related matters, risks, and opportunities to the Board, and provided corresponding professional recommendations.

Climate Change Governance Supervision and Incentive Mechanism

The Group has incorporated the "lifecycle carbon emission reduction target per vehicle" and related decomposed targets (such as the proportion of renewable energy use, carbon limits for in-development and new product designs, etc.) into performance assessment and linked them to remuneration. Based on the completion of annual emission reduction targets, monthly target progress tracking and annual performance assessment are conducted. This emission reduction target has been linked to the remuneration of the Group's top management responsible for operations (who is also the Company's Executive Director and Chairman of the Sustainability Committee), and is also linked to the organizational performance of relevant business units such as R&D, manufacturing, procurement, sales, and ESG, as well as the remuneration of key executives. At the same time, the Group has set new energy sales assessment indicators for senior executives of sales companies.

To ensure the effective decomposition and implementation of targets across the entire value chain, the Group has built a refined three-dimensional "Carbon Management" evaluation system, and the assessment results are closely linked to the organizational performance of each business unit and the remuneration of their key executives. This system mainly focuses on three areas:

- Annual Emission Reduction Targets: Covering overall emission reduction targets as well as specific targets for the manufacturing end, supply end, and use end, undertaken by responsibility centres such as the Strategy, Manufacturing, Procurement, and Sales. The evaluation adopts a process of "monthly collection, quarterly evaluation, annual settlement", with scoring based on the annual completion rate.
- Five-Year Carbon Reduction Plan: Formulate a 2026-2030 carbon reduction plan and clear pathway, covering emission reduction units such as strategic planning, R&D, manufacturing, procurement, sales, logistics, and the circular industry, with quarterly evaluation and scoring based on implementation status.
- Carbon Inventory Foundation: Conduct annual evaluation of carbon inventory work for major units involved, including manufacturing, R&D, procurement, sales, and logistics, with scoring based on implementation status.

This sub-domain, sub-unit, sub-frequency evaluation network forms a clear accountability closed loop.

At the capacity-building level, the Group carries out multi-dimensional training programs for key personnel and partners responsible for addressing climate change in various departments. Through customized training plans for internal carbon management personnel and regular monthly training courses on green factories and energy management for suppliers, we continuously improve the professional capabilities and practical levels of the entire value chain in carbon management and low-carbon transformation.

3.4.2 Strategy

The Group places addressing climate change at the core of its strategy and is committed to achieving carbon neutrality by 2045. Driven by technological innovation, we have set clear emission reduction pathways for the full lifecycle: reducing carbon emissions per vehicle by 25% by 2025 and 45% by 2030, using 2020 as the baseline. To achieve these goals, we systematically promote the "Lifecycle Carbon Emissions Reduction" strategy covering the five key stages of design, supply, manufacturing, use, and operations. Through key actions such as building zero-carbon factories, constructing a green supply chain, and promoting circular materials, we lead the low-carbon transformation of the value chain and committed to advancing towards the 1.5° C temperature control target of the Paris Agreement. (For details, see "3.1 Climate Strategy and Targets")

The Group identified climate-related risks and opportunities and considered them in overall risk management, strategy formulation, and financial planning.

In identifying climate-related risks and opportunities, we referred to factors including but not limited to the following for time-horizon classification:

- Characteristics of the climate system itself
- National carbon reduction targets of China and other major markets
- Impact of regulations and policies on the industry
- Industry development and technology evolution cycles
- Changes in national energy structures
- Useful life of the Group's major assets
- IFRS S2 Industry-based Climate-related Disclosure Implementation Guide Volume 63, Automobiles

Based on the above, the time-horizons of climate-related risks and opportunities are defined as: Short-term: 1-2 years; Medium-term: 3-5 years; Long-term: Over 5 years

Climate-related risks are mainly divided into transition risks and physical risks. Transition risks result from the global transition to a climate-resilient low-carbon economy, including policy and legal risks, technology, market, and reputation risks. Physical risks result from extreme weather events and rising global average temperatures, including acute risks (extreme weather, typhoons, floods) and chronic risks (sea level rise, ecological environment damage).

Through communication with different business departments and industry experts, we analyzed the probability of occurrence of different risks and opportunities and their impact under short-term, medium-term, and long-term time horizons, and identified the current and expected financial impacts of each risk and the potential financial impacts of opportunities.

Internal Carbon Pricing

Regarding the internal carbon pricing mechanism, the Group has shifted its focus from the manufacturing to the R&D. Since the manufacturing sector is building zero-carbon factories and achieved 100% renewable electricity use in 2025, carbon emissions have significantly decreased. Therefore, the current focus is on studying and implementing carbon pricing at the design end, setting R&D carbon emission limits and incorporating carbon costs into product costs to drive low-carbon design at the source.

At the same time, for manufacturing processes and energy procurement activities that have not yet been fully decarbonized, the Group continues to refer to the carbon allowance price of the China National Emissions Trading Scheme (CEA) (closing price of about RMB 76.39/tCO_2e in 2025) to assess the economic feasibility of energy-saving and carbon reduction projects. Currently, the Group is improving the quantitative application methodology of internal carbon pricing in various business segments and plans to disclose specific carbon price parameters and the covered emission volume in the future.

Climate-related Risks Impacts and Responses

Type	Climate-related Risks	Risk Description	Time Horizon	Current and Expected Impacts on Business Model and Value Chain	Current and Expected Financial Impacts	Response Measures
Transition Risk	Legal and Policy	Stringent market/product regulation	S M L	• Stricter vehicle pollution emission standards increase product technology requirements • Changes in industries covered by the national carbon market increase carbon emission control risks • Changes in NEV subsidy policies and amounts (e.g., new policy "2026 Automobile Trade-in Subsidy Implementation Rules") intensify competition between fuel and electric vehicle markets • New dual credit policy "Notice on Matters Concerning the Management of Average Fuel Consumption and New Energy Vehicle Credits for Passenger Vehicle Enterprises for the Years 2026-2027" accelerates automakers' electrification transformation • Regulatory requirements transmitted upstream in the value chain raise compliance requirements for the company's supply chain	• Increased R&D costs (e.g., clean energy technology); in 2025, non-capitalised R&D costs amounted to RMB 9.73 billion and capitalised product R&D costs increased by RMB 7.89 billion, totalling approximately RMB 17.62 billion, mainly related to the development of new energy intelligent vehicle models • Increased production and operation costs (e.g., introduction of energy-saving equipment and use of renewable energy) • Market share impact on sales revenue • Dual credit policy directly affects the company's compliance costs or benefits. If NEV credits or fuel consumption credits cannot be balanced, it will affect current period profits	• Continuously monitor domestic policies and overseas regulations, assess their impact in advance and plan response plans • In the face of the new dual credit policy, adhere to technological innovation, accelerate the application of low-carbon technologies, provide high-quality and intelligent NEV products for different levels of market demand, while continuously improving the energy consumption performance of traditional products • Formulate climate strategy, carbon reduction targets, and related measures to strengthen the management level of addressing climate change ("3.1 Climate Strategy and Targets") • Track product carbon footprints and implement full lifecycle carbon reduction measures ("3.2 Lifecycle Carbon Management" and "3.3 Implementation of Carbon Reduction Action") • Provide a wider range of NEV options to meet stricter emission standards ("3.3.1 Carbon Reduction in Vehicle Use") • Strengthen supply chain ESG performance and assessment management, especially for suppliers involved in overseas exports and key NEV component suppliers, to ensure compliance with export compliance requirements ("7.1 Sustainable Supply Chain")

S Short-term risk 1-2 years M Medium-term risk 3-5 years L Long-term risk over 5 years

Type	Climate-related Risks	Risk Description	Time Horizon	Current and Expected Impacts on Business Model and Value Chain	Current and Expected Financial Impacts	Response Measures
Transition Risk	Legal and Policy	International green trade barriers	S M	• EU Carbon Border Adjustment Mechanism (CBAM), Battery and Waste Battery Regulation (EUBR), Corporate Sustainability Due Diligence Directive (CSDDD), and other regulations and policy requirements increase product export compliance needs	• Increased trade compliance costs (e.g., carbon price, carbon tax) • Increased accounting costs related to product carbon footprint • Failure to meet relevant requirements may lead to additional CBAM certificate costs, fines, or loss of revenue from lost export products	
	Technology	R&D of new technologies	S M L	• More low-carbon technology investment needed in the early stage • Slower-than-expected progress of early technology R&D, leading to product launch delays	• Increased R&D investment • Expected sales revenue delays, affecting cash flow and profits	• Develop new models based on new energy architectures to reduce development time and costs, and actively explore low-carbon technologies based on various alternative fuels ("3.3.1 Carbon Reduction in Vehicle Use") • Adjust production lines in a targeted manner and implement factory upgrade plans in a planned way
		Product substitution	S M	• Transition to NEVs leads to gradual phasing out of ICE vehicle production lines and technologies	• Asset revaluation or impairment	
	Market	Product costs and prices	M L	• Tight supply of specific raw materials related to new energy may lead to supply chain shortages • Tight supply of low-carbon materials may affect product production plans • Low willingness of suppliers to reduce emissions may lead to slow or unachievable emission reductions at the raw material end	• Material shortages may lead to price increases, increasing production and operation costs • Suppliers' and raw material suppliers' carbon reduction costs may be passed on as increased procurement amounts, increasing production and operation costs • Finding alternative raw materials or suppliers leads to additional costs	• Improve supplier ESG management mechanisms and accelerate green supply chain transformation ("3.3.3 Carbon Reduction in Supply Chain") • Conduct supplier ESG training and set carbon reduction requirements for tier-1 key suppliers ("3.3.3 Carbon Reduction in Supply Chain") • Participate in collaborative R&D of low-carbon materials ("3.3.3 Carbon Reduction in Supply Chain")
		Market demand	M L	• Changes in consumer preferences lead to reduced demand for a certain type of product	• Impact on market share, leading to decreased product sales revenue	• Each brand has planned different types of diversified NEV products and continuously improves product performance to meet different consumer needs ("3.3.1 Carbon Reduction in Vehicle Use ")

S Short-term risk 1-2 years M Medium-term risk 3-5 years L Long-term risk over 5 years

Type	Climate-related Risks	Risk Description	Time Horizon	Current and Expected Impacts on Business Model and Value Chain	Current and Expected Financial Impacts	Response Measures
Transition Risk	Reputation	Industry reputation	S M	• Reputation affected if carbon reduction targets are not met as planned	• Subject to investor inquiries and pressure, affecting stock price and financing ability	• While meeting relevant laws and regulations, we take carbon emission reduction measures to promote target progress • Join the Extended Producer Responsibility pilot project to promote circular economy development such as circular vehicles, circular parts, circular materials, and circular batteries
		Just transition	S M	• The new energy transition may cause some employees to lose jobs due to technological obsolescence • Partners such as suppliers may also lose business cooperation opportunities due to technological obsolescence, resource shortages, etc., and their employees may also face job loss	• Increased operating costs due to training and recruitment expenses • If employees do not adapt to new technologies in time, it may lead to decreased production efficiency, affecting production and sales, and reducing sales revenue • If suppliers do not adapt to the development of the NEV business in time, it may lead to supply chain instability or disruption, affecting production and delivery, reducing sales revenue, and increasing other costs	• Provide employees with training and job rotation opportunities to acquire relevant skills and knowledge to adapt to the new energy transition ("8.5.2 Employee Empowerment") • Seek low-carbon transition business opportunities for the ICE business, continue employment opportunities for employees and business opportunities for suppliers, while contributing more diversified low-carbon hybrid technology and synthetic fuel application solutions ("3.3.1 Carbon Reduction in Vehicle Use ") • Provide fair resource and knowledge sharing to partners, and cooperate in transitioning to the new energy business ("3.3.3 Carbon Reduction in Supply Chain")
Physical Risk	Acute	Extreme weather such as high temperature, extreme cold	M L	• Extreme high temperatures are usually accompanied by large-scale air conditioning and cooling needs, significantly increasing corporate energy consumption, while also affecting employee work enthusiasm, producing negative effects • Extreme weather may impact upstream suppliers in specific regions, especially the supply stability of key components such as power batteries and chips, thereby affecting vehicle production rhythm	• During extreme weather, the cooling/heating demand of production and office premises leads to a significant increase in energy consumption, increasing operating expenses such as electricity and gas bills. At the same time, emergency response, equipment repair, etc., will also generate additional costs	• Actively take preventive measures and conduct regular risk assessments, establishing prevention plans based on historical data of natural disasters at each production plant • Jointly take carbon reduction actions with upstream and downstream partners, establish collaboration mechanisms, and enhance the resilience of the value chain to climate change • Implement multi-source supply strategies for key components, avoiding dependence on a single region or single supplier, reducing the risk of supply interruption caused by extreme weather • Formulate guidelines for employee work arrangements during extreme weather, including flexible working hours, remote work, distribution of high temperature/extreme cold protective gear, and health monitoring to ensure employee safety and health
		Typhoon and flood	S M	• Increasingly severe extreme weather events such as typhoons, hurricanes, or floods may cause supply chain disruptions and delay product production • Extreme weather such as floods and typhoons may cause physical damage to production plants, equipment, and inventory vehicles, increasing asset maintenance and replacement pressure	• Asset damage that cannot be used, or requires repair and replacement, leading to a decrease in net assets and an increase in production and operation costs. • Production interruptions and delays, leading to decreased sales revenue • Increased insurance and claim costs • Increased climate resilience measures, leading to increased operating costs	

S Short-term risk 1-2 years M Medium-term risk 3-5 years L Long-term risk over 5 years

Type	Climate-related Risks	Risk Description	Time Horizon	Current and Expected Impacts on Business Model and Value Chain	Current and Expected Financial Impacts	Response Measures
Physical Risk	Chronic	Sea level rise	L	• Sea level rise or prolonged heat waves may force companies to move coastal facilities inland, causing asset losses • Coastal ports are important hubs for import and export business. Sea level rise may cause port operation interruptions or efficiency decreases, affecting the logistics network for parts import and vehicle export in overseas markets	• Moving inland requires huge capital investment, including purchasing or leasing new land, building plants, relocating equipment, and labor costs, leading to a significant increase in production and operation costs • Selling or abandoning existing real estate, leading to asset revaluation, impairment, and loss	• Continuously conduct climate change risk assessments for production plants, especially those in coastal areas, regularly updating flood risk maps and vulnerability analyses • Establish a traceability mechanism for key raw materials, prioritize procurement of internationally certified sustainable materials, and gradually increase the proportion of recycled materials in products • Incorporate ecological environment and biodiversity protection requirements into supplier access standards and annual assessments, conduct on-site environmental audits for high-risk suppliers, and promote green transformation of the supply chain
		Ecological environment damage	L	• Ecological degradation may limit the extraction of key raw materials or lead to resource depletion, affecting supply chain stability and cost controllability	• To reduce negative impacts on the ecological environment, gradually replace traditional materials with sustainable materials (such as recycled materials, bio-based materials), which may lead to an increase in unit product material costs in the short term	

S Short-term risk 1-2 years M Medium-term risk 3-5 years L Long-term risk over 5 years

Climate-related Opportunities Impacts and Responses

Type	Climate-related Opportunities	Time Horizon	Potential Impacts on Business Model and Value Chain	Potential Financial Impacts	Response Measures
Resource Efficiency	Circular economy Reducing material use in production and products	S M	• Using recycling technology to recover and reuse materials and improve product process design, reducing carbon emissions from mining and production using virgin materials, while reducing the procurement of virgin materials • Promoting businesses related to the recycling and reuse of automotive products and components, creating additional revenue streams • Saving material use reduces the generation and disposal of waste and pollutants	• Reduced procurement costs for virgin materials • Reduced impact of cost increases caused by price fluctuations in virgin material procurement costs • Circular economy creates new revenue streams, increasing income • Reduced costs for waste and pollutant disposal	• See "4.4 Circular Economy" • Simplify product design to reduce material use • Increase the proportion of recycled materials used in products • Promote circular economy together with upstream and downstream partners and consumers

S Short-term Opportunity 1-2 years M Medium-term Opportunity 3-5 years L Long-term Opportunity over 5 years

Type	Climate-related Opportunities	Time Horizon	Potential Impacts on Business Model and Value Chain	Potential Financial Impacts	Response Measures
Energy Sources	Use of low-emission and renewable energy in production processes Energy saving in production processes	S M	• Reduced dependence on fossil fuels and traditional energy sources • Reduced greenhouse gas emissions and other environmental pollutants, positively impacting climate change mitigation and ecosystem protection • Increased development opportunities in the clean energy technology sector	• Energy efficiency improvement reduces the Group's operating costs; in 2025, energy-saving improvement projects reduced costs by approximately RMB 178.26 million, waste heat recovery projects reduced costs by RMB 25.5 million, photovoltaic projects reduced costs by RMB 60.25 million, and energy storage projects reduced costs by approximately RMB 3.14 million. • Reduced impact of cost increases caused by fossil fuel price fluctuations	• See "3.3.2 Carbon Reduction in Manufacturing" • Promote and optimize energy management systems, use smart manufacturing to save energy • Promote production process optimization and energy-saving and carbon-reducing technology transformations • Optimize energy structure, increase the use of photovoltaics, energy storage, and other clean energy sources
Products and Services	Provision of low-carbon NEV products Provision of low-carbon mobility	S M L	• Attract and satisfy more consumers' demand for new energy products, increasing market share • Reduce export risks and increase export opportunities to markets that value decarbonization • Increase customers using low-carbon mobility • Obtain government support and incentives	• Increased sales revenue from low-carbon products and services; in 2025, revenue from sales of vehicles and related services was RMB 311.0 billion, mainly contributed by new energy vehicle sales of 1,688k units out of the total sales volume of 3,025k units in 2025, accounting for 55.8% (2024: 40.8%) • Increased export sales revenue from low-carbon products • Obtain government subsidies and other preferential policies, increasing revenue or reducing costs	• See "3.3.1 Carbon Reduction in Vehicle Use" • Promote the new energy transition, plan and launch more NEV products under each brand to meet the needs of consumers in different market segments • Promote low-carbon mobility, promote the construction of charging infrastructure and other measures • Expand opportunities for more sustainable mobility businesses
Market	Green financing	S M	• Expand diversified financing channels • Attract ESG investor participation	• Reduced financing costs and increased cash flow from financing activities • Obtaining ESG investment funds	• Enhance information transparency by publishing a sustainable finance framework • Obtain sustainable loans to support the R&D and procurement of battery electric vehicles, facilitating environmentally friendly projects and achieving low-carbon transformation. For details, see "2.5 Sustainable Finance"
Talent	Improved labor force and talent development strategy	S M L	• The comprehensive transformation towards electrification, intelligence, and internationalization drives the optimization of talent structure towards a composite talent system, providing core support for business model upgrading	• An increased proportion of highly skilled talents may temporarily raise the average salary level, but through optimizing organizational efficiency and increasing per capita output, effective control of labor costs and optimization of input-output ratio can be achieved	• Continuously introduce top talents in electrification, intelligence, internationalization and other fields from around the world, and provide targeted training to cultivate compound technical talents that meet the needs of the industry

S Short-term Opportunity 1-2 years M Medium-term Opportunity 3-5 years L Long-term Opportunity over 5 years

*Potential financial impacts mainly reflect the expected impacts of climate-related risks and opportunities. Some impacts list current relevant financial information for reference.

Scenario Analysis

Climate scenario analysis is a strategic planning tool used to assess the risks and opportunities a company may face under different climate futures. These scenarios are based on a series of scientific assumptions about future socio-economic development, technological evolution, policy direction, and climate physical responses, and are not predictions. By analyzing multiple plausible and challenging scenarios, the Group can enhance strategic resilience, identify key climate-related financial impacts, and ensure that our carbon neutrality pathway is adaptable and reliable under different futures.

To comprehensively assess climate-related risks and opportunities, we referenced internationally recognized authoritative frameworks and selected differentiated scenarios for different types of risks:

- For physical risks: We adopted the representative scenarios proposed by the Intergovernmental Panel on Climate Change (IPCC) in its Sixth Assessment Report. These scenarios integrate Shared Socioeconomic Pathways (SSPs) with radiative forcing levels. We selected two scenarios with significant differences:

Physical Risk		
Applicable Scenario	**Scenario Description**	**Scenario Analysis**
SSP5-8.5	This is a high-emission scenario. In this scenario, it is assumed that countries have not introduced any policies to address climate change, and that the world's population will grow substantially in the future, accompanied by slow income growth and weak technological innovation, leading to continuously rising greenhouse gas emissions and concentrations, a continued increase in the earth's surface temperature, and a significant increase in the frequency of extreme climate events.	In the future, mainstream vehicle models are expected to remain dominated by fuel vehicles, which will lead to a continued increase in the Group's greenhouse gas emissions. However, given that global economic growth and technological progress still heavily rely on the use of fossil fuels, the extreme weather events and ecological changes caused by this situation are likely to have a significant negative impact on the natural environment.
SSP1-2.6	This is a low-emission scenario. In this scenario, it is assumed that countries cooperate fully, take rapid and forceful emission reduction measures, with moderate population growth, rapid economic growth, and technological progress in agricultural production. There is a strong awareness of environmental protection, high priority for mitigating biodiversity loss, reduced consumption of animal products, and achievement of sustainable development goals.	Against the backdrop of major countries fully fulfilling their climate commitments, transformation measures such as clean electricity and electrification are effectively deployed, and the impact of global climate change is relatively stable. Under this favorable external environment, the Group's sustainable development is greatly promoted, and it is expected to play a more active role in achieving the national carbon neutrality vision and global emission reduction goals.

- For transition risks: We adopted three global energy transition scenarios constructed by the International Energy Agency (IEA) in its annual World Energy Outlook, representing transition paths under different policy intensities and implementation effects:

Transition Risk			
Applicable Scenario		**Scenario Description**	**Scenario Analysis**
IEA STEPS	Existing Scenario - Robust Pathway	This scenario only considers the impact of specific policies that governments have already formally implemented or clearly announced.	Based on the Turquoise Scenario and the Group's own carbon reduction, the proportion of new energy vehicles continues to increase, the energy structure continuously improves, and low-carbon materials are applied.
IEA APS	Aggressive Scenario - Ambitious Pathway	This scenario assumes that all climate commitments currently announced by governments can be fully achieved on time. This is an ambitious but uncertain transition path.	Global investment in clean energy and new carbon emission reduction technologies will significantly increase. With the establishment and improvement of a sustainable supply chain system, Geely will take a series of more proactive measures, set more ambitious targets, achieve full coverage of zero-carbon factories, and continuously optimize its product structure. However, under this aggressive action scenario, enterprises will also face huge cost expenditure challenges.
IEA NZE		This scenario depicts a path to achieve the Paris Agreement's goal of limiting temperature rise to 1.5°C by 2050 through unprecedented global collaborative action.	

This scenario analysis mainly focuses on climate scenario analysis. Our assessment is based on the following main assumptions:

- Climate risk characteristics: We fully recognize the lag effect of the climate system. Current emission decisions will lock in climate impacts for decades to come. Therefore, even under aggressive transition scenarios (such as NZE), due to the inertia of historical emissions, the increase in extreme weather events over the next few decades will continue to pose a persistent physical threat to the Group's global vehicle manufacturing, component supply, logistics transport, and dealer store operations.
- External market and value chain evolution: We assume that the following external factors will evolve critically under different climate scenarios and directly affect the Group's carbon emissions and cost structure:
  - Energy structure transition: The proportion of clean energy in the power grid is a key factor determining the carbon emissions during the use phase of pure electric vehicles, directly affecting the product's full lifecycle carbon footprint.
  - Material circular economy: The proportion of recycled materials used in important raw materials such as steel, aluminum, and power batteries, as well as the prevalence of low-carbon production processes, are core variables for reducing carbon emissions during the vehicle production phase.
  - Technological progress: The level of technological progress in vehicle lightweighting technology, electric drive system efficiency, and internal combustion engine thermal efficiency directly determines the energy consumption (electricity, methanol, fuel) of vehicles during the use phase.
  - Product structure evolution: The penetration rate of new energy vehicles (BEVs, PHEVs, methanol-hydrogen electric vehicles, etc.) in new car sales is a decisive factor affecting the Group's overall carbon emission intensity.
  - Carbon pricing mechanism: The carbon price level in global and regional carbon markets will profoundly shape the economic incentives for green and low-carbon transformation by affecting own operating costs, supply chain costs, and user costs.

- Internal strategic anchor: The Group has set 2020 as the carbon emission baseline year, with short-term targets of reducing lifecycle carbon emissions per vehicle by more than 25% by 2025, and a commitment to achieve full value chain carbon neutrality by 2045. This strategic pathway is the core reference for assessing the necessity and urgency of the Group's actions under all scenarios.

Risk Type	Risk Description		2020	2030		2045	
			Baseline	SSP1-2.6	SSP5-8.5	SSP1-2.6	SSP5-8.5
Physical Risk	Acute	Extreme weather such as high temperature, extreme cold	Very Low	Very Low	High	Very Low	High
		Typhoon and flood	Very Low	Low	High	Medium	Very High
	Chronic	Sea level rise	Very Low	Very Low	Low	Very Low	Medium
		Ecological environment damage	Very Low	Very Low	Medium	Very Low	Medium

Risk Level	Very Low	Low	Medium	High	Very High

3.4.3 Risk Management

The Group has established a comprehensive risk management framework and corresponding risk management processes, and effectively applied them to the management of climate-related risks and opportunities. For details, please refer to the sections "2.3 ESG Risk and Opportunity Management" and "5.2 Risk Management and Internal Control". The management mechanism for climate-related risks and opportunities follows the structure described in "3.4.1 Governance", with the Board, the Sustainability Committee, the Audit Committee, the ESG Department, the ESG Working Group, the dedicated carbon management module, and relevant business departments assuming responsibilities at different levels.

In formulating the climate strategy, the Group fully considers the results of scenario analysis to more precisely plan matching carbon reduction options. After analysis, the Robust Pathway is highly compatible with the Group's future planning objectives and is consistent with our announced carbon reduction targets. However, we are also aware that uncertain changes in external scenarios will have a profound impact on future assumed pathways. In the future, the Group will continuously review the scenario assumptions to ensure sufficient flexibility and adaptability to calmly respond to challenges brought by various external scenarios.

Risk Identification

(1) Collect and analyze existing and emerging regulatory requirements (e.g., climate-related regulations and laws in China, the EU, etc.), and promptly adjust internal management and accounting systems to ensure continuous compliance;

(2) Research advanced technology and technical developments (e.g., new breakthroughs in battery technology);

(3) Research information on market changes (e.g., the impact of consumers' environmental awareness on their purchasing decisions);

(4) Analyze the impact of climate change on industry trends and the countermeasures taken by industry competitors;

(5) Benchmark market leaders' climate change disclosures and implementation;

(6) Collect opinions and information on climate change from stakeholders such as ESG rating agencies, investors, and non-governmental organizations.

Risk Assessment

The assessment of climate-related risks and opportunities is based on the Group's comprehensive risk management framework, determining their significance by comprehensively considering the likelihood of risk occurrence and its impact (covering financial and non-financial fields).

Risk Monitoring

When the Audit Committee reviews the Group's overall risk management status, ESG risks such as climate change are also carefully ranked together with other types of risks based on their likelihood and impact, and are included in the Group's overall risk map. In addition, climate change has been identified by the Group as one of the principal risks and uncertainties disclosed in the Annual Report 2025.

Risk Management

In addressing climate change risks and opportunities, management formulates corresponding risk and opportunity response strategies based on the assessed significance of risks and opportunities, the complexity of response plans, and required resources, with reference to the Group's Climate Neutrality strategy. These strategies include: refining carbon accounting boundaries to clarify emission reduction responsibilities at each stage of the value chain, and on this basis, formulating clear target decomposition plans for emission reduction, maintaining dynamic monitoring and evaluation of target progress.

Management and response measures for significant risks and opportunities are also discussed in depth at the Sustainability Committee meetings to obtain professional guidance and recommendations from the Sustainability Committee. Climate change management measures will be broken down by the dedicated carbon management module and assigned to relevant business departments for execution, while being strictly supervised according to the mechanism described in "3.4.1 Governance". For detailed information on the management and response measures for major climate-related risks, please refer to "3.4.2 Strategy".

3.4.4 Metrics and Targets

To actively respond to the urgent global action on climate change and deeply integrate sustainable development into the Group's long-term development strategy, we have set scientific and ambitious carbon targets. The Group has set a target of "reducing lifecycle carbon emissions per vehicle by 25% by 2025 (using 2020 as the baseline) and achieving carbon neutrality by 2045", see "3.1 Climate Strategy and Targets". This target is guided by the 1.5° C goal of the Paris Agreement, aiming to systematically plan and promote the greenhouse gas emission reduction pathway of the entire value chain.

Group's climate-related metrics:

Indicator Category	Indicator	Unit	2020 (Baseline)	2021	2022	2023	2024	2025
GHG Emissions	GHG emissions per unit sales (Scope 1+2+3)	tCO_2e/ vehicle	38.26	37.26	35.18	33.67	31.36	28.51
Climate-related transition risks	Average fuel consumption credits*	Credit	-1,234,120	-359,972	1,891,821	2,708,962	4,117,375	5,195,388
	NEV credits*	Credit	-22,584	92,938	836,077	977,903	1,370,939	2,141,720
	Corporate average fuel consumption of passenger vehicle enterprises*	L/100km	6.24	6.15	5.23	4.51	3.52(WLTC)	2.93(WLTC)
	Proportion of renewable energy in vehicle plants' energy consumption	%	8.68	6.12	18.52	33.45	34.75	55.76
	Proportion of renewable electricity in vehicle plants' electricity use	%	18.26	11.32	35.91	60.41	64.31	100
Climate-related opportunities	NEV sales (BEVs + PHEVs)	Vehicles	29,857	82,170	272,587#	462,894#	888,235	1,687,767

Note: The statistical scope of the Group's GHG emissions (Scope 1 and Scope 2) includes 17 vehicle plants producing Geely brand, ZEEKR brand, and Lynk & Co brand, 10 powertrain plants, and office premises (Hangzhou headquarters, Ningbo Hangzhou Bay Research Institute, Power Research Institute); GHG emissions (Scope 3) include: 1) purchased goods and services, 2) logistics and distribution (upstream + downstream), 3) use of sold products, 4) employee commuting, 5) business travel. The Group is not involved in the categories of upstream leased assets, processing of sold products, and downstream leased assets in Scope 3.

*: Includes subsidiaries of Geely Holding Group that hold automotive catalogs, which procure complete vehicle kits from the Group's automotive brands, including Geely brand, ZEEKR brand, and Lynk & Co brand, for final assembly, fulfilling the obligation to pay China's consumption tax, and then sell the assembled vehicles back to the Group for distribution, thereby generating the relevant dual credits and calculating passenger vehicles.

#: For accurate comparison, sales data have excluded Livan Auto.

Climate-related financial metrics:

During the Reporting Period, the Group assessed the financial impacts of climate-related risks and opportunities. The Group's business covers the entire value chain, including vehicle manufacturing, power batteries, parts procurement, logistics and distribution, and terminal sales. Transition risks are global in nature and complex in transmission, making it currently difficult to reasonably split assets or businesses along a single dimension. The Group plans to gradually establish a quantitative climate risk assessment model in the future to improve disclosure granularity.

With regard to physical risks, the Group initiated physical risk screening for major vehicle plants during the Reporting Period. To date, no single asset or business activity has been identified as being materially affected by physical risks or having incurred significant climate-related direct losses. In the future, the Group plans to combine the geographic coordinates, asset values and scenario analysis of each vehicle plant to gradually achieve quantitative assessment of physical risk exposure.

The Group attaches great importance to the long-term development opportunities brought by the low-carbon transition. The business directions involving climate-related opportunities mainly include the promotion of new energy vehicle products, iteration of power battery technology, and upgrading of green manufacturing processes. During the Reporting Period, the Group disclosed its development direction and strategic layout, and began to establish a special statistical and collection system for climate-related financial information, gradually improving the independent accounting scope of revenue from the above-mentioned opportunity businesses

4 Nature Positive

Material Issues

- Resource Use and Recycling
- Biodiversity
- Pollution and Waste Management

ESG Strategy Nature Positive

Pollution and Waste Management

- **100%** compliance in the treatment and emissions of air pollutants, wastewater, and solid waste
- **100%** vehicle plants obtained ISO 14001 external certification
- **15** national-level "Green Factories" (2024: 12)
- **12** "Waste-free Factories" (2024: 11)
- Intensity of industrial wastewater discharge of vehicle plants: **0.92 tonnes/vehicle** (↓ **35%**)
- Intensity of hazardous waste generated of vehicle plants: **7.21 kg/vehicle** (↓ **16%**)

Resource Use and Conservation

- Intensity of production water use of vehicle plants: **2.11 tonnes/vehicle** (↓ **24%**)
- Recycled rate of vehicle plants' water resources: **97%**

Biodiversity Conservation

- **100%** vehicle plants conducted nature positive management maturity evaluation

Circular Economy

- Jointly established the Automotive Sustainable Materials Joint Research Laboratory
- Established an **automotive circular ecosystem** covering circular vehicles, circular parts, circular materials, and innovative businesses (Comprehensive battery utilization and recycling, etc.)
- Selected as a "Belt and Road" green supply chain case by the All-China Environment Federation

On the basis of climate neutrality, the Group deeply explores the synergistic development path between natural ecology and enterprises. Guided by the goal of becoming a nature positive enterprise, the Group has embedded the core concept of "Nature Positive" in its ESG strategic planning, ensuring that while developing its business, it fully considers its dependence on and potential impacts on the natural environment. The Group focuses on risk identification and opportunity seizing in areas such as pollution and waste management, resource use and conservation, circular economy, and biodiversity conservation, driving value chain partners to jointly safeguard the natural ecosystem.

4.1 Natural Capital

When formulating its ESG strategy, the Group comprehensively examined the dependency and impact of its own operations on the natural environment, and incorporated the maintenance and enhancement of natural capital into its operational management decisions. Through systematic promotion of natural capital management, we achieve our own sustainable development while actively engaging value chain partners to protect the natural ecosystem.

4.1.1 Governance

The Group has established an ESG governance framework to address environment-related risks and opportunities (including climate change, pollution and waste management, resource use and recycling, biodiversity, etc.). See "2.2 ESG Governance" for details.

All subsidiaries of the Group have obtained ISO 14001 environmental management system certification and undergo external supervision audits annually. At the same time, the Group's Safety and Environmental Protection Department organizes internal experts to conduct two internal evaluations of each subsidiary and research institute each year to identify environmental compliance risks, implement preventive and corrective measures for identified risks, and continuously track and record them to achieve closed-loop management.

Environmental Management

Environmental Management Structure

Chief Safety Officer (CSO)	Responsible for coordinating the Group's environmental management, supervising the implementation of environmental targets, and regularly reporting environmental work progress to senior management and regulatory authorities.
Safety and Environmental Protection Department	The department responsible for environmental management, coordinating the environmental management system, setting clear targets for environmental performance and conducting comprehensive systematic management. It supervises and assesses the achievement of targets at each manufacturing plant, and jointly develops standardized measures with R&D, production and other departments.
Safety and Environmental Protection Department of each plant	Responsible for the environmental management of the plant, undertaking and completing the annual detailed environmental targets and assessment indicators issued by the Group, as well as establishing various environmental emergency plans and organizing drills.

The Group has established a systematic environmental governance mechanism, issuing and revising the Anti-Deforestation Statement, Environmental Statement, and Biodiversity Statement, further clarifying our long-term commitments and action frameworks for natural capital protection. In addition, the Group integrates environmental requirements into daily operations. We attach importance to cultivating employees' environmental awareness. New employees receive environmental training upon onboarding, and we organize employee training twice a year covering core content such as hazardous waste disposal, emergency drills, and environmental laws and regulations. To enhance emergency response capabilities, each production plant conducts practical drills every six months for scenarios such as wastewater, waste gas, hazardous waste, and chemical leaks, continuously improving emergency plans and effectively preventing environmental accident risks.

Nature Positive Management

We attach great importance to the potential impacts of nature-related risks (such as climate change, water scarcity, raw material supply fluctuations, biodiversity loss, etc.) on the value chain. The Group not only positions its vehicle manufacturing plants as production cores but also as guardians of regional ecological balance, committed to systematically promoting nature positive practices in areas such as green design, green manufacturing, green procurement, circular manufacturing, and green logistics.

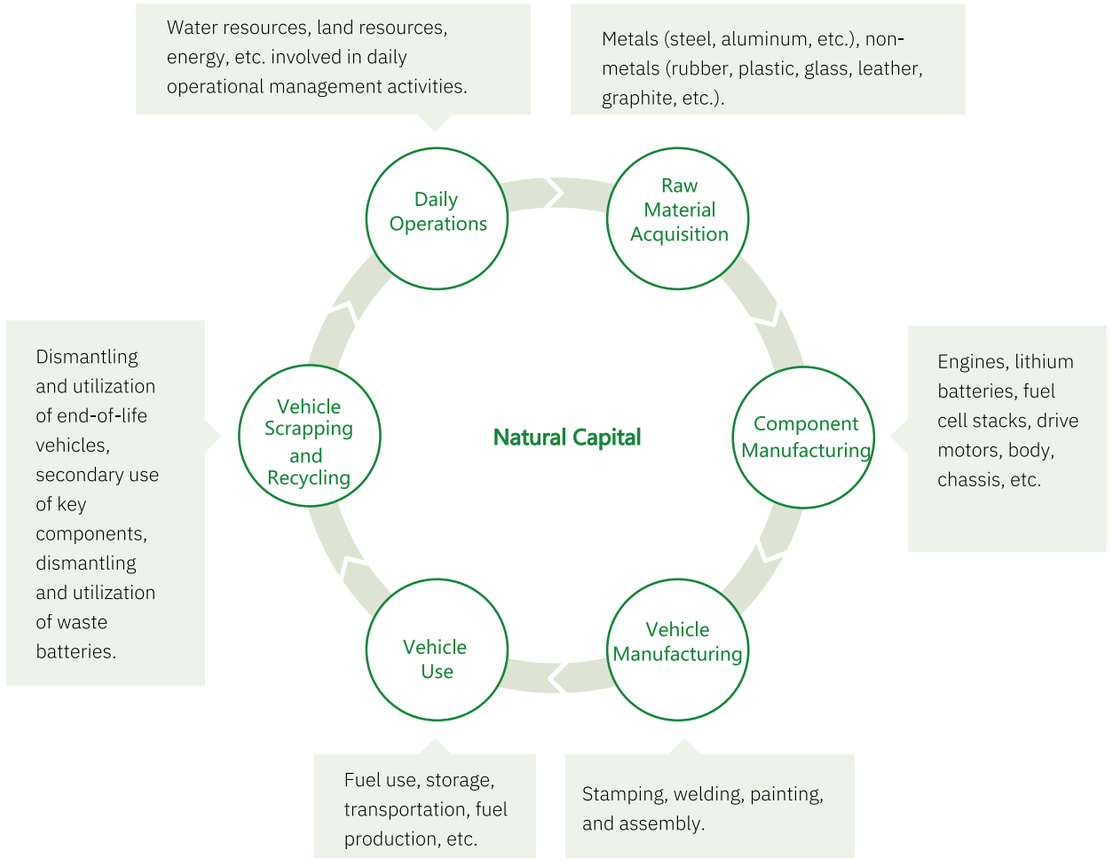
In the nature positive management framework, various departments work closely and efficiently together, forming a normalized cross-system, cross-functional collaboration mechanism to jointly achieve the overall nature positive targets. The Group's Manufacturing System ESG Working Group coordinates the nature positive management of each manufacturing plant, responsible for supervising, evaluating, reviewing, and providing feedback on the plants' maturity performance in nature positive, and assisting them in implementing relevant management measures. At the same time, the Circular Industry Center focuses on internal resource recycling, relying on the extended producer responsibility pilot mechanism, collaborating with industry chain partners to build a resource closed-loop system, promoting the circulation and application of circular vehicles, circular parts, and circular materials within and outside the industry.

4.1.2 Strategy

We actively promote the development of a nature positive economy, focusing on building resource-saving and circular production models, and striving to reduce dependence on natural capital. At the same time, the Group actively responds to the United Nations Sustainable Development Goals (SDGs) and applies the TNFD-issued Guidance on Identifying and Assessing Nature-related Issues: The LEAP Approach to identify the connection points between business operations and nature, and to prioritize identified nature dependencies and impacts. Combined with the ENCORE database and internal and external stakeholder research results, we comprehensively assess the dependencies, impacts, risks, and opportunities related to nature at key production sites and key value chain stages.

Identification of Nature-related Impacts, Dependencies, Risks, and Opportunities

In our daily production operations, the Group has incorporated the costs and benefits of natural capital into a comprehensive assessment system, systematically identifying the nature-related risks and potential opportunities we face. At the same time, we use the WWF Biodiversity Risk Filter tool to conduct risk level analysis of the nature dependency and impact of each operation site, and develop targeted nature risk management strategies based on the assessment results, promoting the coordinated development of operations and natural ecosystems.



Dependence : How business activities utilize natural capital

Impact : How the business model and value chain impact natural capital

Throughout daily management operations and the entire lifecycle of automotive products, analysis of dependence on and impact on natural capital

Dependence

- Water resources: mainly used in the paintingprocess of vehicle manufacturing, also involved instamping a nd assembly.
- Land resources: related to production baseconstruction and R&D testing facilities
- Energy: to maintain production lines, plant facilities and equipment, and supply chain transportation
- Raw materials: procurement of metals, non-metalsand other materials
- Ecosystems: natural ecology provides naturalbarriersto reduce noise pollution and the impact of natural disasters

Impact

- Land resources: construction of production plants and supporting facilities, as well as productionprocesses involving multiple chemicals, may affectland quality.
- "Three Wastes" emissions: wastewater, waste gas,and solid waste generated during vehicle productionand use negatively impact the environment.
- GHG emissions: GHG emissions from vehicleproduction and use negatively impact climate change.
- Biodiversity: construction of production facilities,pollutants generated during production and dailyoperations, and plant site selection may destroybiological habitats.
- Noise pollution: noise generated during theconstruction of production facilities and productmanufacturing affects surrounding communities and organisms.Battery disposal: if batteries are not properlydisposed of after vehicle scrapping, it will negativelyimpact the environment.

The Group's operational management activities and daily production operations

Costs incurred from considering natural capital	Benefits obtained from natural capital

Risk and Opportunity Management

- Identify nature-related risks and opportunities based on analysis of impacts and dependencies on natural capital
- Formulate countermeasures

Nature-related Risks Analysis

Risk Type		Risk Item	Impact Period	Current and Expected Impacts on Business Model and Value Chain	Potential Financial Impacts	Risk Management and Response Countermeasures
Physical Risk	Acute Risk	Extreme weather and sudden natural disasters	M L	Extreme rainfall, typhoons, and other disasters can directly damage or flood factories, equipment, and work-in-progress, causing raw material supply interruptions and transport disruptions, affecting normal production at plants.	• Increased insurance and claim costs; • Production interruption, reduced sales revenue; • Asset damage requiring repair or replacement, incurring additional costs; • Increased consumer attention to vehicle waterproofing and wading safety performance, requiring increased R&D investment.	• Establish an environmental emergency management mechanism and conduct regular emergency drills to reduce the impact of extreme weather on the Group; • Work with upstream and downstream partners to carry out energy-saving and carbon reduction actions to actively respond to the impacts of climate change.
	Chronic Risk	Water scarcity	M L	Water scarcity directly leads to production restrictions or shutdowns in water-using processes such as painting, stamping, and assembly, affecting vehicle delivery schedules and order fulfillment capabilities, resulting in current period revenue loss.	• Increased cost of water acquisition, such as purchasing more expensive external water sources; • Investment in water-saving retrofits, water reuse, rainwater harvesting, and other facilities increases operating costs.	• See "4.3 Water Resources Management" • Comprehensively promote water-saving processes and water recycling technologies (counter-current replenishment, water reuse) to reduce water consumption per unit product; • Property departments conduct daily inspections of key water use points to reduce water consumption.
		Rising average temperature	M L	In high-temperature environments, plants need to increase cooling and ventilation investment, leading to increased energy-related expenses.	• In high-temperature weather, vehicle safety risks such as spontaneous combustion and tire blowouts increase, requiring the enterprise to invest more resources in vehicle safety inspections and emergency response, increasing operating costs; • In high-temperature environments, equipment dissipates heat with difficulty, failure rates rise, increasing maintenance costs.	• Increase R&D investment, focusing on product heat resistance and safety; • Conduct regular risk assessments and develop protection plans based on historical natural disaster data at each plant to prevent fires.
		Pollutant emissions	S M L	If pollutant emissions (such as VOCs, particulate matter, nitrogen oxides) exceed permitted limits, the enterprise will face environmental fines, production restrictions, or even shutdowns, and will need to invest more resources in pollution control facility upgrades.	• Some regions have put forward strict requirements for vehicle lifecycle emissions; poor management of enterprise pollutant emissions may affect product exports and market access.	• See "4.2 Pollution and Waste Management" • Promote cleaner production to reduce pollutant generation at the source, such as promoting water-based coatings to reduce VOCs emissions; • Continuously invest in and upgrade end-of-pipe treatment facilities (such as RTO, high-efficiency dust removal) to ensure stable compliance emissions; • Implement clean-dirty separation and rainwater-sewage separation systems, and treat production wastewater and domestic wastewater separately.

S short-term risk 1-2 years M medium-term risk 3-5 years L long-term risk over 5 years

Risk Type		Risk Item	Impact Period	Current and Expected Impacts on Business Model and Value Chain	Potential Financial Impacts	Risk Management and Response Countermeasures
Physical Risk	Chronic Risk	Ecosystem degradation	L	Ecosystem degradation weakens the regulatory functions of natural ecology. Enterprises need to invest more resources in constructing artificial protection facilities and pollution control projects to compensate for the decline in natural ecological service functions.	• If a plant is located in an ecologically sensitive area or has a significant impact on the ecosystem, it may face project approval restrictions; • Ecological restoration incurs additional costs.	• See "4.5 Biodiversity Conservation" • Implement nature-based solutions (NbS), such as carrying out ecological restoration and building green infrastructure in and around plants to enhance ecosystem resilience; • Establish and operate a biodiversity management system to systematically manage the dependence and impact of operations on ecosystems. • Regularly conduct biodiversity assessments to identify vulnerable and above species within a 50km buffer zone, and implement targeted biodiversity protection measures.
Transition Risk	Policy and Legal Risk	Policy and regulatory changes	S M L	Environmental protection regulations are continuously tightening, requiring enterprises to invest more resources in strengthening the assessment and monitoring of biodiversity impacts.	• Additional costs for biodiversity impact monitoring; • Rising environmental management costs.	• Actively participate in policy discussions and standard setting, guiding the industry towards sustainable development transformation; • Organize internal training on environmental regulations, tracking the latest developments in real time; • Develop climate strategies and carbon reduction targets, track product carbon footprints and carry out full lifecycle carbon reduction actions; • Conduct plant-level natural capital assessments and nature positive management maturity evaluations.
	Technology Risk	Technology iteration and equipment upgrade needs	S M	In the short term, equipment upgrades for core processes such as painting, welding, and stamping will increase capital expenditure pressure.	• If suppliers are required to upgrade environmental protection equipment, it may increase procurement costs in the short term and expose the enterprise to supplier capacity fluctuation risks.	• See "4.4 Circular Economy" • Strengthen R&D investment in circular economy and green processes to reduce long-term technology iteration costs.
	Market Risk	Market supply and demand changes	M L	Consumers are increasingly concerned about the environmental performance of products and their production and supply chain links. Such shifts in preferences may lead to decreased market demand for certain types of products.	• Decreased sales revenue for some products; • Increased R&D investment for green products.	• Accelerate the layout of green product lines and enhance the environmental transparency of products throughout their lifecycle; • Establish a sustainable brand communication mechanism to proactively respond to consumer concerns about environmental performance.
	Reputation Risk	Stakeholder feedback	S M	Stakeholders such as investors, regulators, and environmental organizations continuously focus on biodiversity protection. Ignoring stakeholder feedback may lead to increased financing costs.	• Increased information disclosure costs; • Subject to inquiries from investors or environmental organizations, improper response will affect stock price and financing ability.	• Proactively disclose the Group's environmental targets and performance progress, actively responding to external ESG-related questions; • Ensure compliance emissions of wastewater, waste, and waste gas; • Practice extended producer responsibility (EPR) projects, focusing on circular vehicles, circular parts, and circular materials.

S short-term risk 1-2 years M medium-term risk 3-5 years L long-term risk over 5 years

Nature-related Opportunities Analysis

Opportunity Type	Opportunity Item	Impact Period	Current and Expected Impacts on Business Model and Value Chain	Potential Financial Impacts	Opportunity Management and Response Countermeasures
Market Opportunity	Market demand	S M L	Increasing consumer interest in green products, while bringing short-term R&D cost increases, also brings new development opportunities to enterprises.	• Increased revenue from new energy products.	• See "4.4 Circular Economy" • Create green products, such as health cars and circular cars; • Reduce product carbon footprint per unit through technological innovation; • Promote low-carbon mobility; • Advance the new energy transition, launching more new energy vehicle products under its brands.
Products and Services	Circular economy	S M	Building an integrated automotive circular ecosystem will reduce the procurement of raw materials, avoiding carbon emissions and environmental pollution generated in that process.	• Reduced raw material procurement costs; • Reduced impact of cost increases caused by price fluctuations in raw material procurement costs; • Circular economy creates new revenue streams, increasing revenue.	• See "4.4 Circular Economy" • Improve the extended producer responsibility (EPR) management system and promote the integration of eco-design concepts into new product development; • Cooperate with qualified suppliers to carry out scrap metal recycling and material recycling; • Set circular material application targets for newly developed components.
Technology Opportunity	Efficient resource utilization	S M	By optimizing raw material utilization efficiency, reducing energy consumption, and reducing waste disposal costs, the comprehensive material cost per vehicle is effectively reduced, thereby improving overall profitability.	• The use of recyclable materials and lightweight packaging will reduce procurement costs; • Process optimization leads to reduced waste disposal costs.	• Establish a systematic waste management mechanism to strengthen the control of raw and auxiliary material usage; • Accelerate the development of renewable raw materials for key vehicle components to reduce the consumption of new materials; • Cooperate with battery recyclers on the MIIT whitelist to recycle retired batteries in accordance with regulations.
Reputation Opportunity	Industry reputation	S M	A good reputation established in environmental protection helps to diversify financing channels and attract ESG-oriented investors.	• Reduced financing costs and increased cash flow from financing activities; • Increased product sales; • Obtaining ESG investment.	• Proactively disclose the Group's strategic planning, specific measures, and progress in nature positive management, continuously improving information transparency, thereby enhancing external stakeholders' perception of the enterprise's sustainability and positive image.
Policy Opportunity	Policy support	S M	Enterprises selected for honors such as Green Factory and Waste-free Factory can receive government subsidies.	• Government subsidies can reduce costs or increase revenue.	• Continue to promote the construction of the green factory system and deepen the practice of waste-free factory creation (see "4.2 Pollution and Waste Management").

S short-term opportunity 1-2 years M medium-term opportunity 3-5 years L long-term opportunity over 5 years

Developing a Nature Positive Economy

We are committed to building a sustainable development model oriented towards a nature positive economy, promoting efficient resource circulation. In 2025, the Group passed the acceptance of the Extended Producer Responsibility (EPR) pilot project, and took this opportunity to establish and improve supporting EPR management systems, promoting the application of eco-design concepts such as modularization, lightweighting, easy recycling, and easy regeneration in new product R&D. At the same time, the Circular Industry Center added a dismantling business unit, responsible for building an end-of-life vehicle dismantling system and a scrap material sales system, optimizing the full-link production process of dismantling, carrying out refined dismantling technology verification for end-of-life vehicles and components, and gradually building an open, collaborative, and mutually beneficial circular industry ecosystem.

Creating Typical Application Scenarios Using Factories as Carriers

The Group conducted a systematic natural capital assessment study at the Guiyang vehicle plant as a pilot. Through monetised analysis, it comprehensively measured the dependence, impact, and associated risks and opportunities of the entire vehicle manufacturing process – from stamping, welding and painting to final assembly – on nature. The assessment results show that with the continuous increase in environmental protection investment and the deepening advancement of energy-saving technological transformations, the Group has achieved remarkable results in reducing air pollutants, wastewater, solid waste, and greenhouse gas emissions, as well as in improving water resource utilisation efficiency. The external environmental impact and social costs generated by production and operations are showing a steady downward trend.

We will continue to improve natural capital utilization efficiency and reduce natural capital consumption through technological innovation, regarding this as the core path for managing nature-related impacts. The Group will continue to focus on environmental technology innovation and resource recycling, consolidating and expanding current positive results, transforming natural risk management into corporate sustainable competitiveness, and promoting the coordinated development of operations and ecology.

Promoting Nature Positive Management at Vehicle Manufacturing Plants

To systematically promote the deep integration of the nature positive concept into manufacturing processes, the Group has formulated and implemented the Nature Positive Management Maturity Evaluation Guidelines. These guidelines cover multiple dimensions including corporate governance, stakeholder management, employee capacity building, operational emission reduction control, resource use efficiency, and ecological restoration and compensation, thereby establishing a structured assessment framework. By conducting regular maturity evaluations, we are able to accurately identify common shortcomings and areas for improvement in nature positive management across various manufacturing plants, and accordingly formulate targeted improvement strategies. This effectively promotes the integration of nature- and climate-related factors into the operational decisions and daily management of production plants, providing solid support for the Group's overall climate neutrality goals and the implementation of its nature positive strategy. During the Reporting Period, we completed the annual nature positive management maturity evaluation of vehicle plants in accordance with these guidelines, achieving a coverage rate of 100%. The evaluation results show that a total of 13 vehicle plants have reached the two-star development stage, representing a 160% increase compared to 2024. Through systematic deployment of various improvement measures, each vehicle plant is steadily enhancing its nature positive management maturity.

Based on the evaluation results, to continuously improve the resource efficiency and environmental performance of each plant, the Group held a special improvement meeting in 2025 and deployed and implemented several improvement measures, mainly including:

At the governance level, each plant continuously improves its corporate systems and professional capabilities. Among them, six plants, including Xiangtan, Linhai and Qiantang, have established dedicated governance structures for nature positive. Three plants – Qiantang, Chengdu and Meishan – have further formulated special policies and normative documents for nature positive that are independent of existing safety, quality and environmental management systems. The Yuyao plant has also issued a Water Resources Risk and Opportunity Management policy to enhance its capacity to respond to natural degradation risks such as water scarcity and extreme weather. At the same time, the Group has systematically increased the frequency and quality of communication with stakeholders through measures such as forming special working groups, organising information ledgers and broadening communication channels, thereby enhancing the effectiveness of two-way exchanges.

At the operational level, vehicle manufacturing plants continue to deepen pollution prevention and emission reduction management by identifying the links between production activities and water resources, land, energy and ecosystems. Targeted optimisation measures are implemented to minimise the impact of operations on nature. In addition, each plant actively carries out the construction and restoration of habitats for native and migratory animals, contributing to regional biodiversity protection. They also systematically identify the ecological and environmental impacts of their operational activities, formulate and publish ecological compensation plans, and incorporate them into the natural capital assessment and management practice system.

Subsequently, the Group will continue to improve the management system and optimize institutional processes, steadily advancing towards becoming a nature positive enterprise.

4.1.3 Risk Management

The Group has established a comprehensive risk management framework and related risk management processes, which are applied to the management of nature-related risks and opportunities. For details, see "2.3 Risk and Opportunity Management" and "5.2 Risk Management and Internal Control". We strictly abide by relevant laws and regulations, and have internally formulated and implemented a series of policy documents, including the Biodiversity Policy Statement, Sustainable Raw Materials Policy, and Environmental Statement. During the Reporting Period, the Group further updated and released the Anti-Deforestation Statement, continuously strengthening the institutional guarantee for natural resource protection and biodiversity maintenance.

We have fully integrated nature-related risk and opportunity management into the overall risk management framework, systematically enhancing the resilience of the entire value chain in addressing nature-related risks. Relying on the self-developed "GeeCarbon Cloud" carbon management platform, we have achieved digital monitoring and precise management of full lifecycle carbon emissions. At the same time, we have built a full-chain resource circulation management model around "waste-free design, waste-free supply chain, waste-free manufacturing, and waste-free recycling". Following the "mitigation hierarchy" management framework, through the progressive protection strategy of "avoid, minimize, restore, offset", we continue to promote the construction and certification of green factories, committed to comprehensively improving the comprehensive capacity of the entire value chain in nature impact mitigation and ecological risk response.

4.1.4 Metrics and Targets

The Group has formulated comprehensive nature positive strategic targets and built a supporting monitoring indicator system. Through resource coordination and systematic promotion, it guides each business unit to carry out the identification and target setting of nature and biodiversity-related indicators. We have tracked and evaluated the full-chain environmental performance from source reduction, process control to end-of-pipe treatment around key indicators such as waste gas emissions (e.g., nitrogen oxides, sulfur dioxide, volatile organic compounds), wastewater discharge, and the generation and disposal of general solid waste and hazardous waste, promoting each production plant to continuously improve environmental management mechanisms and fully implement cleaner production requirements.

During the Reporting Period, we completed the China Environmental Labeling Product Certification for 85 vehicle models, meeting the "cradle to cradle" (C2C) requirements and complying with the environmental protection industry standard HJ2532-2013 "Technical Requirements for Environmental Labeling Products - Light-duty Vehicles" of the People's Republic of China.

- In 2025, completed China Environmental Labeling Product Certification for **85 vehicle** models
- **100%** of vehicle plants obtained ISO 14001 external certification
- National "Green Factories": **15**
- "Waste-free Factories": **12**
- The synchronous completion rate of environmental procedures for new, renovated, and expanded projects (Three Simultaneities) reached **100%**
- **100%** compliance in the treatment of wastewater, waste gas, and solid waste
- **100%** compliance in emissions of pollutants such as waste gas, sewage, and noise
- **100%** compliant disposal of hazardous waste

Building the Industry's First L4-Level Intelligent Integrated Die-Casting Production Line

The Group has achieved industry-leading breakthroughs in integrated die-casting technology through continuous innovation. By developing an intelligent modular temperature control system and co-developing the first domestically produced large-scale dual-spindle five-axis machining center, the Center has overcome key process challenges and increased the die-casting yield rate to an industry-leading 98%. In addition, in collaboration with research institutions, the Center has successfully developed a high-performance aluminum alloy through specialized material formulations and process controls, replacing traditional steel with aluminum. The integrated die-cast rear floor structure achieves a lightweighting level of 22%, setting a new industry benchmark.

4.2 Pollution and Waste Management

The Group strictly complies with relevant laws and regulations in the countries and regions where it operates, including the Water Pollution Prevention and Control Law of the People's Republic of China, the Air Pollution Prevention and Control Law of the People's Republic of China, the Solid Waste Pollution Prevention and Control Law of the People's Republic of China, and the Noise Pollution Prevention and Control Law of the People's Republic of China, ensuring that all plants hold valid pollutant discharge permits or registrations. Using institutional safeguards, we continuously adopt advanced technologies and management measures to reduce the generation and emission of pollutants. In 2025, the Group won the "Environmentally Friendly Pioneer Enterprise Award" at the Cailianpress Zhiyuan Awards.

Each plant of the Group has established a comprehensive environmental factor identification mechanism and formulated an environmental emergency management system for sudden environmental pollution accidents. We have set up an environmental emergency management team to clarify responsibilities within each organizational structure. Each manufacturing plant has established an emergency command center for major accidents, with the plant general manager as the overall emergency commander and the safety and environmental protection department responsible for daily operations. In addition, we have formulated environmental emergency plans and submit plan backups to the government every three years. In daily operations, we regularly inspect safety facilities, conduct regular training and drills on emergency plans, standardize emergency preparedness, early warning, alarm, and response classification processes, and organize post-accident contact, rescue, and relief efforts to improve the efficiency of responding to sudden environmental incidents and risk avoidance capabilities.

4.2.1 Waste Management

The Group systematically promotes standardized management and compliant disposal of waste, strengthens the whole-process control of solid waste, coordinates the daily management of various types of waste, and effectively promotes solid waste reduction. We have formulated the Full-Chain Waste-Free Management Model for the Automotive Manufacturing Industry covering the design, manufacturing, supply chain, and recycling ends, and continuously identify and update environment-related laws and standards. For example, for documents such as the Ecological Environment Monitoring Regulations and HJ 1405-2024 Technical Specifications for the Setting of Monitoring Points for Pollutant Discharge Outlets of Pollutant Discharge Units, we interpret the relevant clauses one by one and organize each plant to conduct compliance evaluations to ensure that all operational activities are fully compliant.

We have set a clear target to achieve zero landfill of hazardous waste by 2030, and have incorporated the relevant requirements into tender documents. Through measures such as conducting two-way evaluations between suppliers and plants and tracking the flow of tailings, we promote collaborative waste reduction across the supply chain. In 2025, 82.4% of the Group's vehicle plants had achieved zero landfill of hazardous waste, and for four consecutive years, 100% of vehicle plants have achieved zero landfill of non-hazardous solid waste. In 2025, the Group made positive progress in environmental performance and green manufacturing: the Xiangtan plant was rated as an Environmental Performance Grade A enterprise; the Jinzhong plant and the Jinan plant were newly added as provincial-level green factories; and the Qiantang plant was rated as a municipal-level green factory. The waste management system continues to improve.

Vehicle Plant Waste Disposal Data	2025 Proportion*
Proportion of waste sent for incineration with energy recovery	78.4%

*The calculation method for the proportion of waste sent for incineration with energy recovery is: (Quantity of hazardous waste sent for incineration with energy recovery + Quantity of non-hazardous waste sent for incineration with energy recovery) / Total quantity of waste sent for incineration.

General Solid Waste Management

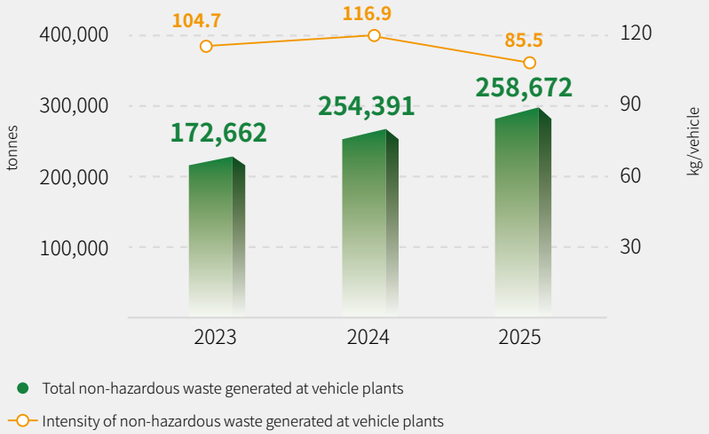
To systematically promote the reduction and resource utilization of solid waste, the Group has established a standardized management system covering the entire process. We strictly set up solid waste storage site identification signs in accordance with the Graphical Signs for Environmental Protection (GB15562.2-1995) and implement systematic control of unavoidable waste. The general solid waste generated during the Group's production and operation mainly includes stamping scrap, stamping rejects, general industrial solid waste (such as packaging materials and other process waste), construction waste, and domestic waste.

We always adhere to legal and compliant disposal, entrusting the generated general solid waste to qualified third-party units for recycling and treatment, and specifying pollution prevention requirements in contracts. In daily operations, we also actively promote paperless office work, advocating paper saving and double-sided printing; by sharing office supplies and encouraging repair and reuse, we improve the utilization efficiency of materials; we continue to promote the "Clean Plate Campaign", guiding employees to take food as needed and eliminate waste.

In terms of management mechanisms, we strengthen whole-process supervision from procurement, production to disposal: strictly implement classified collection, storage, and transportation, recycling the renewable parts; set up classified trash bins and dedicated collection points in office areas. At the same time, we have established a systematic evaluation and assessment mechanism. The Group conducts semi-annual and annual multi-dimensional evaluations of the solid waste management capabilities, reduction targets, and methods of plants and suppliers, and incorporates the results into the annual performance assessment of relevant entities. We also verify the qualifications and technical capabilities of solid waste disposal suppliers quarterly. In addition, through training on the Solid Waste Law and emergency drills, we continuously improve employees' compliance awareness and operational capabilities, ensuring the effective implementation of waste management systems.

General Solid Waste Management Measures	
Industrial Solid Waste	Classified collection, standardized transfer, and compliant disposal of industrial solid waste in accordance with relevant laws and regulations.
	Industrial waste with no residual value: entrusted to qualified third parties for compliant disposal.
	Industrial waste with residual value: prioritized for internal recycling or sold to third parties for comprehensive resource utilization.
Construction Waste	Systematically reduce construction waste generation by optimizing construction plans, increasing the reuse rate of temporary facilities and turnover materials, and strengthening construction process control.
	Reuse salvageable materials such as stone, floor tiles, and wooden doors; implement classified management of construction waste and reasonably carry out backfilling of construction waste.
	Promote green construction technologies such as prefabricated road panels and new green masonry materials (ALC panels).
Domestic Waste	Digitize recyclable materials to reduce physical items.
	Advocate healthy and civilized dining habits to reduce kitchen waste at the source, and implement classified treatment of kitchen waste.
	Set up classified recycling bins in office areas to distinguish between recyclable and non-recyclable waste, promoting resource recycling.
	Fully implement paperless office work in the R&D system, with all document processes handled through online systems, effectively reducing paper consumption per capita.
	Reduce waste generation through measures such as material upgrades and extending the service life of materials, and promote the adjustment of label and single-vehicle product-related materials from short-term replacement to long-term use, increasing reuse rates.
	Regularly contact oil-water separator maintenance vendors to treat waste oil and oil residue for secondary non-hazardous utilization; the failure rate of oil-water separators decreased by 80% compared to last year.

During the Reporting Period, the Group's waste disposal processes included comprehensive utilization, incineration, and landfill. In 2025, the solid waste compliance disposal rate was 100%.



In 2025:

- The intensity of non-hazardous solid waste generated at vehicle plants was **85.52 kg/vehicle** (2024: 116.88 kg/vehicle), a decrease of **26.8%** compared to 2024.
- Percentage of solid waste recycled at vehicle plants was **98.3%** (2024: 99.1%).

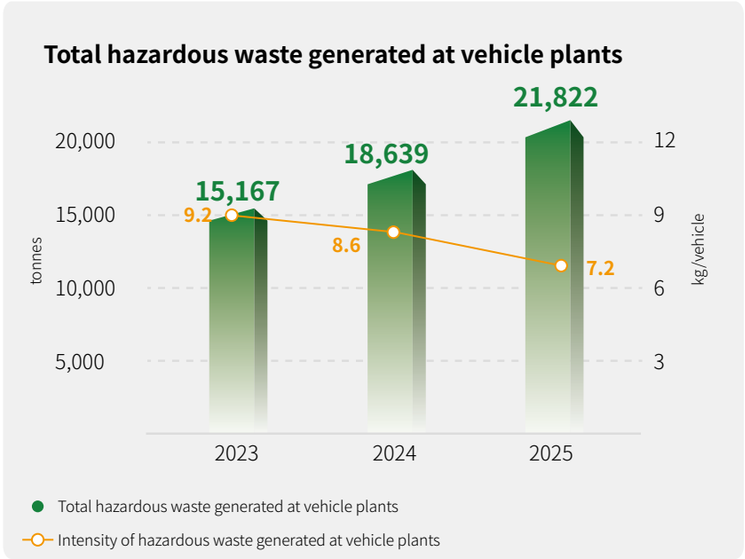
Hazardous Waste Management

We strictly identify and classify hazardous waste generated during the production and manufacturing process in accordance with the requirements of the "National Hazardous Waste List" and environmental impact assessment reports, and entrust all of it to qualified third-party suppliers for compliant recycling and resource utilization. In daily management, we have established a systematic hazardous waste whole-process control mechanism: the production department is responsible for on-site classification, temporary storage, and internal transport, with dedicated storage warehouses and standardized management; we simultaneously establish generation and disposal ledgers to ensure consistency between departmental ledgers and transport data, achieving full traceability. Through strict implementation of national environmental protection standards, we effectively supervise and control hazardous waste from generation, storage, transfer to disposal, thereby systematically preventing environmental risks.

The hazardous waste involved by the Group mainly includes the following categories:

- Recoverable hazardous waste – waste lead-acid batteries, waste lubricating oil, waste packaging drums, waste three-way catalysts.
- Recyclable hazardous waste – waste paint, waste sealant, paint-contaminated materials, waste antifreeze, waste cutting fluid, waste activated carbon, waste filters, sludge, oily rags, waste chemical containers, paint slag, pipeline cleaning agents, organic waste.

Compliance Management	Formulate hazardous waste management plans and complete filing in accordance with local environmental protection authorities' requirements.
	Issue the "Three Zero" Green Cycle Factory Creation Guidelines, setting targets of zero hazardous waste landfill, zero wastewater discharge, and zero hazardous substance emissions.
Safe Storage	Set up dedicated hazardous waste warehouses for classified and zoned storage of hazardous waste.
	All containers and packaging of hazardous waste, as well as facilities and sites involved in collection, storage, transportation, utilization, and disposal of hazardous waste, are equipped with identification signs in accordance with relevant national regulations.
Transport Prevention	To prevent leakage risks during transportation, we use dedicated containers with anti-leakage and anti-seepage functions to ensure no leakage of hazardous waste during transport.
Compliant Disposal	During the disposal stage, we entrust qualified hazardous waste disposal partners for treatment: recyclable hazardous waste is recycled by qualified suppliers for resource utilization; non-recyclable hazardous waste is incinerated compliantly through suppliers.
	Secondary products from waste incineration are also reused by specialized recycling units. Landfill and other disposal methods with high environmental impact are strictly prohibited, and the flow of hazardous waste is fully traced throughout the process.
	Regularly inspect hazardous waste disposal in key areas such as dismantling yards and painting workshops to prevent soil and water pollution incidents.



In 2025

- The intensity of hazardous waste generated at vehicle plants was **7.21 kg/vehicle** (2024: 8.56 kg/vehicle), a decrease of **15.8%** compared to 2024, exceeding the target of reducing intensity of hazardous waste generated by **6%** from 2024.

Separating Biochemical Sludge to Reduce Hazardous Waste at Source

To address the high cost and environmental burden of treating mixed sludge from the wastewater station as hazardous waste, the plant independently innovated and implemented the "Biochemical Sludge Separation for Hazardous Waste Reduction" project. By optimising the existing wastewater treatment process, biochemical sludge and physicochemical sludge are now separated and disposed of separately. After consultation with the local environmental protection authority, the biochemical sludge has been clearly classified as general industrial solid waste in the environmental impact assessment, significantly reducing the total amount of hazardous waste generated and disposal costs. This provides a replicable green practice for sludge disposal scenarios at wastewater stations.

Hazardous Substances Management

Hazardous Chemicals Management

The hazardous substances involved by the Group mainly come from chemicals used in laboratory testing processes and substances generated in vehicle manufacturing processes. To continuously improve the Group's management efficiency of hazardous substances and clearly define the specific responsibilities of each department in the management of hazardous chemicals and hazardous substances, we have implemented systematic management over the entire process of chemical introduction, use, transport, storage, emergency response, disposal, and hazard notification (including warning signs). The chemicals currently used include sulfuric acid, alcohol, acetone, etc., all of which are used in small quantities in laboratory environments, with no significant potential leakage risk. Nevertheless, we recognize that if a leak occurs, volatile substances may cause irreversible effects on operators' respiratory tracts, and leaked substances entering sewers will increase the sewage load.

To prevent chemical leakage risks, we regularly inspect the implementation of systems, issue results, and urge rectification. For the entire lifecycle of chemicals from procurement, use, storage to disposal, we have formulated special emergency plans and organize drills annually to minimize the impact of emergencies. In 2025, we further optimized the procurement process, requiring chemicals procurement requests to be signed off by the safety and environmental protection department and undergo risk assessment, ensuring that information on chemicals is synchronized and managed in a timely manner upon entering the site, preventing usage accidents. During the Reporting Period, no chemical leakage incidents occurred.

Hazardous Substances Management in Vehicle

In 2025, at the "Road Vehicle Hazardous Substance Control Technology Seminar", the Group was selected as a typical case in hazardous substance management in the automotive industry, based on its management practices in areas such as green supply chain management, hazardous substance substitution and reduction, easy recyclability design, and product export experience. One of the selected cases in the direction of hazardous substance substitution and reduction technology was "Green, Environmentally Friendly and Non-Hazardous Design and Practice of Automobiles". At the same time, several of the Group's flagship models achieved technological breakthroughs: the Geely Galaxy M9, Geely Galaxy Xingyao 8, Lynk & Co 10 EM-P and ZEEKR 9X were awarded the "Zero Formaldehyde Car" certification by CATARC, while the Lynk & Co 900 was awarded the "Maternal and Infant Grade Healthy Car" certification by China Automotive Engineering Research Institute (CAERI).

Lynk & Co 900 Healthy Cockpit and High Proportion of Circular Materials

The Lynk & Co 900 adheres to the "three-zero " healthy material concept, namely zero asphalt, zero mixed cotton, and zero harmful solvents, fully reflecting its focus on occupant health. Moreover, the vehicle extensively uses recycled PP material in its exterior parts, the suede-like interior is made of recycled PET microfibers with a recycled content as high as 45%, the instrument panel trim strips use recycled PC+ABS material with a recycled content of 50%, and the glove box uses natural plant fiber composite material with a natural fiber content of also 50%. It fulfills environmental commitments in all aspects, demonstrating sustainable luxury quality.

4.2.2 Waste Gas Emissions and Management

The waste gases generated during the Group's production process, such as nitrogen oxides (NOx), sulfur dioxide (SO2), and non-methane hydrocarbons (NMHC), mainly come from the spraying and drying processes in the painting shop during vehicle manufacturing. We implement source control by managing hazardous substances during the chemical introduction stage and controlling the VOCs content in coatings, reducing the input of volatile organic compounds at the raw material end. At the same time, we regularly inspect and maintain waste gas treatment facilities, timely replace old equipment, ensure the stable operation of the treatment system, and conduct regular monitoring of waste gas emission indicators to ensure all waste gases are emitted in compliance with standards.

In daily operations, we use systematic management and technical means to ensure that waste gas emissions remain compliant and fully controlled. Main measures include:

Management Stage	Specific Measures and Actions
Identify waste gas impacts	Identify waste gases generated by operational activities, such as nitrogen oxides, sulfur dioxide, non-methane hydrocarbons, etc., and assess their potential impact on the surrounding environment.
Advanced processes and equipment	Adopt industry-advanced processes and technologies to systematically reduce waste gas emissions and improve purification efficiency.
	Install "centralized adsorption/desorption + catalytic cracking" devices to ensure VOCs are treated and meet emission standards.
	Introduce dry spray booths and circulating air technology in painting processes to effectively reduce waste gas generation.
	Promote fully automatic spraying and water-based coatings in new projects to reduce VOCs emissions at the source.
	Apply low-nitrogen combustion equipment to control nitrogen oxide (NOx) generation.
	Introduce regenerative thermal oxidizers (RTO) to centrally incinerate organic waste gas collected from each painting line.
	Implement waste heat recovery energy-saving projects, optimizing energy management systems to convert waste heat from exhaust gas into usable thermal energy.
Management measures	Prominently display job operation procedures and process flow diagrams of pollution control facilities at waste gas treatment sites.
	Systematically monitor, record, and report emissions and reductions of major pollutants and pollution sources, and develop improvement measures based on data analysis.
	Require third-party construction units to configure air monitoring equipment at construction sites and simultaneously equip dust control facilities.
	Implement refined management of fugitive emissions from material storage, transport, loading/unloading, and production processes to minimize fugitive pollutant emissions.
Regular inspections	Conduct regular inspections to ensure pollution control facilities are in good condition and operating normally.
Compliant emissions	Conduct monitoring before emission to ensure compliance with standards before discharging.

To ensure the environmental compliance and emission standards of products throughout their entire lifecycle, we have built a systematic special management mechanism in exhaust control, as follows:

Exhaust Emission Control

Through refined calibration technology and the coordinated application of pre- and post-oxygen sensors under dew-point-free limits, tailpipe pollutant emissions can be significantly reduced. Particularly under low-temperature cold start conditions, the early intervention of the post-oxygen sensor optimises the engine combustion process and improves combustion completeness, thereby lowering engine-out emissions while enhancing the conversion efficiency of the after-treatment system. Combined with the purification effect of the three-way catalyst (TWC), which converts carbon monoxide, hydrocarbons and nitrogen oxides into non-hazardous gas, such as carbon dioxide, water and nitrogen through redox reactions, tailpipe pollutant emissions can be reduced by 30%–40% compared with current regulatory limits.

High-efficiency particulate filter application

By adding an ash coating on the surface of the gasoline particulate filter (GPF), a particulate capture efficiency of over 95% can be achieved at zero kilometers (conventional technology is about 60%), significantly improving the initial control of particulate number (PN). This technical solution can reduce PN emissions of new vehicles by more than 50% compared to regulatory limits.

Emission control under different operating conditions

Conduct real-world driving emission tests nationwide, focusing on emission performance under different altitude conditions (e.g., Xining plateau, Lijiang plateau, Hangzhou Bay plain), different temperature conditions (Xining low temperature, Chongqing high temperature, Lijiang normal temperature), and different road conditions (Chongqing mountain roads), ensuring that vehicle emissions during actual customer use always comply with regulatory requirements.

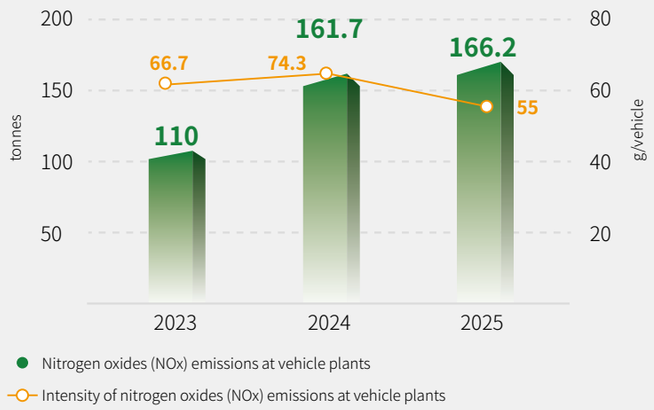
In 2025, plants such as Hangzhou Bay Second Plant and Dajiangdong (Qiantang) adopted the "dry spray booth + circulating air" technology, achieving a 70% reduction in waste gas volume. In addition, Geely Research Institute added a new odor collection and treatment device for the sewage station to collect and purify odors and hydrogen sulfide that may be generated during sewage treatment, ensuring workshop air quality and reducing environmental impact.

During the Reporting Period, the Group achieved 100% compliance in waste gas emissions.

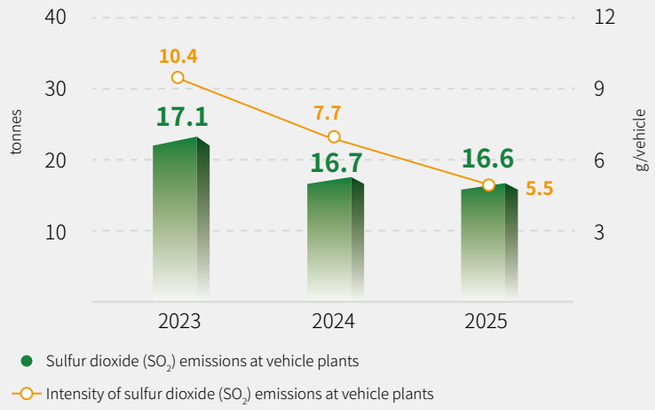
Leading New VOCs Emission Reduction Practices with Green Technology

At the Xi'an plant, water-based coatings have been fully applied in the multi-color painting process as a substitute for traditional solvent-based coatings. For the four color schemes – Jupiter Red, Graphite Black, Dynamic Yellow and Serene Gold – the coating system has been transformed, reducing the volatile organic compound (VOC) content of the coatings by 40% and effectively cutting VOCs emissions. This demonstrates the significant environmental benefits of upgrading processes towards greener technologies.

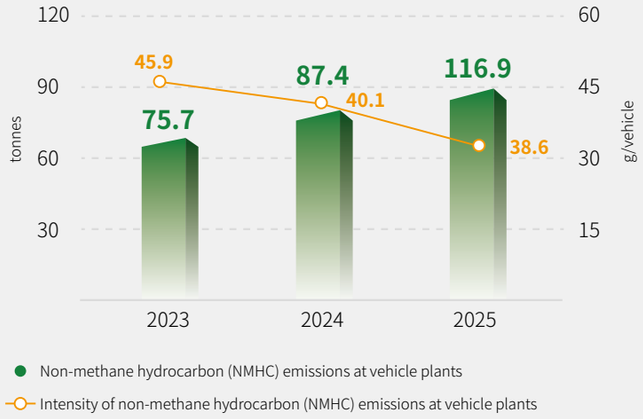
Nitrogen oxides (NOx) emissions at vehicle plants



Sulfur dioxide (SO_2) emissions at vehicle plants



Non-methane hydrocarbon (NMHC) emissions at vehicle plants



4.2.3 Wastewater Discharge and Management

The Group follows the principles of "clean-dirty separation, rainwater-sewage separation, and compliant discharge" to systematically treat various types of wastewater generated during production and operation. The Group's production wastewater mainly comes from processes such as painting pretreatment. According to the nature of the wastewater, we use pipes of different materials for classified collection at the source. After on-site pretreatment, part of the treated water meets the greening water quality standards for urban construction and is reused for park greening irrigation, the remaining treated water is discharged to municipal wastewater treatment plants for centralized advanced treatment. During the Reporting Period, the Group achieved 100% compliance in wastewater discharge.

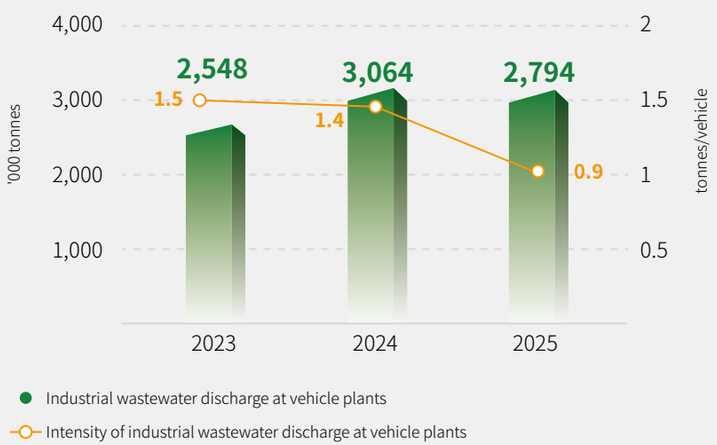
Category	Detailed Measures
Differentiated treatment	Strictly implement clean-dirty separation and rainwater-sewage separation systems, treat production wastewater and domestic wastewater separately, and use clearly marked, easily distinguishable pipeline systems for classified transport.
	Design recycling systems based on maximizing the utilization efficiency of water resources.
	New water reuse facilities to recycle treated water from plant wastewater stations, and add pure water recovery devices on the side to increase the recycling rate of water resources.
Industrial wastewater, dedicated pipe collection	Industrial wastewater is collected and transported using dedicated pipes for easy daily inspection and maintenance; wastewater transfer pumps are made of corrosion-resistant materials to prevent leakage risks.
	Differentiated color codes are used to mark collection pipes for different types of wastewater for easy identification and inspection.
	For nickel-containing production wastewater, open or overhead pipes are used for discharge, with the types of pollutants contained and flow direction clearly marked on the pipes.

Category	Detailed Measures
Facility safeguards	Install epoxy anti-seepage floors in key locations such as production areas, warehouses, auxiliary production facilities, and wastewater treatment areas. Implement special anti-corrosion and anti-seepage measures for key areas such as the vehicle body pretreatment area, oil and chemical warehouses, hazardous waste warehouses, and sewage stations to prevent chemical leakage from contaminating groundwater and soil.
	Groundwater monitoring points are deployed within the plant.
Compliant discharge	Set up standardized sewage discharge outlets and install online monitoring equipment for real-time monitoring of sewage quality.
	In the event of a sudden environmental pollution accident, the accident wastewater will be directed to a dedicated emergency pool for temporary storage; after the accident is handled, the accident wastewater will be tested and sent to the sewage treatment station in batches according to its quality.
	Strictly prohibit the direct discharge of domestic wastewater, and ensure that the pH value of the treated effluent is stable within the range of 6-9.

AI Operation and Maintenance of Sewage Stations

We have built a sewage station management system based on the Geely AI Xingrui large model platform. By integrating multi-dimensional data from various process stages, equipment parameters, control logic, inspection points, management systems, and historical problems and solutions at the sewage treatment plant, and relying on a knowledge base for continuous learning and iterative optimization, the system can quickly locate the root cause of anomalies and provide disposal suggestions, while also supporting employee skill Q&A and real-time operation guidance. In the future, the system plans to integrate with the EAM platform to achieve automatic push of anomaly alerts and handling measures, further improving the intelligence level of sewage station operation and maintenance management.

Industrial wastewater discharge at vehicle plants



In 2025,

- The intensity of industrial wastewater discharge at vehicle plants was **0.92 tonnes/vehicle** (2024: 1.41 tonnes/vehicle), a decrease of **34.8%** compared to 2024.

4.2.4 Noise Management

The Group strictly complies with the Environmental Noise Emission Standards for Industrial Enterprises (GB12348-2008) and implements strict noise control at all production plants to systematically reduce the impact of production activities on the surrounding environment. We have established a noise monitoring mechanism covering monthly, quarterly, and annual periods to comprehensively track the noise intensity of the production environment, prioritize low-noise equipment, and install noise barriers to ensure that the plant boundary noise does not exceed 65 decibels during the day and is below 55 decibels at night, stricter than the Category 3 limits of the Industrial Noise Emission Standard. At the same time, through the establishment of inspection systems and smart environmental monitoring systems, we track pollution indicators in real time, minimizing the environmental impact of the entire construction process, creating a quiet and healthy working and living environment for surrounding communities and employees.

4.3 Water Resources Management

We attach great importance to water resources management and are committed to optimizing water use structures and improving water use efficiency during production and operation. We continuously promote process equipment upgrades, strengthen the recycling and recovery of water resources, systematically reduce water consumption per unit of product, and strive to achieve an intensive and sustainable water use model.

4.3.1 Production Water Use Management

The Group fully integrates water resources management into its corporate sustainable development strategy, strictly abiding by laws and regulations such as the Water Law of the People's Republic of China and the Regulations on the Administration of Water Abstraction Licensing and Water Resources Fee Collection, ensuring that production and operation activities do not exacerbate regional water scarcity. The Group attaches great importance to the impact of water resources utilization on the environment and communities. Each production plant mainly uses municipal water supply, with some surface water as a supplement, and prioritizes site selection in areas with low water stress. Currently, none of our plants have experienced water scarcity or water safety incidents.

We continuously improve the refined water conservation management level of each production plant , establishing a three-level water management mechanism with the general manager of each vehicle plant as the highest person in charge. To improve water resource utilization efficiency and strengthen water resource protection, we have formulated systematic water conservation systems and targets, and through measures such as developing water recycling technologies, promoting water use reduction, and implementing wastewater reuse, we fully implement water resource control and continuously improve water use efficiency.

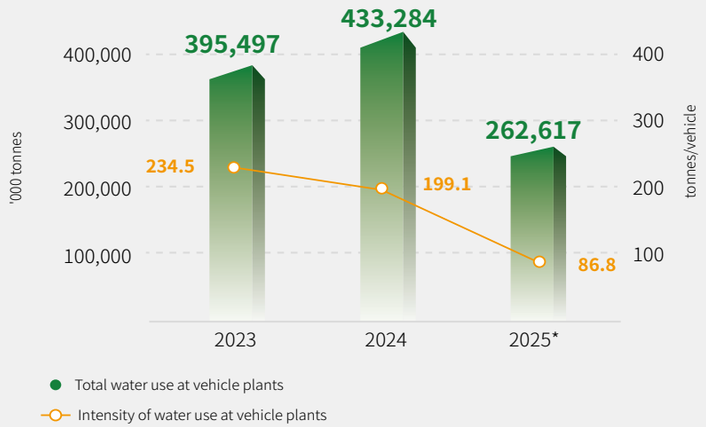
During the Reporting Period, we conducted water balance tests to repair leaking pipes, effectively reducing water resource waste. At the same time, we actively promote water resource recycling, such as reusing the concentrated

water generated during the production of pure water for painting in slide cleaning and process stages, and using the remainder for greening irrigation, achieving cascade utilization. In addition, the Group continuously promotes process upgrades, including adopting counter-current replenishment, setting up circulating water systems, recovering condensate, and applying automatic replenishment control technologies, significantly improving water recovery and recycling efficiency.

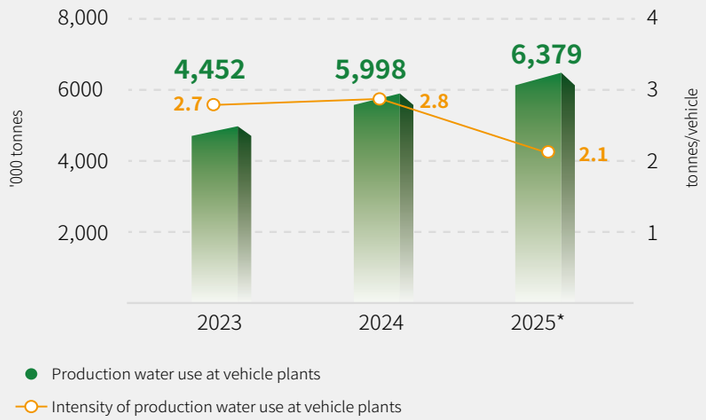
In 2025, the water recycling volume at vehicle plants reached 255,020.9k tonnes, and the water recycling rate at vehicle plants reached 97.11%.

Process Upgrades	Multiple production plants such as Dajiangdong (Qiantang) and Hangzhou Bay Second Plant have promoted counter-current replenishment processes, adopting optimization strategies such as fresh spray stepwise overflow, fresh pure water stepwise overflow, and EDRO electrodeposition water conservation, achieving an integrated water saving of 7.5 tonnes per hour.
	Xiangtan plant integrated a rain-sensing automatic device into the existing spray system, enabling the spray system to automatically pause during rainy weather, saving 1,051 tonnes of tap water annually.
	Yiwu plant replaced the open-loop cooling water system with a closed-loop chilled water system, saving approximately 500 tonnes of tap water annually.
Equipment Retrofits	Baoji plant used coating concentrate instead of industrial water to dilute sewage in the wastewater treatment tank, effectively reducing industrial water consumption at the sewage station, saving 33,350 tonnes annually.
	Jinzhong plant retrofitted the pure water system, recovering concentrated water by welding stainless steel pipes to a phosphating preparation tank, recovering approximately 72 tonnes of concentrated water per day.
	Meishan plant added water tanks, pumps, and other recovery systems in the painting shop to achieve efficient recovery of condensate, recovering approximately 4,000 tonnes of condensate annually, significantly reducing the need for cooling tower replenishment in summer.
	Changxing plant added a reclaimed water pipeline to the existing dosing system, achieving annual water savings of approximately 4,000 tonnes.
Water Reuse	ZEEKR PMA Plant retrofitted the small coating pure water station for concentrated water recovery, using the recovered concentrated water for slide cleaning, achieving annual water savings of approximately 3,600 tonnes.
	Linhai Plant centrally recovers condensate from the painting refrigeration system, collecting it in a water tank and then supplying it to cooling towers for replenishment via pump pressure, saving approximately 4,000 tonnes of water annually.
	Yuyao Plant recovers condensate from the painting shop air conditioners and supplements it for use in power stations, saving approximately 10,000 tonnes of water annually.
	Guiyang Plant uses concentrated water generated during the production of pure water for coating for plant greening and slide cleaning, saving approximately 18,000 tonnes of water annually.

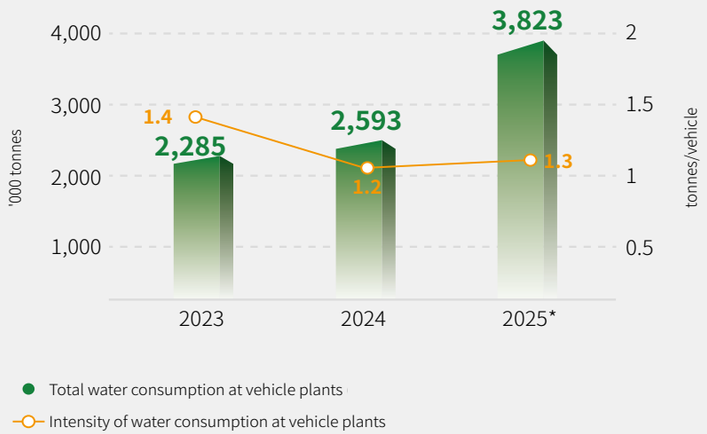
Total water use at vehicle plants



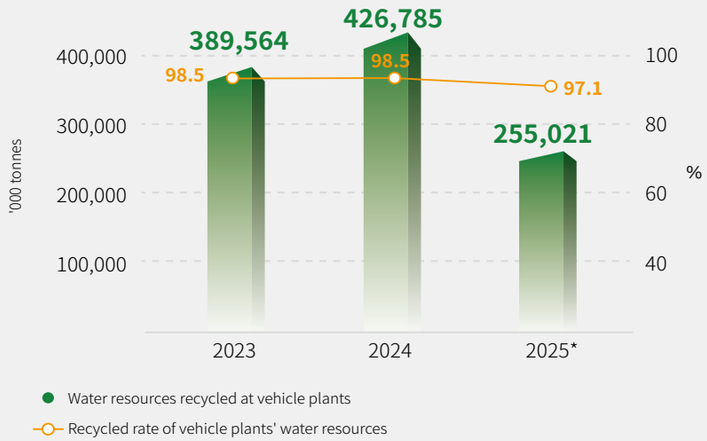
Production water use at vehicle plants



Total water consumption at vehicle plants



Water resources recycled at vehicle plants



In 2025:

- The intensity of production water use of vehicle plants was **2.11 tonnes/vehicle** (2024: 2.76 tonnes/vehicle), a decrease of **23.6%** compared to 2024.
- The intensity of total water consumption of vehicle plants was **1.26 tonnes/vehicle** (2024: 1.19 tonnes/vehicle), a year-on-year increase of **5.9%**.

Note: The calculation method for total water use is: Total water withdrawal + Water resource recycling. The calculation method for total water consumption is: Total Water withdrawal – Total Water discharge, where total water withdrawal = production water use (fresh water) + domestic water use (fresh water); total water discharge = industrial wastewater discharge + domestic wastewater discharge. The calculation method for the recycled rate of water resources is: Water resources recycled / Total water use, where water resources recycled includes industrial water resources recycled and domestic water resources recycled.

* In 2025, the total production water use of vehicle plants increased with production volume, but the intensity of production water use decreased significantly, reflecting the effectiveness of water-saving measures in the production process. The increase in total water consumption and intensity is mainly related to factors such as higher operating intensity of cooling systems and lower wastewater discharge. More fresh water is consumed within the system rather than discharged, which does not indicate a weakening of water-saving effects. The water resource recycled and recycled rate experienced a short-term decline due to the optimisation of statistical coverage, but they remain at a high level and will continue to be improved in the future.

4.3.2 Operational Water Management

In daily operations, we continuously strengthen the refined management of water resources. The Group has established a regular inspection mechanism, whereby the property department conducts daily checks on key water use points to promptly identify and repair potential leakage hazards. The canteen has introduced oil-water separation equipment, increasing the recycling rate of kitchen wastewater to over 90%. In terms of facility upgrades, we have comprehensively promoted the installation of water-efficient faucets, which can reduce water flow by 30% to 50% compared to ordinary faucets. At the same time, we have deployed real-time monitoring devices and connected them to the water intake monitoring system, enabling graded water metering and cooling water recycling. In addition, we regularly organise special training sessions on water conservation and conduct water-saving awareness campaigns in office areas to enhance the water conservation awareness of all employees, integrating water-saving behaviours into every aspect of daily operations.

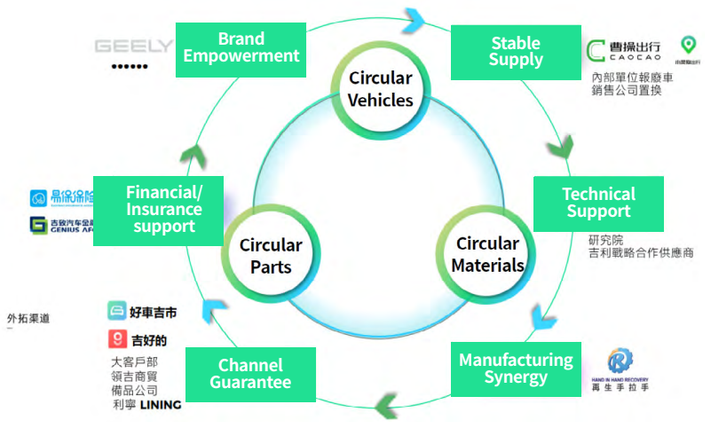
4.4 Circular Economy

The Group actively responds to national initiatives, and based on the Pilot Implementation Plan for Extended Producer Responsibility for Automotive Products issued by the Ministry of Industry and Information Technology and three other ministries, takes the Extended Producer Responsibility (EPR) pilot as an entry point, focusing on key areas such as circular vehicles, circular parts, and circular materials, systematically building an automotive industry "circular ecosystem", continuously improving industrial resilience and innovation capacity, and comprehensively promoting the improvement of comprehensive resource utilization.

The Group has established an EPR pilot special team led by senior management to coordinate the top-level design, system planning, and implementation paths of the pilot work. With Geely Auto as the main body, it forms an industrial consortium together with well-known resource recycling enterprises in Zhejiang Province and relevant entities within the system (such as Zhejiang Jixin, etc.), opening up key links of EPR and jointly promoting the implementation of pilot tasks. In 2025, the Group's EPR pilot project passed acceptance, and the applications of "Remanufactured parts in discontinued model supply guarantee" and "PCR recycled plastic application" were selected as outstanding cases. In the same year, the Group was again selected as a second-phase EPR pilot enterprise, focusing on deepening practices in two major directions: "recycled material use" and "component remanufacturing", while improving the EPR management system and promoting the integration of eco-design concepts into new product development.

In the course of practice, we have gradually developed a circular economy methodology and value system with Geely characteristics. The Group has established a Circular Industry Center, which consists of seven departments: Circular Vehicle Business Department, Circular Part Business Department, Circular Material Business Department, Service Station, Technology Department, Quality Department, and Operations Management Department. Focusing on the three core businesses of circular vehicles, circular parts, and circular materials, it builds a sustainable automotive circular ecosystem covering vehicle and component remanufacturing as well as raw material recycling. The Circular Industry Center breaks down circular economy and ESG targets into annual business plans and specific indicators, and collaborates with the ESG Office to identify and implement carbon reduction pathways, ensuring that business operations effectively support sustainable development goals. By establishing a sound institutional system and optimising business processes, it promotes the efficient operation of all

aspects of resource circulation. In 2025, the Group was selected for the All-China Environment Federation's "Belt and Road" Green Supply Chain Case and Recommended Technology Product Catalogue.



Geely Auto Circular Ecosystem Model

Circular Vehicles	Production and sales of circular vehicles, realizing the reuse of end-of-life vehicle waste, reducing resource waste and environmental pollution.
Circular Parts	Remanufacturing of used parts to achieve the same quality and performance as new original parts.
Circular Materials	Processing and reuse of non-ferrous metals such as scrap steel and scrap aluminum, waste plastics, and electronic waste, promoting the recycling value of resources.
Innovative Businesses (such as comprehensive use and recycling of batteries)	Recycling of power batteries from research institutes and plants, and comprehensive utilization or recycling according to battery condition.

We have also established a traceability management platform (CirTrace), achieving a full business process closed loop from "vehicle recycling, inspection and repair, refurbishment and remanufacturing, component replacement to dealers inquiry". The system can query the preparation content of prepared vehicles by VIN number, such as replaced components and results of inspection items at each stage, ensuring full traceability of the process and providing a reliable technical guarantee for the circulation and dealers of circular vehicles, circular parts, and circular materials. In 2025, we launched the second-phase development of the CirTrace system. Based on the first phase, we further achieved two-way traceability of vehicle source procurement and sales flow. Using the VIN number as a unique identifier, we connected information flows across procurement, preparation, and sales stages, improving the completeness and management efficiency of the traceability system. In addition, we applied laser marking traceability technology to ensure that each remanufactured and reused part has a unique identifier and traceability code. The Circular Industry Center continuously promotes technological breakthroughs and has now prepared the Smart Maintenance Technology Manual to systematically guide the maintenance and traceability management of circular components.

The Group actively collaborates with upstream enterprises to strengthen the application of recycled materials in vehicle production, continuously increase the proportion of recycled materials in key components, and explore the alternative use of bio-based materials. Currently, we have applied bumpers containing 30% recycled materials to 15 models across multiple plants, including Geely Xingyao 8, Geely Galaxy M9, Lynk & Co Z20, Lynk & Co 900, ZEEKR 7X, and ZEEKR 9X., etc.; and have used 15% automotive recycled plastics in two models. Data shows that bumpers using 30% recycled plastic can reduce carbon emissions by about 7% compared to ordinary bumpers. We actively link upstream and downstream of the industry chain to promote the remanufacturing of key components and facilitate the large-scale application of remanufactured components in the after-sales maintenance system.

During the Reporting Period, the Circular Industry Center completed the improvement of policies such as the General Rules for Information Security Management of the Circular Industry Center and the Management Rules for Leased Business Vehicles of the Circular Industry Center, further consolidating the management foundation. In 2025, the center had completed the standardized disposal of nearly 6k end-of-life vehicles and the official standardized preparation and recirculation of nearly 300 circular vehicles; supplied more than 60k reused and remanufactured parts to the after-sales service market, and sold more than 13k tonnes of circular materials.

4.4.1 Circular Vehicles

The circular vehicle business undertakes the full-chain operation of vehicles from recycling to sales, covering recycling assessment, professional refurbishment, official certification, leasing and sales, and channel management, and has established a complete brand and authorisation system.

At present, the Circular Industry Center has successfully obtained four major management system certifications – remanufacturing, quality, environment, and occupational health and safety – consolidating the foundation for sustainable development through standardised management. Geely official circular vehicles strictly adhere to the seven original-factory refurbishment solutions: original factory standards, original factory processes, original factory spare parts, original factory inspection methods, original factory inspection equipment, and original factory test tracks. A technical specification for finished circular vehicles covering 180 inspection items has been established to ensure that each circular vehicle meets high standards in quality and performance. The GB7258 off-line inspection requirements are strictly implemented, and flexible refurbishment solutions can be provided based on market demand.

In addition, the Group has built an officially certified circular vehicle platform, focusing on Geely's official circular used car business. In the domestic market, it promotes the recirculation of vehicles through vehicle leasing, individual transactions, and bulk channel sales, while continuously improving the financial, repurchase and service guarantee systems. In overseas markets, it actively expands into emerging markets such as Central Asia and Africa, gradually building a global business layout. At the same time, the Circular Industry Center provides special circular vehicle services to internal Group employees, offering supplementary vehicles at competitive prices. All vehicles undergo strict testing and multiple repair and refurbishment processes to ensure that their exterior appearance, electronic systems, and mechanical performance meet quality standards comparable to new vehicles.

4.4.2 Circular Parts

The circular parts business focuses on the recycling of components, covering the handling of remanufactured parts, reused parts, self-made parts, and batteries, and runs through project development, production, channel sales, battery asset disposal, and comprehensive utilisation. Circular parts mainly come from dismantled internal R&D test vehicles and end-of-life vehicles, as well as industrial waste parts, material waste parts, stagnant parts and defective parts

from vehicle plants and component manufacturers. Through mould recycling, self-manufacturing and supply chain construction, the circular parts business has formed a stable supply system covering Geely genuine spare parts and the second-brand "Lining" spare parts.

The Group has planned a "9+107 " circular component development path: 9 types of non-metallic parts basically cover the main exterior components, and currently 30% recycled PP material is used; the 107 metal parts use recycled materials such as recycled steel and recycled aluminium. The relevant production equipment and production lines have been put into operation according to original equipment standards and have passed four certifications, including ISO 9001 quality management system and the Automotive Parts Remanufacturing Management System. In the future, IATF 16949 is planned to be introduced to continuously improve the quality control level.

In terms of industry chain collaboration, the Circular Industry Center actively builds a cross-sector cooperation network: it explores the "insurance-remanufacturing" integration model with insurance companies in Ningbo, and signs agreements with designated recycling units to recover and remanufacture insurance accident parts (such as headlights, bumpers, wheel hubs, compressors, etc.). It cooperates with CaoCao Mobility to batch-recycle waste compressors replaced from its operating vehicles, which are then remanufactured and put back into use. Core components such as engines, transmissions and motors are entrusted to professional remanufacturing suppliers, which repair them to new manufacturing standards and affix "remanufactured" labels.

In 2025, Geely's spare parts company implemented a differentiated channel promotion strategy for reused parts and remanufactured parts. Among them, reused parts are mainly sold to the automotive aftermarket. By purchasing reused parts dismantled by Zhejiang Jixin, the company basically achieves full category coverage, focusing on high-value categories, including four doors and two hoods, lamps, rearview mirrors, air conditioning systems, thermal management systems, and chassis series. Currently, the average monthly sales volume of reused parts exceeds 4,000 pieces, effectively promoting the secondary use of dismantled parts, increasing output value while significantly reducing the resource waste caused by vehicle scrapping.

4.4.3 Circular Materials

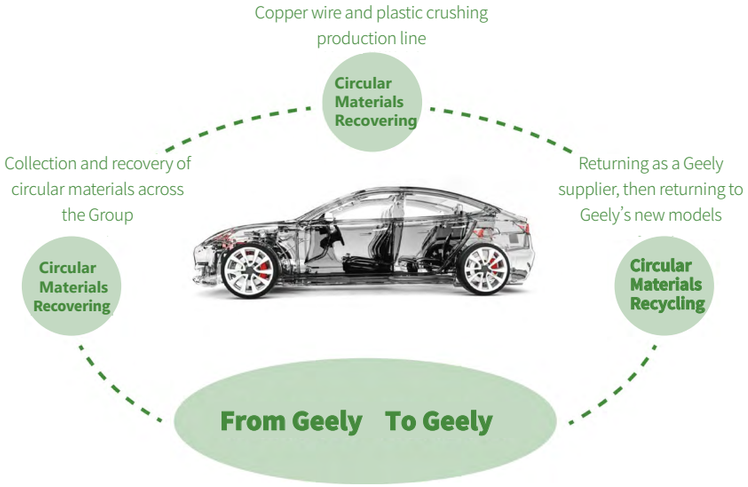
The circular materials business covers the construction of a renewable material recycling system, disposal pricing, sales, and compliant refined dismantling of end-of-life vehicles. We have set circular material application targets for newly developed components: the proportion of recycled plastic in components shall not be less than 25%, the proportion of recycled aluminum shall reach 30%, and the proportion of recycled steel shall not be less than 20%. The Group actively collaborates with upstream enterprises to strengthen the use of recycled materials, increase the proportion of recycled materials in key components, and explore the alternative use of bio-based materials.In 2025, at the "Road Vehicle Hazardous Substance Control Technology Seminar", the Group was successfully selected as a typical case in hazardous substance management in the automotive industry – the "Easy Recyclability Design Direction" case, titled Industrial Application of Recycled Materials in Automotive Components.

In terms of business model, the circular materials business focuses on the recycling of waste resources and the reuse of recycled materials, building a closed-loop system "from vehicle to vehicle": usable parts from dismantled end-of-life vehicles are remanufactured and enter Geely's after-sales spare parts system; waste materials, after regeneration treatment, are reused as raw materials for after-sales injection-moulded parts and other products.

In terms of recycled plastics, the materials mainly come from dismantled and recycled fragments of waste bumpers, interior panels, etc. After processes such as crushing and modification, they are regenerated into raw materials specifically for new bumpers, building a closed-loop system of "recycling - regeneration - reapplication". Currently, exterior parts have achieved a 30% recycled plastic application rate, and this proportion will gradually increase in the future. The development of recycled plastics follows the management principle of "one solution, one grade", i.e., developing a dedicated material grade for each independent material composition solution. The verification process and judgment standards for all recycled plastics strictly adhere to Geely's corporate technical standards, and the quality requirements are not lowered because the material is recycled, adhering to the core principle of "environmental protection without lowering standards, recycling without reducing quality".

In terms of recycled aluminum, the materials mainly come from scrapped components from internal power companies. After precise screening and collection of scrap aluminum resources, they are transported to aluminum plants for regeneration into high-quality aluminum materials through professional smelting processes, achieving resource recycling. Currently, the Circular Industry Center has opened up three pathways for recycled aluminum: starting from the Circular Industry Center, old circular parts are output, handed over to third parties for trade docking and pre-treatment, then transferred to cooperative entities for smelting and finishing, and finally directed to designated vehicle plants and production sites within the Geely system.

In terms of recycled steel, the Group uses stamping scrap such as galvanized sheets and cold-rolled sheets as the main source of scrap steel, establishing a complete scrap steel recycling and recovering system covering plant waste output, supplier recycling, material supplier smelting and regeneration, component manufacturer reuse, and finally returning to Geely's production process.



Geely's Circular Materials Business Model

Circular Materials Development and Application	
Metal Materials	• Promote the development and mass production application of 75% recycled and heat-treatment-free aluminum alloy, which can achieve 71% carbon emission reduction in the raw material stage and a 3% cost reduction compared to traditional materials. • Promote the development and mass production application of ESP short-process low-carbon hot-formed steel, which achieves a 20% reduction in carbon emissions and a 10% cost reduction compared to traditional hot-formed steel. • Actively cooperate with steel mill to carry out scrap steel circular traceability management and improve the material closed loop.
Non-metal Materials	• Post-consumer recycled (PCR) materials have completed performance verification in business areas such as engine compartment beauty panels and bumpers, have been piloted on mass-produced models, and are steadily advancing towards large-scale application. • Developed bamboo fiber bio-based PU leather material, which uses bamboo fiber base fabric (40%) combined with castor oil-based polyurethane (30%) and adopts a four-layer composite structure design, fully leveraging the synergistic effect of bamboo fiber and castor oil. Certified by ISO 14067, its carbon footprint is 62% lower than traditional synthetic leather, while meeting automotive-grade material performance requirements. • Successfully developed and applied 8 types of renewable raw materials with a recycling rate of 30% in key components such as bumpers and exterior parts, with all grades obtaining GRS certification.
Process and Structural Innovation	• Use 3D printing technology to develop automotive parts, reducing the consumption of new materials. • Achieve significant weight reduction on specific models by applying lightweight materials such as magnesium alloy and military-grade composite materials. • Introduce advanced processes such as flexible rolling, hot gas expansion forming, and laser welding integrated hot stamping in vehicle manufacturing to further achieve lightweighting and material savings.

Model	Recyclability Rate*	Recoverability Rate*
Galaxy L6	91.7%	98.4%
Galaxy L7	91.7%	98.0%
Galaxy E5	90.4%	97.2%
Galaxy Starship 7	93.4%	97.6%
Boyue L	86.8%	98.8%
ZEEKR 7X	90.6%	98.5%
New ZEEKR 001	92.1%	97.4%
ZEEKR MIX	94.2%	96.3%

*Note: Recyclability rate refers to the percentage of the mass of a vehicle that can be reused and/or recycled, relative to the total mass of the vehicle.

Recoverability rate: refers to the percentage of the mass of a vehicle that can be reused, recycled and/or recovered, relative to the total mass of the vehicle.

As of the end of the Reporting Period, more than 10 models of the Group's models on sale have achieved the targets of "20% recycled steel, 30% recycled aluminum and 25% recycled plastic".

The Group Partial Model Material Circular Ratios Examples			
Model	Recycled Steel Ratio (%)	Recycled Aluminum Ratio (%)	Recycled Plastic Ratio(%)
Geely Galaxy M9	23	30	30
Geely Galaxy A7	23	30	26
Geely Galaxy Xingyao 7	28	30	30
Geely Galaxy E5	22	30	-
Geely Galaxy E8	30	30	30
Lynk & Co 07 EM-P2	28	32	30
Lynk & Co Z20	27	36	30

In terms of product end-of-life treatment, the Group attaches great importance to recyclability design throughout the entire lifecycle, continuously conducts research on recycling technologies for end-of-life components and materials, and systematically calculates and tracks the recoverability rate of its models in accordance with the national standard Road vehicles – Recyclability and Recoverability Rate – Requirement and Calculation Method. At the same time, it has prepared the Power Battery Dismantling Operation Manual to standardise the dismantling process, improve operational safety and enhance resource recovery efficiency.

The Group regards end-of-life vehicles as "urban mines" and is committed to transforming them from an environmental burden into recyclable resources, achieving closed-loop management throughout the entire lifecycle. For each end-of-life vehicle, the Circular Industry Center, together with the Research Institute, establishes a detailed "one vehicle, one file" list, covering key information such as the BOM list of installed parts, vehicle test items, and maintenance and

replacement records. After the vehicle is transferred to the Circular Industry Center, it is registered with a VIN code and a QR code label is generated, giving each vehicle a unique "digital identity card". This builds a digital traceability file covering the entire lifecycle of vehicle recycling, dismantling and reuse, achieving fully traceable and verifiable closed-loop management.

During the dismantling process, vehicle components are efficiently disassembled using a combination of automation and manual work. The dismantled components are strictly classified and stored: components with intact appearance and function (such as doors, lamp covers) enter the reusable parts warehouse; core assemblies such as engines, transmissions and motors enter the remanufacturing blank warehouse; clearly classified materials such as metals, plastics and rubber enter the recycled raw material warehouse; hazardous waste such as airbags, waste oil and liquids, and waste batteries enter a dedicated temporary storage area, ensuring compliant storage and disposal.

End-of-Life Vehicle Dismantling and Remanufacturing Process

Pretreatment: Drain and collect all residual liquids in the vehicle, such as fuel, engine oil, transmission fluid, coolant, brake fluid, etc., sort them by type, and hand them over to qualified units for disposal.

Refined dismantling: Introduce manual refined dismantling combined with machinery to maximise the retention of component value.

Process classification: Vehicles in good condition are refurbished as teaching and training vehicles; vehicles in poor condition are dismantled. Usable parts are returned to R&D for use, while nonusable parts are crushed and used as raw materials for circular materials.

Digital management: Achieve refined management of the entire process through digital systems such as vehicle management, dismantling list, inbound management, and sales traceability (e.g., CirTrace).

Target	Progress
The comprehensive recyclability rate of recycled resources from end-of-life vehicles reaches 75%	97.9%*
The total average recoverability rate of vehicles reaches 95%	98.3%

*EPR pilot acceptance data

4.4.4 Battery Recycling

We have built an industrial collaborative recycling system with vehicle manufacturers as the core, cooperating deeply with automotive production, power battery manufacturing, comprehensive resource utilization, and other related enterprises, significantly reducing the potential environmental impact of waste batteries and effectively minimizing the damage of chemical substances contained in batteries to surrounding ecosystems. In 2025, the Circular Industry Center recycled over 4,000 waste batteries from the Group's R&D, production, and sales processes throughout the year. Through refined screening, modular reassembly, and adaptive design, it achieved efficient and safe comprehensive use of power batteries, balancing economic and environmental benefits.

During the Reporting Period, the Group joined the "China New Energy Vehicle Power Battery Recycling Industry Collaborative Development Alliance" and was awarded the "Outstanding Contribution Enterprise for Annual Power Battery Recycling Policy Research" honor.

Battery Lifecycle Circular Recycling Management

Battery Design

Green Ecological Design:

- Introduce circular material application standards: recycled steel proportion not less than 15%, recycled aluminum proportion not less than 25%, and ensure that the content of hazardous substances in all materials meets regulatory requirements such as GB/T 30512-2014 and EU-2023-1542.
- Reduce the number of part types and structural differences through highly integrated and modular layout and structural design, reducing resource consumption.
- Evaluate easily damaged parts and short-cycle replacement parts such as power batteries, optimize repairability design, and reduce full lifecycle maintenance costs.
- Use pure copper negative terminals instead of copper-aluminum composite friction welding terminals to achieve separation of different metal materials, improving recycling convenience and material reuse rates.
- The Aegis Gold Brick battery cell developed by Geely has a cycle life of over 4,500 cycles. Based on a vehicle's 300k km full lifecycle, this is equivalent to "one generation of battery serving three generations of vehicles", effectively extending the service life of power batteries and reducing emissions during battery retirement. At the same time, full lifecycle operation big data management for power batteries has been achieved, with the Xingrui Cloud platform established to fully analyze the retirement status and residual value assessment of power batteries, maximizing the value of retired batteries.

Battery Procurement

Raw Material Traceability:

- Carry out identification and traceability of key raw materials for power batteries, focusing on core elements in batteries: cobalt, lithium, nickel, manganese, natural graphite, mica, and implement layer-by-layer traceability management of the supply chain involving these elements.

Battery Use

Production Quality Control:

- Establish quality management systems in accordance with ISO 9001, IATF 16949 and other standards, obtain certifications, and implement full-link quality data monitoring and traceability management for batteries to ensure product delivery quality.
- Establish a fault alarm/early warning and disposal iterative system to accurately assess battery health status, and build a four-level emergency response mechanism for batteries, which can initiate voice calls, user care, and on-site and back-end coordination within 10 seconds.
- Actively promote the layout of the power battery maintenance service network and promote the standardization of maintenance processes.

Intelligent Big Data Monitoring Management:

- Relying on the largest big data intelligent computing platform among domestic automakers – the Geely Xingrui Intelligent Computing Center – conduct full lifecycle monitoring and health management of power batteries for all new energy vehicles.
- Deploy power battery safety warning and alert algorithms, battery health assessment algorithms, etc., to ensure user safety while extending applications to areas such as used new energy vehicle value assessment, battery health and residual value analysis.

Battery Disposal

Battery Recycling and Recovering:

- Formulate the Management Regulations for the Recycling of Waste Power Batteries for New Energy Vehicles, cooperate with battery recyclers on the MIIT whitelist, sign battery recycling contracts, and carry out battery recycling and traceability management for retired batteries in accordance with regulations.
- The cooperating third-party recycling companies process power batteries recycled from plants into echelon battery products, mainly used for solar street lamps within the plants area and so on.

4.4.5 Circular Ecosystem

We actively link upstream and downstream of the industry chain to promote the remanufacturing of key components and facilitate the large-scale application of remanufactured components in the after-sales maintenance system. To meet the large-scale demand for post-consumer recycled (PCR) materials in automotive applications, we have opened up a full-link closed-loop system from front-end recycling, sorting and crushing, cleaning and paint removal to modification processing. While strengthening internal recycling capabilities, we actively build an external recycling network, integrating high-quality industry resources to ensure a stable supply of recycled materials, laying the foundation for the widespread promotion of PCR materials in the future. In 2025, we jointly established the "Automotive Sustainable Materials Joint Research Laboratory" with the China Automotive Data Center and Kingfa Science & Technology, and joined the Ningbo Comprehensive Utilization of Resources Association as a Vice Chairman unit, continuously promoting the green circulation of materials and collaborative innovation of the industry chain. In addition, the Group participated in the formulation of the national standard GB/T 45198-2024 Evaluation Specification for the Valuation of Old Vehicles, as well as group standards such as the Traceability Management Guidelines for Automotive Recycled Materials - Part 1: General Principles, Traceability Management Guidelines for Automotive Recycled Materials - Part 2: Recycled Plastics, and Technical Specification for In-Service Detection and Appraisal of New Energy Passenger Vehicles, contributing to the standardized development of the industry.

At the same time, in key areas such as waste plastic disposal and modified recycled plastic pellets, we continue to deepen industry chain collaboration, committed to building a plastic circular system covering recycling, processing, and application integration.

In terms of waste plastic disposal, through a bidding mechanism, we have established cooperation with professional units such as Green Recycling and Zhejiang Tongli to sell and deeply process various waste plastics recycled by the Circular Center, including PP, ABS, PC/ABS, PA, PP-GF, POM, etc., by material type. Some of the processed materials are reintegrated into the circular chain, achieving resource regeneration. By establishing a circular material base material disposal method, we increase supplier willingness to participate, work together to form a good cooperation atmosphere, and attract suppliers to participate in the Geely circular chain.

In terms of modified recycled plastic pellets, we cooperate with Shanghai PRET to develop PCR modified plastic pellet formulations that meet Geely's standard system. Using unpainted PP crushed material recycled, dismantled, and crushed by the Circular Center as the base material, it is supplied to PRET for modification processing, forming a complete "vehicle-to-vehicle" plastic closed loop. This model not only promotes the application of circular materials in mass-produced models, helping to achieve carbon reduction targets, but also provides a technical and industrial forward-looking layout to meet the future requirements of the EU End-of-Life Vehicles Directive (ELV) for the proportion of recycled materials in automotive applications.

Jointly Establishing the Automotive Sustainable Materials Joint Research Laboratory to Drive a New Green Circular Industry Ecosystem

In November 2025, Geely Auto, together with Kingfa Science & Technology and China Automotive Data Center, jointly established the Automotive Sustainable Materials Joint Research Laboratory. The three parties, adhering to the principles of "complementary advantages, collaborative innovation, and industry empowerment", aggregated core resources from vehicle R&D and manufacturing, polymer material innovation, and automotive industry data services, to systematically tackle technological breakthroughs, industrial application, and management system construction for automotive sustainable materials. The laboratory focuses on recycled materials, lightweighting, and low-carbon materials, optimizing molding processes, building a full-process lifecycle assessment system and carbon footprint accounting model, and striving to break through multi-scenario application bottlenecks, aiming to provide key technical reserves and engineering support for the green and low-carbon transformation of the automotive industry.

On this basis, the laboratory further promotes the construction of a closed-loop circular ecosystem for automotive materials from the perspective of industry chain collaboration. On the one hand, it strengthens recyclability design concepts in the early stages of new vehicle development, gradually establishing a traceability and quality grading system for recycled materials; on the other hand, it coordinates upstream and downstream resources to open up the complete chain of "retired vehicles - material recycling - recycled materials - new vehicle application", effectively improving the efficiency of resource closed-loop utilization. At the same time, the laboratory is committed to improving the traceability and management specifications of automotive sustainable materials, jointly building a full-process quality traceability platform and shared database covering material sources, production processes, testing data, component application, and recycling flow, providing reliable data references for vehicle manufacturers in material selection, and accelerating the formulation of technical guidelines and quality

standards for automotive recycled materials. By regularly sorting out industrial practice experience to form policy recommendations, the laboratory will also provide important references for the improvement of relevant regulations and market order, leading the automotive materials industry towards a more standardized, transparent, and sustainable direction.

4.5 Biodiversity Conservation

As a company with a global vision and a strong sense of social responsibility, the Group deeply recognises the importance of biodiversity to sustainable human development. We actively respond to the United Nations Convention on Biological Diversity Kunming-Montreal Global Biodiversity Framework, and integrate the concept of ecological protection into every link of the value chain. Through concrete actions, we engage upstream and downstream partners in the industrial chain to jointly explore pathways for the synergistic development of business activities and ecological protection, contributing to the building of a beautiful China. In 2025, the Group was selected as a typical case of industrial and commercial biodiversity protection by the Environmental Education Centre of the Ministry of Ecology and Environment, and also received the "Golden Lion " Outstanding Case in Biodiversity Protection jointly awarded by China Fortune Network and China Reform Consulting.

4.5.1 Biodiversity and Anti-Deforestation Commitment

We are fully aware that while promoting sustainable development, we also bear significant responsibility for the ecological environment, and we fully recognize the close relationship between the operation and development of the automotive industry and biodiversity. In 2025, the Group officially issued the Biodiversity Policy Statement, clarifying that we will systematically promote ecological protection in all aspects of our global business operations, product R&D, and service provision, committed to reducing impacts on natural ecosystems. This statement applies to the Group. At the same time, we hope that all business partners (including but not limited to suppliers, manufacturers, contractors, and related entities in their value chains) will act in a manner consistent with the principles and values of the statement when conducting business.

The Group actively responds to the United Nations' 2050 Vision and 2030 Goals for biodiversity, is committed to biodiversity protection and restoration, strives to reduce the negative impacts of its value chain activities on biodiversity, and makes positive contributions to the sustainable development of nature and ecosystems.

We strictly comply with the biodiversity protection laws and regulations of the countries or regions where we operate. Throughout the entire project lifecycle management process, we take the protection of ecosystem stability as a key consideration, carefully plan project site selection, and make every effort to avoid conducting activities in or adjacent to critical biodiversity areas. At the same time, for ecological areas negatively affected by our operational activities, we will proactively intervene and actively promote ecosystem restoration and protection, committed to reducing, mitigating, and compensating for the potential negative impacts of our operations on nature and biodiversity.

In addition, we deeply recognize that forests, as an important component of the Earth's ecosystem, play an irreplaceable role in regulating the global climate, maintaining biodiversity, and sustaining ecological balance. To fulfill our ecological responsibility, we issued the Anti-Deforestation Statement in 2025, resolutely opposing and resisting any business activities that lead to the destruction of forest ecosystems, committed to fully integrating forest protection into all aspects of the value chain, actively preventing and reducing the risks of deforestation and degradation that may arise from business activities. In the statement, we make the following commitments: throughout our operations and decision-making processes covering the entire value chain, we will avoid operations in areas surrounding forests and actively explore participation in afforestation and carbon sink initiatives. At the same time, we will establish and implement a strict supply chain due diligence mechanism, requiring suppliers and their upstream partners to jointly eliminate all illegal deforestation practices, strive to prevent damage to forest resources, and systematically eliminate deforestation risks in the supply chain, thereby promoting the coordinated development of business operations and nature protection.

4.5.2 Biodiversity Impact and Dependency Assessment

The Group regularly conducts biodiversity impact and dependency assessments for each of its operation sites, systematically identifying the connection points between value chain activities and natural ecology. Based on this, it promotes management optimization, continuously reducing the potential impact of production operations on important biodiversity areas and endangered species.

Identification of Connection with Nature

The Group conducts systematic assessments using the Integrated Biodiversity Assessment Tool (IBAT) and the Biodiversity Impact Assessment Tool (BIA). The assessment results show that all of the Group's vehicle manufacturing plants are located in industrial zones approved by local governments and are not within government-designated ecologically sensitive areas. Further analysis shows that among the Group's 17 vehicle manufacturing plants, 7 plants have no ecologically sensitive areas within a 10-kilometre radius, 6 plants have ecologically sensitive areas within a 5-10 kilometre radius, and 4 plants have ecologically sensitive areas within a 5-kilometre radius.

Distance from Ecologically Sensitive Area	Number of Operation Sites	Species Distribution	Protected Area Distribution
Within 5 km	4	Short-eared owl, Siberian stonechat, Pied harrier, etc.	Zhejiang Linhai National Geopark, Guizhou Baihua Lake National Wetland Park, Jinan Longshan Lake Local Wetland Nature Park, etc.
Within 5-10 km	6	Black-collared starling, Dusky thrush, White-cheeked starling, etc.	Zhejiang Hangzhou Bay National Wetland Park, Zhejiang Ningbo Ruiyansi Provincial Forest Park, Shaanxi Qianwei Zhihui National Wetland Nature Park, etc.

Note: The radii of 5 km and 10 km are used to assess the impact and risk of plant operation sites on biodiversity at different scales.

The statistical scope of ecologically sensitive areas includes endangered species habitats and key biodiversity protection areas. Among these, areas involving the IUCN Red List endangered status, the Red List of China's Biodiversity – Vertebrates (RCB) endangered status, or species protected under the Wildlife Protection Law of the People's Republic of China are included in the statistical scope of endangered species habitats. Areas adjacent to national parks, nature reserves, natural parks, World Heritage sites, and Key Biodiversity Areas (KBAs) are included in the statistical scope of key biodiversity protection areas.

After completing the preliminary assessment, we further analyzed the biodiversity status around some key operation sites, focusing on identifying Key Biodiversity Areas (KBAs), Protected Areas (PAs), and assessing the distribution of species related to the IUCN Red List of Threatened Species, as shown below:

Operation Point	Surrounding key Ecosystem Types	Vulnerable and Above Species within 50 km Buffer Zone	Protected Areas and Key Biodiversity Areas
ZEEKR PMA Plant, Hangzhou Bay Plant, Research Institute, etc.	Wetlands, forests, lakes	Critically Endangered: 17 species Endangered: 42 species Vulnerable: 78 species Examples: Chinese sturgeon (Critically Endangered), Far Eastern curlew (Endangered), Hooded crane (Vulnerable)	Yongjiang Estuary Location: Located on the east coast of Zhejiang Province, north side of the Yongjiang River estuary in Ningbo City. The main habitat in this key Bird and Biodiversity Area is intertidal mudflats. Plant resources: Rich phytoplankton species, with nearly 400 species detected. Animal resources: An important area for global migratory bird protection, habitat for species such as the Black-faced spoonbill and Dalmatian pelican. Hangzhou Bay Wetland Location: Located on the east coast of Zhejiang Province, it is the largest intertidal mudflat area in Zhejiang Province, with multiple salt pans distributed near the coast. This key Bird and Biodiversity Area is a shallow bay at the southern estuary of the Qiantang River. Plant resources: Nearly 200 species of phytoplankton, mainly diatoms. Animal resources: 21 species of birds listed on the IUCN China Threatened Bird List.
Xi'an Plant	Wetlands, forests, rivers, lakes	Critically Endangered: 1 species Endangered: 9 species Vulnerable: 12 species Examples: Baer's pochard (Critically Endangered), Forest musk deer (Endangered), Clouded leopard (Vulnerable)	Jingwei Wetland Nature Reserve Location: Located at the confluence of the Wei River, Jing River, and Ba River in Xi'an, it is a typical river wetland ecosystem. Its core and buffer zones are close to the Jingwei New City where the Geely Xi'an vehicle Plant is located. Plant resources: The wetland is distributed with typical aquatic plant communities such as reeds, cattails, and pondweeds, with moisture-tolerant shrubs such as tamarisk and sea buckthorn and deciduous broad-leaved trees such as poplar and willow growing along the riparian zone. Animal resources: Waterbirds such as ducks and geese (e.g., Baer's pochard, mallard) and shorebirds (e.g., Little ringed plover, Green sandpiper) inhabit.
Guiyang Plant	Wetlands, forests, rivers	Critically Endangered: 4 species Endangered: 11 species Vulnerable: 27 species Examples: Baer's pochard (Critically Endangered), Forest musk deer (Endangered), Curlew sandpiper (Vulnerable)	Hongfeng Lake and Baihua Lake Location: Hongfeng Lake is located upstream of the Maotiao River (a tributary of the Wu River), with its dam in Qingzhen City, and is a national-level tourist attraction. Baihua Lake is located in the middle reaches of the Maotiao River, with its dam in Guiyang City, and is a provincial-level tourist attraction with a lake area of 14.5 square kilometers. Plant resources: Aquatic plants such as reeds and pondweeds; terrestrial vegetation such as broad-leaved trees and shrubs may be distributed around. Animal resources: The two lakes are important habitats for freshwater birds such as ducks, geese, and shorebirds.

Assessment of Impacts and Dependencies

Based on the ENCORE database and the Natural Capital Protocol , the Group systematically identifies and assesses the degree of dependence on natural resources and related potential impacts of each stage of the value chain. The assessment results will provide a basis for subsequent biodiversity risk management and promote its integration into the overall risk management system.

Category	Indicator	Raw Material Acquisition				Component Manufacturing	Vehicle Manufacturing	Vehicle Use	Vehicle Scrapping and Recycling
		Steel	Precious or Other Non-ferrous Metals	Rubber	Plastic				
Dependence	Water supply	H	M	L	L	L	L	VL	M
	Land resources	M	L	M	L	L	M	M	M
	Energy	M	L	M	L	L	L	VH	L
	Global climate regulation	VL	VL	VL	VL	VL	VL	M	VL
	Precipitation regulation	M	M	N/A	VL	VL	VL	M	M
	Air filtration	VL	M	VL	VL	VL	VL	VL	M
	Soil and sediment retention	L	L	L	L	M	M	L	VL
	Solid waste remediation	L	L	L	L	L	L	N/A	VH
	Water purification services	M	M	M	M	M	M	N/A	M
	Water flow regulation	H	M	M	M	M	M	L	M
	Flood protection	M	M	M	M	M	M	M	VL
	Storm mitigation	M	M	M	M	M	M	M	L
	Noise attenuation	VL	N/A	VL	VL	VL	VL	VL	VL
Impact	Disturbance (noise, light, etc.)	VH	VH	M	M	M	VH	M	H
	Greenhouse gas emissions	H	M	M	M	VL	VL	M	H
	Non-greenhouse gas air pollutant emissions	H	H	M	M	L	L	L	M
	Solid waste generation and disposal	M	M	M	M	L	L	VL	M
	Wastewater discharge	M	M	M	M	L	L	N/A	M
	Land use	M	L	L	L	L	L	M	M
	Discharge of toxic pollutants to water and soil	VH	VH	M	VH	M	M	L	H
	Water resource use	M	L	L	L	L	L	L	M
	Soil erosion	H	M	H	H	L	L	N/A	L
	Introduction of invasive species	N/A	N/A	N/A	N/A	N/A	N/A	L	M

*VH - Very High, H - High, M - Medium, L - Low, VL - Very Low, N/A - Not Applicable The color gradient from dark to light is proportional to the level of dependency and impact of the indicator.

4.5.3 Biodiversity Impact and Risk Management

Based on the results of the "4.5.2 Biodiversity Impact and Dependency Assessment", the Group systematically carries out biodiversity protection measures. Following the "mitigation hierarchy" management approach, the Group takes action at various levels: "avoid, reduce, restore and regenerate, transform". While avoiding biodiversity-related risks at the source, it actively builds an eco-friendly and sustainable operation model, promoting the synergistic development of the entire value chain and nature.

Avoidance	• Incorporate biodiversity protection into pre-assessment criteria during project site selection, proactively avoid ecologically sensitive areas and high-vegetation coverage areas, and systematically conduct ecological environment impact assessments in accordance with local laws and regulations, reducing interference with natural ecology at the source. • Provide ecological environment protection training to all project construction personnel to enhance awareness of biodiversity protection.
Reduction	• Issue biodiversity statement and zero deforestation commitment, working with supply chain partners to address forest degradation risks. • Implement noise reduction isolation on production lines at vehicle plants and build green infrastructure such as artificial lakes. • Use minimally invasive techniques and layered soil protection techniques during charging pile construction, implementing approval, monitoring, and accountability throughout the process to minimize the impact on vegetation, soil, and water bodies through a combination of measures.
Restoration and Regeneration	• Create suitable habitats for species inside and outside the park through ecological measures such as installing artificial bird nests and constructing artificial wetlands. • Participate in restoration projects such as public welfare afforestation and marine ecosystem protection. • Restore vegetation after project completion.
Transformation	• Guided by the goal of building nature positive factories, continuously improve the nature positive management maturity of vehicle manufacturing plants; • Build a full-chain resource circulation management model around "waste-free design, waste-free supply chain, waste-free manufacturing, and waste-free recycling".

5 Governance and Ethics

Material Topic

- Corporate Governance and Risk Management
- Compliance and Integrity
- Information Security
- User Privacy

ESG Strategy Governance and Ethics | Digitalization & Innovation

Corporate Governance

- Proportion of female directors: **33%** (↑ **6%pt**), exceeding the board gender diversity target
- Average tenure of independent non-executive directors: **2.25 years** (↓ **3.88 years**)
- **100%** independent non-executive directors composition of Nomination, Remuneration, and Audit Committees, each with at least **2** female members

Compliance and Integrity

- **100%** employees signed the "Conflict of Interest Declaration"
- **100%** employees participated in anti-corruption and integrity education and training
- Implementation of a **"Compliance System for Sustainable Supply Chain Due Diligence "**
- **5,782** sustainability-related patents

Information Security and User Privacy

- ISO 27001 Information Security Management System certification
- ISO 27701 Privacy Information Management System certification
- ISO 42001 Artificial Intelligence Management System certification
- **100%** employees participated in information security and privacy compliance training
- No information security vulnerabilities or other cybersecurity incidents for **5 consecutive years**

Sound corporate governance and an ethical environment are prerequisites for sustainable corporate development. The Group has incorporated "Governance and Ethics" into one of its six ESG strategic directions, taking "Best Practices of Global Corporate Governance" as a benchmark, and continuously optimizing our governance structure and ethical system that are compliant with laws and regulations, fair and transparent. The Group adheres to the path of globalization, complies with the international trade regulations and standards of the target markets, and is committed to becoming the industry benchmark for Chinese automotive enterprises in globalization.

5.1 Corporate Governance

The Group strictly complies with the Listing Rules and relevant laws and regulations, and on the premise of safeguarding the interests of shareholders and bringing sustainable returns to shareholders, it continuously improves the corporate governance structure and forms checks and balances among the authority, decision-making body, supervisory body and management, and regularly conducts evaluations on the effectiveness of internal controls to ensure the sustainable and healthy development of the Group's various businesses.

5.1.1 Board Governance

Board Composition

As of the end of 2025, the Board of Directors (the "Board") of the Company consists of 9 directors. Its main responsibilities include formulating development strategies, deliberating on major issues, maintaining investor relations, and supervising risk management.

In order to ensure the independence and effectiveness of the Board, the Company has made a clear distinction between supervisory functions and executive functions. The Chairman of the Board and the Chief Executive Officer are held by different individuals to ensure a balanced distribution of power and authority.

Based on the ESG strategic direction of "Governance and Ethics", the Company completed an evaluation of corporate governance and continuously tracked it during the Reporting Period. This assessment includes the following benchmark analyses:

- The Listing Rules: Corporate Governance Code, ESG Code, Board and Directors Corporate Governance Guide, and consultation conclusions on the review of relevant provisions of the Listing Rules of the HKEX;
- Analysis of corporate governance performance in various ESG ratings;
- Best practices in corporate governance for the global automotive industry and Hong Kong listed companies.

The analysis and benchmarking mainly focus on the performance of the following corporate governance aspects:

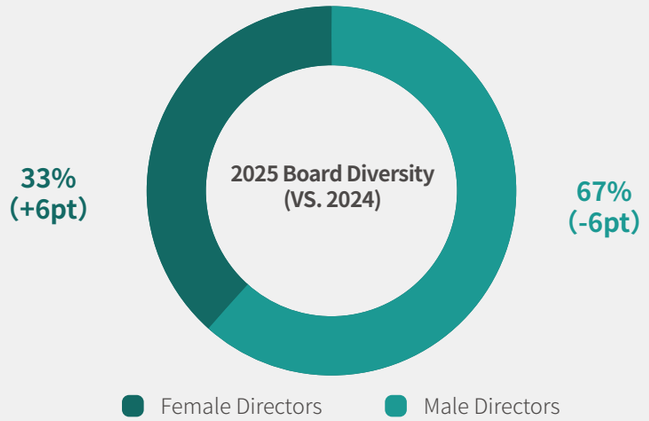
- Independence: Tenure and proportion of independent non-executive directors, composition of the Nomination Committee and Remuneration Committee;
- Diversity: Gender and skill diversity of the Board and its committees;
- Effectiveness: Committee meeting mechanism, attendance rate, overboarding, directors' remuneration system and other corporate governance-related policies, as well as ESG integration.

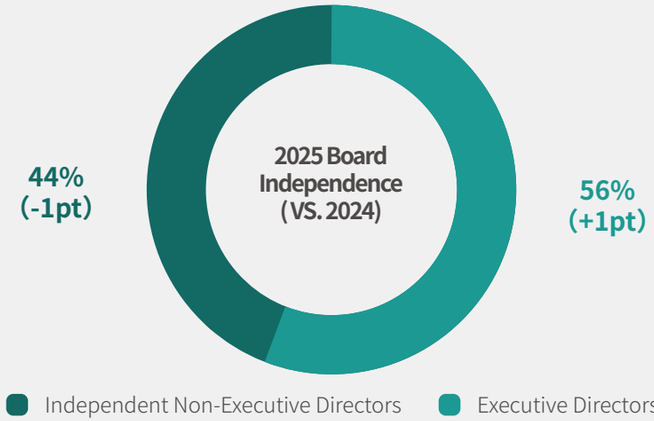
Board Diversity and Independence

In May 2023, the Company set the board gender diversity target of "reaching 30% or more female directors by 2025" and the goal of "continuously increasing the proportion of independent non-executive directors on the Board". During the Reporting Period, the Company newly appointed one female independent non-executive director, while two male independent non-executive directors with tenure exceeding nine years retired, further promoting the achievement of the board gender diversity target and enhancing the Board's independence. Benefiting from the above optimization of corporate governance practices, as of the end of 2025:

- The proportion of female directors of the Company increased to 33% (2024: 27%), exceeding the board gender diversity target;
- The average tenure of independent non-executive directors of the Company significantly decreased to 2.25 years (2024: 6.13 years), and the proportion of independent non-executive directors was 44% (2024: 45%).

In addition, according to the requirements of the Corporate Governance Code, to promote gender diversity, the Nomination Committee should include at least one member of a different gender. During the Reporting Period, the Audit Committee, Nomination Committee, and Remuneration Committee of the Company were all composed of 100% independent non-executive directors, and all included at least 2 female members.





The Board members of the Company possess governance experience in international, industry, and other listed companies, and have diverse professional backgrounds, covering fields such as business management, finance, accounting and financial management, risk management, information technology, automotive engineering, news communication, and sustainable development. The integration of these experiences helps to better supervise and respond to the Group's risks and opportunities, provide more diverse perspectives to the Board, and promote the Group's globalization development.

In the future, we will continue to review and optimize the composition of the Board to achieve better corporate governance practices.

Remuneration Policy for Directors and Senior Management

The Remuneration Committee formulates and recommends to the Board the remuneration policy and structure for all directors and senior management of the Company based on the Group's performance in strategy, operations, finance, and sustainable development, and taking into account factors such as remuneration levels of comparable companies, time commitment, and responsibilities, ensuring that the remuneration policy formulation process is formal and transparent and is consistent with the Company's corporate strategy and the Corporate Governance Code under the Listing Rules. The Remuneration Committee also incorporates ESG-related factors into the remuneration setting for directors and senior management, including:

- Reviewing and approving management's remuneration proposals, ensuring alignment with the Board's corporate goals, objectives, and ESG and governance performance indicators;
- Ensuring that a significant portion of the remuneration of executive directors and senior management is linked to corporate and individual performance, and where appropriate, includes quantifiable ESG-related targets;
- Reviewing and supervising the implementation of the remuneration policy to ensure it is competitive, consistent with market practices, and supports the Company's long-term strategy, including consideration of ESG factors.

According to the Company's remuneration policy, the remuneration package for directors and senior management consists of two components: 1) Short-term remuneration: monthly basic salary and discretionary year-end bonus; and 2) Long-term incentives: share option schemes, share award schemes and retirement benefits. This diversified remuneration structure reflects the market value of the responsibilities of directors and senior management, encourages them to achieve the Group's corporate objectives, helps attract and retain experienced talents, and provides competitive retirement protection.

During the Reporting Period, no equity-linked remuneration with performance-related elements was granted to independent non-executive directors.

For more information on corporate governance, please refer to the Corporate Governance Report in the Group's Annual Report 2025.

Board Training

In 2025, the Board of the Company continuously conducted professional training through diverse formats, followed up on multiple regulatory updates concerning business operations and sustainable development, and regularly circulated documents such as regulatory communications to enhance the Board's governance capabilities. During the Reporting Period, members of the Company's Board of Directors participated in a training session provided by the Hong Kong Institute of Directors, with a training duration of 2.5 hours, to strengthen their understanding of regulatory requirements and best practices. This training comprehensively covered the training themes required under Listing Rules Rule 3.09G, including: the roles, functions and responsibilities of the Board, its committees and its directors, and Board effectiveness; obligations and directors' duties under Hong Kong law and the Listing Rules, and key legal and regulatory developments; corporate governance and ESG matters (including developments on sustainability or climate-related risks and opportunities); risk management and internal control; and updates on industry-specific developments, business trends, and strategies.

5.1.2 Investor Rights and Communication

As of 31 December 2025, the number of the Company's issued and fully paid shares was 10,897,881,397. All shares are ordinary shares and rank pari passu based on the principle of one share, one vote. There are no restrictions on voting rights.

The Group adheres to the principles of open communication and fair disclosure, ensuring that shareholders exercise their rights on an informed basis, maintain continuous and effective communication with the Company, and evaluate the performance of the Board and the Group. The Company's Shareholder Communication Policy sets out information such as shareholders' communication channels with the Company, shareholders' rights, general meetings and shareholder privacy, and is reviewed annually by the Board to ensure its effectiveness. The Company and its investor relations team have established continuous and effective communication mechanisms with shareholders and other stakeholders, including but not limited to general meetings, notices, circulars and announcements, periodic financial reports, roadshows, investor meetings, results briefings, official media and other means, enabling shareholders and other stakeholders to better understand the Group's business operations and future development plans.

During the Reporting Period, the Company held one annual general meeting and three extraordinary general meetings. The attendance rates of directors (in person/by electronic means) were 83% and 84%, respectively (2024: 82% and 82%). Board members thoroughly discussed the Company's operational status and business strategies with shareholders at the general meetings and listened to shareholders' opinions and suggestions.

At the same time, the Company understand investors' views on Geely Auto's ESG status and plans through ESG meetings, on-site inspections, ESG survey questionnaires, etc., and discussed with investors issues such as carbon reduction targets and progress, responsible supply chain, occupational health and safety, circular economy, human rights, just transition, and battery recycling. For more information on shareholders' rights and investor relations, please refer to "F. Shareholders' Rights" and "G. Investor Relations" in the Corporate Governance Report of the Group's Annual Report 2025.

5.2 Risk Management and Internal Control

The Group, with reference to the internal control framework of the COSO Committee (Committee of Sponsoring Organizations of the Treadway Commission) and the Basic Norms for the Internal Control of Enterprises issued by five ministries including the Ministry of Finance, internally formulated the Risk Assessment Management Measures and Internal Control and Risk Management Control Procedures, etc., establishing the Group's risk management framework and forming a "three lines of defense" control mechanism of business, internal control, and internal audit.

The Board, Audit Committee, management (including the Risk Control Committee and Internal Control and Risk Management Department), business units, and Internal Audit Department all undertake their respective responsibilities for risk management. According to the Internal Control and Risk Management Control Procedures, Risk Assessment Management Measures, and Risk Control System Operation Management Evaluation Measures, etc., we regularly conduct risk identification and assessment in business areas such as R&D, manufacturing, logistics, supply chain, and sales, and evaluate the effectiveness of risk management and internal control measures to promote management implementation and system improvement. For details, please refer to "Risk Management and Internal Control" in the Corporate Governance Report of the Group's Annual Report 2025.

The Audit Committee uses internal audit and external audit to evaluate the effectiveness of risk management and internal control. The Internal Audit Department reports directly to the Audit Committee from time to time and listens to its opinions to ensure its independence and enhance the effectiveness of audit work. The Audit Committee listens to the work report of the Internal Audit Department without management at least twice a year to evaluate its independence, objectivity, and work effectiveness.

The internal audit scope covers all the business of the Group. Based on risk assessment, an annual audit plan is formulated and executed after review and approval by the Audit Committee. The frequency of internal audit projects is at least once a month on average, depending on the scale of the project. Internal audit projects mainly focus on testing the effectiveness of internal controls in various business processes to identify major risks in strategy, operations, finance, compliance, and ESG.

Non-conformities or related control defects discovered during the audit will be stated in the audit report. After the audit report is delivered to the audited entity, the audited entity must formulate a rectification plan for the issues identified therein, designate a responsible person, and set a rectification completion time. To strengthen the effective closed-loop management of audit issues, the audit report is also delivered to management and the Internal Control Department to ensure that rectification work is completed on time and that required resource support is obtained in a timely manner. Meanwhile, the Internal Audit Department also regularly follows up and reviews the status of rectification.

During the Reporting Period, the external auditor performed an audit on the Group's annual consolidated financial statements and reviewed the interim consolidated financial statements. For more information on the external audit and the Audit Committee's evaluation of its independence and objectivity, please refer to "Risk Management and Internal Control" and "Accountability and Audit" in the Corporate Governance Report of the Group's Annual Report 2025.

In addition, the Group has established a three-level risk management organizational structure consisting of the "Risk Control Committee - Internal Control and Risk Management Department - Business Units". The Risk Control Committee coordinates strategic direction and major risk decisions; the Internal Control and Risk Management Department is dedicated to promoting system construction, risk closure, and the implementation of digital platforms, and conducts major risk incident investigation and rectification supervision; each business unit, as the first line of defense, specifically implements system requirements and implements risk responses. In 2025, according to the Risk Control System Operation Evaluation Management Measures, risk control indicators were incorporated into the performance appraisal of each business unit head, with semi-annual evaluations of risk control system operation conducted. Scoring was carried out from dimensions such as organizational construction, process, and results, with results classified into four levels from "Excellent" to "Unacceptable", directly linked to the organizational performance of each department. For evaluations rated "Unacceptable" or involving data falsification, the Group will initiate accountability procedures, taking measures such as warnings, notifications, and position adjustments to ensure effective implementation of risk management responsibilities.

To foster a corporate risk culture through systematic training and performance appraisal, during the Reporting Period, the Internal Control and Risk Management Department conducted over 12 risk management trainings for employees in high-risk positions and all employees, and 3 risk management trainings for department managers.

5.3 Compliance and Ethics

Responsible operation is the foundation and prerequisite for the stable operation of an enterprise. The Group complies with the laws and regulations of the countries or regions in which it operates, ISO 37301:2021 Compliance Management Systems – Requirements with Guidance for Use, and the compliance management guidelines issued by relevant national ministries and commissions. It supports the "Ten Principles of the United Nations Global Compact" and continuously improves its compliance and business ethics system, ensuring the effectiveness of the compliance management organizational structure and decision-making mechanism. During the Reporting Period, the Group's R&D system obtained ISO 37301:2021 Compliance Management System certification.

5.3.1 Compliance Management

Compliance Management System

The Group has established a Compliance Committee composed of the business group CEO, members of the Management Committee, and heads of legal affairs and compliance, leading the construction of the Group's compliance organization system and policy system, reviewing annual compliance work objectives and plans, and making decisions on major compliance matters of the Group. The Legal Compliance Center is responsible for daily execution work, and business compliance BU teams are established in each business unit to be responsible for compliance work implementation within their units, forming a complete compliance organization and management system.

The Group has established a systematic compliance management operation mechanism, ensuring the effective operation of the compliance management system through five key initiatives: regular meetings, tiered training, standardized policies, targeted interviews, and all-staff declarations. We achieve regular risk assessment through quarterly, semi-annual, and special meetings; conduct differentiated compliance training for employees at different levels to enhance overall compliance awareness; strengthen compliance management execution based on systems such as reporting, case handling, and assessment; conduct early warning interviews for major risks and projects to prevent and resolve hidden dangers in a timely manner; and implement potential compliance risk prevention for every employee through all-staff conflict of interest declarations.

Based on complying with external laws, regulations, and industry norms, the Group has established a compliance system applicable to all employees and has published on the Company's official website including the Code of Conduct (third version), the Geely Supplier Code of Conduct (revised version), and the Anti-Corruption Policy, focusing on requirements in areas such as employee rights, responsible supply chain, environmental protection, data and information security, conflicts of interest, anti-bribery, and anti-corruption. The series of compliance management systems will help all directors, management, employees, and business partners such as suppliers better understand the Group's compliance and ESG requirements, thereby responsibly conducting business together and avoiding risks with significant impacts on stakeholders.

The Group, with reference to regulatory instructions, market trends, and peer crises, predicts possible risks and their impact degree, thereby formulating annual compliance risk management plans. Furthermore, to evaluate the effectiveness of the compliance work of each business unit during the current year, we formulated the Sustainable Development Strategy Implementation Metrics Evaluation Plan. Through gap analysis, we continuously urge each unit to improve its compliance performance and link compliance performance with organizational performance.

Compliance Risk Management

The Group identifies and assesses sustainability-related risks and opportunities with significant impact on "Compliance and Integrity", focusing on compliance risk identification and governance in the 4 core businesses of production, R&D, supply chain, and sales. We focus on areas such as anti-bribery and anti-corruption, anti-monopoly, export compliance and trade control, data and privacy protection, intellectual property, labor and human rights, sales and marketing, safety, health and environmental protection, and product quality compliance to identify the current status of risk management and potential deficiencies, clarify management responsibility allocation, promote the review of rectification status, and continuously conduct regular risk assessments, while following up on changes in external influences and internal factors to promptly identify and update the risk list.

The Group's compliance risk management follows a systematic process:

Risk Identification and Assessment

- Using methods such as interviews, sampling verification, and scenario analysis, combined with historical risk maps, business objectives, and internal control issue lists, comprehensively identify and locate potential compliance risk points.

Risk Analysis and Response

- Quantitatively analyze and rate identified risks based on the two dimensions of "likelihood of occurrence" and "impact degree", scientifically determining their risk levels.
- Based on risk assessment results, prioritize risks as high, medium, and low, and allocate management resources accordingly, formulating special rectification plans for high-risk matters and incorporating medium-low risks into regular control.
- For unpredictable major risks, formulate special emergency plans and organize drills to enhance emergency response capabilities and minimize potential losses.

Risk Evaluation and Rectification Supervision

- Based on the Internal Control Normalized Self-Evaluation Management Measures, each business unit quarterly self-assesses the applicability of key control points, promoting proactive identification, analysis of causes, and improvement.
- Based on the Risk Control System Operation Evaluation Management Measures, the Legal Compliance Center semi-annually conducts an overall evaluation of the operational effectiveness of each business unit's risk control system, with results classified into four levels from "Excellent" to "Unacceptable", directly linked to the organizational performance of each unit.
- According to the Internal Control Defect Rectification Closure Management Measures (2025 version), strict rectification is carried out for identified internal control defects. Rectification responsible persons must formulate rectification plans and obtain approval at the corresponding level to ensure root cause elimination.
- Continuously monitor control effectiveness through reporting channels, regular reviews, and digital monitoring platforms, and report results to management.

The Group identifies major high-impact risks at the compliance level based on the likelihood and severity of risk occurrence, and includes them in the annual compliance work priorities:

- Export and trade compliance
- Human and labor rights
- Anti-bribery and anti-corruption
- Data responsibility and privacy protection

Compliance Awareness Enhancement and Communication

The Group regularly conducts four-level specialized training covering senior management, middle management, new employees, and compliance personnel annually, integrating compliance training throughout the entire process from new employee onboarding to exit audits for key positions, personnel transfers, and re-employment. It also requires each business unit to organize at least one all-staff compliance training annually. In 2025, the Group launched the Compliance Training Basic Course 2025 Version for all employees and implemented corresponding assessments and evaluations. At the same time, we organize Compliance Culture Month activities every September. Centered on the 2025 theme of "Upholding Compliance with Laws and Regulations, Adhering to Ethical Bottom Lines", 38 leading cadres took the lead in delivering compliance presentations, and over 50 business units carried out more than 130 featured promotional activities of 26 types, strengthening compliance awareness among all employees through both online and offline channels.

To support overseas business development, the Group has established an overseas compliance management system and developed supporting compliance training courses for overseas and foreign employees. It will continue to strengthen investment in related resources to consolidate the compliance foundation for global operations.

During the Reporting Period, **100%** of employees participated in compliance training*, with a total training duration of **106,955 hours** and an average compliance training duration per person of **1.5 hours**.

*Compliance training includes: Code of Conduct training (including human rights), anti-corruption training, fair competition training, export control training, and data compliance/privacy protection training. The average compliance training hours per person are calculated based on the total number of employees who participated in compliance training. For data compliance/privacy protection-related training, please refer to "5.4.2 Privacy Protection"; for more information security training, please refer to "5.4.1 Information Security".

Compliance AI chatbots assisting in the enhancement of employee compliance capabilities

During the Reporting Period, the Group launched an intelligent AI robot "Compliance Q&A". This robot can respond to employee compliance inquiries 24/7 and answer questions related to integrity compliance, anti-monopoly compliance, data compliance, trade and product compliance, etc. For compliance questions not yet covered in the knowledge base, after manual supplementary answers, it can automatically collect and synchronously update the knowledge base, continuously improving its response capability. At the same time, the robot has an automatic information collection function, can regularly compile the latest compliance updates in various professional fields monthly, and intelligently generate the Compliance Monthly, which is pushed to all employees via the internal official account to help enhance compliance awareness.

Whistleblowing Management

The Group has formulated the Whistleblowing Policy to encourage employees, suppliers, customers, and other persons dealing with the Group to express concerns and report any misconduct, fraud, and irregularities related to the Group's affairs or personnel under confidentiality. A whistleblower who makes a report in an appropriate manner in accordance with the Whistleblowing Policy will receive the protection promised by the Whistleblowing Policy, i.e., the whistleblower will be protected from unfair dismissal, victimization, retaliation, threat of retaliation, or improper warning and punishment. If the reported person takes retaliatory actions or threatens retaliation against the whistleblower in accordance with this policy, the Group has the right to take appropriate legal action against them. Any employee who retaliates or threatens retaliation will be subject to punishment, including possible immediate dismissal. In addition, any personal information collected during the investigation will be kept highly confidential in accordance with the Personal Data (Privacy) Ordinance (if applicable) of the places where the business operates, and will only be disclosed and processed by designated persons authorized by the Audit Committee.

The Group has established an Information and Investigation Department under the Legal Compliance Center, dedicated to tracking and investigating violations, and uniformly applicable to reporting channels for employees, suppliers, customers, and other third parties. This channel receives various types of reporting clues 24/7 and adopts procedures for analysis and judgment, diversion (such as to the Discipline Inspection and Supervision Office), investigation and tracking, case closure, and referral to government judicial authorities to achieve effective closure. In addition, this channel not only supports anonymous reporting but can also receive reports in multiple languages, including but not limited to Chinese, English, Korean, and Japanese, providing more convenient reporting channels for global employees.

During the Reporting Period, the Information and Investigation Department of the Group received a total of **96** confirmed valid whistleblowing cases, of which **70** were investigated and closed, and **26** were under investigation and handling. Whistleblowing involved corruption/fraud, information security, business ethics, and bidding, and has been handled through measures such as case analysis and judgment, tracking and handling, investigation, and referral according to the Group's relevant systems, with no major risks involved. We have taken relevant actions to recover losses and prevent similar incidents, recovering a total of over RMB **37.38 million** in economic losses.

5.3.2 Export and Trade Compliance

The Group adheres to global strategic development and complies with relevant laws and regulations applicable to its businesses. In order to respond to the rapidly changing international environment and complex situations, the Group continuously monitor and study relevant internal laws and regulations and continuously refine internal management and practices.

Export and Trade Control Compliance

The Group continuously tracks global export control and sanctions policy developments, refining internal trade compliance policies based on its global business strategy and regulatory requirements of various countries. During the Reporting Period, we issued export control compliance operation guidelines covering core businesses such as R&D, logistics, procurement, and sales. Taking into account the implementation of previous years' policies and changes in vehicle model development business processes and systems, we updated the NPDS - Export and Trade Compliance mechanism, systematically building a proactive and robust trade compliance risk management system.

During the Reporting Period, we continuously tracked and reviewed export control legislation and sanctions developments in China, the European Union, the United States, and major sales markets, completed regulatory interpretation and impact assessments on our business. At the same time, through research on key business units, we sorted out business processes and models, developed and optimized digital tools such as the trade compliance blacklist screening system and the item export control information collection platform, identifying and implementing key business risks and control nodes to achieve proactive risk prevention and control.

The Group systematically embeds export and trade control compliance requirements into each business stage. For example, we have established a sanctions screening process for transaction partners covering the entire chain from onboarding to exit, including suppliers, customers, logistics service providers, and banks. We have also completed the integration of the trade compliance screening system with major business systems such as the bidding platform, procurement EPS system, contract system, and sales GODP system, achieving continuous automated screening and review. We have developed a procurement item export control information platform and integrated it with the procurement EPS system, enabling suppliers to online declare export control information for supplied items, with compliance reviewing and controlling the controlled risk of procurement items during the procurement process. We implement full lifecycle risk management for vehicle model projects, continuously tracking and controlling risks from four dimensions: transaction parties, items, end markets, and end-use. At the same time, we require each business unit to formulate emergency plans, establish mechanisms for rapid reporting, decision-making, and handling, and immediately report upon discovering risks, taking corrective measures such as contract suspension, shipment stoppage, and goods recall, continuously improving the compliance mechanism.

As of the end of 2025, the Group pushed over 26 compliance updates to all employees through the internal "Compliance and Sustainable Development" official account, covering regulatory updates and interpretations, enforcement developments, typical cases, etc. In addition, the Group conducted 13 compliance training sessions related to export and trade control for employees, with an average training duration of 1.42 hours per person. At the same time, a cumulative total of 276 suppliers participated in export and trade control-related compliance training organized by the Group, with an average training duration of 1 hour.

Export Sustainability Compliance

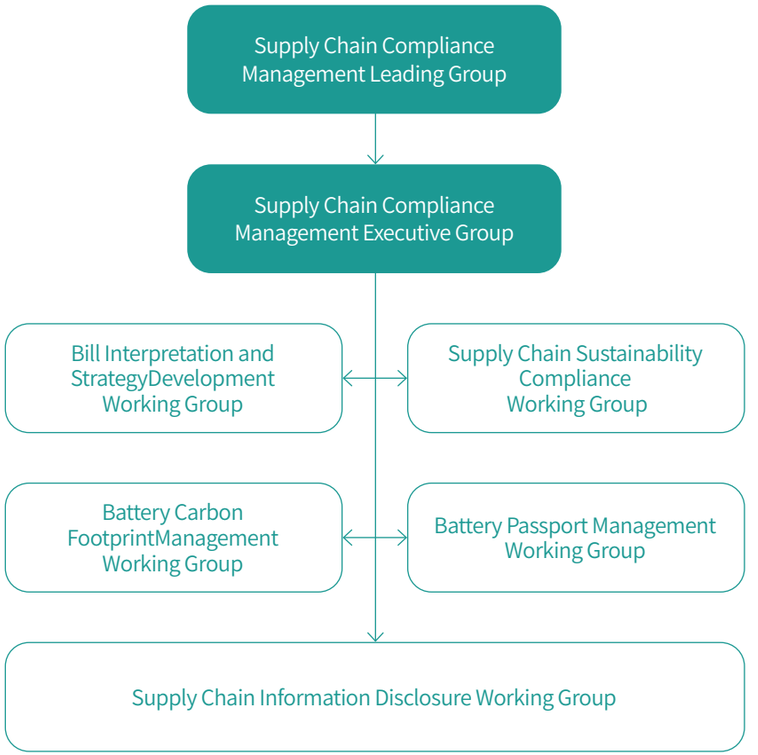
With the deepening of the Group's European and overseas export strategies, in the short term, we urgently need to respond to increasingly stringent regulatory requirements in Europe and other overseas markets to ensure the compliance of export operations. In the long term, supply chain ESG performance has become a "stepping stone" for the Group to deeply cultivate the European and other overseas markets. It is not only an important support for enhancing brand competitiveness and winning overseas consumers but also a key factor for expanding cooperation with overseas brands and securing cooperation orders from overseas automotive companies. Currently, the diverse regulatory standards related to sustainable supply chains in European and overseas markets pose higher challenges for us, but also contain opportunities for differentiated competition. We continuously track and adapt to the regulatory standards of each target market, continuously improving our supply chain ESG management level.

New Product Development Compliance Working Group

The Group has established a New Product Development Compliance Working Group. Under this working group, 7 New Product Development Compliance Execution Sub-groups have been set up, including the Export and Trade Compliance Sub-group and the Sustainable Supply Chain Compliance Sub-group, which is composed of multiple business units such as R&D, supply chain, compliance, quality, and sales to coordinate and manage the construction of the Group's product-side compliance system and the implementation of business compliance. To ensure the compliance of newly developed products, we review the compliance risks and compliance control status of vehicle model projects around modules such as trade compliance, intellectual property, information security, overseas certification, regulations, product safety, and sustainable supply chain, focusing on tracking overseas vehicle model projects and continuously following up on medium and high-risk items to form a management closure, continuously improving the product's sustainable compliance capability.

Sustainable Supply Chain Compliance Working Group

We have established a Sustainable Supply Chain Compliance Working Group under the New Product Development Compliance Working Group, led by the Legal Compliance Center, collaborating with the ESG departments of each business unit/brand, as well as key departments such as supply chain, R&D, and power batteries. The establishment of this working group enables the Group to better respond to sustainability-related compliance requirements in the EU and other overseas markets, especially human rights and environmental requirements in the areas of product and supply chain compliance. In 2025, the work of the Sustainable Supply Chain Compliance Working Group mainly focused on three areas: regulatory interpretation, supply chain due diligence, and battery passports.



Through internal exchanges and other means, the Group conducted interpretations of the following ESG and supply chain compliance-related laws and regulations in the EU and other overseas markets one by one. By analyzing the impact on the Group's current and future business, we formulated corresponding work plans and broke down tasks to various working groups and business units for implementation, while also communicating sustainable supply chain requirements to tier-1 and sub-tier suppliers.

In February 2025, the European Commission submitted the Omnibus Package legislative proposal, aiming to systematically revise key regulations such as the Corporate Sustainability Reporting Directive (CSRD), Corporate Sustainability Due Diligence Directive (CSDDD), Carbon Border Adjustment Mechanism (CBAM), and the EU Taxonomy, with the goal of providing a clear and simple regulatory framework for businesses and significantly reducing administrative, regulatory, and reporting burdens. We also noted that after a year of legislative process, this legislation was formally adopted by the Council of the EU in February 2026 and officially entered into force on 18 March 2026.

During the Reporting Period, the Group carried out the "Sustainable Supply Chain Due Diligence Compliance System Construction" project. Based on the urgency of the implementation of the laws and regulations, we prioritized the Battery and Waste Battery Regulation (referred to as the New Battery Law) and the Deforestation-Free Regulation (EUDR), which were the first to be implemented.

Country/Region	Act/Regulation	Requirements/Progress
EU	Regulation on Batteries and Waste Batteries (EUBR)	Requirements: A regulation on the full lifecycle supervision of batteries and waste batteries, covering sustainability, performance, safety, labeling, carbon footprint, recycled material use, battery passports, due diligence, etc., applicable to all battery products placed on the EU market or used within it. Response Measures: In documents such as the Geely Supplier Code of Conduct, we require suppliers to proactively identify and eliminate the use of critical battery raw materials (such as cobalt, lithium, nickel, natural graphite, and compounds composed of these substances) with high potential environmental and social risks, to prevent/mitigate the adverse environmental and social impacts during the extraction, processing, and trading of critical battery raw materials, and to actively cooperate with us in conducting due diligence on the battery supply chain. For more information, please refer to the Sustainable Supply Chain Due Diligence Management Policy disclosed on the Group's official website. To address the carbon footprint requirements for power batteries under the EUBR, the Group has established a carbon footprint accounting standard for power batteries, built a power battery carbon accounting platform, developed corresponding carbon footprint accounting models, and simultaneously established a data management system for power battery carbon accounting. This enables traceable accounting data, standardized model boundaries, and an intelligent carbon footprint accounting module, ensuring that the carbon footprint of power batteries meets the requirements. The Group is promoting the construction of a battery passport platform at a strategic level, building a full-chain system of "traceable source - standardized indicators - process integration - ecosystem co-construction". It has also developed standardized data collection and cross-system integration solutions, achieving real-time synchronization, cross-domain sharing, and centralized control of battery passport data throughout the entire chain, ensuring full lifecycle data management compliance for battery product information and safeguarding customer rights and interests. To address EUBR, the Group has formulated the Supply Chain ESG Due Diligence Compliance Management System and the EU Battery Regulation Due Diligence Implementation Compliance Guidelines, establishing a battery supply chain due diligence system. This system clarifies the processes and standards from supplier identification, supply chain traceability and information collection, to matching supplier risk management pathways. Based on the due diligence status, the Group prepares relevant due diligence report.

Country/Region	Act/Regulation	Requirements/Progress
EU	Deforestation Regulation (EUDR)	Requirements: Companies are required to conduct due diligence on supply chains involving 7 categories of raw materials and their specific products (such as rubber, timber, etc., which are considered key commodities and their derivatives that are major causes of deforestation and forest degradation), ensuring that their source areas have not caused illegal deforestation and meet traceability and compliance requirements. Response Measures: To address EUDR requirements, the Group has formulated the Supply Chain ESG Due Diligence Compliance Management System and the EU Deforestation Regulation Due Diligence Implementation Compliance Guidelines, establishing a supply chain deforestation-free due diligence system. This system clarifies the processes and standards for commodity and product identification, supply chain traceability, due diligence supplier information collection, and supplier risk management. Based on the due diligence status, the Group will prepare the relevant due diligence report. In addition, the Group has publicly disclosed the Anti-Deforestation Statement, committing to resolutely oppose forest destruction, requiring suppliers to avoid all forms of illegal deforestation in their operations and decision-making processes throughout the value chain, prevent harm or loss to forests, and eliminate deforestation risks in the supply chain.
	Corporate Sustainability Due Diligence Directive (CSDDD)	Requirements: Eligible EU and non-EU companies are required to take due diligence actions to address actual and potential adverse impacts related to human rights and the environment concerning their own operations, subsidiaries, and business partners. According to the newly effective Omnibus Package, the revised CSDDD, in addition to narrowing the scope of applicable companies, removes the mandatory climate transition plan requirement and reduces the frequency of effectiveness assessment, and postpones reporting obligations to financial years starting in 2030 or later. Response Measures: Based on the newly effective Omnibus Act in 2026, the Group has carried out assessment work on the CSDDD, as well as relevant regulatory interpretation and work plan formulation. The Group has referred to international standards such as the OECD Due Diligence Guidance for Responsible Business Conduct and the International Bill of Human Rights, and has begun drafting the "Sustainable Supply Chain Due Diligence Management Policy" and the "Supply Chain ESG Due Diligence Compliance Management System", establishing a closed-loop due diligence management system covering risk identification and assessment, risk prevention and mitigation, tracking of implementation status, and continuous improvement. Through means such as supplier sustainability questionnaires and on-site audits, the Group identifies supply chain ESG risks, requires suppliers to rectify within a specified timeframe, and continuously monitors improvement effects. At the same time, it regularly discloses due diligence progress and enhances supply chain transparency through grievance mechanisms.
	Corporate Sustainability Reporting Directive (CSRD)	Requirements: According to the Omnibus Package that came into effect in 2026, CSRD applies to non-EU companies with significant activities in the EU, and whose ultimate parent company has a net turnover of at least € 450 million in the EU for two consecutive years, and has an EU subsidiary or branch with a net turnover exceeding € 200 million in the previous financial year. Such companies are required to disclose information for the 2028 financial year by 2029 in accordance with the EU Sustainability Reporting Standards (ESRS). Response Measures: The Group has conducted a CSRD impact and challenge analysis with external law firms, as well as an inventory of affected entities. We have established a CSRD special working group, and have formulated work plans and conducted relevant training. At the same time, we have reported ESRS disclosure requirements to the Sustainability Committee and conducted a current state gap analysis. In 2026, the Group will, based on the newly effective Omnibus Package, restart the assessment of the revised CSRD's scope of entities, regulatory interpretation, and work plan formulation. This report has already taken the lead in adopting the "double materiality" assessment method and independent assurance, see "2.3.3 ESG Materiality Issues" and "Appendix 8 Independent Assurance Report".
	Carbon Border Adjustment Mechanism (CBAM)	Requirements: Imported or exported high-carbon products are required to pay or refund corresponding taxes or carbon allowances, encouraging non-EU countries to reduce carbon emissions and reduce the risk of carbon leakage, implementing EU and global climate goals. According to the Omnibus Package that came into effect in 2026, CBAM has established a new de minimis threshold for importers, postponed the obligation to submit CBAM certificates, and simplified carbon emissions reporting requirements. Response Measures: The Group closely monitors updates to CBAM and communicates with external experts regarding the impact on the automotive industry's exports. After an initial internal assessment, the new de minimis threshold (50 tonnes/year) and the removal of the € 150 de minimis value exemption threshold, along with other related simplifications, have significantly reduced the export compliance pressure for the Group's multiple brands. We will actively adopt response measures, collaborating with our various brands on threshold analysis, supplier planning/collaboration, etc., and fulfill CBAM certificate submission obligations and annual declarations by the deadlines. The Group has actively participated in the formulation of domestic policies and standards, promoting international mutual recognition of automotive carbon emission and carbon footprint accounting systems. By the end of 2025, the Group exceeded its lifecycle carbon reduction target per vehicle, achieving a 25.5% reduction compared to the 2020 baseline year. For more details, see "3 Climate Neutrality". At the same time, we plan to incorporate CBAM costs into financial arrangements and business considerations.

Country/Region	Act/Regulation	Requirements/Progress
EU	Conflict Minerals Regulation	Requirements: For specific mineral metals (tin, tantalum, tungsten, gold) and their specific products entering the EU market, importers whose annual import volume meets certain thresholds are required to conduct conflict minerals traceability and publish a report. Response Measures: The Group has published the Sustainable Supply Chain Due Diligence Management Policy, committing to proactively identify and eliminate, in the global supply chain, the use of minerals that directly or indirectly finance armed conflict, violate human rights (including forced labor, child labor), or damage the environment. We refer to the Ten Principles of the United Nations Global Compact, the Chinese Due Diligence Guidelines for Responsible Mineral Supply Chains (Second Edition) issued by the China Chamber of Commerce of Metals, Minerals & Chemicals Importers & Exporters (CCCMC), the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas ("OECD Guidance"), and the Responsible Minerals Initiative ("RMI") regulations and initiatives, proactively identifying and eliminating the procurement of 3TG (tin, tantalum, tungsten, gold) mineral raw materials from mines controlled by illegal armed groups in the Democratic Republic of Congo and its neighboring countries. At the same time, we give preference to suppliers whose supply chains meet the following criteria: the smelters/refiners of the raw material sources have been independently certified by RMI, and/or the mine sites have been independently certified by the Initiative for Responsible Mining Assurance (IRMA).
US	Dodd-Frank Act	Requirements: Conduct conflict minerals due diligence (including traceability) and publish a report. Response Measures: The Group has conducted conflict minerals due diligence management, see "7.1 Sustainable Value Chain".

Sustainable Supply Chain Training

During the Reporting Period, the Supply Chain Management Center and the Legal Compliance Center deployed internal training lecturers and external advisory teams to conduct a total of 12 training sessions on sustainable supply chains. The training content covered topics such as supplier sustainability certification, conflict minerals management, and interpretation of due diligence requirements under the EUDR regulation. The sessions covered all employees of the Group, the internal supplier management team, internal due diligence-related departments and personnel, as well as some pilot suppliers. For more information on sustainable supply chains, please refer to "7.1 Sustainable Supply Chain".

5.3.3 Human and Labor Rights

As a responsible global enterprise, with the mission of "A Sustainable Future, A Better World", the Group not only focuses on growth and development in the business sector but is also committed to building responsible business practices that respect human rights together with stakeholders.

We are fully aware of the importance of human rights issues to the Group's employees, consumers, suppliers, and communities in the locations where we operate. Based on the United Nations Guiding Principles on Business and Human Rights (UNGP), we fulfill the responsibility of enterprises to respect human rights, avoid infringing on the human rights of others, and address negative human rights impacts. At the same time, the Group's parent company, Geely Holding Group, is a participant in the United Nations Global Compact. As a member of Geely Holding Group, the Group fully supports the Global Compact's ten principles relating to human rights, labor, the environment, and anti-corruption.

The Group discloses its human rights management with reference to the United Nations Guiding Principles Reporting Framework. For our response to this framework, please refer to Appendix 4 "United Nations Guiding Principles Reporting Framework - Content Index".

Commitment to Respect Human Rights

The Group is committed to respecting international human rights standards, including the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights (UNGP), and the International Labor Organization Conventions. To clearly and transparently communicate the Group's commitments and stance on sustainable development (including human rights) to all stakeholders and the public, we have formulated ESG-related policies such as the Code of Conduct, Geely Supplier Code of Conduct, Human Rights Policy Statement, Employee Rights Statement, and Sustainable Raw Materials Policy, systematically articulating human rights commitments for our own operations and value chain.

In 2025, the Group newly issued the Workforce Diversity Policy and the Sustainable Supply Chain Due Diligence Management Policy, further committing to building a diverse, inclusive, and equitable working environment, eliminating any form of bias and discrimination, and regularly implementing supply chain due diligence, dedicated to making positive contributions to environmental protection, human rights, and social welfare.

The above policies were prepared and formulated by the Group's Compliance Department, ESG Department, Human Resources Department, Supply Chain Department, Safety and Environmental Protection Department, and Labor Union, with input from external lawyers and external ESG consultants. They were reviewed by the Sustainability Committee and finally approved by the Board, the Group's highest decision-making body, for public release. The ESG-related policies are publicly available on the Company's official website (www.geelyauto.com.hk) in Chinese and English, ensuring accessibility to all stakeholders and the public.

In preparing and updating the above policies, we have taken into account any and all individuals and groups affected by the enterprise's business activities or through its business relationships, including but not limited to: employees, users, suppliers, suppliers' employees, communities, and other individuals and groups. Therefore, the scope of our human rights commitments includes: employee rights, health and occupational safety, data and information security, conflict minerals, environmental protection and biodiversity, and communities.

In addition, the Group pays special attention to the rights of vulnerable groups, such as women, children, and indigenous peoples. In the Code of Conduct, we also commit to respecting and supporting conventions such as the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the Children's Rights and Business Principles, and the United Nations Declaration on the Rights of Indigenous Peoples.

The Group adopts training as a method, offering online training and examinations on the Code of Conduct and the Workforce Diversity Policy for 100% of employees, enabling them to understand the relevant rights, responsibilities and practices. The online training is available for playback on the internal learning platform, making it convenient for employees to access at any time. During the Reporting Period, the Group's employees participated in the training and examinations on the Code of Conduct and the Workforce Diversity Policy, with training hours of 6,757 hours and 1,125 hours, respectively.

Implementation of Human Rights Commitments

The Group embeds the concept of sustainable development in its corporate culture, product philosophy, and user services. We always adhere to "safety equality", safeguarding every user's safe travel; we always adhere to "making intelligent and refined cars for everyone", continuously improving the travel experience, promoting high-quality transformation and upgrading of the industry, and contributing to technological progress and a sustainable future.

We firmly believe that the automotive industry plays a crucial role in contributing to the achievement of the United Nations Sustainable Development Goals (SDGs). The Group has formulated and published the "ESG Strategy" aligned with the overall strategic direction. Each of the six ESG strategic directions considers the human rights impact on different stakeholders:

- Climate Neutrality: Reducing the environmental and economic impacts of climate change on all mankind, just transition (including employee employment, affordable new energy vehicle products)
- Nature Positive: The right of humanity to enjoy the environment and natural resources
- Full-domain Safety: Safety and health of vehicle users and other road users (such as vulnerable road users)
- Digitalization & Innovation: User data responsibility, privacy, responsible use of artificial intelligence
- Co-Prosperity: Avoiding and eliminating adverse impacts on employees, business partners, and communities, enabling them to develop in harmony and prosperity with the Group
- Governance and Ethics: Complying with the principles of fair market development, eliminating corruption, and avoiding negative impacts on different stakeholders

The Company's Sustainability Committee is responsible for assisting the Board in monitoring the Group's ESG development and guiding the implementation of related measures (including but not limited to climate change, biodiversity, resource use and recycling, pollution and waste management, human rights, occupational health and safety, information and data security, responsible marketing, responsible supply chain, product quality and safety), to promote the Group's sustainable development. At the same time, the Company's ESG Department also reports to the Board on the work plans and progress of human rights and responsible supply chain, as well as major ESG risks identified. For details, see "2.2 ESG Governance" and the Terms of Reference of the Sustainability Committee published on the Company's official website.

The Group's daily human rights work is carried out by the following departments and department heads:

- Chief Human Resources Officer: Responsible for the Group's employee rights management, including compensation and labor contract management, creating a diverse and inclusive work environment, and handling employee rights complaints.
- Human Resources Department: Responsible for collecting opinions of the Group's employees on human rights and employee rights, coordinating and implementing relevant management measures and training.
- Labor Union: Represents employees in negotiating collective labor agreements with the Group.

- Chief Safety Officer: Responsible for the Group's occupational health and safety, environmental protection management, and handling related issues.
- Safety and Environmental Protection Department: Responsible for environmental and health and safety management of the Group's production plants, sales outlets, and other operational locations.
- Procurement General Manager: Human rights management of the Group's suppliers, including the signing and promotion of the Geely Supplier Code of Conduct, and supply chain human rights risk management.
- Compliance Department: The leading department responsible for the formulation and implementation supervision of the Code of Conduct and the Geely Supplier Code of Conduct, handling reports and complaints from the Group's employees and suppliers regarding human rights.

The above responsible persons or departments report to the Group's management. This structure facilitates more objective supervision of the implementation of daily human rights work and evaluation of its effectiveness.

The Group continuously assesses sustainability-related risks and opportunities through methods such as legal and regulatory review, industry benchmarking, and double materiality identification, and has identified human rights risks as an area requiring enhanced management. In 2025, the Group collected suggestions on human rights risk identification, human rights management, and grievance channels from stakeholders such as the Board, senior management, employees, and supplier employees through survey questionnaires. At the same time, we continue to include human rights-related questions in the performance survey covering 100% of global employees, also demonstrating the Group's increasing attention and action on human rights. For the identification and analysis of salient human rights issues related to employees and the supply chain, the Internal Audit Department also considers the relevant results in its annual risk assessment and response annual audit plan, which is executed after approval by the Audit Committee.

The Group's employees can learn about the Board's and management's decisions and actions on human rights through the following channels:

- The Code of Conduct and the Geely Supplier Code of Conduct and related training;
- Intranet news, employee meetings, and employee forums.

The Group attaches great importance to the environmental and human rights risks associated with high-risk raw materials, including conflict minerals, in the supply chain. We commit to proactively identifying and eliminating, in the global supply chain, the use of minerals that directly or indirectly finance armed conflict, violate human rights (including forced labor, child labor), or damage the environment, and proactively identifying and eliminating the procurement of 3TG (tin, tantalum, tungsten, gold) mineral raw materials from mines controlled by illegal armed groups in the Democratic Republic of Congo and its neighboring countries. We give preference to suppliers whose supply chains meet the following criteria: the smelters/refiners of the raw material sources have been independently certified by RMI, and/or the mine sites have been independently certified by the Initiative for Responsible Mining Assurance ("IRMA").

In supply chain management, we have formulated the Geely Supplier Code of Conduct, which sets out requirements for suppliers regarding working environment and human rights, health and safety, business ethics, and environmental protection. At the same time, we incorporate human rights requirements into contract signing and performance assessment, and initiate third-party due diligence to identify high-risk suppliers.

Identification of Salient Human Rights Issues

The Group has established a human rights issues assessment methodology with reference to the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Due Diligence Guidance for Responsible Business Conduct to identify salient human rights issues. We refer to the following information and consider any and all individuals and groups that may be affected by the Group's business activities or through its business relationships to preliminarily develop a list of salient human rights issues (including own operations and supply chain):

- Salient human rights issues database on the website of the United Nations Guiding Principles Reporting Framework
- Salient human rights issues identified by enterprises with outstanding human rights performance in the automotive industry
- Scope of the Code of Conduct
- United Nations Sustainable Development Goals
- Human rights risk factors and applicable laws in the main operating regions of the International Labor Organization core conventions
- Stakeholder opinions
- External ESG consultant opinions
- Cases of reporting and grievance channels

We preliminarily identified 11 salient human rights issues, including:

Elimination of forced labor	Prohibition of child labor	Anti-discrimination and harassment
Occupational health and safety	Equal pay and opportunity	Living wage guarantee
Work-life balance	Freedom of association and collective bargaining	Information privacy protection
Access to environmental, ecological and natural resources	Rights of community and indigenous people/minority	

Based on the preliminary salient human rights issues, we adopted the following approach to initiate identification and assessment to determine the issues:

- General human rights management evaluation: Performance survey conducted on 100% of global employees included the above salient human rights issues to evaluate the Group's management on relevant human rights issues.
- Detailed human rights questionnaire (sampling):

  In 2025, the Group collected 801 valid questionnaires, covering the Group's global operating regions.

  - Groups vulnerable to human rights risks or disadvantaged groups (pregnant women, persons with disabilities, ethnic minorities/indigenous people, foreign nationals, migrant workers, sexual minorities/LGBTQ+)
  - Employees of different genders and ages
  - ESG person-in-charge or contact person of business units
  - Human Resources Business Partners (HRBP) of business units
  - Labor union representatives
  - Supplier employees (ESG contacts, employee representatives)
  - Newly added in 2024: Dealer employees (ESG contacts, employee representatives)
  - Newly added in 2025: Communities

In addition, we also collected evaluations from the Board and investors on the above salient human rights issues to help the Group more comprehensively identify human rights risks through stakeholders.

- Questionnaire analysis

  Through the detailed questionnaire on a sampling basis, we asked respondents whether they had encountered any of the salient human rights issues on the list, the degree of impact of each potential salient human rights issue on the respondents themselves or the employee groups they represent (rather than on the Group or the supplier business they represent) (based on the severity of impact and likelihood of impact, with the former weighted more heavily), whether there were other salient human rights issues not listed, the convenience of grievance channels, and language preference recommendations.

  Based on the above assessment methods, we found that "occupational health and safety" is a human rights issue of relatively high importance commonly shared by six categories (i.e., all participant categories). This reflects a high degree of overlap among the three dimensions of the Group's operational resilience, employee rights protection, and social responsibility, and it is also the most clearly prioritized issue in the Group's human rights management. For more details, see "8.6 Occupational Health and Safety".

  In addition, the Group ranked the importance of salient human rights issues related to its own operations and the supply chain separately. The relevant assessment results are detailed in "8.3.1 Human Rights Protection" and "7.1.1 Full Lifecycle Management of Suppliers". We will continue to refine this human rights assessment system methodology to more accurately assess the Group's salient human rights issues.

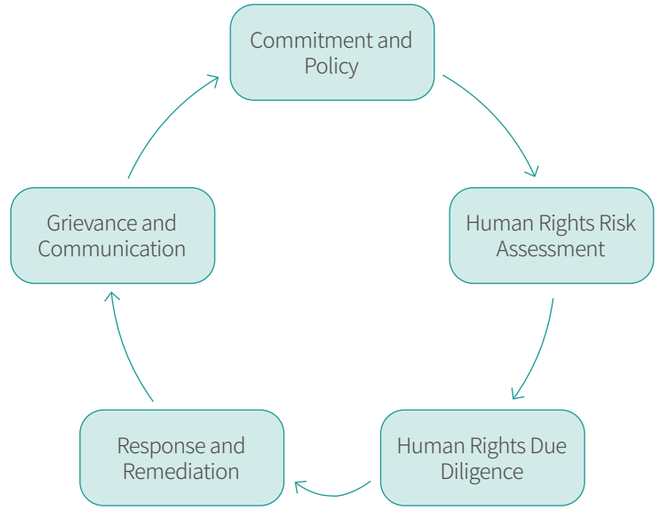
  In addition to the above salient human rights issues, the Group has identified that "just transition" and "responsible use of artificial intelligence (AI)" have certain social (including human rights) implications. In 2025, the Group added these two issues to the general human rights management evaluation for all employees (including domestic and international), both receiving a score of 88:

  - "Just transition": The Group helps employees adapt to new technologies and changes in work styles through skills training and employee development, enabling them to transition with the Company (such as digitalization and new energy transformation).
  - "Responsible use of artificial intelligence (AI)": The Group is able to use AI responsibly, embedding ethical norms throughout the AI development lifecycle, adhering to principles of harmony and friendliness, fairness and justice, inclusiveness and sharing, respect for privacy, safety and controllability, shared responsibility, open collaboration, and agile governance, enabling users and employees and other stakeholders to equitably access reliable and safe AI.

A low-carbon transformation that only takes environmental indicators into account without considering social impact may cause employees and suppliers to lose their jobs, and some users may also lose their right to enjoy sustainable intelligent mobility due to prices, insufficient infrastructure, or extreme weather. For more details, see the relevant content in "3.1 Climate Strategy and Targets" and "8.5.2 Employee Empowerment".

Management of Salient Human Rights Issues

During the Reporting Period, the Group planned the human rights management system with reference to the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Due Diligence Guidance for Responsible Business Conduct.



- Commitment and policy: Formulated and publicly disclosed ESG-related policies such as the Code of Conduct, Geely Supplier Code of Conduct, Human Rights Policy Statement, Employee Rights Statement, Sustainable Raw Materials Policy, as well as the newly added Workforce Diversity Policy and Sustainable Supply Chain Due Diligence Management Policy in 2025, and promoted them to internal and external stakeholders.
- Human rights risk assessment: Identified salient human rights issues for the Group's own operations and supply chain and ranked them in order of importance.
- Human rights due diligence: Conducted due diligence on the assessment results to determine whether the salient human rights issues actually occurred in the Group or the supply chain, or the extent of potential risks.
- Response and remediation: Took response measures for human rights issues or potential risks to prevent or mitigate their impact, and took remedial measures for human rights issues that have caused adverse impacts.
- Grievance and communication: Established an effective grievance mechanism for stakeholders to use, maintaining close communication to proactively understand and prevent human rights risks early. We commit to keeping the whistleblower and the content of the report strictly confidential. No unit or individual may use any excuse or means to prevent or suppress reporting by whistleblowers, nor may they retaliate against whistleblowers.

For more specific management of salient human rights issues (United Nations Guiding Principles Reporting Framework C1-C6.5), please refer to the following sections of this report:

Human rights in the Group's own operations: Please refer to "8.3.1 Human Rights Protection"

Supply chain human rights: Please refer to "7.1.1 Full Lifecycle Management of Suppliers"

5.3.4 Anti-bribery and Anti-corruption

The Group adopts a zero-tolerance attitude towards corruption, and strictly complies with applicable laws and regulations on fair competition, anti-bribery, and anti-corruption in the countries and regions where it operates, as well as the United Nations Convention Against Corruption. The Group has established a comprehensive anti-corruption management organizational structure, comprising the Compliance Department, Information and Investigation Department, Legal Department under the Legal Compliance Center, as well as the Internal Control Department, Discipline Inspection and Supervision Office, Internal Audit Department, and the compliance management departments of each business unit, ensuring effective operation from top-level design to bottom-level execution.

Anti-corruption System

The Group has established an anti-corruption system with a "zero tolerance" tone. We have built an integrity compliance management system covering institutional framework, process safeguards, and cultural support, constructing a "prevention + punishment" anti-corruption mechanism covering six high-risk areas: solicitation and acceptance of bribes, embezzlement, conflicts of interest, personnel corruption, abuse of power for sexual favors, and dereliction of duty. Supporting special policies include the Code of Conduct, Geely Supplier Code of Conduct, and Anti-Corruption Policy.

- In terms of prevention mechanisms: We have clarified behavioral boundaries by issuing implementation rules on gifts and hospitality, conflicts of interest, etc., and require 100% of employees to sign the Conflict of Interest Statement. During the Reporting Period, each business unit under the Group completed self-inspections on gifts and cash gifts as required, and the Group's Compliance Department conducted on-site spot checks and interviews with key units.

  We have incorporated anti-corruption and integrity education into the Group's all-staff compliance training, promoting it to all employees, including senior management. During the Reporting Period, the Group issued the Compliance Training Basic Course 2025 Version, requiring each business unit to promote all-staff learning and examination. 100% of employees participated in anti-corruption and integrity education and training, with an average training duration of 1 hour per person. In addition, during Compliance Culture Month, the Group conducted 2 large-scale integrity compliance trainings (attended by nearly 2,000 people), and nearly 50 integrity compliance-related trainings were conducted at the business unit level.

- In terms of punishment mechanisms: We have established multi-channel reporting platforms, including the reporting email and telephone number disclosed in the publicly available Anti-Corruption Policy, and commit to keeping the whistleblower and the content of the report strictly confidential and strictly prohibiting retaliation. At the same time, we have developed a digital management platform for handling anti-corruption reports, enabling online closed-loop management from acceptance, investigation, approval to filing, minimizing human interference. Upon receipt of a report, the Group follows the standard case investigation procedures in accordance with the provisions of the Management Measures for Compliance Consultation, Reporting, Investigation and Reward and the Implementation Rules for Compliance Supervision and Disciplinary Actions to conduct investigations, make determinations, and issue reports. When directors, employees, and other applicable personnel violate relevant regulations and provisions, they will be subject to relevant disciplinary actions and will be referred to judicial authorities for handling when necessary.

  The Discipline Inspection and Supervision Office and the Compliance Department conduct irregular reviews, spot checks, and investigations. The Compliance Department strengthens audit supervision through special inspections on gifts and cash gifts, engineering inspections, etc. In 2025, the internal audit coverage rate for anti-corruption was 100%. During the Reporting Period, the Discipline Inspection and Supervision Office investigated a total of 31 cases of corruption or bribery allegations. Four individuals were dismissed or placed on the recruitment blacklist by the Group due to involvement in corruption, recovering economic losses totaling RMB 727,000. Based on case investigation and handling, we achieved 100% warning education coverage for relevant personnel of the involved entities, and conducted 5 special warning activities for high-risk businesses, covering nearly 1,000 senior management and business core personnel.

Anti-corruption for Business Partners

The Group requires business partners to jointly comply with anti-corruption regulations and build a compliance ecosystem.

During the bidding stage, the Group follows the Bidding Law of the People's Republic of China to control two core risk sources: contract terms and bidding documents. In terms of bidding procedures, we achieve 100% conflict of interest screening and filing at the stage of establishing the bidding team, and conduct relationship screening for 100% of participating suppliers during the bid opening stage, requiring them to sign a commitment letter. In terms of supervision and execution, we achieve full-process online traceability and transparency through an independent electronic bidding platform, open external reporting channels to enhance transparency, and the Group's Internal Audit Department conducts

regular independent compliance spot checks, focusing on bid evaluation compliance, conflict of interest implementation, and AI system operational efficiency, continuously improving the anti-corruption system.

During the Reporting Period, the bidding compliance inspection work reviewed a total of over 328k data entries, covering 11 categories including production auxiliary materials, equipment, and services, involving 71,215 projects. During the contract signing and business transaction stages, we require business partners such as suppliers and dealers to sign the Special Terms on Integrity and Self-discipline together with the contract. The ZEEKR brand requires its business partners to sign the Business Partner Integrity and Compliance Declaration, reinforcing strict adherence to integrity-related self-discipline requirements during business dealings. In addition, the Group's Anti-Corruption Policy, Business Partner Compliance Management System, and Gifts and Hospitality Management System further regulate the management of business partners and related handling procedures, effectively preventing corruption and bribery that may be encountered in business dealings.

We have formulated the Management Measures for Supplier Incident Violation Points to regulate the cooperative behavior of suppliers and their assigned personnel. Deductions are applied in a graduated manner according to the type and severity of the violation. When the points fall to a threshold, measures are taken sequentially: written warning, performance deduction, interview, business restriction, and finally blacklisting.

The Group regularly conducts anti-corruption-related communication and training for business partners. During the Reporting Period, the proportion of dealers and contractors participating in anti-corruption training (including the Anti-Corruption Policy) was **100%**, with an average training duration of **1 hour**; **938 suppliers** (including secondary suppliers) participated in anti-corruption training (including the Anti-Corruption Policy), with an average training duration of approximately **1.3 hours**.

In 2025, the Group organized special compliance training for suppliers, focusing on the Management Measures for Supplier Incident Violations, information security requirements, and outsourcing third-party management regulations, covering a total of **1,000+ person-times**, with a total training duration of **1,221 hours**.

5.3.5 Business Ethics

Conflict of Interest

The Group clearly describes the types and requirements of conflicts of interest in its policies such as the Conflict of Interest Management Regulations and the Code of Conduct (third version), and requires all employees to make every effort to avoid situations where their personal interests conflict with the Group's interests or could lead to a conflict. For more specifics on conflicts of interest, please refer to the Code of Conduct (third version) and the Conflict of Interest Management Regulations.

On this basis, we have built a conflict of interest risk management platform to detect potential conflict of interest risks through systematic tools, and continuously optimize the conflict of interest declaration process, regularly manage employees' conflict of interest situations, and check and follow up, so as to effectively take appropriate measures to avoid or properly handle potential conflicts in daily work.

During the Reporting Period, we continued to launch training courses with the conflict of interest management system as the core content and promoted the signing of the Conflict of Interest Statement 2025 Version to ensure that employees understand the relevant requirements and are capable of identifying possible conflict of interest situations. During the Reporting Period, the Conflict of Interest Statement was signed by 100% of employees.

Fair Competition

The Group adheres to the principle of fair competition and strictly abides by laws and regulations on anti-monopoly and anti-unfair competition. When cooperating with suppliers and other entities, it also requires relevant cooperating entities to comply to protect fair and open competition from undue influence. We do not engage in monopolistic practices such as price fixing with competitors or restricting the production or sales volume of goods.

The Group has established a fair competition resource library, sorting and compiling a list of common monopoly risks and unfair competition practices to assist employees in understanding and enhancing their fair competition literacy. We conduct regular anti-monopoly compliance audits and strengthen the training and promotion of anti-monopoly laws and regulations. For more details on fair competition, please refer to the Code of Conduct (third version).

During the Reporting Period, the Group conducted a cumulative **6** thematic trainings on fair competition, with a total training duration of **6 hours**, and a total of **530 participants**.

As of the end of the Reporting Period, the Group has not received any legal proceedings regarding anti-competitive behavior, violation of anti-trust or anti-monopoly laws.

Intellectual Property Protection

The Group complies with applicable laws and regulations in its operating locations, such as the Patent Law of the People's Republic of China and the Trademark Law of the People's Republic of China, and has issued policies such as the Intellectual Property Management Measures, Patent Management Measures, Domain Name Usage Management Specifications, and Open Source Software Management Measures for Vehicle Projects, clarifying intellectual property management requirements. The Group's Intellectual Property Management Department coordinates the Group's intellectual property work and is responsible for intellectual property management and risk control of each business unit.

The Group embeds intellectual property risk management into the entire business chain of R&D, procurement, manufacturing, sales, and after-sales service, regularly conducting intellectual property infringement risk identification and assessment. The Group's New Product Development Compliance Working Group is responsible for assessing intellectual property compliance matters involved in new product development to avoid infringement risks. At the same time, we have established a supplier intellectual property compliance management system, conducted supplier intellectual property risk management capability reviews, and incorporated intellectual property compliance as a key indicator in supplier evaluations. In addition, we engage third parties to assess key risks to prevent infringement comprehensively.

The Group has established an intellectual property training system targeting different groups and different businesses. During the Reporting Period, we organized over 120 intellectual property thematic training sessions, covering approximately 6,500 person-times, continuously enhancing the awareness of intellectual property protection and risk prevention among all employees.

The Group has also built a digital management platform to standardize the internal intellectual property application and approval process, combining the internal intellectual property management system and external agents to jointly safeguard the Group's intellectual property rights. Intellectual property operations are carried out through internal and external intellectual property transfer/licensing, achievement transformation, and value assessment. During the Reporting Period, we increased overseas intellectual property protection efforts, covering overseas interest applications in multiple countries such as Asia-Pacific, North America, and Europe. At the same time, we take rapid legal action against malicious and infringing acts to protect our rights, strengthen copyright registration, and build a three-in-one overseas protection matrix of trademarks, domain names, and copyrights to comprehensively enhance our ability to resist overseas risks.

As of 2025, the Group has accumulated **24,367** granted patents, with **3,066** newly granted patents during the year and **586** newly granted overseas patents. During the Reporting Period, the Group had a total of **13,893** valid patents. Among them:

- Design patents: **5,386**
- Utility model patents: **5,217**
- Valid invention patents: **3,290**

We have also further broken down the valid patents during the Reporting Period into **5,782** sustainability-related patents and **8,111** other patents:

- New energy vehicles and electronic appliances: **2,534**
- Intelligent connected vehicles: **1,042**
- Full-domain Safety: **1,065**
- Environmental protection and energy saving (including alternative energy): **1,141**

During the Reporting Period, the Group had no concluded legal proceedings related to intellectual property infringement.

Tax Transparency

The Group conducts tax work in compliance with laws and regulations, strictly abiding by the tax laws and regulations of the countries and regions where it operates. The Group's tax management department organizes compliance spot checks on tax-related matters, identifies and controls risks, and provides tax support for major business decisions; the tax sharing center supports tax management of member enterprises in each region, providing differentiated management in compliance with the regulations of each operating location; the tax management department or responsible person of each member enterprise is responsible for tax-related affairs of their respective enterprises, including controlling tax-related risks and regulating tax treatment of business.

In accordance with China's transfer pricing laws and regulations and the OECD Transfer Pricing Guidelines, we adopt the arm's length principle as the basis for pricing related party transactions within the Group, and conduct various cross-regional transactions on this basis. The Group's commitments to tax strategy include but are not limited to: complying with the spirit and text of the tax laws and regulations of the countries/regions where it operates; not transferring value created to low-tax jurisdictions; not using tax structures without commercial substance; conducting transfer pricing in accordance with the arm's length principle; not using non-transparent jurisdictions or so-called "tax havens" to avoid taxes, including base erosion and profit shifting.

To ensure the compliant and efficient operation of tax-related affairs, we have established a mature tax governance structure, formulated tax strategies, executed daily tax affairs, and monitored and responded to tax risks. We implement closed-loop management of tax risks throughout the business cycle: pre-control risks during the project design stage, dynamically monitor key points and pricing reasonableness during the execution stage, and conduct compliance final settlement and filing review during the project closing stage to strengthen tax compliance.

During the Reporting Period, we reviewed domestic and overseas tax-related businesses, improved tax analysis reports and tax burden management, and regularly updated transfer pricing policies; conducted tax risk identification and special rectifications, monitored transfer pricing risks in real time, and collaborated with various business plants to establish a proactive risk identification mechanism. At the same time, we introduced artificial intelligence (AI) technology to build a tax Business Intelligence (BI) dashboard, achieving centralized and visualized management of tax data, ensuring data transparency, accuracy, and traceability.

External Donations

The Group is committed to making positive contributions to the regions where it operates, and promises not to seek undue advantage through charitable donations. All charitable donation activities must be transparent and approved through relevant procedures to ensure that donations are used for proper purposes. Meanwhile, directors and employees, as well as business partners conducting business in the name of Geely, are not allowed to engage in political donations. For more specific regulations on charitable donations and political donations, please refer to the Anti-Corruption Policy (second version).

During the Reporting Period, the Group did not have any political expenditures or donations.

5.4 Data Responsibility and Privacy Protection

The Group's data responsibility management focuses on the electrification and intelligent transformation of the automotive industry, ensuring that digital transformation matches business development. We comply with domestic and international laws and regulations on information and network security, achieving close integration of information security and privacy protection with business needs and technology updates. During the Reporting Period, the Group further identified and focused on information security, privacy protection, and responsible artificial intelligence (AI) risks and responses.

5.4.1 Information Security

The Group strictly complies with applicable laws and regulations on information security in the countries and regions where it operates, and has established a security management system including organizational structure, policies and processes, technical tools, regular operations, and cultural awareness cultivation in accordance with standard systems such as ISO 27001 Information Security Management System and Automotive Cyber Security Management System (CSMS).

In addition, with the development of connected vehicles and driver assistance, we focus on and ensure the security of software development and the Internet of Vehicles. The Group strictly abides by applicable laws and regulations on information security and privacy protection in the export destinations, including but not limited to the EU General Data Protection Regulation (GDPR) and Japan's

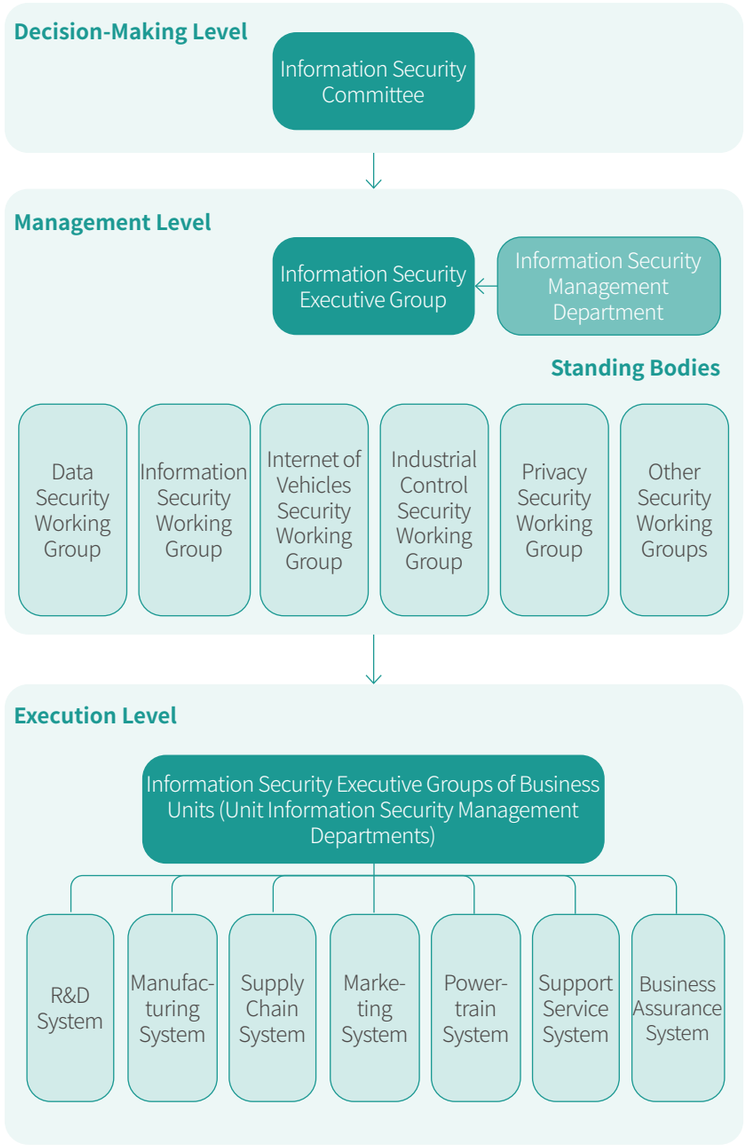
Act on the Protection of Personal Information (APPI). The Group has complied with the requirements of the United Nations Economic Commission for Europe (UNECE) cybersecurity vehicle regulations and the ISO/SAE 21434 Road Vehicles - Cybersecurity Engineering standard, indicating that the Group has established a comprehensive cybersecurity management system and ensures cybersecurity throughout the entire product lifecycle.

Information Security Management System

The Group adopts a management model with clear division of responsibilities and departmental collaboration. An Information Security Committee is established at the Group level as the highest decision-making body, fully coordinating the Group's information security, data security, and privacy protection compliance work. The Information Security Department is specifically responsible for the policy development and compliance management of overall information security, data security, and privacy protection. A dedicated information security department is established under the Digitalization Center as a security technology support unit, undertaking the construction and support of the technical system for related information security and data security. Various business departments actively cooperate to jointly promote the implementation of information security and data security-related measures at the business level.

The Information Security Committee consists of 1 executive director of the Company, the Chief Data Officer, the Chief Legal Officer, etc., with the CEO of the business group serving as the overall leader. The Chief Data Officer has a relevant background in computer application technology. The committee holds at least 2 meetings per year, and once a year reports major information security matters to the Group's senior management and relevant supervision department, who then supervise and make decisions on such matters.

The Group has established a normalized top-down linkage mechanism, deeply participating in the relevant affairs of each business unit by establishing Information Security and Data Compliance (Privacy Protection) business partner roles. The entire Group holds regular information/data security meetings monthly to continuously promote security operations and ensure that each business unit forms and maintains a sound operating mechanism.



The Group has formulated comprehensive security management policies and established three systems: Information Security Management System (ISMS), Privacy Security Management System (PSMS), and Data Security Management System (DSMS), and will gradually transform from multiple coexisting systems to a single set of implementation standards.

To continuously improve the level of information security governance, the Group has incorporated the information security work evaluation of each unit into the sustainable development evaluation system, regularly assessing business units. The evaluation covers risk control implementation and baseline management, thereby promoting management closure and ensuring the effective operation of the system.

During the Reporting Period, the Group obtained ISO 27001 Information Security Management System certification and CTS CAC-MS-22:2023 New Energy Vehicle Safety Management System certification.

Information Security Risk Management

The Group strictly follows the Information Security Risk Assessment Management Standards to carry out information security risk management. In 2025, while continuously strengthening enterprise basic security risk control, we focused on security risk management for core business applications, covering key areas such as APP privacy protection, system log security, data export control, access management, and instant messaging tool security.

The Group has established a "System Compliance" security technology governance indicator framework, which sets indicators from dimensions such as protection coverage management, vulnerability management, and attack situation management. Based on the "System Compliance" indicator assessment and risk assessment results, we identify weak points in security protection coverage and implement necessary security control measures at the management level, technical level, or physical level to mitigate, eliminate, or avoid risks.

To effectively address various information security risks, the Group has established a complete and standardized information security incident response system. This system is guided by core documents such as the Information Security Incident Management Specifications (2025 Version), the Information Security Alert Disposal Management Procedures, and the System Security Incident Emergency Response Procedures, covering the entire process of information security incident identification, classification, disposal, and review.

Major Information Security Risks and Countermeasures

	Major Risks	Countermeasures
Legal/Policy Risk (Medium-term) S M	Governments around the world are gradually strengthening policies and regulations in the field of information security and automotive data security, including China's Certain Provisions on the Management of Automotive Data Security, the EU's General Data Protection Regulation (GDPR), as well as regulations on personal information collection and processing in other countries and the UNECE R155 automotive cybersecurity management standard.	The Group has established a regulatory management mechanism with a dedicated regulatory management team responsible for systematically collecting, analyzing, and disseminating domestic and international regulatory developments and information, ensuring that each unit obtains the latest regulatory information accurately and timely. For the issued R155 product cybersecurity regulation, we have established a comprehensive Cyber Security Management System (CSMS), covering the entire process management from system certification, system operation to system implementation.
Export Market (Short-term) S M	The export of automotive products involves risks such as national security and leakage of sensitive information, especially requiring that sensitive information related to automotive products (such as user privacy, vehicle location data, etc.) be properly protected during processing and transmission to prevent unauthorized access and disclosure. In addition, based on R155 regulation requirements, new models must obtain Cyber Security Management System (CSMS) certification and Vehicle Type Approval (VTA) before they can be exported to the European market. Meanwhile, the US and European markets have recently adopted legislation or other regulatory measures to strengthen restrictions or requirements on Chinese intelligent connected vehicle manufacturers' access to and processing of their citizens' personal information or government-related data.	To address the potential business impact of external policy changes, the Group continuously tracks the latest regulatory developments and industry information, and develops preventive measures in advance. On the one hand, we strengthen system certification capabilities to ensure all export models pass type approval; on the other hand, we strengthen cybersecurity control at key stages of vehicle development to ensure that cybersecurity functions meeting regulatory requirements are implemented. By embedding data compliance into product R&D processes, building a digital compliance management system, improving collaboration mechanisms, and continuously conducting training, the Group has significantly enhanced its global business compliance level. To support the compliance implementation of vehicle models in overseas markets, we actively conduct localized privacy compliance assessments and reviews in overseas markets, effectively controlling risks, and translate the requirements of each country into actionable implementation plans for the enterprise, ensuring vehicle model export compliance. In 2025, we advanced a series of initiatives on topics such as the European Data Act, facial recognition technology application filing, and personal information protection auditing, systematically improving the data compliance capability of export business.

The impact periods for the above information security risks are defined as: S Short-term 1-2 years M Medium-term 3-5 years L Long-term over 5 years.

Software Development Security Control

We have developed a complete software development lifecycle management system, effectively improving developers' security development capabilities, avoiding pre-release repair time and manpower waste, and enhancing the ability of application systems to resist threats and reduce risks. We have built a software development security control platform (G-SDLC) covering the entire lifecycle of information systems in all areas of the Group. This platform has incorporated security compliance requirements into the requirements design library, providing comprehensive automated tools for static code, open-source components, application security, container image security, mobile application (APP) security, and privacy compliance detection capabilities, forming standardized management of the entire process from project initiation, requirements design, coding, testing, release to operation and maintenance.

At the same time, we conduct red-blue team attack and defense drills and simulated hacker intrusions covering all business areas of the Group on average 4 times a year to assess the reasonableness and adequacy of response plans and staffing, ensuring that the incident handling team is fully familiar with emergency incident handling procedures, thereby avoiding the exposure of major vulnerability risks.

Security Incident Control

The Group conducts penetration tests and vulnerability analyses on key business systems (including operating systems, database systems, middleware, network devices, etc.) annually, and conducts irregular attack and defense drills and network protection actions to identify and rectify security risks. During the Reporting Period, Geely Auto conducted security testing on 100% of its business systems (including R&D, supply chain, manufacturing, sales, finance, etc.), and carried out a total of 9 cybersecurity attack and defense drills, including internal and external network attack and defense drills and anti-phishing information security attack and defense drills. We organized attack and defense drills for public network services, and conducted attack and defense simulation tests on cloud systems and vehicle systems.

Security Operations, Monitoring, and Incident Response

The Group promotes the comprehensive platformization and standardization of security incidents and vulnerability management, upgrading security incident handling from traditional manual operations to partially automated processes, and shifting security operations from reliance on manual labor to online visualization and quantifiable management. We have established a unified operations analysis platform that is continuously monitored 24/7 by the Security Operations Center. Utilizing big data capabilities, we have gradually built security risk identification capabilities, security risk handling capabilities, and security operations governance capabilities through technologies such as correlation analysis, machine learning, and threat intelligence, further improving security operations indicators, shortening the time for security incident detection and handling, achieving same-day response, and evaluating the quality of security incident execution. The Group has moved from "passive defense" to "proactive defense", providing decision support for risk assessment and emergency response for security management, and providing effective tools for threat discovery, investigation and analysis, and response handling for security operations. In daily operations, once abnormal activities such as malware incidents, network attacks, or data leaks are detected, an early warning mechanism is immediately activated.

We have used the digital functions of the platform to construct a visual security operations indicator system covering five dimensions: security management, security technology, security assets, security operations, and security measurement. Real-time visual reports display security postures at different levels, supporting real-time proactive security risk repair, and improving the efficiency of security threat identification and risk handling. In addition, we have developed Security Orchestration, Automation, and Response (SOAR) playbooks, which can output efficient security incident automation handling solutions, reducing labor and time costs, improving the efficiency of security incident handling, and achieving the fastest second-level response to security attacks.

In terms of preventing information leakage, the Group has built an integrated office data security platform "E-Connect", covering tens of thousands of enterprise employees and supplier terminals with a single Secure Access Service Edge (SASE) platform, breaking the traditional dilemma of deploying more than 10 security products. In the context of digital transformation, it has achieved a 150% increase in information security incident identification rate, and nearly 40% reduction in information security operations costs; simplified internal corporate workflows, improved efficiency, effectively supporting employees and suppliers in convenient protection and application in various flexible scenarios such as hybrid and remote work. In addition, the platform sends information security data to the information security officers of each department every month for information security audits, producing audit monthly reports sent to each business unit, and communicating issues to be improved at biweekly meetings, requiring management to complete the closed loop. Such operational indicators are included in the annual departmental performance indicator assessment.

Information Security Audit and External Certification

The Group regularly conducts security policy audits and security technology implementation verification in accordance with the Data Security Audit Management Regulations. The Information Security Department, together with the Digitalization Center and the Internal Audit Department, conducts at least one information security audit per year for units within the system's operational scope to confirm the effectiveness of the information security management system and make timely suggestions for improvement. The internal audit also conducts audits on user information protection. At the same time, we focus on cybersecurity inspection and self-inspection of industrial control systems at production plants, comprehensively tracking and managing high-risk areas such as data backup, anti-virus, and USB flash drive control, regularly outputting inspection results monthly and requiring rectification of problematic items.

The Group has issued policies such as the Information Security Vulnerability Management Regulations and the Information Security Incident Emergency Response System, established an information security incident handling team, and conducts hierarchical management of information security incidents. We classify incident levels based on three factors: importance of information and carriers, loss assessment, and scope of impact, and carry out targeted alert monitoring and response handling based on the assessment. The Group also assigns dedicated personnel responsible for network threat tracking and vulnerability management, formulating emergency handling plans and reviewing common information and cybersecurity incidents (such as brute force cracking and vulnerability attacks). During the Reporting Period, the Group had no information security vulnerabilities or other cybersecurity incidents for 5 consecutive years, nor was it involved in any related fines.

The Group has obtained multiple external certifications to ensure information security. The Group has obtained ISO 27001 Information Security Management System certification for 7 consecutive years since 2018, covering all business scopes such as R&D, production, sales, supply chain, and service support systems. During the Reporting Period, the Group also obtained ISO 27701 Privacy Information Management System certification. In terms of information security for external operating platforms, Geely Xingrui Intelligent Computing Center (cloud platform), Geely New Energy Monitoring Platform, Geely OTA Platform, and the APP platforms of Geely brand (including Geely Galaxy and Geely China Star), and Lynk & Co brand have all passed Level 3 safety certification.

In addition, the Group has obtained ISO/IEC 42001 Artificial Intelligence Management System certification, and has been awarded the "Enterprise Digital Transformation Maturity Test Certificate - Innovation Level 3+" and the "2025 Annual Enterprise Digital Transformation Outstanding Contribution Unit" title in the field of digital transformation, demonstrating comprehensive strength in new technology application and digital transformation.

The Group has also obtained a series of external certifications related to information security and privacy protection for product exports. The Group has obtained external certifications for UN-R155 Cyber Security Management System (CSMS), the world's first mandatory regulation on automotive information security, and UN-R156 Vehicle Software Update Management System (SUMS), a mandatory regulation related to software upgrades, both issued by the World Forum for Harmonization of Vehicle Regulations (WP.29) of the United Nations Economic Commission for Europe (UNECE).

- R156 Software Upgrade Management System (E9) certification
- R156 Vehicle Type Approval (VTA)
- R155 Product Cybersecurity System (E9) certification
- R155 Vehicle Type Approval (VTA)

In March 2026, the Group's driver assistance system— Geely Afari Smart Driving (G-ASD) — formally obtained the UN R171 Driver Control Assistance System (DCAS) international certification certificate jointly issued by CATARC and IDIADA. It became the first driver assistance system in China to pass this certification, taking the lead in opening the chapter of "Intelligent Manufacturing in China" going global. We expect that the first Geely Qianli Haohan G-ASD model certified under UN R171 will be officially launched in Europe in June 2026.

Information Security Awareness Enhancement

The Group has established an information security risk reporting channel. Internal and external personnel can report information security violations by phone (0571-28096280), email (ISC@geely.com), or online reporting platform. According to regulations, upon receiving reporting information, leads assigned by higher authorities, or external inquiries, each unit must report the situation to the Information Security Department within 24 hours. The Information Security Department keeps whistleblower information strictly confidential, effectively ensuring the effectiveness and security of the reporting channel.

The Group has built a multi-level training system combining "all-staff training and specialized training". Two rounds of all-staff training were conducted throughout the year, covering over 154k person-times, with an average completion rate of over 95%, effectively popularizing data security and risk prevention awareness. At the same time, 11 specialized training sessions were organized around key areas such as information security systems, risk management, and industrial control security, training a total of 1,411 person-times with a total duration of 15 hours, systematically strengthening the professional skills of related positions.

The Group includes external business partners in its overall training plan. During the Compliance Culture Month in September, it organized centralized information security and integrity compliance training for over 331 suppliers and more than 800 people. In addition, the Group conducts centralized information security training once a year, which key suppliers are required to attend, jointly building a supply chain security defense line.

In 2025, the Group offered information security training and examinations for **100%** of employees (including management and ordinary employees) to ensure that employees mastered the training knowledge, with an average training duration of **0.6 hours** per person; **100%** of employees in key information security positions participated in specialized training on the information security system, incident investigation, case studies, etc., with an average training duration of **1 hour** per person.

5.4.2 Privacy Protection

The Group refers to the IEC/ISO 27701 Privacy Information Management System standard, continuously improves the privacy protection compliance management system, and, based on policy and regulatory changes, practices the eight basic principles of privacy protection. In 2025, we further identified and improved existing process mechanism issues, deeply embedded compliance requirements into business processes, and strengthened compliance risk response mechanisms, taking timely control and handling measures for identified risks.

Principles of Privacy Protection

- Legitimate and justifiable: The Group shall comply with the laws and regulations of the country/region where its business is located when conducting personal information processing activities.
- Consistent Rights and Responsibilities: During the course of business, the Group shall take appropriate technical and other necessary measures to ensure the security of personal information and assume responsibility for the personal information subject.
- Clear Purpose: Personal information processing activities must have a definite, clear, and specific purpose for personal information processing.
- Choice of Consent: Guarantee the right of the personal information subject to make independent choices, and during the course of business, clearly inform the personal information subject of the rules regarding the purpose, method, and scope of personal information processing, seeking their authorization and consent.
- Minimal Necessity: Ensure that the business only processes the minimum type and quantity of personal information required to meet the purpose authorized by the personal information subject, and delete personal information in a timely manner once the purpose is achieved.
- Publicity and Transparency: Publicly disclose the scope, purpose, rules, etc., of personal information processing in a clear, understandable, and reasonable manner, and accept external supervision.
- Ensuring Security: The Group shall have security capabilities commensurate with the security risks it faces, and take sufficient management measures and technical means to protect the confidentiality, integrity, and availability of personal information.
- Subject Participation: Provide the personal information subject with methods to query, correct, delete their personal information, as well as withdraw authorization consent, cancel accounts, and file complaints during the course of business.

Privacy Security Management

The Group is committed to integrating privacy protection principles into the existing product development system to ensure the privacy compliance of developed products. The Group has formulated the Product R&D Privacy Development Management Regulations, IT System Development Life Cycle Privacy Protection Compliance Management Regulations, Automotive Privacy Development Compliance Management Regulations, Mobile Internet Application Compliance Management Regulations, etc., to conduct privacy risk assessment and management throughout the entire process of product requirements, product design, development and testing, and launch/listing preparation, ensuring that privacy protection awareness is integrated into product design and daily business operations.

We have completed the design of the AI large model security assessment framework by developing data classification and risk analysis methods. To ensure data compliance of overseas models in European and other overseas markets, the Group conducted research on regulations in 115 countries, sorted out European data requirements, designed compliance solutions, and completed functional reviews to avoid and reduce overseas data compliance risks, safeguard user privacy and security, and enhance the enterprise's competitiveness and trust in the global market. During the Reporting Period, the Group focused on establishing and improving the design working mechanisms and processes for vehicle model privacy compliance, deeply embedding compliance into business processes.

Full-Process Consumer Privacy Protection:

Area	Description/Measures
Platform Development	All systems of the Group facing external users must be reviewed by privacy compliance personnel before running personal information collection functions. The Privacy Policy is deployed to ensure users are informed and authorize the collection and use of personal information. During the development and testing of various new information systems, we have incorporated privacy protection into the assessment and proposed requirements for privacy protection-related functions. To further strengthen control, we have introduced privacy assessment as a mandatory checkpoint in the user-side product launch process, ensuring that all data processing activities comply with the data protection regulatory requirements of the target market.
Information Collection	We explicitly require that when collecting personal information of potential and actual customers, including scenarios such as test rides, test drives, and new car deliveries, customers must sign a Privacy Agreement. Customer consent must be obtained first (if it is necessary to collect information of minors, the permission of their guardians should be obtained), and a privacy agreement is signed with the customer, adhering to privacy protection principles such as clear purpose, minimal necessity, legality, openness, and transparency. Information unrelated to the services provided shall not be collected; personal information shall not be collected or used in violation of laws, administrative regulations, and the agreements of both parties; and the personal information collected shall be processed in accordance with laws, administrative regulations, and agreements with users.
Information Use	During information use, ensure that the purpose of using consumer personal information is reasonable and minimally necessary. For scenarios involving the aggregation and integration of personal information and automatic decision-making by information systems, corresponding data protection impact assessments (DPIA) shall be carried out in accordance with applicable laws and regulations, and effective measures shall be taken based on the assessment results. In response to potential user information privacy risks in the development of driver assistance, data is promptly anonymized (e.g., facial blurring), and collected data will not be linked (e.g., facial information to vehicle identification number).
Information Storage	Multiple measures are taken to ensure the accuracy and security of personal information storage, including: clearly specifying the storage period for personal information processed by each unit, ensuring that personal information is retained only for the shortest time necessary to achieve the purpose of personal information processing; adopting a comprehensive access control strategy to ensure that business units cannot directly access raw data, restricting access to personal information to authorized personnel only, and strictly controlling and recording access behavior, thereby reducing the risk of data leakage and abuse; and using encryption technology to encrypt personal sensitive information to further ensure the security of personal information.
Information Transmission and Disclosure	In accordance with the privacy protection principles of consistent authority and responsibility, clear purpose, and security, when the transmission of personal information involves entrusting, sharing, transferring, transmitting, and disclosing to third parties, the Group specifies that necessary management measures should be taken to protect the rights and interests of the personal information subject, such as anonymization of personal information. At the same time, the Group handles the cross-border transmission of personal information with caution and has set up a strict review process.
Personal Information Security Management	Issued the Personal Information Security Management Control Procedures, Personal Information Protection Management System, etc., clarifying additional security requirements during the life cycle of consumer personal information collection, transmission, storage, use, deletion, and destruction, and clarifying the security strategy of graded personal information protection to prevent unauthorized access, disclosure, damage, or loss of personal information.
Consumer Privacy Rights Protection	Committed to facilitating channels for responding to requests for the rights of personal information subjects, ensuring that personal information subjects enjoy basic rights such as the right to access, inspect and copy, correct, be informed, delete, portability, self-determination, restrict processing, object, and obtain explanation. Dedicated customer service hotline channels and privacy protection email feedback channels are established to actively respond to various requests for the rights of personal information subjects.

We regularly provide employees with information security and privacy protection awareness education and training to increase their focus on user privacy protection. In addition, we have strengthened specialized privacy protection training for business departments and developed online management tools deeply integrated with business processes, effectively improving the efficiency and standardization of compliance operations.

During the Reporting Period, the Group offered privacy protection training for 100% of all employees (including management and ordinary employees), with an average training duration of 1.3 hours per employee; 100% of employees in key data compliance positions participated in privacy protection training, with an average training duration of 1.3 hours per person. We also use compliance mini-classes to instantly communicate the latest regulatory requirements to employees, enhancing their understanding of personal privacy protection.

During the Reporting Period, the Group obtained ISO/IEC 27701 Privacy Information Management System certification.

Privacy Security Audit

During the Reporting Period, the Group reviewed systems and management processes such as the Personal Information Protection Management Regulations and the Automotive Privacy Development Compliance Management Regulations. In response to deficiencies and gaps discovered during implementation, we further standardized mobile-side and vehicle-side privacy management processes. During product function development and deployment, the Group strictly abides by relevant laws and regulations, including requirements for collecting personal information and protecting user privacy. The Internal Audit Department also conducted audits on the General Data Protection Regulation and the anonymization of user personal information.

During the Reporting Period, the Group completed the rectification of core system logs on the marketing side, covering C-end user management, Geely brand SCRM (Social Customer Relationship Management) sales lead management, Geely brand (Geely Galaxy and Geely China Star) APP backend management, and 400 customer service after-sales service modules. During the rectification process, we comprehensively reviewed the main business links and page modules of each system and implemented anonymization processing for sensitive information such as personal information. At the same time, a unified log tracking mechanism was deployed for operations related to user personal privacy, enabling log recording and traceability of such operations.

The Group has issued the Privacy Incident Response Management Regulations, which clarify the classification criteria for privacy incidents, the responsibilities and handling processes of each department during disposal, improving the efficiency and effectiveness of privacy incident notification and emergency response, while further improving the Group's management requirements for privacy incident filing, analysis, and summary. We have established a dedicated emergency response team. Upon receiving a report of a suspected risk event, the team will immediately initiate a standardized emergency response procedure, promptly assess and implement risk containment measures, and contain the spread of risks in a timely manner. After implementing emergency measures and controlling the risk, the team will conduct root cause analysis, business impact assessment, and horizontal investigation, and formulate targeted rectification and long-term prevention plans based on the assessment results.

During the Reporting Period, the Group had no user data/privacy leakage incidents, nor did it receive any complaints related to consumer data loss or privacy protection.

Third-Party Information Security and Privacy Protection Control

The Group embeds information security and privacy protection compliance requirements into the supplier access qualification review process, imposes different information security and privacy compliance requirements and assessments for suppliers of different categories and levels, and formulates the Data Security Management Procedure for Partners to clarify the management requirements and responsibilities of both parties, specifying the basic process for third-party processing of personal information. It explicitly requires each business unit to sign a Compliance Commitment Letter when cooperating with third parties, and to include data security processing agreements, network security standards, etc., in technical documents.

For specific service providers such as information systems, we require them to obtain ISO 27001 Information Security Management System certification. For ECU suppliers related to Geely Auto's Internet of Vehicles security, we conduct on-site information security audits annually and require suppliers to complete improvements on schedule based on the audit results. In addition, we conduct CSMS (Cyber Security Management System) system audits annually for suppliers of high information security risk components in accordance with UN R155 UN vehicle safety regulations and ISO 21434 Road Vehicles - Cybersecurity Engineering standards, continuously identifying and promoting the construction of supply chain security systems.

To regulate the personal information processing activities of third parties, reduce the risks of personal information processing, and ensure the legality and compliance of third-party personal information processing activities, the Group has issued the Personal Information Third-Party Processing Management Regulations, which clarify the basic process for third-party processing of personal information (including but not limited to scenario identification for conducting third-party processing, data protection impact assessment, notification of consent and agreement signing, third-party privacy processing control and inspection audit).

During the Reporting Period, the Group explicitly required all business units to sign a Compliance Commitment Letter when cooperating with third parties, and to include data security processing agreements, network security standards, etc., in technical documents. In 2025, the Group continued to promote the signing of the Data Security Processing Agreement in contracts with all important third parties, achieving a signing rate of 100% for suppliers in the R&D area. The Group identifies high information security risk third parties annually, and those with information security violations are considered to have high information security risk, and 100% of them are subject to on-site or unannounced audits, requiring rectification within a deadline.

In 2025, the Group has not yet identified any suppliers with information security compliance risks. At the same time, we have supervised the completion of rectification for the 2 risk suppliers identified in 2024, and correspondingly lowered their information security risk levels.

The Group provides data security and privacy protection training to suppliers annually to promote the effective implementation of data compliance requirements at the supply chain end. During the Reporting Period, the Group conducted 26 information security training sessions for suppliers, covering 1,274 suppliers, with an average training duration of 4.5 hours.

5.4.3 Responsible Artificial Intelligence (AI)

With the in-depth use of automation and data-driven decision-making in business management and user services, the responsible use of artificial intelligence (AI) has become a key issue in Geely Auto's value-oriented digital transformation. We refer to the Ethical Norms for the New Generation of Artificial Intelligence to build an ethical guidance framework, systematically managing ethical risks by enhancing explainability and clarifying responsibility attribution. At the same time, we have formulated the AI Service and Application Security Compliance Management Specification, articulating Geely Auto's views and commitments on AI ethics, adhering to the four principles of "responsible use", "interpretability", "privacy protection", and "safety and reliability". The working policy centered on "trust" and "transparency" will guide the Group's continuous progress toward fair, equitable, and inclusive digital transformation in AI application scenarios such as business and users.

AI Governance System

The Group has established a clearly divided AI governance organizational structure. The Information Security Department is responsible for formulating AI security strategies and policies, conducting application scenario assessments, and incident investigations; the Data Compliance Department is responsible for formulating AI compliance management strategies and supervising implementation; the Security Technology Department is responsible for formulating technical standards, implementing system and model security testing, and responding to security incidents in a timely manner; each business application department is responsible for clarifying and executing corresponding scenarios and managing AI supplier compliance; the AI Construction Department is responsible for basic capability construction, algorithm security handling, and data labeling management. Through multi-department collaboration, a full-chain AI governance system from strategy to execution is formed.

The Group has formulated the Artificial Intelligence Service and Application Security Compliance Management Regulations, establishing a lifecycle process management system covering risk management, impact assessment, and emergency response for AI. During the implementation stage, business units submit requirements, the Information Security Department leads the assessment, and the AI Construction Department handles algorithm security and promotes filing. During the inspection stage, compliance is continuously monitored through compliance checks and third-party assessments. During the disposal stage, the AI system is improved through rectification, optimization, training, drills, and other improvement measures, ensuring the security, compliance, and controllability of AI applications.

The Group has obtained external certification for ISO 42001:2023 Artificial Intelligence Management System, becoming one of the first enterprises in the automotive industry to pass this certification.

AI Risk Management

The Group has built an AI governance risk management framework around the entire AI lifecycle, covering all stages from design, development, deployment, operation and maintenance to retirement, systematically identifying risks in multiple dimensions such as compliance, ethics, technology, and business. Combined with specific application scenarios, we fully assess risk controllability, relevance, probability of occurrence, and impact degree, define high, medium, and low risk levels, and implement graded control. During AI operation, monitoring tools such as content security scanning and privacy data identification are deployed to continuously track risk posture changes, ensuring the effective implementation of control measures, achieving known, manageable, and controllable AI system risks, and practicing the concept of responsible AI.

AI Risks and Opportunities Identified by the Group:

Risk Type	Major Risks	Countermeasures
Technical Risk S M	Data security involves collection and storage vulnerabilities, cross-border transmission risks, etc. Under the EU General Data Protection Regulation (GDPR), cross-border data violations may face high penalties. In addition, the rapid development of intelligent connected vehicle business brings user privacy protection challenges. AI technology may be maliciously exploited, leading to systemic risks such as attacks on driving assistance systems and exploitation of Internet of Vehicles security vulnerabilities, affecting vehicle safety and user trust. At the same time, the rapid evolution of AI technology may cause existing technical architectures to lag, affecting the Group's technological competitiveness in core areas such as driving assistance and intelligent cockpits.	The Group has established a governance system covering the entire data lifecycle, deploying monitoring tools such as content security scanning and privacy data identification, and implementing closed-loop control over each stage of data collection, transmission, and use to ensure data security and compliance. The Group continues to increase R&D investment, establishes a forward-looking technology tracking mechanism, and invests in cutting-edge directions such as large models and edge intelligence to ensure that the technical architecture evolves in sync with industry development trends, maintaining a leading edge. See "5.4.1 Information Security", "5.4.2 Privacy Protection", "5.4.3 Responsible Artificial Intelligence (AI)".
Legal/Policy Risk S M	The EU Artificial Intelligence Act imposes strict supervision requirements on high-risk AI systems. The Group widely applies AI technology in scenarios such as driving assistance and user interaction. Failure to meet the tiered compliance requirements of the Act will result in fines and market access barriers, increasing compliance costs and operational complexity for overseas business. At the same time, the global AI regulatory framework is not yet unified, with significant differences in regulatory intensity and focus across markets, which may lead to "trial and error costs" for the Group in strategic layout and compliance resource investment.	The Group continuously tracks legislative progress and implementation rules of the Act, conducts gap analysis against tiered compliance requirements, embeds compliance requirements into each stage of AI system design, development, and deployment, ensuring compliance with core obligations such as transparency, traceability, and human oversight, and reducing the risk of non-compliance. The Group has established a global AI regulatory dynamic tracking mechanism to monitor and assess regulatory changes in key markets in real time, while maintaining compliance flexibility in strategic layout to dynamically adjust to regulatory changes. See "5.4.3 Responsible Artificial Intelligence (AI)".
Reputation Risk S M L	Insufficient fairness and transparency of AI algorithm decision-making may trigger AI ethical risks, which can quickly escalate through social media, causing a brand reputation crisis.	The Group continuously optimizes algorithm transparency and explainability, and establishes user feedback and grievance channels to promptly detect and correct algorithm biases, safeguarding brand reputation and user trust. See "5.4.3 Responsible Artificial Intelligence (AI)".
Opportunity Type	**Major Opportunities**	**Countermeasures**
Technological Opportunities S M L	AI is accelerating the reconstruction of the technological underlying logic of the automotive industry, shifting from the traditional hardware-driven model to a software-defined model with data, algorithms, computing power, and intelligent decision-making as key elements, opening a new phase of intelligent mobility.	The Group will continue to deepen R&D investment in "Full-domain AI Technology", strengthen the synergy of technology capabilities driven by computing power, algorithms, and data, promote the deep integration and large-scale application of AI technology in scenarios such as driving assistance, intelligent cockpits, and intelligent chassis, and achieve continuous evolution of the intelligence level of mass-produced models. The Group continues to build an integrated sky-earth technology ecosystem, constructing a "ground + low-altitude + low-orbit" collaboration model. At the same time, we are building a systematic data asset management system to provide data support for continuous iteration of technical capabilities and accumulate data assets for overseas business.

The impact periods for the above information security risks and opportunities are defined as: S Short-term 1-2 years M Medium-term 3-5 years L Long-term over 5 years.

Opportunity Type	Major Opportunities	Countermeasures
Market Opportunities S M	The automotive industry is undergoing a value reshaping from "means of transportation" to "intelligent mobile terminal". Consumer acceptance of intelligent features is continuously increasing, making it a core label of product competitiveness. At the same time, Chinese automotive brands have formed a generational advantage in products, technology, and the industrial chain in the field of intelligence, providing an important strategic window for entering overseas markets such as Europe and Southeast Asia. These market changes create opportunities for automotive companies to expand their overseas footprint, enhance brand premium, and build new business models.	At the product level, the Group continues to promote the large-scale deployment of driver assistance functions across its entire product line, setting more high-end features as "standard" or "top configuration". In the overseas strategy, the Group formulates differentiated product and marketing strategies for target markets such as Europe and Southeast Asia, accelerating localized layout and brand awareness building. At the same time, it seizes the first-mover opportunities in emerging markets, establishing smart car brand recognition and capturing market share through precise positioning and user operations, laying a solid foundation for the continuous deepening of the globalization strategy.

The Group has established a comprehensive AI risk response mechanism. We strictly follow the requirements of the Artificial Intelligence Security Governance Framework, accurately distinguishing between "intrinsic security risks" and "application security risks". We regularly conduct model security assessments to continuously track potential vulnerabilities, and build a value alignment mechanism to ensure the consistency of AI system goals with human values.

For social-level risks, the Group has established an AI-generated content review process and a privacy protection technology system, effectively preventing the risk of misinformation dissemination and data leakage. We strictly follow regulations such as the Interim Measures for the Management of Generative Artificial Intelligence Services and the Measures for the Identification of Artificial Intelligence Generated Synthetic Content, adding both explicit identifiers (such as watermarks, text descriptions) and implicit identifiers to AI-generated images, text, and other content, ensuring traceability and verifiability. At the same time, we require users not to delete, alter, forge, or conceal relevant AI content identifiers, nor to use them to impersonate original creations, spread false information, or infringe on the rights of others. By continuously optimizing the identifier management mechanism, we are committed to building a trustworthy and clear AI technology application ecosystem together with users.

During the Reporting Period, the Group focused on the development of intelligent application systems and has made a series of progress:

Building a full-chain AI application closed loop

We have established a complete system from strategic decomposition, scenario identification to key implementation, and based on this, planned the 2026 goals: add 22 key AI assistants and develop 100 AI skills. At the same time, we have established an AI assistant performance management mechanism, conducting biweekly tracking and quarterly comprehensive evaluations.

Achieving governance model transformation

Shifting from manual-driven to AI-assisted, building a governance system covering the entire data lifecycle. Through AI empowerment in data governance, we improve data quality and compliance; achieve real-time monitoring and early warning of intelligent risks, develop automated compliance inspection tools, effectively reduce manual review costs, and enhance governance efficiency.

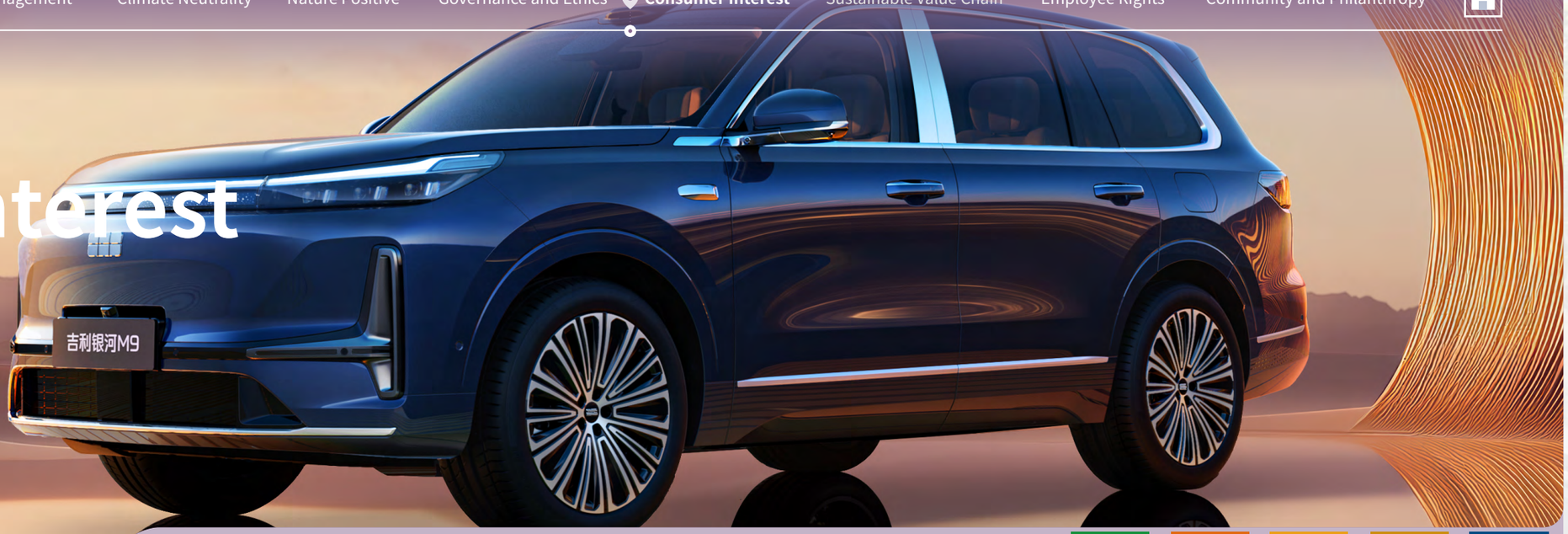
Promoting large-scale implementation of AI applications

Value-oriented, a total of 158 intelligent agents were promoted for implementation in 2025, serving 134k people (including suppliers), with the number of executed tasks reaching 120 million.

Strengthening AI culture building

In 2025, over 30 training sessions, co-creation activities, and events were organized, with over 6,000 participants, and over 700,000 communications through internal posts and other channels, effectively enhancing the organization's intelligence awareness and skill levels.

6 Consumer Interest



Material Topic

- Product Quality and Safety
- Sustainable Intelligent Mobility
- Customer Service and Satisfaction
- User Privacy

ESG Strategy Full-domain Safety | Digitalization & Innovation | Co-Prosperity

Product Quality and Safety

- **11 models** on sale obtained C-NCAP 5-star safety certification, **8 models** on sale obtained Euro NCAP 5-star safety certification, **4 models** on sale obtained ANCAP 5-star safety certification, **8 models** on sale obtained ASEAN NCAP 5-star safety certification
- Geely Galaxy E5 (Geely EX5) obtained Euro NCAP, ANCAP and ASEAN NCAP 5-star safety certifications
- ZEEKR 7X obtained C-NCAP and Euro NCAP 5-star safety certifications
- Geely Global Safety Centre awarded **5 GUINNESS WORLD RECORDS™ titles**
- Released the industry's first "White Paper on the Development of Full-domain Safety for Intelligent Vehicles"

Customer Service and Satisfaction

- Geely brand ranked **No. 1** in "Passenger Vehicle Brand Influence of the Year 2025"
- ZEEKR brand won the "2025 China Automotive Golden Wrench Award" – Worry-Free Service Award

J.D. Power 2025 Achievements

Geely Brand

- China Automotive Brand Reputation Index Net Promoter Score (NPS): **No. 1** among mainstream ICE vehicle brands
- China Automotive Performance, Execution and Layout (APEAL): **No. 2** among domestic brands, **No. 3** among mainstream brands
- China Customer Service Index (CSI): **No. 2** among domestic brands, **No. 3** among mainstream brands
- China Vehicle Dependability Study (VDS): **No. 3** among domestic brands
- China Initial Quality Study (IQS): **No. 3** among domestic brands

Lynk & Co Brand

- China Tech Experience Index (TXI) Brand Innovation Award: **No. 1** in mainstream traditional energy market
- China New Energy Vehicle-APEAL (NEV-APEAL): Lynk & Co 07 PHEV (**No. 1** in mainstream plug-in hybrid sedan segment)

ZEEKR Brand

- China Tech Experience Index (TXI) Brand Innovation Award: **No. 1** in mainstream new energy market
- China New Energy Vehicle Sales Satisfaction Index (NEV-SSI): **No. 3** among mainstream brands
- China New Energy Vehicle Customer Service Index (NEV-CSI): **No. 3** among mainstream brands

6.1 Product Quality and Safety

The Group always puts users at the centre and regards product quality and safety as an important foundation for corporate sustainable development. Against the backdrop of the automotive industry accelerating towards electrification and intelligence, the Group adheres to the concepts of "safety equality" and "intelligent driving equality", continuously promoting the inclusive application of high-level safety capabilities and intelligent technologies. Taking "Full-domain Safety 2.0" and "Full-domain AI 2.0" as key drivers, the Group systematically strengthens safety assurance and quality management capabilities throughout the product lifecycle, committed to providing users with safe, reliable, and trustworthy mobility products and services.

6.1.1 Governance

To effectively address ESG risks and opportunities related to product quality and safety in the process of sustainable development, the Group has established a comprehensive ESG governance structure (see section 2.2 ESG Governance of this report) and uses the Geely Auto Total Competitiveness Quality System (GTQS) as the unified quality and safety management system foundation followed by all global brands, supporting the Group in implementing consistent quality management objectives worldwide.

In daily operations, the Group has built a three-level management structure consisting of the Group level, brand level, and execution level to implement hierarchical control and collaborative management of product quality and safety. The Group's brands each monitor and respond to major market risks. Each vehicle manufacturing plant also clearly defines its first person responsible for quality and safety, as well as the roles and responsibilities of quality safety directors and quality safety officers. When major quality or safety matters occur, the CEO of each brand business group may also report to the Sustainability Committee, which will review and make recommendations to the Board for decision-making.

Senior Vice President	A senior vice president at the Group level responsible for product quality and safety serves as the first person in charge, fully responsible for product safety and quality, leading various units in daily work.
Quality Safety Director	Each brand has a quality safety director responsible for tracking legal and regulatory requirements, formulating management systems, standards and assessments, guiding and inspecting the implementation of quality and safety responsibilities; formulating and supervising product quality and safety risk control, including reporting to the first person in charge of safety and proposing improvement measures, handling plans for quality and safety incidents, organising quality safety training, product recalls, and related rectifications.
Quality Safety Officer	Responsible for supervising and guiding employees to implement quality safety regulations, inspecting raw materials, production process control, product factory inspection and other systems, implementing defective product control, supervising employees to rectify quality safety issues, and managing product quality safety data storage.

To ensure the effective operation of the quality and safety governance structure and to ensure timely identification and handling of related issues, the Group has established a hierarchical quality issue escalation and decision-making mechanism based on the importance and impact of issues, supported by a multi-level meeting management system. The relevant mechanisms cover different management levels such as the Group, brands, and manufacturing plants. Through monthly quality meetings of presidents, monthly quality management committee meetings, and monthly/weekly quality meetings at manufacturing plants, as well as daily tracking meetings of the quality centre, product quality and safety issues are continuously tracked, assessed, and decided upon, promoting closed-loop management from issue identification, reporting to rectification.

During the handling of specific issues, the Group simultaneously builds cross-departmental collaboration mechanisms. Based on the nature of the issue, the quality management department collaborates with R&D, supplier quality management (SQE), manufacturing, sales, and related product lines. Relying on information platforms for sharing and tracking quality and risk data, special working groups are established for high-risk matters, advancing technical problem-solving and rectification through regular meeting mechanisms. At the same time, relevant risk control requirements are incorporated into quality management and software management systems, clarifying the division of responsibilities of each department in risk identification, rectification implementation, and effectiveness verification, enhancing the coordinated handling capacity for product quality and safety risks, and ensuring quality control throughout the product lifecycle.

The Group attaches great importance to the safety of new energy vehicle products and quality management in overseas markets. We have established a New Energy Vehicle Product Safety Management Committee with regular meeting communication mechanisms to coordinate decision-making on major safety matters. Under the existing quality governance structure, the Group continuously improves its quality management system, adding and revising 211 system documents during the Reporting Period, strengthening institutional control over new energy and intelligent products. At the same time, the Group incorporates overseas market quality risks into a unified management framework to ensure product safety and compliance in global operations.

6.1.2 Strategy

Vehicle safety is not only related to individual travel safety but also directly affects the overall safety level of the public. Based on this understanding, the Group has incorporated "Full-domain Safety" as an important component of its ESG strategy, systematically promoting safety management and technology application throughout the product lifecycle, committed to achieving the overall goal of "zero casualties, zero health hazards, zero property losses, and zero privacy leakage".

Full-domain Safety

Against the backdrop of the automotive industry accelerating towards electrification and intelligence, the connotation and boundaries of product safety continue to expand. The Group adheres to the concept of "safety equality", believing that safety should not be an exclusive capability of a few high-end products or specific user groups, but should serve as a basic guarantee for a broader range of consumers, promoting the inclusive application of high-level safety capabilities through systematic construction.

Based on the above concept, the Group has further upgraded its original "Full-domain Safety" technology system to form the "Full-domain Safety 2.0" system, taking into account new risks and scenarios brought by intelligent development. "Full-domain Safety 2.0" follows the overall principle of "AI as the key link, responsibility as the foundation". While adhering to the value orientation of "respect for people", it expands the safety management perspective from previously focusing on vehicle and single-system safety to cover the mobility ecosystem of "human-vehicle-road-cloud-satellite", systematically integrating key dimensions such as active safety, new energy safety, functional safety, health safety, and information security.

By embedding safety capabilities into product design, system architecture, and travel scenarios, the Group continuously promotes the evolution of safety management from single-point protection to full-scenario coordination, gradually building comprehensive safety assurance capabilities oriented towards consumers, responding to the higher requirements for product quality and safety in the intelligent era.

Identification and Response of Risks and Opportunities

The Group identifies, assesses, and manages risks and opportunities related to product quality and safety using the methods described in "2.3 Risk and Opportunity Management". In addition, we conduct relevant identification and assessment based on inputs such as regulations and standards for automotive products in different countries and regions, industry technology development, benchmarking against competitors, and analysis of product quality and safety incidents.

The Group has identified product quality and safety as a sustainability-related risk and opportunity with significant financial impact, see "2.3 Risk and Opportunity Management". During the Reporting Period, the Group also identified the following product quality and safety-related risks and opportunities and their response measures:

	Risk or Opportunity Description	Response Measures
Market Competition Risk	• As competition in the automotive industry continues to intensify, product update cycles accelerate, and consumer expectations for product quality, safety performance, and intelligent experiences continue to rise. In this context, if product quality and safety performance fail to effectively match market changes, it may adversely affect brand image, user trust, and market competitiveness.	• The Group insists on safety as the product bottom line, using product safety capabilities as an important lever to build market competitiveness, continuously investing in R&D, and building nine major safety systems including driving safety, active safety, passive safety, rescue safety, health safety, new energy safety, anti-theft safety, digital safety, and public domain safety. By transforming safety capabilities into verifiable and perceptible product advantages, the Group continuously enhances the comprehensive competitiveness of its products in the fierce market competition. See "6.1.3 Risk Management". • The Group's product lifecycle quality management system covers the entire process of traditional fuel vehicles and intelligent electric vehicles in design R&D, supply chain, manufacturing, sales, and services. See "6.1.3 Risk Management".
Risk of Complex Safety Challenges from New Technologies	• With the widespread application of electrification, intelligence, and software technologies in automotive products, product system complexity continues to increase, and the deep integration of hardware and software places higher demands on safety management. While new technologies improve product functionality and user experience, they may also bring new safety challenges such as blurred functional boundaries, increased system coupling, and stricter regulations.	• Guided by the "Full-domain Safety" concept, the Group systematically addresses complex safety challenges in the context of intelligence from a system level. In 2025, the Group upgraded to the "Full-domain Safety 2.0" system, expanding the safety management perspective from previously focusing on vehicle and single-system safety to cover the mobility ecosystem of "human-vehicle-road-cloud-satellite", continuously promoting the evolution of safety management from single-point protection to full-scenario coordination. On this basis, the Group continues to strengthen systematic safety capability building around key areas of intelligent products, mainly covering driving assistant and active safety, intelligent cockpit and human-machine interaction safety, software and electronic/electrical architecture safety, as well as data and cybersecurity. By improving the software quality management system, strengthening multi-system collaborative control and risk identification capabilities, and enhancing the stability and reliability of key hardware and algorithms in complex scenarios, the Group promotes the evolution of product safety capabilities from functional-level assurance to system-level and ecosystem-level safety assurance. See "6.1.3 Risk Management".

	Risk or Opportunity Description	Response Measures
Quality Management Risk of Export Products	• The internationalisation process of China's automotive industry has made breakthrough progress, with export sales continuously rising. At the same time, it faces multiple export risks involving policies, technical standards, environmental protection, supply chain, data security, and other dimensions. The Group adopts an internationalisation strategy, with many models positioned as global models exported to multiple countries. The Group always takes global business development compliance as its basic principle to respond to changing situations.	• The Group conducts in-depth analysis of product preferences and needs in different overseas markets, formulating product export strategies. At the same time, we constantly monitor technical standards and regulatory requirements for product quality and safety in different overseas markets. During the Reporting Period, the Group completed development capability building for several different markets, including: the Korean market (KNCAP 2026 and new version KMVSS EDR requirements), the EU market (2026-27 Euro NCAP), the Latin American market (2026-29 Latin-NCAP), etc. For the evaluations obtained by the Group in each market, see "6.1.4 Metrics and Targets". • The Group has formulated the Overseas Product Production Consistency Control Management Measures to standardise production consistency management functions, responsibilities, and control processes, ensuring that the mass-produced vehicle products of the Group's subsidiaries continue to comply with the mandatory certification regulatory requirements of target markets and remain consistent with type approval samples within specified degrees. • Legal and regulatory response: The Group has set up a dedicated technical management centre to study current automotive-related policies and standards in China and other countries and regions, ensuring that its operations comply with the policies and standards of the countries where they operate. For the Group's response to EU and other sustainability-related laws and regulations, see "5.3.2 Export and Trade Compliance". • Quality system assurance: The Group establishes internal quality systems based on GB/T19001-2016/ISO 9001:2015 quality management system, IATF16949:2016 automotive quality management system, CTS CAC-MS-22:2023 new energy vehicle safety management system, etc., and obtains external third-party certifications, covering the entire management process of traditional fuel vehicles and intelligent electric vehicles in design R&D, supply chain, manufacturing, sales, and services. • Supply chain and manufacturing: Through strict quality audits and management of suppliers, we ensure that product quality at each stage meets standards, reducing quality risks caused by supply chain issues. We implement strict quality control processes and standards to promptly identify and solve potential problems, ensuring that products undergo rigorous safety testing and quality inspection before leaving the factory, meeting the quality requirements of target markets.
Market Opportunities for Product Quality and Safety	• As overseas markets and consumer groups increasingly pursue product safety and health, the Group will benefit from its strong genes in safety and health, gaining higher market recognition. The Group's long-term commitment to R&D in safety, health, and environmental technologies continuously drives our innovation in intelligent and new energy technology fields, helping us gain more market opportunities, enhance brand trust, and market competitiveness.	• The Group takes "Full-domain Safety" as its purpose, adheres to quality and safety first, and integrates ESG strategy into every aspect of vehicle manufacturing. We increase R&D investment in safety technologies, especially in battery safety, crash safety, and driver assistance technologies, ensuring the leading position of products in safety. • We attach importance to the health of automotive interior materials, the quality of in-car air, and the reliability of various functions, using a large number of environmentally friendly materials and processes in product development to protect user health, safety, and comfort. • We insist on transparent, safe, and responsible data acquisition and processing, developing professional and reliable artificial intelligence technologies, and promoting the principle of "responsible use of data" throughout the product lifecycle and extending to the value chain. • Through user surveys, we identify issues of high concern to users in advance and apply them to the development of new product projects, enhancing product market competitiveness. At the same time, we establish user feedback mechanisms to timely collect and analyse user opinions on product quality and safety, quickly respond to market demands, continuously improve products, and enhance user satisfaction.

6.1.3 Risk Management

Product Quality Management

Based on GB/T19001-2016/ISO 9001:2015 quality management system, IATF16949:2016 automotive quality management system, CTS CAC-MS-22:2023 new energy vehicle safety management system, and relevant quality and safety standards and laws and regulations, the Group continuously improves its internal quality management system. The Group's relevant system documents clarify the division of responsibilities, work processes, and management standards of different departments at various stages, and through a "four-level issue management mechanism", implement graded response and closed-loop management of quality issues, ensuring that quality risks at each stage are effectively identified, tracked, and addressed.

In 2025, the Group systematically reviewed and updated existing systems around key areas such as new energy system certification and software quality management systems, adding new documents such as the Product Compliance Risk Management Measures, EU and UK In-Service Vehicle Compliance Management Measures, and RVDC Remote Data Collection Operation Management Measures, further standardising the compliance management requirements for in-service vehicles, ensuring that products continuously meet the regulatory standards of target markets, and improving the efficiency of issue identification and response. Currently, the Group has formed more than 500 quality management system documents at various levels, covering the entire process of traditional fuel vehicles and intelligent electric vehicles in design R&D, supply chain, manufacturing, sales, and services.

On 18 December 2025, the Group officially joined the ASQMS (Automotive Software Quality Management System) Steering Committee as one of its core founding members, with full voting rights as a committee member. As the first Chinese automotive company to deeply participate in the top-level design of the ASQMS standard, the Group will contribute to the construction of the ASQMS standard ecosystem, injecting Chinese industrial practice into the global automotive software quality management system, leading Chinese automotive companies from "following standards" to "leading standards".

The Group has become the world's first automaker to receive the "3A" capability certification for software quality systems, including: Automotive SPICE – Capability Level 3 (CL3) certification for automotive software process improvement and capability assessment; Automotive Software Quality Management System (ASQMS) certification; and Automotive Software (including AI) Quality and Safety Standard (AUTOSQS) certification.

In 2025, the Group's companies in China engaged in R&D and production of Geely, ZEEKR, and Lynk & Co brands have all obtained ISO 9001:2015 quality management system certification. 100% of the Group's vehicle plants obtained CTS CAC-MS-22:2023 new energy vehicle safety management system certification, and 100% of vehicle plants and powertrain plants passed IATF16949:2016 automotive quality management system certification. In terms of professional management systems, the Group's Research Institute obtained ISO 17025:2017 laboratory management system certification through CNAS assessment, as well as ISO 26262:2011 functional safety certification for automotive electronic systems and ISO 21448:2022 road vehicles - safety of the intended functionality process certification, providing professional support for product R&D, test verification, and functional safety management.

At the same time, the Group continues to deepen the construction of its product reliability management system, systematically integrating product R&D design, test verification, process manufacturing, and after-sales quality management around automotive reliability engineering technology, enhancing the quality stability and consistency of products throughout their lifecycle, ensuring that manufactured products meet applicable industry standards and regulatory requirements.

Full-Process Quality Management System

The Group systematically embeds quality management requirements into core business processes such as R&D, supply, and manufacturing around the product lifecycle, and through horizontal integrated workstation assurance and error-proofing management mechanisms, forms a prevention-oriented, data-supported quality assurance closed loop, continuously improving the stability and consistency of product quality.

Lifecycle Stage Management

R&D

- During the product development stage, the Group implements systematic verification planning for vehicles and components, covering key stages such as design verification (DV), engineering sample verification (EV), and process verification (PV). Relying on laboratory resources that meet ISO 17025:2017 laboratory management system requirements, the Group can carry out various types of verification work such as development testing, component and system bench tests, vehicle performance and durability tests, and combined with simulation analysis and physical verification methods, conduct multi-dimensional assessment of product quality and reliability.

Supply Chain

- The Group incorporates supply chain quality management into its overall product quality strategy, systematically assessing suppliers' quality assurance capabilities, production capacity, and technical levels. Through technical support and management training, it continuously improves suppliers' quality awareness and quality assurance capabilities. At the same time, the Group regularly evaluates and conducts performance appraisals of suppliers' completion of quality indicators, and implements tiered management based on the results, promoting continuous improvement of the overall quality level of the supply chain.

Manufacturing

- In the production and manufacturing stage, the Group uses automated production lines and intelligent quality management systems to conduct real-time monitoring and data analysis of the production process, promptly identifying and addressing quality issues during manufacturing. By strictly implementing standardised operating procedures and establishing clear monitoring items, frequencies, and methods for key processes, the Group ensures that the production process is stable and controlled. At the same time, the Group conducts verification work such as component, system, and vehicle crash tests for all models during the testing stage, further strengthening manufacturing-end quality assurance.

User

- Focusing on full-cycle, full-scenario service needs, recycling, and customer value closed-loop, the Group builds a systematic service system, comprehensively evaluating service network performance capability, environmentally friendly maintenance standards, parts recycling levels, and customer satisfaction. Through digital service empowerment, green maintenance training, and ESG compliance advocacy, it continuously enhances the responsibility awareness and sustainable service assurance capabilities of after-sales service teams. At the same time, it regularly manages the compliant disposal of waste parts and service quality performance at service stations, promoting continuous improvement and closed-loop enhancement of after-sales service ESG levels throughout the lifecycle.

Horizontal Quality Assurance Mechanisms

- Workstation Assurance System: During the operation of each lifecycle stage, based on Total Quality Management (TQM), the Group has built a workstation assurance system horizontal integrated R&D and manufacturing, emphasising the collaborative application of prevention before incidents, control during incidents, and traceability after incidents. During the process development and validation stage, management measures such as process feasibility analysis, digital simulation, production trial runs, gate reviews, and initial flow control ensure effective development, validation, and transfer of processes. During the mass production stage, through material source control, personnel skill training and assessment, Total Productive Maintenance (TPM), standardised operations (OIS/WES), strict control of changes in personnel, equipment, materials, and methods (4M), as well as Manufacturing Execution System (MES) and full-process data collection and analysis, the Group continuously ensures the stable output of product quality.

- Error-Proofing Management System: The Group takes the error-proofing concept as an important supporting mechanism for quality management, systematically embedding it into the entire process of product design and manufacturing. During the product design stage, through the comprehensive use of physical, electronic, and information technology means, the Group relies on physical structure design, software logic control, and perception and warning feedback mechanisms to promote the transformation of quality management from "passive remedy" to "active prevention" at the level of key components to vehicle control logic.

  During the production process, the Group uses means such as Synchronous Parts Supply (SPS) trolley locking, light picking, torque monitoring, vision inspection systems, ANDON system management, and barcode and QR code scanning to achieve data collection and traceability of "one file per part, one file per vehicle". Combined with quality control instructions and continuous optimisation of the MES system, it strengthens quality early warning and escalation management capabilities, effectively preventing the outflow of defects during the manufacturing process.

- Digital Intelligent Quality Management: Based on workstation assurance and error-proofing management mechanisms, the Group promotes the digital and intelligent application of quality management, using vision recognition, artificial intelligence, and data analysis technologies to improve the real-time and consistency of quality control. On the production floor, machine vision is widely used for automated inspection of key elements such as identification labels and vehicle appearance to prevent low-level quality issues from escaping. At the same time, embodied AI technology is introduced, using collaborative robots in key processes such as tightening, gluing, and cleaning to reduce the impact of human operation variability on product quality.

  At the quality business management level, the Group relies on a unified data and intelligent analysis platform to promote application scenarios such as quality information Q&A, market problem analysis, quality improvement assistance, and risk early warning. Through centralised analysis and intelligent support of quality data, it improves the efficiency of quality issue identification and handling. On this basis, the Group continues to promote quality digital capability building and system integration, facilitating the unified management and standardised operation of multi-brand quality data, providing data support for quality management decisions.

Product Safety Management

Under the "Full-domain Safety 2.0" technology system, the Group further promotes the deep integration of safety capabilities with the "Full-domain AI 2.0" technology system. Focusing on the new safety risks brought by full-scenario vehicle use and intelligent applications, the Group has integrated and iterated the original safety management content to form nine major safety systems covering driving safety, active safety, passive safety, rescue safety, health safety, new energy safety, anti-theft safety, digital safety, and public domain safety, building a comprehensive product safety management system covering the entire product lifecycle.

Driving Safety

Driving safety is a core component of the product safety system, involving the accurate response and continuous controllability of vehicles to driving instructions under different road environments, driving conditions, and emergency situations. As vehicles develop towards electrification and intelligence, driving safety is no longer limited to the performance of a single component or operating condition but depends more on the coordinated operation of perception, decision-making, and execution systems, as well as the vehicle's comprehensive response capability to complex traffic environments and extreme scenarios.

The Group continuously promotes systematic capability building around driving safety, from vehicle architecture, chassis control to intelligent decision-making and multi-system coordination, continuously improving vehicle stability, controllability, and risk response capability in diverse usage scenarios. By deeply integrating intelligent technology with traditional safety engineering, the Group explores providing drivers with more resilient safety support under complex road conditions and sudden situations. Relevant practices have been verified in specific models and technical solutions.

Galaxy Battleship Safe Mobility Agent

The Galaxy Battleship Safe Mobility Agent is a comprehensive safe mobility prototype built by the Group based on "Full-domain AI 2.0" technology. By deeply integrating capabilities such as intelligent perception, intelligent decision-making, and chassis control, it achieves active identification and response to complex driving scenarios. Under different road conditions and usage scenarios, the agent can dynamically adjust vehicle control strategies and driving modes, improving vehicle stability and controllability in complex environments. At the same time, by enhancing multi-source perception and system coordination capabilities, it provides drivers with more resilient driving safety support on urban roads, complex terrain, and special operating conditions, reflecting the Group's systematic exploration of driving safety capabilities in the context of intelligence.

Geely Galaxy M9 Tire Burst Stability Control System

The Geely Galaxy M9 is equipped with a tyre burst stability control system. When a tyre burst occurs, the system can receive the signal within 100ms at the fastest, accurately identify the unstable tyre, and quickly intervene in vehicle control. The system is adapted for various complex road conditions such as snow, ice, and wet asphalt. By coordinating braking and power output, it achieves stable vehicle control after a tyre burst, effectively reducing the risk of vehicle loss of control. This technology enhances the safety redundancy capability of vehicles in sudden extreme conditions, providing users with more reliable driving safety assurance during high-speed or complex road driving.

Active Safety

Active safety focuses on risk prevention before an accident occurs, reducing the probability of accidents through capabilities such as environmental perception, hazard identification, collision risk prediction, and braking and steering assistance. The system emphasises the vehicle's active response capability to complex traffic environments and uncertain factors, supporting the forward management of driving risks.

The Group continues to invest in active safety-related technologies:

Driver Status Safety	Driver Status Detection: Identifies states such as fatigue and distraction, and links them with early warning and wake-up mechanisms, providing reminders or emergency intervention support when driving risk increases or driver control capability decreases.
Child Protection	In-vehicle Detection Radar: Uses in-vehicle millimetre-wave radar to detect the presence of living beings, preventing children or pets from being left in the vehicle, reducing potential life risks. 3-Year-Old Child Forward-Facing Seat Solution: While balancing convenience of observation, optimises protection for children's legs and other areas in frontal collision conditions, enhancing the overall safety of child occupants. Child Care Function: By adding child care perception capability to the Occupant Monitoring System (OMS), it identifies and monitors child occupants in the vehicle, providing timely warnings of dangerous movements that children may make during driving, reducing the risk of accidental injury and improving child occupant safety.
Vulnerable Road User (VRU) Protection	External Perception and Pedestrian Protection: Identifies surrounding pedestrians through cameras and sensors, combined with pedestrian collision warning, Automatic Emergency Braking (AEB), pedestrian recognition and tracking, and night vision enhancement functions, to reduce collision risk or mitigate accident consequences. Active Protection Research for VRU: Based on AEB braking posture analysis and human body model simulation, optimises styling and structural design to improve pedestrian protection levels in driver assistance scenarios.
Intelligent Cockpit and Active Safety Synergy	Zero-Gravity Seat Multi-Posture Protection and Active Safety Synergy Technology: When a potential collision risk is identified, it links active braking signals with seat posture control to reduce safety risks under large-angle sitting postures, expanding active safety applications at the "human-vehicle synergy" level.
Safety Verification and Testing Capabilities	Yunnan Plateau Test Plant: Covers extreme conditions such as high temperature, high cold, plateau, humidity, and typical off-road scenarios, systematically verifying braking, handling, and intelligent perception systems to improve the reliability and stability of active safety systems in complex environments. Combustion Laboratory: Collaborates with internal and external resources to conduct research on the fire mechanism, fire suppression measures, and traceability methods of new energy vehicles, continuously improving vehicle fire prevention capabilities and emergency response levels.

G-ASD High-Level Driver Assistance System

Focusing on the need for risk identification and active intervention in complex traffic environments, the G-ASD High-Level Driver Assistance System builds driver assistance safety capabilities covering urban, high-speed, and various complex scenarios. Through multi-source perception fusion and intelligent decision-making mechanisms, the system achieves continuous monitoring and response to forward collisions, lateral risks, and sudden conditions, deeply integrating active safety capabilities into driver assistance functions, supporting the early identification and handling of potential risks in a wider range of driving scenarios, providing users with systematic, scenario-based active safety assurance.

G-AES Universal Obstacle Continuous Automatic Evasive Assistance System

The Group launched the industry's first G-AES universal obstacle continuous automatic evasive assistance system, capable of achieving continuous emergency avoidance of sudden obstacles at speeds up to 130 km/h. Based on real-time perception of the forward environment and vehicle dynamic status, the system assists the vehicle in quickly completing evasive manoeuvres through coordinated control of steering and braking in emergency situations, effectively reducing the risk of collision caused by sudden obstacles in high-speed driving scenarios, improving the vehicle's active safety response capability under extreme conditions.

Passive Safety

Passive safety focuses on injury mitigation and occupant protection during and after an accident, mainly covering body structure safety, restraint systems, protective structure design, and crash energy management. Through systematic structural design and protection strategies, the Group strengthens the overall control of protection effectiveness for different occupant types, seat forms, and diverse accident scenarios. By combining safety engineering concepts with cockpit innovation, the Group continuously explores improving accident protection and risk mitigation capabilities in new usage scenarios, with relevant practices gradually implemented in specific technology R&D, testing tools, and standard development.

The Group continues to invest in passive safety-related technologies:

Occupant Protection

Seat-mounted Airbag: Applied in zero-gravity seats and large-angle seats to mitigate the risk of occupant submarining during collisions, improving occupant protection under non-standard sitting postures.

Active Airbag Vent: Introduces active vent design in frontal airbags, adjusting airbag rigidity during the later stage of a collision to provide a softer protection effect for smaller or female occupants.

Front "Thousand People, Thousand States" Occupant Protection Technology: Combines occupant characteristics such as body type and sitting posture with active safety trigger mechanisms, integrating OMS, Multi-stage Load Limiter Adaption (LLA), and occupant-adaptive airbags to achieve differentiated protection strategies.

"Star Armor 2.0" Body Structure Safety Technology

The Group has developed "Star Armor 2.0" body technology based on global standards. Guided by the concept of "ultimate safety, ultimate design", it achieves synergistic optimisation between vehicle structural safety and lightweighting. Through systematic body structure design, the technology builds a 720° Star Armor cage body, providing multi-dimensional and continuous structural protection for the occupant compartment.

In terms of material and structural configuration, the proportion of hot-formed steel and high-strength steel in the "Star Armor 2.0" body reaches 83.6%, of which ultra-high-strength steel of 1000MPa and above accounts for 40.4%. This forms a high-strength safety skeleton in key load paths and collision areas, effectively improving the structural stability and energy absorption capacity of the vehicle under various collision conditions such as frontal, side, and rollover, maximising the protection of occupants. Models built on this body technology platform have received multiple awards for body safety and architecture in authoritative selections, verifying their comprehensive performance in structural safety and engineering design.

Airbag Child Seat Development

Focusing on the safety protection needs of child occupants in collisions, the Group has collaborated with child seat suppliers and airbag suppliers to co-develop an airbag child seat protection system. The system addresses issues such as insufficient protection performance of forward-facing child seats in collisions and the inconvenience of rear-facing child seats in actual use, by introducing an airbag protection solution into the seat system to improve the restraint and cushioning effect for child occupants in collision scenarios. While ensuring the passive safety performance of children, the technology also takes into account the actual user experience of families, expanding the technical pathways for child occupant protection.

Self-Developed Zero-Gravity Crash Test Dummy Technology

To enhance the research capability of occupant protection under complex postures and new seat scenarios, the Group has independently developed a zero-gravity crash test dummy, filling a technical gap in this field in China. This crash test dummy can be used to simulate the force and motion characteristics of occupants during collisions under different sitting postures and special conditions, providing a more refined research tool for the design and verification of zero-gravity seats and related passive safety systems. Through self-developed testing capability construction, the Group has further strengthened its ability to identify and control passive safety risks under new cockpit configurations.

Leading the Formulation of National Standard Safety Requirements for Automotive Door Handles

Focusing on key passive safety scenarios such as post-accident escape and prevention of secondary injuries, the Group, together with CATARC, led the formulation of the national standard Safety Requirements for Automotive Door Handles, systematically completing dynamic and static test verification, patent layout, and standard draft work. Through participation in standard formulation and early technical layout, the Group has effectively reduced the impact of relevant standards on product design adjustments while meeting regulatory requirements, completed multiple rounds of technical promotion and design requirement upgrades within the Group, and promoted the consistent application of door handle safety design across multi-brand, multi-platform projects. This technical achievement has been applied in Geely, Lynk & Co, and ZEEKR brand models and has received multiple patent and innovation awards, reflecting its technology-leading value in the passive safety field.

Lynk & Co 900 Triple-Crash Safety Grand Slam

Focusing on occupant protection needs in real high-frequency accident scenarios, the Group conducted multiple tests on the Lynk & Co 900 model. In frontal crash tests, the Lynk & Co 900 underwent a 100 km/h relative speed vehicle-to-vehicle collision (70 km/h vs 30 km/h), significantly increasing test intensity compared to the conventional single-vehicle 50 km/h frontal crash condition. In rear and side impact verification, the Lynk & Co 900's rear impact intensity significantly exceeded both national and US standards (approximately 1.6 times conventional testing). By completing high-standard frontal, side, and rear crash verification, the Lynk & Co 900 achieved a "triple-crash safety grand slam", verifying its passive safety protection capability in complex accident scenarios.

Geely Galaxy M9 50 km/h Single-Side Bridge Rollover Safety Verification

Focusing on rollover accidents, the Group conducted a 50 km/h single-side bridge rollover test on the Geely Galaxy M9. The test results showed that the occupant compartment remained intact, with no structural failure of the A, B, or C pillars. The doors could be opened normally after the collision, the Emergency Call (eCall) and hazard lights functioned properly, side airbags deployed in time, seat belts tightened simultaneously, and dummy injury indicators met requirements. At the same time, there was no fuel system leakage, and the battery pack showed no leakage, smoke, fire, or explosion risks, systematically verifying the passive safety protection level of the Galaxy M9 in a typical rollover scenario.

Rescue Safety

Rescue safety focuses on emergency response and rescue response efficiency after an accident, covering capabilities such as rapid post-accident extrication, emergency unlocking and breach coordination, accident information transmission, and rescue linkage. By improving the coordination between various stages of accident handling and overall response efficiency, the Group continuously reduces the risk of secondary injuries after accidents, supporting the safe and orderly conduct of rescue processes.

The Group continues to invest in rescue safety-related technologies:

Accident Rescue and Emergency Response

Emergency Rescue (eCall): Supports manual SOS triggering and automatic triggering after a collision, and through the T-Box/TCAM module, collects and uploads over 30 key pieces of information including vehicle location, collision direction, acceleration, number of occupants, and door and lock status, improving rescue response efficiency.

Eternal Communication Capability: Leveraging satellite communication networks, provides two-way communication and precise positioning support in areas with insufficient ground network coverage, ensuring information transmission in emergency situations.

Low-Voltage Protection Technology: Uses low-voltage power preservation design after a collision to reduce the risk of doors not unlocking and eCall not being triggered due to low-voltage power loss, improving post-accident escape and rescue reliability.

ZEEKR 7X First Launch of One-Button Window Breaker Technology

The ZEEKR 7X is the first to feature one-button window breaker technology as a safety redundancy design for extreme accident scenarios, used to respond to emergencies such as vehicle submersion, power failure, or doors that cannot be opened. The technology uses a fully mechanical trigger method, allowing rapid window breaking for escape in emergency situations and remaining reliably available even in power-off conditions.

The ZEEKR 7X comes standard with a driver-side window breaker device, with operating strength fully considering the usability of different groups including women, children, and the elderly. On this basis, ZEEKR extends this technology to one-stop rescue support services for scenarios such as water entrapment, further improving the certainty of post-accident escape and rescue handling.

Vehicle-Police-Ambulance Linkage Rescue Mechanism Technology Test

The Group successfully completed the industry's first "vehicle-police-ambulance linkage rescue mechanism" technology test, exploring intelligent collaborative pathways for accident emergency rescue. In the test scenario, after a vehicle accident, the system could automatically identify and trigger an alarm, sending accident location and vehicle status information to a third-party emergency call centre and synchronising it to a public rescue platform. After receiving the alarm, the traffic police activated a green wave channel, planning the optimal route in real time to ensure priority passage for emergency vehicles. Hospital ambulances also received passage guarantees simultaneously, achieving efficient coordination from accident occurrence, alarm, dispatch, to on-site rescue, effectively improving accident rescue response efficiency.

Healthy Materials

Health safety focuses on in-vehicle environment and occupant health risk management. Guided by the "Full-domain Health" concept, it covers three major areas: healthy materials, healthy perception, and physical and mental care. Through comprehensive management of the in-vehicle environment, material selection, and user experience, the Group reduces the potential impact on occupant health during vehicle use.

- Healthy Materials

Geely Galaxy M9 "Maternal and Infant Grade Healthy Car" Certification

The Geely Galaxy M9 was awarded the industry's "Maternal and Infant Grade Healthy Car" certification jointly issued by China Automotive Research Institute and China Inspection and Certification Group. The evaluation system covers multiple dimensions such as maternal and infant restraint systems, in-vehicle auxiliary safety, electromagnetic health, respiratory health, and contact health, including dozens of extreme tests under various operating conditions. This certification sets higher requirements for vehicle health performance in terms of material selection, in-vehicle environment control, and safety of key contact areas. The Geely Galaxy M9 passed the assessment with performance significantly exceeding industry standards, reflecting the Group's systematic capability in healthy materials and in-vehicle environmental safety.

- Healthy Perception

ZEEKR 9X "EMTA Electromagnetic Protection Star"

In terms of in-vehicle electromagnetic health protection, the ZEEKR 9X introduces aviation-grade electromagnetic protection technology, effectively reducing interference from high-voltage electrical systems, communication base stations, and external complex electromagnetic environments. The relevant technology not only shields electromagnetic interference signals exceeding national standard requirements but also has protection capability against high-intensity electromagnetic pulses, thereby maintaining the stability of in-vehicle electronic systems and the occupant environment under complex electromagnetic conditions. This capability provides electromagnetic health protection for users in daily and special scenarios.

- Physical and Mental Care

Graphene Thermal Therapy Seat

The Geely Galaxy M9 is equipped with graphene thermal therapy seats, providing drivers and passengers with a more stable thermal comfort experience through rapid and uniform whole-surface heating. During the heating process, the seat releases far-infrared energy in specific bands, which helps promote blood circulation and relieve muscle tension and fatigue. In low-temperature environments, the system can automatically link seat and steering wheel heating functions, providing users with a cockpit environment that balances comfort and relaxation, reflecting attention to the physical and mental state of drivers and passengers.

Anti-Motion Sickness

The Lynk & Co 900 passed the CATARC anti-motion sickness certification, achieving systematic optimisation in vehicle dynamic control and ride comfort. Relevant technologies effectively reduce motion sickness discomfort during driving by improving vehicle acceleration/deceleration smoothness, posture control, and cockpit experience, receiving a "comfortable non-motion sickness" rating. This result indicates that the vehicle can provide a more stable and user-friendly riding experience for occupants during long journeys or complex driving conditions.

In-Vehicle Optics

Focusing on the impact of in-vehicle lighting on occupant health and comfort, the Group systematically conducts research on in-vehicle healthy optics technology, defining relevant technical indicators and parameters, and evaluating the application effects of different optical solutions in the vehicle environment through a combination of simulation and real vehicle verification. On this basis, technical requirements and evaluation methods for in-vehicle healthy optical design have been formed, and the reading light solution on the Lynk & Co 900 has been optimised to improve in-vehicle visual comfort and user-friendliness.

New Energy Safety

New energy safety focuses on high-voltage electrical safety, battery system safety, power safety, and vehicle-cloud collaborative early warning capabilities, addressing the systemic risk prevention and control needs of new energy vehicles in high-energy-density and high-power application scenarios. The Group builds a new energy safety management system covering key components, vehicle integration, and cloud-side linkage around battery structural safety, battery lifecycle management, and emergency response capability construction, enhancing the safety resilience of electric mobility scenarios.

At the industry level, the Group actively participates in the construction of new energy vehicle safety standard systems, promoting the extension of safety capabilities from corporate practice to industry co-construction. Focusing on the key risk scenario of power battery bottom protection, the Group has opened up relevant patent achievements such as battery pack bottom protection, battery pack crash beams, and bottom impact test devices, supporting the industry in jointly improving the bottom safety level of new energy vehicles. At the same time, the Group has deeply participated in the formulation of the mandatory national standard Safety Requirements for Traction Batteries for Electric Vehicles, focusing on key safety issues such as safety after fast charging cycles, thermal diffusion prevention, and bottom impacts, and took the lead in developing group standards for new energy vehicle bottom protection at an early stage, providing a practical basis for the improvement of national standards.

At the technical and management level, the Group continues to promote the construction of a battery full-lifecycle safety assurance system, covering key stages such as battery R&D, supply chain management, manufacturing, use, and retirement recycling. In the R&D stage, focusing on thermal safety risks, it has built a multi-dimensional technical pathway covering real-time monitoring, multi-layer insulation, efficient heat absorption, heat dissipation design, rapid power-off, automatic warning, active cooling, and cloud monitoring to strengthen battery thermal runaway protection capability. In the supply chain and manufacturing stages, through quality management system certification, process control, and full-link data monitoring and traceability, it ensures the consistency and reliability of battery products. In the use stage, it has established a battery fault warning and graded response mechanism, combined with cloud monitoring and service network construction, to improve the efficiency of sudden risk handling. In the retirement stage, through institutionalised recycling management and data linkage mechanisms, it promotes the standardised recycling and safe circulation of power batteries, reducing lifecycle environmental and safety risks.

GEA Evo Global Intelligent New Energy Flagship Architecture's Vehicle-Level Safety Support Capability

The GEA Evo global intelligent new energy flagship architecture is a vehicle-level technology platform built by the Group integrating "hardware, system, ecology, and AI". It is compatible with various new energy power forms such as pure electric, hybrid, extended-range, and methanol-hydrogen, and achieves systematic improvements in flagship quality, flagship intelligence, flagship space, and flagship safety. At the safety level, the architecture makes forward-looking plans in vehicle structural design, battery and high-voltage system layout, and electronic/electrical architecture coordination, meeting the top safety standards of multiple global regions. Through platform-level safety designs such as the "Star Armor Body", it provides fundamental support for new energy vehicles in crash protection, battery safety, and vehicle stability. As the first model equipped with the GEA Evo architecture, the Geely Galaxy M9 integrates the latest safety design achievements of the platform, achieving multi-dimensional improvements in vehicle safety performance, reflecting the systematic enabling effect of platform architecture on new energy safety capabilities.

Leishen Hybrid System's New Energy Power Safety and Redundancy Design

Focusing on the safety and reliability requirements of hybrid systems under high-frequency use and complex operating conditions, the Group has built the "Leishen Electirc Hybrid" powertrain system based on full-stack self-development capability. Through coordinated control of the high-efficiency hybrid engine, 3-speed electric drive transmission system, and multi-motor structure, it ensures power continuity and stability during transitions between different operating conditions. Among them, the Leishen EM-i super electric hybrid system uses a hybrid dedicated engine with a platform thermal efficiency of 46.5%, greatly improving energy utilisation efficiency. In terms of safety architecture, the EM-P solution adopts an independent three-motor redundant design, allowing the power chain to maintain basic operation even under abnormal conditions of a single system, reducing the related failure rate by about 50%. This powertrain has passed 1,000 system-level tests, approximately 400k hours of durability testing, and 4 million kilometres of real-world mileage verification. It provides a 5-year/150,000 km powertrain warranty for the EM-i system, has already achieved mass production application, and is integrated into multi-model platform deployment, continuously improving the safety and reliability of new energy powertrains in actual usage scenarios.

Aegis Gold Brick Battery's Full-Lifecycle Safety Protection System

The Aegis Gold Brick Battery is one of the core technologies of the Group's new energy safety system, building a full-lifecycle safety protection capability covering cells, battery packs, vehicle integration, and operational monitoring. During the test and verification stage, the Aegis Gold Brick Battery must pass 36 safety tests covering extreme conditions, of which 23 test standards are higher than the new national battery safety standards, including high-risk tests such as needle penetration, seawater immersion, drop, bottom scraping, and trampling. At the same time, the battery system has also completed a 36-ton extreme compression test and the industry's first live six-series extreme test, verifying its structural stability and functional safety under multiple overlapping conditions. At the vehicle level, the Aegis Gold Brick Battery has passed verification under conditions such as 30 km/h underbody impact and 20 km/h negative kerb impact, achieving no structural damage to the battery system under complex road conditions, effectively reducing safety risks caused by bottom collisions. The Group has also participated in and led the formulation of group standards for new energy vehicle bottom protection, promoting the inclusion of battery bottom impact test requirements into industry specifications.

Anti-Theft Safety

Anti-theft safety focuses on the protection of vehicles and assets, covering capabilities such as anti-theft, anti-intrusion, anti-unauthorised control, and abnormal behaviour identification. Through multi-level protection and anomaly monitoring, it reduces the risk of vehicle theft, damage, or unauthorised control, safeguarding user property security.

Geely Galaxy M9 Multi-Layer Anti-Theft Protection System

The Geely Galaxy M9 has built a multi-layer anti-theft protection system combining physical and intelligent protection. At the physical level, it strengthens the body lock structure and external anti-theft accessories to reduce the risk of illegal vehicle opening and damage at the source. At the intelligent level, it introduces digital key relay attack protection technology, effectively identifying abnormal signals and blocking illegal unlocking behaviour. At the same time, through in-vehicle motion detection and self-powered alarm systems, it provides real-time monitoring of abnormal intrusion behaviour and triggers alarms promptly. The coordinated action of multiple protection means enhances the vehicle's anti-theft capability in static parking and abnormal scenarios, strengthening the systematic protection of vehicle and in-vehicle property security.

Digital Safety

Digital safety focuses on risk governance in vehicle intelligence and digital application scenarios, covering key areas such as AI safety, network security, and user privacy security. Through functions such as privacy mode, sensitive permission management, Bluetooth privacy calls, and guest mode introduced in product design and usage scenarios, it enhances users' control over personal information, ensures the security of in-vehicle systems, communication links, and data interaction, and maintains the stable operation of vehicle intelligent functions and the "vehicle-cloud" system. In 2025, the Group's safety control system continuously improved, obtaining ISO/IEC 42001 Artificial Intelligence Management System certification and ISO/PAS 8800 road vehicles - artificial intelligence functional safety certification. Its models achieved full-function, full-system, full-component compliance with ISO 26262 road vehicles - functional safety standards, and completed verification on over 6 million vehicles.

Against the backdrop of highly connected intelligent vehicles, the Group has built a "end-pipe-cloud" connected vehicle digital security defense-in-depth system, systematically protecting against potential network attack risks in the vehicle operating environment. At the end side, by deploying hardware security modules (HSM), secure boot, and runtime integrity protection mechanisms in key components such as electronic control units (ECUs), in-vehicle communication terminals (T-Box), and domain controllers, it prevents firmware tampering. At the pipe side, through in-vehicle firewalls and CAN/LIN bus intrusion detection systems, it monitors abnormal communication behaviour in real time, reducing the risk of interface abuse and lateral penetration. At the cloud side, relying on the Vehicle Security Operations Centre (VSOC), it continuously monitors vehicle communication 7×24 hours, achieving rapid closed-loop attack identification, response, and handling, improving the overall security and stability of connected vehicle operations.

Geely Galaxy M9 Quantum Secure Digital Key Application

Addressing the potential challenges that future quantum computing may pose to traditional encryption systems, the Group has taken the lead in applying quantum security technology for intelligent connected vehicles on the Galaxy M9, achieving the industry's first quantum secure digital key. This technology combines post-quantum cryptography algorithms with quantum secure communication mechanisms, enhancing the security of data and communication in scenarios such as remote vehicle control and keyless entry at the encryption level, effectively reducing the risk of unauthorised control and information leakage due to compromised encryption systems, providing forward-looking security for intelligent vehicles over their long operational lifecycle.

Public Domain Safety

Public domain safety focuses on systemic safety risks in the public travel environment. By promoting safety awareness enhancement, technology collaboration, resource sharing, and standard co-construction, it builds a multi-stakeholder safety co-construction mechanism, extending automotive safety from "single-vehicle safety" to "traffic and public safety". To this end, the Group continues to participate in the co-construction and improvement of automotive safety technology standards, actively opening up key safety technology patent clusters such as battery bottom safety and door handle safety, as well as rescue-related technological achievements such as "one-button window breaker" to the entire industry, promoting the transformation of corporate practices into industry standards. Through standard co-construction and technology openness, the Group helps improve the overall safety technology level of the industry, lowers the application threshold for advanced safety technologies, and promotes the collaborative application and inclusive implementation of automotive safety capabilities in a wider range of public scenarios.

Geely Global Safety Centre Supports Public Safety Capability Improvement

In December 2025, the Group officially completed and inaugurated the Geely Global Safety Centre. This centre has achieved multiple breakthroughs in automotive safety testing capabilities and facility scale, covering key scenarios such as vehicle crash testing, environmental simulation, and multi-angle safety verification, and has set multiple world records. Relying on this platform, the Group simultaneously released the "Full-domain Safety 2.0" technology system fully integrated with "Full-domain AI 2.0", and jointly released the "White Paper on the Development of Full-domain Safety for Intelligent Vehicles" with industry, academic, and research institutions, systematically outlining the development path of intelligent vehicle safety. While serving its own product R&D, the Global Full-domain Safety Centre opens its relevant testing and research capabilities to the industry, providing support for safety technology verification, standard research, and public safety capability improvement, promoting the extension of automotive safety from internal corporate capability to public safety infrastructure.

Product Recall and Prevention

The Group attaches great importance to product defect risk management and consumer safety protection. It has established a product recall management system covering both domestic and overseas markets, set up a Product Safety Committee to coordinate product safety risk assessment and major decision-making. In the domestic market, the Group has formulated and implemented the Geely Auto Product Recall Management Regulations in accordance with national automotive recall laws and regulations. In overseas markets, it has formulated the Overseas Market Defective Automotive Product Recall Management Measures based on local laws and regulations, implementing public recalls for products that meet recall conditions in a legal and compliant manner.

In daily operations, the Group continuously strengthens defect risk control by improving the early warning model of the quality monitoring platform and establishing production safety and disaster prevention evaluation standards and an experience database. At the same time, through multiple channels such as the quality monitoring platform, 400 customer service hotline, and online public opinion monitoring, the Group continuously collects and transmits safety-related information, achieving early identification, early assessment, and rapid handling of risks. For key models and high-risk issues, the Group conducts centralised analysis through the "Voice of User" monitoring mechanism and promotes cross-departmental collaborative resolution at the monthly president's quality meeting, ensuring a closed loop for risk handling.

Product Recall Process

The Group's product recall work in 2025 strictly followed relevant national laws and regulations, forming a standardised voluntary recall process. At the same time, we trace the root causes of identified defects and feed relevant experience back to R&D, production, and other stages, promoting full-chain process optimisation and forming a quality control closed loop. The Group's voluntary recall process mainly includes the following four steps:

Defect Identification and Assessment

Identify potential product defects through multiple channels and conduct special assessments to determine whether recall conditions are met.

Recall Plan Formulation and Filing

After confirming the recall, formulate a recall plan, clarify key information such as involved models and recall measures, and file with regulatory authorities.

Owner Notification and Defect Repair Implementation

Notify relevant owners through multiple channels, authorise 4S stores to provide free defect repairs to users, and simultaneously report recall implementation progress.

Post-Recall Tracking and Effect Verification

After recall completion, conduct phased tracking quarterly for one year, verifying repair effectiveness through user follow-up and data monitoring, with the core goal of achieving an 80% reduction in defect-related failure rates.

Product Recall Data for the Past Three Years*

	2023	2024	2025
Geely brand	1 (22k vehicles)	0	1 (46,108 vehicles)
Lynk & Co brand	0	1 (2,539 vehicles)	0
ZEEKR brand	0	0	0

*2023-2024 were voluntary recalls, 2025 was a mandatory recall.

In 2025, the Group implemented a product recall for specific batches of Geely Binrui models produced between 17 December 2018 and 31 March 2020. Technical assessment found that the petrol used by some users had a compatibility issue with the engine, which could lead to engine pre-ignition and potential damage risk. Based on risk assessment results, the Group initiated the recall process in accordance with the law, involving 46,108 vehicles, covering all relevant batches in use nationwide. The recall was implemented from 17 October 2025, adjusting the oil filler cap label from "recommended to use a certain brand of engine oil" to "use only a certain brand of engine oil" to guide users to use the product correctly. The recall period is one year, with a recall cost of approximately 2.95 million.

The Group aims to eliminate risks through the recall, continuously promoting the recall work in accordance with the principle of covering all vehicles at risk. In accordance with GB/T 39603-2020 Guidelines for Recall Effectiveness Evaluation of Defective Automotive Products, the Group will continue to carry out recall activities until full coverage of vehicles within the risk scope is achieved.

Recall Prevention

The Group continuously reduces the probability of quality defects and recalls by improving quality assurance policies and proactive management mechanisms. During the product development and manufacturing stages, the Group strengthens quality control from raw material procurement, design verification to production processes, using tools such as Failure Mode and Effects Analysis (FMEA) for risk assessment and design optimisation. With the help of information sharing platforms, it dynamically monitors product operational risks, improves problem response efficiency, reduces repair or recall risks caused by quality issues, and further consolidates the foundation of product quality and safety.

SOVD Intelligent Diagnosis Technology in Defect Identification and Recall Prevention

To improve product defect identification capability and recall prevention proactivity, the Group has taken the lead in deploying Service-Oriented Vehicle Diagnostic (SOVD) intelligent diagnosis technology in China. SOVD enables continuous collection and centralised analysis of vehicle status data through unified diagnostic standards and data interfaces. Combined with AI algorithm capabilities, it performs enhanced analysis of multi-source data, generating more accurate fault reasoning and repair recommendations, supporting early identification and risk assessment of potential defects. At the same time, relying on cloud configuration and vehicle-side Over-the-Air Technology (OTA) hot update mechanisms, related diagnostic rules, algorithm models, and core components can be continuously optimised and iterated, improving diagnostic accuracy and response efficiency, promoting the evolution of vehicle diagnosis from traditional discrete detection to standardised, service-oriented, and intelligent processes.

After-Sales Warranty

The Group has made sufficient preparations and investments in product warranty terms and related costs, providing users with a number of protection services that exceed legal requirements, including "three-electric" system lifetime warranty, first-time maintenance free for the first owner, lifetime roadside assistance, and lifetime free data traffic. For pure electric and plug-in hybrid models, their three-electric systems enjoy a special warranty of 8 years or 150,000 km (whichever comes first).

Product Warranty Policy

Non-commercial vehicles (private cars): Average vehicle warranty of 4 years or 100,000 km, powertrain warranty of 5 years or 150,000 km, restricted parts warranty of 3 years or 60,000 km, battery warranty of 1 year or 20,000 km.

Commercial vehicles (taxis, etc.): Average vehicle warranty of 1 year or 100,000 km, powertrain warranty of 1 year or 100,000 km, restricted parts warranty of 1 years or 60,000 km, battery warranty of 1 year or 20,000 km.

Quality Culture and Capability Building

To implement the strategy of "new four modernisations, internationalisation, and digitalisation", the Group continuously builds a talent empowerment system that runs through the entire quality value chain. This system focuses on key areas such as quality culture building, quality leadership cultivation, professional capability tiered certification, and supply chain collaborative empowerment, covering key stages such as R&D, manufacturing, supply, sales, and service.

During the Reporting Period, the Group conducted a total of **55** training and certification activities in **28** quality professional areas, training more than **3,200 person-times**, continuously consolidating the organisational foundation and capability base for quality management and product safety.

All-Staff Quality Culture Building

The Group has designated December each year as "Geely Safety Month", upgrading the original single-point safety advocacy initiative into a systematic safety action covering multiple themes and scenarios, promoting the continuous dissemination and implementation of safety concepts within the organisation. Focusing on the long-term solidification of quality and safety concepts, the Group simultaneously promotes all-staff quality culture building. By constructing a quality culture maturity evaluation system and improving related guidelines and tools, it systematically guides the continuous improvement of quality culture across different business units and job levels. "Geely Safety Month" serves as an important platform for the Group to practice the value orientation of "user first, safety first". Operating in coordination with normalized quality practice platforms such as the "Geely Quality Competition", it continuously strengthens the quality and safety awareness of all employees through multi-level, multi-form participation mechanisms, promotes the integration of relevant requirements into daily work and management practices, and consolidates the foundation of an organizational culture centered on quality and safety.

During the Reporting Period, after strict evaluation by the China Association for Quality, the Group obtained quality culture maturity **level 4** certification, becoming one of the first enterprises in the industry to reach this maturity level, indicating that quality culture has formed a stable mechanism at the levels of organisational awareness, behavioural norms, and management operation.

Quality Leadership Cultivation

Focusing on key positions in quality governance and safety management, the Group continues to promote systematic cultivation of quality leaders. During the Reporting Period, the Group conducted 10 "Q Plan" thematic seminars, covering more than 300 quality-related management leaders, focusing on improving their management capabilities in quality decision-making, risk assessment, and cross-departmental collaboration. At the same time, to support international business development, the Group promoted the "International Dolphin" talent training program, completing a three-stage training pathway, with 46 people successfully completing the program, reserving compound talents for overseas quality management and localised operations.

Professional Capability Tiered Certification and Software Quality Capability Building

Focusing on the capability building of quality professional positions and the needs of new technology development, the Group continues to promote professional capability tiered certification and position access management. During the Reporting Period, the Group covered more than a thousand people through tiered certification, job qualification certification, and special training, involving multiple key areas such as quality system management, new project launch management, product safety, quality improvement, and new energy-related quality management, systematically improving the overall capability level of the quality professional team.

In response to software quality risks in the context of intelligence, the Group further identified key software quality positions covering the entire value chain of R&D, production, supply, sales, and service, and conducted special training on software quality capability building, covering 401 people during the Reporting Period. Relevant personnel are uniformly included in the software quality talent cultivation pool, with continuous tracking of their capability development, focusing on strengthening capability building in software system auditing, OTA management, and software quality evaluation, consolidating the software quality management foundation for intelligent products.

Supply Chain Collaborative Empowerment

The Group regards supplier quality capability building as an important component of the quality management system. Through large-scale and professional supply chain management, the Group ensures the high quality and stable supply of components. For more information on supplier quality training, see "7.1.5 Supplier ESG Capability Enhancement".

6.1.4 Metrics and Targets

During the Reporting Period, the Group continuously strengthened product quality and safety management. Its models received multiple authoritative third-party safety and health assessments from domestic and international sources. 100% of the Group's products passed safety and health assessments, 100% of product health and safety-related complaints received were fed back and handled, and no product safety and health-related recall incidents or major systemic risk events occurred.

Geely Galaxy Xingyao 8, Geely Galaxy M9, Lynk & Co 10 EM-P, ZEEKR 9X received CATARC "Zero Formaldehyde" car certification

Lynk & Co 900, Geely Galaxy M9 received CATARC "Comfortable Non-Motion Sickness" healthy car certification

Lynk & Co 900 received the industry's first "Maternal and Infant Grade Healthy Car" certification issued by CAERI

The Group conducts safety and health performance assessments for current and key models through third-party evaluation systems such as C-NCAP, Euro NCAP, ANCAP, and ASEAN NCAP, and has obtained multiple international authoritative certifications and professional awards.

As of the end of 2025: The Group has a total of 11 models on sale that have obtained C-NCAP five-star safety certification, 8 models on sale that have obtained Euro NCAP five-star safety certification, 4 models on sale that have obtained ANCAP five-star safety certification, and 8 models on sale that have obtained ASEAN NCAP five-star safety certification:

In 2025:

- Geely Galaxy E5 (Geely EX5) obtained Euro NCAP, ANCAP and ASEAN NCAP five-star safety certifications
- Geely Galaxy Starship 7 EM-i (GEELY STARRAY EM-i) obtained Euro NCAP five-star safety certification
- ZEEKR 7X obtained C-NCAP and Euro NCAP five-star safety certifications
- ZEEKR MIX obtained C-NCAP five-star safety certification

- ZEEKR X obtained ASEAN NCAP five-star safety certification
- Lynk & Co Z20 (Lynk & Co 02) obtained Euro NCAP five-star safety certification
- Lynk & Co 08 EM-P obtained Euro NCAP five-star safety certification

Previous years:

- Geely Galaxy L7 obtained C-NCAP five-star safety certification
- Geely Xingyue obtained C-NCAP five-star safety certification
- Geely Xingrui obtained C-NCAP five-star safety certification
- Geely Jiaji obtained C-NCAP five-star safety certification
- Geely Geometry A obtained C-NCAP five-star safety certification
- Geely Boyue obtained C-NCAP five-star safety certification
- ZEEKR X obtained Euro NCAP and ANCAP five-star safety certifications
- ZEEKR 009 obtained C-NCAP five-star safety certification
- ZEEKR 001 obtained Euro NCAP five-star safety certification
- Lynk & Co 01 obtained C-NCAP and Euro NCAP five-star safety certifications

In addition, Proton has 6 models on sale that have obtained ASEAN NCAP five-star safety certification.

In terms of automotive product quality and customer service, the Group achieved the following results in J.D. Power 2025:

- 2025 China Automotive Brand Reputation Index (NPS):
  - No. 1 among mainstream fuel vehicle brands: Geely China Star
- 2025 China Tech Experience Index (TXI) Brand Innovation Award:
  - No. 1 in mainstream traditional energy market: Lynk & Co brand
  - No. 1 in mainstream new energy market: ZEEKR brand
- China New Energy Vehicle Sales Satisfaction Index (NEV-SSI):
  - No. 3 among mainstream brands: ZEEKR brand
- 2025 China Automotive Performance, Execution and Layout (APEAL):
  - No. 3 among mainstream brands and No. 2 among domestic brands: Geely brand
  - No. 1 in compact sedan segment: Geely Emgrand
- China New Energy Vehicle Customer Service Index (NEV-CSI):
  - No. 3 among mainstream brands: ZEEKR brand
- 2025 China Initial Quality Study (IQS):
  - No. 3 among domestic brands: Geely brand
  - No. 1 in compact SUV segment: Geely Binyue
  - No. 1 in mid-size economy SUV segment: Geely Boyue
- 2025 China Vehicle Dependability Study (VDS):
  - No. 3 among domestic brands: Geely brand
  - No. 1 in mid-size economy SUV segment: Boyue COOL

Other Quality and Safety Management Recognitions Received in 2025

- Geely Galaxy M9 received "Top 10 Vehicle Body" and "Best Safety" awards
- ZEEKR 9X received "High-speed Crosswind Safety Performance 5A Challenge Certificate"
- Geely Galaxy M9, ZEEKR 9X were named "Electromagnetic Safety Vehicle of the Year"
- Lynk & Co 900 was named "Charging Safety Vehicle of the Year"
- Geely Galaxy Starship 7 EM-i was named "Functional Safety Vehicle of the Year"
- ZEEKR received the "Automotive Excellence Software Quality Benchmark Award"

6.2 Sustainable Services

The Group adheres to the core principle of "user-centricity" and integrates sustainable development and services throughout the customer service lifecycle. To this end, we propose the customer service concept of accessible services.

6.2.1 Responsible Marketing

As a global enterprise, the Group is committed to sustainable, transparent, and responsible marketing of its products and services. The Group has formulated the Responsible Marketing Principles and, through uploading to the internal dealer network and training, requires dealers to comply with the following responsible marketing practices:

- Practice the marketing philosophy of "respecting the market, being grateful to customers, respecting competitors, and strengthening ourselves", abide by business ethics, operate in compliance with laws and regulations, and avoid providing false information about competitors to users (including but not limited to their enterprises, products, and services).

- In any form of marketing activities and advertising we carry out, all employees and partners must respect and comply with applicable laws, regulations, and industry standards of the countries and regions where they operate, and abide by the relevant marketing, advertising, and sales policies formulated by the Group.
- Commit to carrying out legal, honest, truthful, accurate, respectful, and fact-based marketing activities, without any false or misleading publicity to consumers, strictly prohibiting over-promising (including but not limited to: not making unsubstantiated product claims, not exaggerating environmental and social impacts, etc.), ensuring reasonable and transparent pricing of sales and services, no bundling sales, and protecting groups with limited understanding of marketing strategies and product services (such as first-time car buyers, less educated groups, disabled drivers, the elderly, etc.), ensuring that all consumers are provided with sufficient information about our products to make informed choices.
- Provide meticulous high-quality services to users, formulate unified service standards to strictly control service quality processes, standardise marketing personnel operations, and supervise the responsible marketing practices of employees and partners. At the same time, pay attention to user feedback, including conducting after-sales surveys to understand user evaluations of our products and services, and timely monitor, evaluate, and handle complaints received.
- Respect and protect user data and privacy security, commit to following the laws and regulations on personal data protection and privacy in the countries/regions where they operate, take reasonable and feasible security measures and technical means that meet industry standards to respect and protect user privacy and data to the maximum extent, ensure full lifecycle protection of user personal data (including data planning, collection, use, storage), strengthen the confidentiality awareness of employees and partners, and ensure that user personal data is not disclosed without their knowledge.
- Employees and partners involved in marketing activities must ensure that any form of our marketing activities, in the environment for which they are designed, can reflect and respect the generally accepted high-quality style and quality standards of today, while reflecting broader social awareness and sensitivity to different cultural, social, ethical, and religious groups, avoiding content that could be considered offensive or promoting discrimination, and are committed to giving maximum respect to people, animals, and the environment.
- Commit to promoting the sustainable development of the entire marketing chain, making every effort to increase consumer awareness of sustainable consumption, and guiding consumers to prioritise products that are beneficial to society and the environment. At the same time, join hands with global dealers, service providers, advertisers, and other partners to promote the achievement of carbon neutrality throughout the marketing chain, pay attention to the environmental and social impact of marketing activities in daily operations and marketing promotions, and jointly promote social responsibility and sustainable impact.

International Marketing Compliance Management and Capability Building

At the global communication level, the Group headquarters coordinates global brand and product communication activities. At the planning stage, it identifies the responsible marketing, advertising compliance, and road regulation requirements that may be involved in various countries, and collaborates with functional teams such as international legal affairs and intellectual property to conduct pre-review, clarifying compliant expression standards. For globally unified communication materials, such as global brand and model television commercials (TVC), the headquarters provides both complete and "clean" versions, and explicitly reminds local teams to conduct compliance self-checks based on local laws and regulations before distribution, supplementing locally applicable regulatory or intellectual property explanations when necessary, ensuring that communication content complies with local regulatory requirements.

For communication activities planned by overseas local teams themselves, the Group has established a headquarters-region-local collaborative review mechanism. The Brand Marketing Department, through the regional communication business partner mechanism (BP mechanism), intervenes early in regional communication needs, reviewing communication strategies and content at key nodes such as communication project initiation and expense verification, timely identifying potential compliance risks and promoting rectification, reducing the risk of false advertising or misleading information.

The Group continues to promote the implementation of responsible marketing concepts globally. Through systematic training and advocacy, it strengthens the compliance awareness and sustainable development commitment of internal and external teams. During the Reporting Period, the Group offered special training and advocacy activities on the Responsible Marketing Principles and Code of Conduct to 100% of domestic and overseas core dealers, covering key areas such as product promotion, brand communication, and market promotion, ensuring that dealers follow the principles of truthfulness, accuracy, and compliance in marketing practices, avoiding misleading consumers.

6.2.2 Service Accessibility

Pre-Sales Service

To enable more users to easily understand and experience the Group's brand philosophy of "Happy Life, Geely Drive", the Group continuously improves its channel management system, building a combination of online and offline service touchpoints around the information acquisition needs of the pre-sales stage, ensuring that different types of consumers can clearly and accurately obtain relevant product and service information.

Stores and Online Services

To support consumers in fully understanding product information before purchasing a car, the Group provides convenient information access channels through diversified channels:

- Online channels: including the official website, official WeChat public account, official Weibo, official video account, as well as overseas official websites and social media platforms (such as Facebook, Instagram), continuously releasing product information, brand dynamics, and service content to users.

- Offline channels: providing consumers with product brochures, leaflets, and catalogues through authorised sales outlets, with on-site explanations by sales consultants, combined with product launch events and test drives, to enhance consumer understanding of product performance and user experience.

Geely Brand Sales Elite Competition to Enhance Pre-Sales Service Professional Capability

Focusing on real business scenarios, the Group strengthens the comprehensive capabilities of front-line sales and service personnel. During the Reporting Period, the Geely brand conducted a sales elite competition covering multiple positions such as sales, new media operation, and test driving. Through multi-level competition formats including store, regional, war zone, and finals, it promoted the unified implementation of service standards at the terminal level. The event covered more than 2,000 dealers, with over 10,000 participants. Through a combination of on-site competition and multi-channel live streaming, it strengthened personnel capabilities in key pre-sales areas such as user communication, product explanation, and experiential services, continuously improving pre-sales service quality and user experience.

ZEEKR "Doorstep Test Drive" Optimises Pre-Sales User Reach Experience

Based on continuously strengthening communication with users, ZEEKR proactively shares product and technology iteration information with users and optimises user reach methods through service model innovation. During the Reporting Period, ZEEKR increased the coverage of directly-operated stores in second- and third-tier cities, while combining flexible service formats such as "doorstep test drives" to reduce the time and spatial cost for users to understand and experience products. By moving product experience forward to users' real usage scenarios, ZEEKR further improved the response efficiency and experience quality of pre-sales services, effectively promoting user conversion.

Lynk & Co Standardised Test Drive Service

In the pre-sales service stage, Lynk & Co provides professional explanations and dynamic demonstrations to potential customers through standardised test drive services, supporting users to intuitively experience product performance in real usage scenarios. After the test drive service, Lynk & Co initiates user evaluations via SMS and APP, assessing the test drive service personnel and test drive vehicles, forming a continuous feedback mechanism. During the Reporting Period, the test drive service positive rating was approximately 99.6%. At the same time, through tracking test drive service effectiveness, the test drive conversion rate remained stable, with an annual test drive conversion rate of approximately 27.23%. Relevant practices continuously optimise the pre-sales service experience by improving the standardisation and feedback closure of test drive services.

Service Quality Guarantee

The Group continuously standardises automotive service operations management, continuously improving the operational quality and service performance of service stations by refining service operation standards and management requirements. During the Reporting Period, the Group formulated and issued the Geely Auto Service Operation Guidance Manual, systematically elaborating the basic requirements and business specifications for service station operations, providing unified and clear operational guidance for terminal service stations. On this basis, the Group further strengthened the implementation of service standards at the terminal through regular inspection and assessment mechanisms.

The Group conducts 100% coverage announced and unannounced inspections of authorised dealers on a quarterly basis, incorporating the inspection results into the dealer operation assessment system. Among them, announced inspections are organised by the Group's relevant management teams, focusing on store hardware facility maintenance, personnel management, display vehicle and test drive vehicle management, customer relationship management, operational indicators, and delivery experience. Unannounced inspections simulate real customer scenarios, with designated personnel evaluating key service touchpoints such as lead invitation, welcome reception, static experience, test drive, purchase negotiation, and departure experience, identifying potential issues affecting customer service experience from multiple dimensions.

In 2025, the Group further organised "video inspection" and "heartfelt service" special activities, focusing on strengthening the management of service details such as customer reception, offering water upon entry, personnel attire and duty, refreshment service, and polite farewell, and implementing corresponding incentive and disciplinary measures based on inspection results. Through digital showroom online video inspection, the Group achieves rapid discovery, timely transmission, and closed-loop rectification of service issues, and collaborates with the operations team to provide on-site store coaching and assistance to dealers with issues, promoting continuous service quality improvement. Through these measures, the Group's relevant brands have achieved significant improvement in key service indicators such as customer reception.

During the Reporting Period, the Group offered training for **100%** of domestic and overseas stores. Among them, **2,478** training sessions were offered for domestic stores, with a cumulative training duration of **39,378 hours**; **186** training sessions were offered for overseas stores, with a cumulative training duration of **1,861 hours**.

In addition, focusing on customer service quality, domestic stores held **743** special seminars, with a total training duration of **10,756 hours**; overseas stores held **827** special seminars, with a total training duration of **8,877 hours**.

At the same time, special training covering compliance management, code of conduct, and responsible marketing was also conducted during the Reporting Period, further strengthening employees' compliance awareness and service standards, promoting standardisation and high-quality development of store operations.

*Domestic store statistics include Geely brand, Lynk & Co brand, and ZEEKR brand; overseas store statistics include Geely brand and Lynk & Co brand.

Supporting Remote Area Partner Capability Building

In the process of advancing business transformation and service system upgrades, the Group pays attention to differences in resource access and capability building among different regions, continuously supporting remote area partners' participation in the transformation process through targeted empowerment. In 2025, ZEEKR conducted centralised and in-store coaching for partner stores in remote areas such as Lanzhou, Yinchuan, Urumqi, Baotou, Datong, Dali, Zunyi, and Nanning, assisting them in gradually establishing basic management systems and strengthening their understanding and application of refined operation standards. Regarding new model launch training, ZEEKR conducted regional training for the 9X model in 22 cities nationwide, covering 8 remote cities, training a total of 135 remote area dealer personnel. At the same time, in partner onboarding training and product experience officer advanced training, the training layout was optimised based on store location characteristics, increasing the number of training sessions near remote areas and flexibly selecting training locations to improve the accessibility of relevant personnel to participate in training, promoting a more balanced implementation of transformation capabilities across different regions.

ZEEKR Training AI System

In 2025, the ZEEKR retail training AI system took initial shape. Around the capability improvement of front-line service personnel, it gradually built a combination of AI training tools covering the entire process of "learning – practice – assessment", including the Q&A assistant "ZEEKR Knows", the daily scenario practice tool "AI Practice", and the user call recording quality inspection tool "Call Eva", used to improve training efficiency and empower front-line business. Relevant tools provide standardised and repeatable knowledge support and service scenario simulations, reducing capability differences between different stores and personnel. Through backtracking and analysis of actual service processes, they help timely identify service issues and continuously improve, thereby supporting the improvement of service consistency and overall service quality.

In-Sales Service

The Group takes "inclusive service" as its basic principle, guiding national service stations to focus on user experience, continuously improving service efficiency and operational capability, and optimising user service experience during the in-sales stage. By improving the service system and capability building, the Group is committed to providing stable, accessible, and quality-assured service support throughout the user's vehicle usage process, continuously strengthening the long-term connection between users and the brand.

User Ecosystem

Guided by the philosophy of "warm companionship, common growth", the Group promotes the construction of a user-centred open user ecosystem. By creating the "We" user brand and proposing the concept of "user co-creation", the Group encourages users to participate in experience and interaction practices related to products and services, inviting users to visit business scenarios such as design centres and smart factories, integrating user feedback and co-creation mechanisms into specific business processes, promoting two-way communication and collaborative development between the enterprise and users.

2025 Geely Auto User Conference Deepens User Ecosystem Co-construction

To strengthen user engagement and brand connection during the in-sales stage, the Group held the Geely Auto User Conference in Hangzhou in 2025 as the annual gathering of the user brand "Hi, Us", inviting car owners from across the country to participate in product launches, exchanges, and experience activities. The conference centred on user co-creation, showcasing brand transformation achievements, listening to user feedback, and combining new model launches with the user conference, enhancing users' sense of participation and identification during product renewal and brand evolution. Through offline conferences, interactive experiences, and continuous communication mechanisms, the Group promotes the transformation of users from single product users to brand ecosystem participants, further consolidating the user-centred service system and promoting the continuous vitality and healthy development of the user ecosystem during the in-sales stage.

ZEEKR Shooting Brake User Logo Co-creation

During the Reporting Period, ZEEKR initiated a shooting brake logo design co-creation activity for users, inviting users to create exclusive visual symbols around the shooting brake spirit and brand concept. The activity collected hundreds of user original works, and selection was conducted through a combination of "user voting + professional review", with winning designs selected based on dimensions such as creative expression, brand fit, and application adaptability. By guiding users to participate in brand expression and visual co-creation, this activity enhanced the interactive connection between users and the brand, reflecting ZEEKR's emphasis on user participation and co-creation value.

During the Reporting Period,

Geely held **1,191** car club activities

Lynk & Co held **4,078** Co Club offline activities

ZEEKR held **3,900** car club activities

Cumulative APP car club registration numbers:

Geely brand: **4,001.6k(Geely Galaxy), 9,898.1k (Geely China Star)**

Lynk & Co brand: **7,220k**

ZEEKR brand: **9,200k**

Service Support

During the in-sales service stage, the Group continuously strengthens service support capability building, using digital and intelligent means to improve service response efficiency and professional support levels, ensuring that users receive continuous and stable service experience during car purchase, delivery, and initial vehicle use stages. Focusing on key areas such as vehicle status identification, service information acquisition, and problem handling support, the Group promotes the transformation of service support capability from reliance on manual experience to data-driven and system-assisted, assisting front-line service personnel to more efficiently obtain vehicle and user-related information, improving problem judgment and service coordination efficiency. By integrating and applying vehicle operation data, service records, and technical knowledge, the Group continuously improves the support system during the in-sales service stage, reducing the impact of information asymmetry on service quality, enhancing the predictability and professionalism of the service process, and increasing user trust in the brand service system.

Intelligent Service Support Improves In-Sales Service Response Efficiency

To improve service response efficiency and professional support capability during the in-sales stage, Lynk & Co launched an intelligent diagnostic AI service agent, moving vehicle diagnostic and service support capabilities forward to the digital platform. This agent provides auxiliary support to front-line service personnel in scenarios such as vehicle repair recommendation, vehicle quality health assessment, maintenance overdue monitoring, and user operation guidance, and can intelligently query and respond to information such as basic vehicle information, warnings and fault records, instrument panel prompts, fault codes, technical consultations, and maintenance history. By integrating vehicle operation data and service records, Lynk & Co further improves information acquisition efficiency and problem response capability during the in-sales service stage, providing users with more timely, continuous, and professional service support.

User Feedback Governance

During the in-sales service stage, user feedback centrally reflects real problems in product delivery, service handover, and the initial usage experience, serving as an important signal affecting user satisfaction and brand trust. The Group regards user feedback governance as an important component of the in-sales service system. By establishing a unified feedback management and collaboration mechanism, it promotes the effective transmission and response of user voices between different business stages, preventing problems from being fragmented or delayed in the service process.

Focusing on the collection, analysis, and application of user feedback, the Group gradually promotes the transformation of service management from passive response to proactive identification, incorporating user experience risk into daily operations and decision support systems. Through cross-departmental collaboration and digital means, it improves the systematicity and stability of problem early warning, handling, and improvement during the in-sales stage, providing users with more predictable and continuous service experience.

"Voice of User (VOC)" Platform Supports In-Sales Service Collaboration and Problem Early Warning

The Group has built and operates a "Voice of User (VOC)" platform to centrally manage user experience feedback during the car purchase, delivery, and initial use stages. By integrating multi-source user voice data and conducting cluster analysis, the platform enables early identification and early warning of potential service and product issues, supporting the efficient flow of relevant information between production, sales, R&D, and service stages, forming a closed-loop mechanism of problem identification, response handling, and improvement feedback.

During the Reporting Period, the Group fully embedded the user feedback governance mechanism into the in-sales service process, effectively reducing the risk of problem accumulation and public opinion spillover, continuously improving service coordination efficiency and user experience stability during the in-sales stage. By centralising user voices from 9 channels including official customer service, public opinion, government platforms, television, and radio, it achieved 100% response and closed-loop management of user issues, promoting efficient flow of user suggestions and full-journey coverage of service evaluations, further consolidating service quality and user satisfaction.

After-Sales Service

During the Reporting Period, the Group further optimised its domestic consumer complaint acceptance and handling mechanism, improving after-sales service response efficiency and service quality through multi-channel reception, standardised handling, and continuous improvement measures.

Complaint Channels

The Group has established diversified complaint channels covering private and public domains to ensure the accessibility and timeliness of consumer feedback.

Private channels: 400 hotline, user APP, N+1 user groups, group or group management official Weibo.

Public channels: Dongchedi, Rednote, Tik Tok, Vehicle Quality Network and other third-party platforms.

Complaint Handling Process

The Group uses an information system to centrally manage consumer complaints, forming a standardised process from acceptance, handling to follow-up closure.

1. After consumers submit complaints through the 400 hotline or online channels, the Group issues complaint work orders through the User Experience Management System (SONAR system) based on complaint content and dispatch standards. The complaint scenarios cover aspects such as vehicle quality and after-sales experience, etc.
2. After receiving a complaint work order, the service station must respond within a specified time and actively contact the user to clarify the handling plan.

3. After the user visits the store to complete complaint handling, the service station fills in the handling progress and results in the SONAR system and submits a closure application.
4. The Group conducts unified follow-up calls for all work orders that applied for closure on the previous working day and reviews them based on the follow-up results.
5. If the follow-up result shows user satisfaction, the complaint work order is closed.
6. If the user is not satisfied with the handling result, the work order is rejected, requiring the service station to re-handle and resubmit for review until the problem is properly resolved.
7. For after-sales service complaint work orders, the system will automatically issue an accountability form, which the service station fills in with the cause of the complaint and handling measures, strengthening responsibility implementation.

Complaint Problem Improvement Measures

Based on the consumer complaint closed-loop handling mechanism, the Group continues to promote service process optimisation and service capability improvement for different types of complaint issues, extending complaint management from "problem resolution" to "experience improvement".

- Improving User Complaint Handling Experience: For complaint issues that users are highly concerned about during the after-sales service process, the Group provides diversified and differentiated service support measures based on users' actual vehicle usage scenarios to reduce the impact of complaint events on user travel and experience. Relevant measures include providing door-to-door service or pickup and delivery arrangements based on the situation, providing alternative transportation support or corresponding compensation during vehicle repair, providing necessary travel and accommodation assistance for users affected by travel, and accelerating problem resolution through more flexible service solutions in specific cases. Through a user experience-oriented handling approach, the Group is committed to shortening problem resolution cycles and improving user perception of after-sales service response efficiency and care.
- Strengthening After-Sales Service Consistency and Professionalism: To reduce experience differences during the service process, the Group continuously strengthens after-sales service capability building, improving the professionalism and stability of front-line services by standardising service personnel access and capability requirements, and promoting the effective implementation of unified service standards at terminal outlets through institutionalised management requirements. For situations where service performance falls short of expectations, the Group promotes continuous improvement based on assessment results, enhancing overall service levels.

  At the same time, the Group regularly conducts service network evaluations and inspections, identifying weaknesses in after-sales service, implementing targeted improvement and capability enhancement measures for underperforming stores, and continuously optimising the service quality performance of the terminal service network.
- Promoting Linkage Between Complaint Management and Continuous Improvement: The Group regards consumer complaints as an important source of service improvement information. Through continuous summarisation and analysis of complaint situations, it identifies common problems and improvement directions, and solidifies relevant experience into service processes and management requirements. By feeding complaint management results back to service management and capability building stages, the Group continuously improves the after-sales service system, reduces the possibility of recurring complaints, and continuously enhances overall user satisfaction.

Overseas Complaint Handling Process

The Group has established a consumer complaint management mechanism covering headquarters and overseas markets. Through a combination of unified standards and localised implementation, it improves after-sales service response efficiency and problem handling consistency in overseas markets.

Complaint channels

Overseas consumers can submit complaints through the headquarters customer complaint email, official APP, as well as the complaint channels (including hotlines, emails) of each market subsidiary or dealer.

Headquarters complaint handling

For complaints submitted to headquarters, the Group uniformly enters them into the Geely Overseas Digital Platform (GODP system) and requires relevant subsidiaries or dealers to respond within 1 day, submit solutions within 3 days, and achieve closure within 7 days.

Local complaint management

For complaints directly received by overseas subsidiaries or dealers, the Group guides each market to develop localised complaint management processes based on local actual conditions, while adhering to unified complaint management standards and requirements. It also requires each market to summarise and upload the previous month's complaint information to the GODP system monthly to support the headquarters' unified analysis and management of overseas complaint situations.

Problem analysis and continuous improvement

The Group prepares monthly customer complaint reports, regularly analyses overseas market complaint situations, identifies major issues through meetings, and formulates targeted improvement measures. For example, for parts-related complaints, it promotes the optimisation of subsidiary parts inventory structures and develops corresponding parts payment term solutions based on market realities.

OTA-Based Function Iteration and After-Sales Problem Closed-Loop Handling Mechanism

During the after-sales service stage, the Group leverages OTA remote upgrade technology to establish a standardised function iteration system and a closed-loop after-sales problem handling mechanism, achieving continuous vehicle experience optimisation and efficient problem resolution.

First, standardising the OTA function iteration process. Focusing on user vehicle needs, it sequentially conducts needs assessment, R&D development, comprehensive testing, and experience verification. After the upgrade plan is perfected, it strictly completes filing and approval with national market supervision and MIIT authorities, and compliantly pushes updates in batches, continuously optimising vehicle functions and steadily improving user driving satisfaction.

Second, building a rapid problem resolution closed loop. For various issues reported by the market, such as quality faults and public opinion risks, it coordinates with sales, R&D, and quality departments to assess the feasibility of OTA remote repair. After determining the repair plan, it conducts multiple rounds of special testing to thoroughly eliminate existing problems and strictly prevent secondary faults caused by the upgrade. After completing the legal filing and approval process, it pushes the upgrade package in a targeted manner, efficiently completing problem rectification.

Third, upgrading the traditional after-sales service model. Using OTA remote update capability, it converts various problems that previously required in-store repairs into online remote repairs, effectively shortening problem response and handling cycles, reducing user time and maintenance costs, and comprehensively improving the timeliness, convenience, and continuity of after-sales service.

	Geely brand	Lynk & Co brand	ZEEKR brand
Total Complaints	2025：12,021 2024：10,902 2023：8,407	2025：1,246 2024：2,177 2023：1,771	2025：6,112 2024：3,409 2023：4,153
Handling Rate	2025：99.0% 2024：99.7% 2023：94.3%	2025：100% 2024：100% 2023：100%	2025：100% 2024：100% 2023：100%

Customer Satisfaction

Survey Methods and Procedures

The Group tracks and researches customer satisfaction in accordance with the formulated "Customer Satisfaction Monitoring Control Procedures".

Comprehensive Customer Satisfaction Process:

1. Confirm customer satisfaction targets nationwide and by city at the end of each year.
2. Collect customer satisfaction survey results monthly, with questionnaires updated semi-annually based on actual conditions.
3. Conduct 100% follow-up calls to users entering maintenance stations through online evaluations and 400 manual hotlines.
4. Conduct assessments through third-party evaluations such as J.D. Power user satisfaction surveys.

Overseas companies, based on market satisfaction status every six months, set quarterly satisfaction targets and update the annual global satisfaction questionnaire. Each overseas dealer must conduct a customer satisfaction survey within 7 days after the customer visits the service station. All customers must be 100% followed up, with a success rate meeting internal targets. At the same time, survey data details are fed back to the headquarters monthly. Each business division analyses satisfaction results monthly, formulates rectification and improvement plans for weak issues identified in satisfaction analysis, submits them to the headquarters, and reports the implementation progress of the previous month's plan the following month.

User Satisfaction

Domestic Users Satisfaction

	2023	2024	2025
Geely brand	95.6	96.6	97.1
Lynk & Co brand	97.5	94.4	96.2
ZEEKR brand	93.8	96.5	98.4

In overseas markets, the customer satisfaction scores for Geely brand, Lynk & Co brand, and ZEEKR brand in 2025 were 94.6, 92.3, and 95.0 respectively.

Geely Galaxy User Satisfaction Achieved Annual Target

During the Reporting Period, Geely Galaxy continuously conducted user satisfaction monitoring and improvement work around after-sales service experience. Through online direct ratings and 400 hotline sample surveys, it conducted multi-dimensional assessments of after-sales service, and conducted multiple internal user satisfaction surveys during the year, mainly covering typical service scenarios such as maintenance, accident, and rescue. The relevant surveys systematically evaluated key service elements such as service efficiency, service quality, personnel competence, and overall experience, as well as booking, reception, repair, delivery, and user relationship management. In 2025, Geely Galaxy after-sales service user satisfaction reached 97.1 (annual target 97), a year-on-year increase of 0.7 points. The Net Promoter Score (NPS) reached 86.7 (annual target 85), a year-on-year increase of 2.2 points. Relevant practices, through continuous tracking of user feedback and service performance, provided data support for optimising after-sales service experience and improving user satisfaction.

In 2025, the Geely brand China Customer Service Index (CSI) score was 801, an increase of 15 points from 786 in 2024, higher than the domestic brand average of 788 and the mainstream brand average of 786, ranking second among domestic brands and third among mainstream brands. The Lynk & Co brand score increased from 766 in 2024 to 788 in 2025, an increase of 22 points. The ZEEKR brand score increased from 779 in 2024 to 783 in 2025, an increase of 4 points.

Geely Binyue model: Ranked **No. 1** in the compact SUV segment in IQS performance (2024: No. 2, data source: J.D. Power)

Geely Boyue COOL model: Ranked **No. 1** in the mid-size economy SUV segment in VDS performance (2024: No. 5, data source: J.D. Power)

Geely Xingyuan model: Ranked **No. 1** in the pure electric small car segment in the 2025 China New Energy Vehicle Industry User Satisfaction Index (NEV-CACSI) (data source: China Association for Quality)

ZEEKR brand: 2025 "China Automotive Golden Wrench Award" – Worry-Free Service Award (New Energy Brand Group)

Geely brand: **No. 1 in Passenger Vehicle Brand Influence** of the Year 2025, released by the Intelligent Connected Vehicle Branch of the China-Europe Association

After-Sales Service Guarantee

Third Global Service Skills Competition

In 2025, the Group successfully held the third Global Service Skills Competition, promoting the standardisation of dealer after-sales service processes and the improvement of service standard capabilities through "competition instead of training". This competition, based on the continuation of fuel vehicle technical exams and service consultant exams, added a new special assessment for new energy vehicle after-sales service, covering a wider range of technical scenarios and service capability requirements, attracting 20 technicians and 18 service consultants from 20 countries to participate. During the competition, the Group simultaneously organised a Global Technology Quality Forum, engaging more than 40 experts in the technology and quality fields to exchange and discuss, forming more than 50 improvement suggestions. Relevant measures, through strengthening front-line service capability building and cross-regional experience sharing, continuously improve the professionalism, consistency, and user experience of after-sales service, consolidating the foundation of global after-sales service guarantee.

ZEEKR Repair Skills Competition Consolidates After-Sales Service Professional Capability

In 2025, ZEEKR successfully held a repair skills competition, strengthening the professional capability building of repair personnel through standardised competition formats. The competition covered multiple countries in emerging markets, attracting 41 repair technicians from 7 countries to participate in the preliminary selection, with 11 finalists advancing to the finals. The finals were held at the ZEEKR Global Training Centre, featuring both theoretical and practical tests, focusing on assessing participants' comprehensive abilities in vehicle fault diagnosis, repair operation standards, and problem handling efficiency. Through competition exchanges and practical testing, the Group further promoted experience sharing and capability improvement among repair personnel in different countries and regions, driving the professionalisation and standardisation of after-sales repair teams. A repair team with higher technical capabilities and consistent service standards helps shorten problem resolution cycles, improve repair accuracy, thereby enhancing user trust in after-sales service quality and consolidating the brand service guarantee foundation.

6.3 Sustainable Intelligent Mobility

6.3.1 Intelligent Mobility

Guided by the "Intelligent Geely 2025" strategy, the Group has built an intelligent development path centred on "one network, three systems", promoting the efficient implementation of the strategy. In 2025, the "Intelligent Geely 2025" strategy officially concluded, with relevant technological achievements entering a stage of concentrated transformation and large-scale application. Full-domain AI technology is accelerating its deployment in vehicles, achieving deep integration and system coordination in the fields of driver assistance, intelligent cockpit, and vehicle intelligence, serving the overall goal of "creating an intelligent travel experience that exceeds user expectations, building a technology-led global automotive company, and becoming the most competitive and respected Chinese automotive brand". Relying on the "Intelligent Geely Technology Ecosystem Network", with intelligent architecture as the new-generation technology base, the Group focuses on key areas such as chips, software operating systems, data, and satellite networks, building an end-to-end self-development system and an open and collaborative ecosystem alliance, continuously promoting the coordinated evolution of driver assistance and intelligent cockpit capabilities, and enhancing users' intelligent travel experience. On this basis, the Group systematically lays out the future development direction of intelligent vehicles by integrating core capabilities such as intelligent architecture, driver assistance, and intelligent cockpit, gradually consolidating its core competitiveness in the field of intelligence.

- Computing Power: The Group, together with technology ecosystem partners such as StepFun, Qianli Technology, and Xingji Meizu, jointly built a computing power collaboration platform for intelligent vehicles – the Xingrui Intelligent Computing Centre 2.0. This platform integrates and centrally schedules computing power resources, achieving a super-scale computing power of over 10,000 cards, with comprehensive computing power increased to 23.5 EFLOPS, providing high-performance computing support for core applications such as driver assistance and intelligent cockpit.
- Algorithms: The Group released the Xingrui large model in 2023 and continues to promote the evolution of model capabilities. It has now achieved deep integration with DeepSeek, while also collaborating with StepFun to open-source two Step series multi-modal large models. Under the multi-model collaboration framework, the Xingrui vertical large model's capabilities in complex scene understanding, decision optimisation, and continuous learning have been further enhanced, supporting the stable operation of intelligent functions in multiple scenarios.

- Data: In 2025, the Group equipped more than two-thirds of its new models with L2 and above driver assistance capabilities, forming a large-scale real-world driving data foundation, with actual driving data accumulated reaching tens of billions of kilometres. At the same time, the Group's self-developed AI-Drive large model has the capability to generate high-complexity scenarios and plan paths, efficiently constructing diverse driving scenarios needed for algorithm training in virtual environments, generating "ten-thousand-kilometre-level" complex condition data per hour. Through a virtual-real fusion training mode, the AI-Drive large model significantly improves the efficiency of driver assistance model training, providing data support for the large-scale application of driver assistance capabilities and safety performance improvement.

Mr. Li Shufu, Chairman of Geely Holding Group, pointed out at the 2025 World Intelligent Connected Vehicle Conference:

Driven by the new wave of technology, intelligent connected vehicles have moved from conceptual exploration to a new stage of technological breakthrough and scenario application. Geely takes "Full-domain AI" and "Sky-Earth Integration" as the main battlefields for promoting intelligent connected transformation, initially building an Full-domain AI technology base driven by the " Troika" of computing power, algorithms, and data, deeply integrating AI technology into the entire chain of automotive architecture, power, chassis, and cockpit, promoting the evolution of cars from "function machine" to "intelligent beings".

Driver Assistance

As of the end of 2025, the penetration rate of L2 and above driver assistance in the ZEEKR brand reached 100%, and L2+ and above reached 87%. The penetration rate of L2 and above driver assistance in the Lynk & Co brand reached 93%. The penetration rate of L2 and above driver assistance in the Geely Galaxy brand reached nearly 65%. The penetration rate of L2 and above driver assistance in the Geely China Star brand reached 45%.

G-ASD Driver Assistance System

The "Geely Afari Smart Driving (G-ASD)" system is based on the Smart AI Agent architecture, building an driver assistance technology system covering perception, understanding, decision-making, and control. Through multi-modal models and world model capabilities, it improves the vehicle's scene understanding ability and driving stability in complex road environments.

Relying on a unified software architecture and a scalable hardware platform, G-ASD plans to form five levels of solutions: H1, H3, H5, H7, H9, with tiered design in terms of computing power configuration, sensor combination, and function coverage, adapting to different model needs. Currently, G-ASD has been applied to multiple brand models and is advancing higher-level function testing and verification where permitted by regulations. It will gradually cover more models in the future, improving the safety and accessibility of intelligent travel scenarios.

Parking Experience Comprehensive Improvement

Supported by driver assistance capabilities, the Group continuously optimises low-speed automation functions such as smart parking, improving the safety and convenience of users in high-frequency urban parking scenarios. In terms of parking safety, the relevant systems have completed the development of detection algorithms for multiple typical parking obstacle scenarios, including side obstacles, suspended obstacles, pillars, and general obstacles, covering common usage environments such as underground garages, ground parking lots, and semi-enclosed spaces. Based on actual operation data of mass-produced models, after the launch of the first J6M platform model, the Galaxy A7, it has completed over 290k smart parking operations, with no parking-related collision after-sales issues reported as of the end of the Reporting Period.

In terms of parking efficiency, through path planning and control strategy optimisation, under conditions of a passage width of about 5.5 metres and a parking space width about 80 cm wider than the vehicle body, the system can achieve one-time parking, reducing the operational burden of multiple adjustments. At the same time, the smart parking function has completed functional integrity verification for all posture parking and is advancing mass production delivery according to model milestones, continuously improving adaptability and usability in complex parking scenarios.

Intelligent Cockpit

Full-domain AI 2.0 Intelligent Cockpit: Flyme Auto 2.0, AI Agent Eva

In the field of intelligent cockpits, the Group continues to promote the deep integration of AI technology with in-vehicle systems, releasing an Full-domain AI intelligent cockpit based on a native AI OS architecture, and launching Flyme Auto 2.0 and its supporting AI agent application Eva, promoting the evolution of cockpit systems from traditional "feature stacking" to "AI-native" forms. This cockpit system takes "data flow + AI empowerment" as its core, building an end-cloud collaborative technical architecture. Relying on the cloud-based Xingrui Intelligent Computing Centre and the vehicle-side high-computing-power platform, it achieves multi-modal natural interaction, complex semantic understanding, and proactive service capabilities.

In practical applications, this AI cockpit can provide more natural voice interaction, context awareness, and personalised service experiences based on user status and usage scenarios, improving the continuity and intelligence level of human-vehicle interaction. At the same time, the Group promotes the upgrade of its software quality management system around the AI cockpit, expanding the scope of management and capability coverage from vehicle-side software to areas highly related to user experience, such as channel-side and digital-side, strengthening system stability and service consistency. Looking ahead, the Group plans to continuously iterate agent capabilities through OTA and promote the large-scale application of AI cockpits in more models and brands, gradually building a user-centred, continuously evolving intelligent travel space.

Intelligent Chassis

AI Digital Base

Relying on the "Full-domain AI" technology base, the Group has built an AI digital base for intelligent chassis and Geely Vehicle Motion Control (GVMC). Through coordinated control of key execution units such as power, braking, steering, and suspension, it achieves intelligent management of vehicle posture and driving stability. The system integrates distributed three-motor, dual-chamber closed air suspension, and CCD continuously variable damping technology, adjusting vehicle posture in real time based on driving status and road conditions, supporting functions such as one-button leveling, improving stability and comfort in complex scenarios. At the same time, the Group incorporates the G-TCS intelligent traction control system into the chassis coordination control framework, maintaining vehicle controllability under extreme conditions such as wet roads and tyre bursts. Through joint chassis tuning with the Lotus Engineering team, it achieves a balance between handling performance and ride comfort, providing key underlying support for driver assistance and vehicle safety performance.

Intelligent Power

Xingrui AI Cloud Power 2.0

Relying on Xingrui AI Cloud Power 2.0, the Group has built an intelligent energy management system for new energy powertrains, focusing on four major AI functions: smart energy management, smart health management, smart charging management, and smart motion control, enabling real-time perception and dynamic optimisation of powertrain operation status. Empowered by this system, the Leishen AI hybrid powertrain achieves coordinated improvements in power response, energy efficiency performance, and operational stability. At the same time, through intelligent management of engine and battery status, it extends the service life of key components, increasing engine maintenance intervals by more than 50% and power battery life by about 15%, effectively reducing long-term user costs.

Intelligent Architecture

GEA Evo Global Intelligent New Energy Architecture

Focusing on intelligent travel capability building, the Group continues to promote the R&D and application of vehicle-level intelligent architecture. Represented by the GEA Evo global intelligent new energy architecture, this architecture integrates hardware, systems, ecology, and AI capabilities, compatible with multiple new energy power forms such as pure electric, hybrid, extended-range, and methanol-hydrogen, providing a unified technical base for the coordinated operation of driver assistance, intelligent chassis, intelligent power, and other systems. Models built on this architecture achieve systematic improvements in energy efficiency, spatial layout, vehicle safety, and intelligent capabilities, supporting the stable operation of intelligent functions in complex usage scenarios.

At the specific application level, the GEA Evo architecture achieves unified perception and control of vehicle dynamics through highly integrated mechatronic design and AI digital capabilities. Relying on the AI digital chassis and vehicle dynamic control hub, it performs real-time coordinated adjustment of suspension, braking, and drive systems, improving vehicle stability and handling safety during high-speed driving, complex road conditions, and sudden scenarios. At the same time, the architecture supports the implementation of multiple intelligent functions on large models, enhancing driving comfort while strengthening safety assurance capabilities in extreme and high-risk scenarios.

Through the practice of intelligent architecture represented by GEA Evo, the Group promotes the evolution of intelligent technology from single-system optimisation to vehicle-level coordination, laying the foundation for the large-scale application of intelligent travel capabilities, and providing users with safer, more reliable, and more resilient intelligent travel experiences.

6.3.2 Efficient Mobility

Focusing on industry-wide common issues such as high energy consumption during the vehicle use phase and reduced travel efficiency under extreme climate and complex scenarios, the Group continues to promote high-efficiency, low-energy technology innovation from key areas such as powertrain systems, thermal management systems, and energy structure diversification. At the same time, the Group also recognises the important role of precise positioning, stable communication, and intelligent system coordination in improving travel efficiency in complex traffic environments and cross-regional travel scenarios, continuously promoting the integration and application of driver assistance systems and satellite communication capabilities, supporting vehicles in achieving more reliable route selection and trip planning. As of the Reporting Period, the Geely Constellation has completed its first-phase network deployment, with 64 satellites in orbit, achieving global real-time communication coverage except for the polar regions, providing basic communication and positioning support for related intelligent travel applications.

Through new energy technology iteration, vehicle energy efficiency optimisation, multi-energy path exploration, and comprehensive optimisation of the travel process by intelligent systems, the Group reduces actual vehicle energy consumption and carbon emissions while ensuring power performance and driving experience, improves the efficiency and reliability of new energy vehicles in real travel scenarios, and promotes more affordable and resilient sustainable travel modes.

Leishen EM-i Super Electric Hybrid Technology

The Leishen EM-i super electric hybrid technology empowers sustainable travel through full-chain low-carbon innovation, and is one of the core technological practices of the Group in anchoring the 2045 carbon neutrality goal. This technology reduces vehicle use phase energy consumption through the coordinated design of a high-efficiency engine, electric drive system, and intelligent energy management. The technology features a hybrid dedicated engine with a platform thermal efficiency of 46.5%, combined with an 11-in-1 highly integrated electric drive system with high-efficiency silicon carbide boost technology. Applied to the Galaxy Starship 7, it achieves CLTC fuel consumption as low as 3.75 L/100km under power-feeding conditions, significantly improving energy utilisation efficiency while ensuring power performance.

In actual usage scenarios, the EM-i technology, through the AI intelligent energy management system that dynamically learns road conditions and driving behaviour and optimises fuel-electricity distribution, can further reduce comprehensive energy consumption by about 3%-10%, and achieve a comprehensive range of more than 1,400 km, effectively alleviating range anxiety in high-frequency travel and long-distance driving. The relevant powertrain has passed multiple rounds of durability and reliability verification, providing users with a more affordable, low-carbon, and efficient travel solution while balancing stability and usage costs.

Xingrui AI Cloud Power 2.0 Propels Hybrid Technology towards "Intelligent Decision-Making"

In June 2025, the Group officially released the industry's first power domain agent based on an AI scenario engine – the Xingrui AI Cloud Power 2.0, driving hybrid technology from "rule control" towards "intelligent decision-making".

In terms of intelligent energy management, the system integrates the vehicle's high-precision environmental perception data with massive cloud data, using AI deep learning technology to build a "digital twin scenario library" covering the whole country, all seasons, and personalisation, encompassing 4 major categories and over 1,000 segmented scenarios. By introducing industry-first AI algorithms such as mapless decision-making, even without navigation, it can predict driving routes based on real-time perception and historical data and optimise energy consumption. After navigation is activated, the system can automatically plan the optimal energy solution based on remaining energy, road conditions, and vehicle speed. In terms of thermal management, the system finely adjusts the operating status of the battery, motor, and engine through precise temperature control, improving activity in low-temperature environments and ensuring stability under high-temperature conditions, effectively reducing energy loss.

In terms of intelligent health management, the system uses AI real-time monitoring and smart battery maintenance functions to extend the service life of core components. Based on user travel data, it dynamically optimises charging strategies, reducing the idle time of fully charged batteries, increasing engine maintenance intervals by up to 50% and power battery life by 15%, reducing full lifecycle resource consumption from the perspective of product durability.

In terms of intelligent charging management, the system combines remaining battery power, charging facility distribution, and trip planning to intelligently recommend charging timing, and can schedule charging during off-peak hours based on local electricity pricing information, achieving "convenient, affordable, and worry-free charging".

Methanol-Electric Hybrid Technology

The Group has laid out and promoted the "methanol-electric hybrid" technology route, achieving "methanol, electric, or petrol" multi-energy coordinated drive through the deep integration of methanol, gasoline, and electric drive systems. This technology is centred on the fifth-generation methanol engine, with a maximum engine thermal efficiency of 48.15%. Through key technologies such as ultra-low temperature cold start, it achieves stable use of methanol fuel at temperatures as low as -40 ° C, providing an efficient power solution for new energy vehicles that is different from pure electric and traditional hybrid.

The "methanol-electric hybrid" technology focuses on solving the problems of pure electric vehicles, such as low-temperature range degradation, high charging dependency, and reduced travel efficiency under energy structure constraints. Leveraging the characteristics of diverse methanol sources and more complete combustion, this technology reduces usage costs while significantly reducing carbon emissions during the vehicle use phase, balancing energy security, economy, and emission reduction, providing a scalable technology path for achieving stable, efficient, and low-carbon travel in different usage scenarios.

Vehicle-Road-Cloud Collaboration Improves Urban Traffic Efficiency

The Group actively explores ways to improve travel efficiency in "vehicle-road-cloud" collaboration scenarios. Through real-time interaction between vehicles and roadside equipment such as traffic lights, as well as cloud systems, it supports more reasonable traffic coordination in road environments with the necessary conditions. Relevant applications help reduce ineffective waiting time for vehicles on urban roads, lower energy consumption and emissions caused by frequent stop-and-go, improve overall traffic efficiency, and provide users with a smoother and more predictable travel experience.

Aegis Gold Brick Battery Boosts Pure Electric Travel Efficiency

The Group continues to promote innovation in power battery technology, building the "Aegis + Gold Brick" battery technology system. "Aegis" represents Geely's ultimate battery safety system, and "Gold Brick" represents industry-leading cell technology, achieving the coordinated development of battery safety systems and cell technology, completing a full technical route layout from pure electric to plug-in hybrid and extended-range, covering diverse needs.

In terms of performance, the Aegis Gold Brick Battery enables hybrid models to achieve a pure electric range of more than 200 km, maintaining high capacity stability even in low-temperature environments. In terms of charging efficiency, through high-rate cells and thermal management optimisation, it can achieve charging from 10% to 70% SOC in just 4 minutes and 22 seconds. In terms of durability, through material stability improvement and battery management optimisation, the cell cycle life exceeds 4,500 cycles. In terms of safety, through a multi-level protection system of materials, structure, and intelligent monitoring, it improves the safety and stability of the battery under extreme conditions.

Through systematic improvements in key dimensions such as range, charging, lifespan, and safety, the Group continuously enhances the use efficiency and safety assurance capability of new energy models in multiple scenarios.

As of March 2026, the Aegis Gold Brick Battery has obtained over 3,500 patents, is applied in 27 models, and is sold in 85 countries and regions worldwide.

6.3.3 Shared Mobility

Relying on the business exploration of its brands in international markets, the Group actively promotes flexible vehicle usage models represented by "subscription systems", expanding travel service forms beyond traditional car purchase. Among them, the Lynk & Co brand has launched monthly subscription-centred vehicle usage plans in overseas markets such as Europe. Users can obtain vehicle usage rights by paying a fixed fee, with supporting services such as insurance and basic maintenance, lowering the threshold for one-time car purchase and increasing usage flexibility.

In the course of continuous practice, the Group further optimised the subscription model operating mechanism based on market development trends and business experience. In markets such as the Netherlands, it gradually transitioned from the original subscription model of self-owned vehicle assets to a model of cooperation with third-party professional subscription operators, introducing market-based operational capabilities through wholesale sales, reducing asset management and operational complexity, and improving financial robustness and long-term sustainability. On this basis, the subscription product will continue to be promoted as a supplementary mobility solution, expected to account for approximately 5% to 10% of local market sales, meeting diversified user needs.

This subscription model is based on the core concept of "usage rights" replacing "ownership", supporting users to flexibly adjust their vehicle usage cycles according to actual travel needs, and exploring vehicle sharing and resource allocation mechanisms in some markets, helping to improve vehicle usage efficiency and reduce resource waste caused by vehicle idleness. From a travel perspective, this model provides users with more convenient and affordable car usage options, and also introduces more diverse and flexible solutions to urban travel systems.

By developing subscription and shared mobility models, the Group explores the path of extending from "car manufacturer" to "mobility service provider" in international markets, meeting the travel needs of different populations while promoting the efficient use of vehicle resources, providing a practical foundation for building a more inclusive, low-carbon, and sustainable travel system.

6.3.4 Affordable Mobility

The Group provides consumers with vehicle options at different price points, from the mass market below RMB 100,000 to the luxury market above RMB 300,000, with its Geely, Lynk & Co, and ZEEKR brands offering automotive products for the respective markets. In the context of automotive intelligence, we also pursue AI equality and safety equality. Through technological innovation and cost control, we provide diverse intelligent solutions across our product range at different price points, allowing users to enjoy the experience improvement and safety assurance brought by intelligence. The Group continuously improves the accessibility of automotive products, especially new energy and energy-saving models, by building a product portfolio covering different price ranges and supporting it with diversified price support and financial schemes.

In terms of pricing strategy, the Group insists on product value as the foundation and user demand as the guide, while ensuring comprehensive product competitiveness, it also focuses on maintaining a healthy market competition order, avoiding disrupting the industry ecosystem through single price means. In specific implementation, the Group combines cash discounts, trade-in subsidies, and financial support schemes based on the characteristics of different regional markets and consumer purchasing power, forming a multi-level, combinable price support mechanism. Among them, through periodic price reductions, encouraging old car trade-ins, and providing zero-interest or low-interest financial schemes, it reduces the pressure of one-time car purchase expenditure for users, improving the affordability of sustainable travel products for first-time and replacement car buyers.

At the same time, through the coordinated online and offline marketing and service model, the Group ensures that relevant preferential policies and financial support information are fully disclosed to consumers, and promotes the implementation of policies nationwide, ensuring that users can fairly and transparently access car purchase support in different channels and regions. Through these measures, the Group, while balancing market competition order and user rights, continuously expands the coverage of high-quality travel products, promoting the implementation of more inclusive and affordable travel modes.

Genius AFC Provides Various Flexible Car Purchase Financing Schemes

Low-interest loans: Genius AFC offers consumers annual interest rates as low as 0% to help them reduce the burden of car purchase.

Installment payment: Consumers can choose installment payment methods to enjoy longer repayment periods and reduce monthly repayment pressure. For example, some models offer 24-month zero-interest installment options, making car purchase easier.

7 Sustainable Value Chain

Material Issues

Responsible Supply Chain

ESG Strategy Co-Prosperity | Climate Neutrality | Nature Positive

8 DECENT WORK AND ECONOMIC GROWTH | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS

Suppliers

- **98%** tier-1 suppliers signed the Geely Supplier Code of Conduct (2024: 93%)
- **171** suppliers completed CMRT reporting (2024: 150)
- **600+** suppliers used the "GeeCarbon Cloud " system, completing carbon footprint accounting for a total of **6,880** components
- **100%** high-risk suppliers completed third-party due diligence audits

Dealers

- **100%** compliance and customer service training coverage for dealers
- **100%** product training coverage for all sales roles, both domestic and oversea dealers
- **100%** domestic and core overseas dealers participated in responsible marketing training

Industry Collaboration

- Led and participated in the formulation of **137** safety technical standards
- Participated in the Consumer Electronics Show (CES) for **3** consecutive years
- Became one of the core member units of the Automotive Artificial Intelligence Standardization Promotion Center

7.1 Sustainable Supply Chain

As an important component of the "Co-Prosperity" strategic direction among the six ESG strategic directions, the Group deeply integrates ESG concepts into its supply chain management system, continuously improves its sustainable supply chain management framework, comprehensively and systematically manages supply chain ESG risks, and drives the sustainable development of both the Group and its supply chain partners.

Geely Holding Group, the parent company of the Group, is the first Chinese automotive company to join the "Drive Sustainability" project as a global partner, aiming to leverage its collaborative influence to carry out impactful activities with supplier partners, stakeholders, and relevant departments, dedicated to improving the sustainability of the automotive industry. At the same time, we support the construction of the "Drive +" automotive supply chain partner network in China, aiming to transmit the concepts and practices of sustainable supply chain management from OEMs to tier-1 suppliers and further extend to the entire supply chain system.

Organizational Structure

The Group has established an ESG governance framework to manage and address sustainability-related (including responsible supply chain) risks and opportunities. For details, see "2.2 ESG Governance" of this Report. The Group's management is responsible for decision-making and supervision of major supply chain matters, and the Board of the Company listens to management reports and makes relevant strategic decisions.

The Group's Procurement Department/coordinates the construction of the supply chain ESG management system for passenger car brands, with an ESG team responsible for daily supply chain ESG management. Together with the Group's ESG Management Department and Legal Compliance Center, it carries out full-lifecycle ESG management of suppliers. Through digital management tools, it regularly conducts supplier sustainability evaluation and risk management, and reports to management, the Supply Chain Management Committee, and the Sustainability Committee on a regular basis.

The Group's ESG Management Department leads the establishment of the ESG Working Group, under which the "Green Supply Chain Working Group" coordinates the construction of working mechanisms, risk assessment, and supervision and promotion of suppliers' "ESG" and "Dual Carbon" related work. To address export sustainability compliance requirements, the Group's Legal Compliance Center leads the establishment of the "Sustainable Supply Chain Compliance Working Group" (see "5.3.2 Export and Trade Compliance" of this Report), collaborating with various business units (such as procurement, R&D, carbon management and other key modules) to enhance the supply chain's sustainability compliance capabilities in areas such as human rights and the environment.

In response to the Group's globalization strategy upgrade, the Central Procurement Department has newly established an International Supply Chain Division to coordinate the local supplier ecosystem and production capacity layout in five major overseas regions, strengthening supply chain resilience and regional market responsiveness.

Supplier Distribution

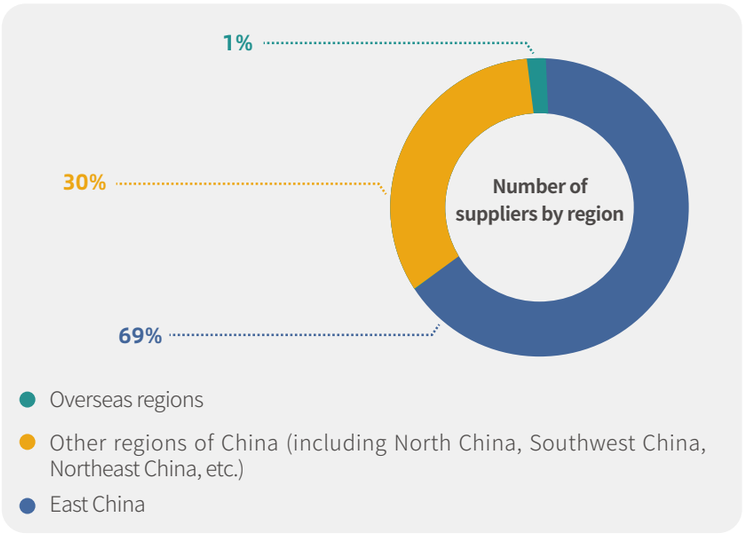
As of the end of the Reporting Period, the Group had a total of 878 tier-1 suppliers, with 64 newly added during 2025. We are committed to promoting localized procurement, working closely with local governments, actively introducing local suppliers, driving surrounding suppliers to improve production capacity and technology, and encouraging other suppliers to establish production facilities locally, forming industrial clusters.

The Group pays attention to risks that may affect delivery due to factors such as national policy changes and climate conditions. Our vehicle production plants are mainly concentrated in East China. To ensure supply chain timeliness, we maintain a high proportion of procurement concentrated in East China.

Considering factors such as part volume, protection level, and production line investment, combined with requirements for quality, transportation, packaging, warehousing, and overall cost, we prioritize nearby sourcing for major components such as heavy and bulky goods, giving priority to suppliers with nearby production facilities. In 2025, we re-inventoried localized parts and included **27** parts within the localization scope.

This initiative effectively reduces delivery risks caused by long-distance procurement, significantly reduces carbon emissions generated during logistics and transportation, achieves rapid response to quality issues, and continuously promotes the development and employment growth of local suppliers, contributing to the local economy. Through a series of proactive layouts and risk management, we always maintain a diversified and resilient supply chain to support business operations.

The distribution of suppliers by region is shown in the figure below:



Key Suppliers

The Group continuously optimizes its mechanism for identifying key suppliers, mainly based on the supplier's business impact on the Group (business cooperation dimension) and its sustainable development performance (sustainability dimension). Our identification dimensions include but are not limited to: proportion of procurement expenditure, importance/irreplaceability of component categories, special processes, supplier sustainability capability evaluation, climate risk impact, external public opinion, etc., to more comprehensively identify suppliers that have a greater impact on the Group's operations management and on the environment and society.

Key tier-1 suppliers are supplier partners that have close business relationships with the Group and meet high standards of sustainable development. We comprehensively assess them based on business dependency (such as years of continuous cooperation, procurement share, etc.) and sustainability performance (such as obtaining international system certifications, proportion of renewable electricity use, carbon reduction achievements, due diligence on key raw materials, labor and human rights management, etc.).

We engaged sub-tier (including tier-2 and below) suppliers and dynamically assess their sustainability performance (such as traceability capability for key raw materials, due diligence and risk management capabilities, etc.), continuously identifying sub-tier suppliers that require key management, and laying the foundation for subsequent identification of key non-tier-1 suppliers.

As of the end of 2025:

Total number of suppliers **878**

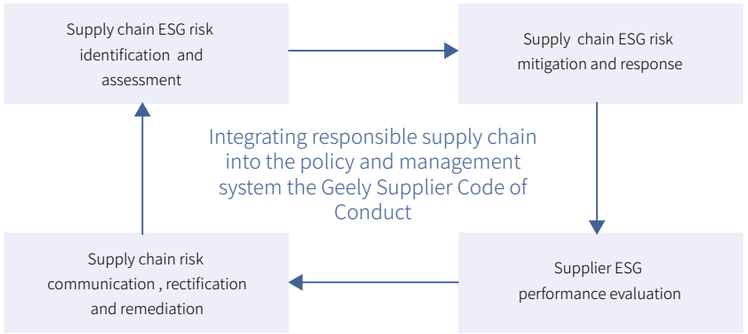
Number of key tier-1 suppliers **54**

Number of engaged sub-tier (including tier-2 and below) suppliers **283**

Percentage of suppliers maintaining cooperation for three years or more **80%**

7.1.1 Full Lifecycle Management of Suppliers

Relying on internal audit processes and external tools, the Group integrates supply chain ESG risk management into the full lifecycle management system of suppliers, including supplier access, project sourcing, and daily management.



Supply Chain Risk Identification and Assessment

To standardize the criteria for determining risk levels and ensure the orderly classification and categorization of supply chain risks, during the Reporting Period, the Group newly formulated the Supply Chain ESG Risk Classification and Grading Management Measures, establishing a sustainable supply chain due diligence compliance management system covering risk identification, risk classification management, risk grading management, and differentiated control. The assessment results at each risk management level affect the determination of suppliers' ESG risk levels and the selection of risk mitigation methods.

Supply Chain Risk Identification

The Group adopts a dual-channel management model combining system automatic identification and manual supplementation (such as on-site audits), dynamically capturing and confirming supplier risk points around corporate internal control risk management, supply chain ESG management practices, external environment, and industry development trends, forming an internal ESG issue label and risk factor library. At the same time, we collaborate with external professional third-party organizations to carry out specialized risk identification work, combined with third-party databases (such as Dow Jones database), to ensure comprehensive risk identification.

During the Reporting Period, based on our actual business context and with reference to relevant domestic and international regulatory laws and international standards and consensus such as the EU Battery Regulation (EUBR) and the EU Deforestation Regulation (EUDR), we added **6 types** of factor libraries to the original supply chain AESGC sustainable development system. These include: the Routine ESG Risk Factor Library, the Export ESG Risk Factor Library, the Export ESG Risk (Deforestation) Factor Library, the Export ESG Risk (Battery) Factor Library, the Zero-Tolerance Risk Factor Library, and the Capability Improvement Risk Factor Library. The number of risk factors has been expanded to more than **5 times** the original, fully covering the risk types addressed by the EUBR, the EUDR, and those of concern to downstream customers.

At the risk classification management level, we define specific risk labels for each risk, covering environmental protection risk, climate risk, energy and resource use risk, labor and human rights risk, production safety and occupational health risk, business ethics risk, and others. At the same time, we classify suppliers to clarify the risk subjects and their risk attributes. Based on manufacturing and service attributes, suppliers are divided into production/manufacturing, software/management, and trading/OEM categories. Furthermore, based on business scenarios, suppliers are further classified into categories such as battery regulation-related, deforestation-related, export/conflict minerals-related, and strategic management.

At the risk grading management and risk evaluation level, we combine the risk factor library, the supply chain ESG risk identification and risk management model, and the internal AESGC sustainable management indicator system to establish a bottom-up supply chain classification and grading risk management mechanism. By comprehensively scoring the quantitative scores of each risk factor and applying preset thresholds, we plan to classify suppliers' ESG risk levels from high to low – thereby providing a decision-making basis for adopting differentiated supply chain risk mitigation measures in the future.

In addition, we irregularly update the risk model through importance assessment and other methods, proposing risk grading suggestions based on business type, regional distribution, potential impact, and other dimensions, ensuring that the results of risk classification and grading match the actual risk exposure.

Supply Chain Risk Assessment

The Group uses supply chain risk assessment tools to carry out risk assessment work from information collection to in-depth evaluation, quantitative modeling, and independent verification, enhancing the transparency and sustainability of the supply chain. During the Reporting Period, the Group released the Sustainable Supply Chain Due Diligence Management Policy , making specific commitments and provisions in areas such as internal sustainable supply chain management, supplier environmental protection, labor and human rights protection, and conflict minerals, responding to stakeholders' concerns about the company's fulfillment of social responsibility. We standardize the supply chain ESG due diligence process in accordance with the "Supply Chain ESG Due Diligence Compliance Management System.

Information Collection and Declaration Management

Relying on standardized questionnaires and declaration tools, we achieve large-scale collection of supplier sustainable development performance and key raw material traceability management.

- Drive Sustainability SAQ

The Group conducts SAQ questionnaire surveys for all suppliers in conjunction with SAQ requirements. Through the completion of SAQ questionnaires and uploaded materials, we collect supplier sustainable development performance, focusing on managing key raw materials defined in the industry, and examining whether suppliers practice responsible procurement of key raw materials. The questionnaire covers suppliers' performance in human rights and working conditions, health and safety, business ethics, environment, responsible supply chain management, and responsible procurement of raw materials. Third-party NQC verifies and scores suppliers, and suppliers can continuously optimize based on SAQ scores and recommendations for addressing gaps.

- CMRT Declaration Management

Referring to the relevant requirements of the OECD Due Diligence Guidance for Responsible Business Conduct and the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas , the Group strengthens the methods and specific measures for supplier due diligence. Based on the OECD framework guidelines, we conduct annual conflict minerals (including tin, tantalum, tungsten, and gold, commonly referred to as "3TG") declaration management. The management process includes: 3TG identification and confirmation, adoption of the Conflict Minerals Reporting Template (CMRT) developed by the Responsible Minerals Initiative (RMI), CMRT data verification, issue rectification and follow-up.

Sustainable Development Capability Assessment

The Group uses self-developed quantitative tools to conduct model-based assessment and grading management of supplier sustainable development capabilities, providing a basis for differentiated control decisions.

- AESGC Sustainable Indicator Management System

Based on sustainable development regulatory requirements, benchmarking industry best practices, supplier carbon reduction management, and delivery requirements for export models, we have built an internal sustainable indicator management system "AESGC" and a digital comprehensive management tool based on it, the "Sustainable Application System". Through differentiated management evaluation rules, we achieve more scientific and precise sustainable audit management.

"AESGC" comprehensively manages suppliers from five dimensions: Ability, Environmental, Social, Governance, and Carbon, used for multi-dimensional assessment of supplier sustainable development capabilities. During the Reporting Period, the Group's supply chain sustainable management system was continuously optimized: in terms of management dimensions, based on the original "AESGC" indicator model, we continuously improved assessment items for sustainable overseas compliance capabilities such as conflict minerals, supply chain traceability, due diligence, and carbon accounting, helping the Group enhance its evaluation and audit management and risk management levels.

AESGC Sustainable Development Indicator System

Indicator Dimension	Key Indicators
Ability	Sustainability-related certificates, SAQ scores, sustainable management system documents, etc.
Environmental	Pollutant and waste management, water resources, biodiversity, etc.
Social	Employment management, child labor and underage workers, occupational health and safety, etc.
Governance	Corporate governance, compliance construction, responsible procurement, etc.
Carbon	Corporate carbon management, product carbon management, clean energy planning, green electricity use, etc.

- 5A Sustainable Development Capability Assessment

According to the Supplier 5A Audit Evaluation System ("5A Audit"), ESG indicators are included in on-site audits during the supplier access stage (including new/addition/change of supply sites for existing suppliers, and new product expansion). Assessment is conducted from five dimensions: sustainability capability, R&D technology capability, quality control capability, manufacturing capability, and operation management capability. The sustainability capability assessment is based on the AESGC indicator system, combined with the Geely Supplier Code of Conduct and reference to relevant guidance such as Drive Sustainability. The assessment scope includes: compliance and integrity, trade compliance, information and data security, occupational health and safety, labor and human rights, environment and carbon emissions, and responsible procurement (key raw material management).

As an important dimension of the 5A audit, sustainability capability assessment

has been fully implemented in the supplier access stage. Through the sustainability capability assessment, the Group identifies suppliers' capabilities and risk status in the early stage of cooperation, helping them improve supply chain stability.

Specialized Supply Chain Due Diligence

For supply chain risk points and specific business scenarios, we initiate specialized due diligence to verify and trace risk facts through on-site inspections, document reviews, and other methods.

- Sustainable Supply Chain Due Diligence

Through means such as supplier sustainability questionnaires, on-site sustainability audits, and internal and external risk factor database scans, we identify and assess the actual and potential sustainability risks brought about by suppliers' business activities in production and operation, especially adverse impacts on the environment and society. We regularly review and evaluate the methods of risk identification and assessment, and timely optimize and adjust measures to ensure the effective operation of the risk identification and assessment mechanism.

In 2025, we promoted the Group's supplier sustainability risk assessment, adding **200** newly assessed tier-1 suppliers (accounting for approximately **20%** of tier-1 suppliers).

- Legal Compliance and Business Ethics Due Diligence

The Group, together with the Procurement Department and the Compliance Department, conducts trade compliance risk due diligence on suppliers to ensure compliance with the Group's and the supply chain's commitments under the Geely Supplier Code of Conduct . We require 100% of newly admitted suppliers to complete the Supplier Compliance Declaration Form , which is verified by the Compliance Department through professional tools and public information. The trade control denied party screening system is used to check whether suppliers have risks related to national/regional political, economic, trade, or legal factors.

We reviewed and revised and released the Geely Supplier Code of Conduct (Second Edition) in April 2024, requiring 100% of new supplier access and existing supplier contract renewal to sign the Geely Supplier Code of Conduct to ensure they understand and practice the Group's latest sustainable development concepts. We require newly admitted suppliers to sign relevant documents such as the Procurement Contract, Confidentiality Agreement, and Quality Agreement to regulate suppliers' comprehensive management in product quality, compliance operation, working environment and labor rights, occupational health and safety, and environmental protection.

Independent Third-Party Audit

The Group has commissioned independent third parties with international qualifications to conduct due diligence on suppliers, carrying out on-site due diligence for key vehicle model projects and export vehicle model projects, covering areas such as labor and human rights, occupational health and safety, and the environment. The scope of the due diligence includes the Geely Supplier Code of Conduct coverage of due diligence for high-risk suppliers, and the conduct of regular and unannounced flight audits.

As of the end of 2025, we have commissioned international third-party audit agencies to conduct due diligence on **195** tier-1 suppliers. We issue rectification requirements for issues identified during third-party audits and supervise the implementation progress of suppliers' corrective action plans to ensure that they take corresponding corrective measures.

Supply Chain ESG Risk Mitigation and Response

The Group identifies the risk of supply suspension and production stoppage caused by suppliers' internal operational mismanagement and external market changes, production plan fluctuations, product iteration upgrades, dual-sourcing quota adjustments, engineering changes, etc., as controllable supply chain risks. Risks of actual and potential supply suspension caused by natural disasters, trade environment, and policy changes are identified as force majeure supply chain risks, and we specifically identify and manage supply and delivery risks. Based on the degree of delivery risk and the feasibility of corresponding strategies, we monitor suppliers in real time and make quick decisions through a risk early warning mechanism to prevent risk escalation from affecting company operations.

Facing increasingly stringent trade access thresholds and regulatory requirements in Europe, the Americas, and internationally, such as the Corporate Sustainability Due Diligence Directive (CSDDD), the Carbon Border Adjustment Mechanism (CBAM), the Battery and Waste Battery Regulation (EUBR), conflict minerals legislation, and other ESG or human rights-related bills, the Group actively organizes regulatory requirements and integrates them into the existing supply chain management system to systematically address relevant compliance challenges. Although these regulations promote responsible business practices in the automotive supply chain, their complexity and the multi-layered structure of the supply chain pose challenges to the performance and transparency of sustainable supply chain management, especially in identifying and assessing the potential impacts of tier-2 and below suppliers.

Based on "7.1.1 Full Lifecycle Management of Suppliers" and combined with relevant policies and legal risks related to export and trade compliance, we have identified key raw materials (including conflict minerals), supply chain human rights, and supplier carbon management as the three main areas for ESG risk mitigation and response.

Supplier ESG Management Requirements

Based on the identification and assessment of the external environment and its own sustainability requirements, the Group, combined with commitment statements such as the Geely Supplier Code of Conduct, Human Rights Policy Statement, and Sustainable Raw Materials Policy , has formed supply chain ESG management requirements, regulating supplier management and constraints in product quality, compliance operation, working environment and labor rights, occupational health and safety, and environmental protection.

Supplier ESG Management Rules		
Dimension	Assessment Area	Management Details
Social	Working Environment and Human Rights	• Respect the International Labor Organization's Forced Labor Convention and Abolition of Forced Labor Convention, eliminating all forms of forced labor, slavery, and human trafficking. • Respect and support children's rights, including the United Nations Convention on the Rights of the Child and the Children's Rights and Business Principles , eliminating child labor and firmly opposing any use of child labor. • Respect employees' rights to freedom of association (such as labour unions) and collective bargaining in accordance with local laws and regulations, and protect employees from discrimination, harassment, coercion, or retaliation for exercising their rights to form, join, or refuse to join labour unions and engage in collective bargaining. • Provide fair remuneration and benefits, paid leave, and health protection in accordance with applicable laws and regulations, local market conditions, and living standards, and commit to paying employee wages in full and on time, with legal deductions clearly stated on pay slips. • Comply with applicable laws regarding working hours, including but not limited to overtime and overtime compensation regulations. • Strictly prohibit workplace violence and harassment, including physical, psychological, sexual, and other aspects of workplace violence and harassment. • No discrimination against employees in employment, promotion, or remuneration based on gender, race, color, religion, age, origin, educational background, marital status, maternity status, disability, sexual
	Health and Safety	• Comply with all applicable health and safety laws and regulations, and obtain ISO 45001 Occupational Health and Safety Management System certification. • Take various risk prevention and health promotion measures to provide all employees with all necessary safeguards meeting occupational health and safety standards, prepare accident prevention measures and emergency plans, and provide guidance to employees to reduce health and safety risks and impacts.
	Product Quality and Safety	• Pass IATF 16949 automotive industry quality management system certification. • Improve the quality assurance system and manage quality objectives; continuously carry out quality improvement activities.

Supplier ESG Management Rules		
Environmental	Carbon Emissions and Climate Change	• Suppliers need to set carbon emission targets (including the proportion of renewable energy) and promote carbon reduction in their own operations and supply chains. • Provide necessary environmental data to the Group.
	Resource Use and Recycling	• Formulate plans and annual targets to improve energy efficiency and reduce water consumption. • Protect and conserve natural resources (including but not limited to forests, water, and land) and energy utilization, promote green procurement (including the selection of environmentally friendly low-carbon, recycled materials, and renewable energy), thereby effectively adapting to and mitigating climate change, avoiding damage to the ecological environment and biodiversity, and reducing the environmental impact of products, services, and related business activities. • Formulate water resource management systems covering water resource protection.
	Pollution and Waste Management	• Comply with all applicable environmental laws and regulations. • Obtain and timely renew all required environmental permits and related certifications (such as ISO 14001 Environmental Management System certification), and comply with the requirements stipulated in these documents. • Conduct annual testing of the "three wastes" (noise/wastewater/waste gas) and obtain qualified reports, and dispose of hazardous waste in accordance with national laws and regulations. • Formulate plans and annual targets to reduce waste in production facilities.
Governance	Business Ethics	• Comply with laws and regulations on anti-corruption, anti-bribery, anti-money laundering, anti-monopoly, anti-unfair competition, export and trade, and privacy protection. • Do not engage in or tolerate any acts of corruption, bribery, or money laundering. • Avoid situations that may give rise to conflicts of interest with Geely.
	Conflict Minerals	• Conduct responsible mineral procurement in accordance with the OECD Minerals Guidance, at least conduct due diligence on 3TG, and also require its own suppliers to comply with relevant regulations, ensuring that the minerals or metals contained in products supplied to Geely do not involve human rights violations, breaches of business ethics, or environmental harm during extraction, processing, and trading, and that proceeds from their sales are not used to finance armed conflict. • Immediately notify Geely if it is determined that key materials in any products, components, or raw materials supplied to Geely come from conflict-affected and high-risk areas as defined in the OECD Minerals Guidance.

Key Raw Materials (Including Conflict Minerals) Risk Management

Against the backdrop of the European Green Deal, a package of green transition policies and regulations has imposed sustainable supply chain due diligence requirements on related products and corresponding entities. If supply chain partners fail to adopt a responsible attitude when purchasing raw materials and minerals used in their products and cannot provide supporting actions such as due diligence management and investigation for high-risk raw materials like conflict minerals, it will negatively impact the sustainable development process, corporate reputation, and business cooperation of vehicle manufacturers.

- Supply Chain Compliance Traceability

The Group attaches importance to the environmental and human rights risks associated with high-risk key raw materials, including conflict minerals. Guided by traceability management practices, it has formed an efficient team consisting of legal compliance, business procurement, supply chain sustainability team, vehicle plants, digitalization center, and the sustainable development sharing center.

In terms of risk identification and assessment, combined with the current year's product and export project planning, we require participating suppliers to sign the Compliance Statement and Geely Supplier Code of Conduct, committing to comply with relevant regulations and cooperate with due diligence work, and to complete special questionnaires to identify whether their supply chains involve high-risk raw materials. This has resulted in a supply chain traceability map from mines to complete vehicles/battery manufacturing, to identify risk links and assess the degree of risk impact. If a supplier itself or its upstream is found to potentially involve a certain type of risk, it will be reported or synchronized to relevant departments within the Group for handling or resolution by the responsible unit.

To date, we have traced **16** types of key raw materials, basically covering the scope of key European and American regulations. These include tungsten, tin, tantalum, gold, nickel, cobalt, lithium, manganese, copper, iron, aluminum, natural graphite, mica, natural rubber, wool, and leather.

We focus on the risk identification and management of battery suppliers, with particular attention to the traceability management of battery metals. As of the end of this Reporting Period, battery metal raw materials (lithium, nickel, graphite, mica) can be macroscopically traced to the names of sub-tier suppliers. Graphite, mica, and some lithium have been microscopically traced to source mines. To date, our traceability network covers more than 1,000 suppliers, with the longest traceability link level reaching over ten levels, and an average of more than one hundred types of components traced per vehicle model. In 2025, Geely suppliers were responsible for carrying out and supporting raw material traceability work for four key projects, involving over a thousand components and several hundred suppliers.

To respond to the regulatory requirements of the US and EU concerning power batteries and automotive trade, the Group has completed traceability and third-party due diligence for key export models. During the Reporting Period, we achieved full-chain data traceability from mines to vehicles/batteries for **3** export models and **1** battery.

- Responsible Minerals Due Diligence Management

Relying on internally established digital management tools for conflict minerals and connecting to the professional third-party conflict minerals management platform Assent, we carry out conflict minerals management. By tracing upstream to identify corresponding smelter/refiner information, we continuously promote suppliers to complete the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) and related data collection. At the same time, a third-party conflict minerals management institution verifies the declared information to identify risks at smelters and refineries, and promotes risk downgrading and elimination through enhanced due diligence management. In addition, specialized external third-party due diligence is introduced for key raw materials.

In 2025, we conducted external third-party conflict minerals management for **251** suppliers, and **171** suppliers completed CMRT reporting. (2024: **150** suppliers completed CMRT reporting)

We focus on managing key raw materials defined in the industry in conjunction with SAQ requirements, designing indicators in the sustainable application system to examine whether suppliers have implemented responsible procurement management for key elements, and the results are applied to supplier performance capability assessment scores. During the Reporting Period, we promoted 673 suppliers to complete SAQ questionnaires.

Supplier Carbon Management

We have deployed digital management platforms in key specialized areas, such as the carbon management system "GeeCarbon Cloud" and the traceability digital platform "GeeTrace", to promote the overall sustainability of the supply chain with digital capabilities. To respond agilely to external policy directions and regulatory changes, our management platforms will be integrated in the future to provide a supporting platform for responding to

- Carbon Management System

We open the "GeeCarbon Cloud" system to suppliers and connect the carbon management platform with the supply chain sustainable management system, focusing on calculating the product carbon footprint from "cradle to gate". In 2025, the functions of the GeeCarbon Cloud platform were further upgraded and iterated to showcase suppliers' carbon reduction capabilities. The platform will quantitatively evaluate and record the emission reduction benefits generated by relevant measures in accordance with internationally accepted methodologies. The emission reduction technologies and reduction statistics covered by the platform mainly focus on three aspects: material carbon reduction, energy carbon reduction, and logistics carbon reduction, specifically targeting carbon reduction measures in key links.

During the Reporting Period, more than **600** suppliers used the GeeCarbon Cloud system. The number of supplier carbon footprint model calculations increased significantly, with a cumulative total of **6,880** component carbon footprints calculated. In addition, a total of **113** suppliers conducted independent carbon inventories or third-party external carbon audits.

- Supplier Carbon Reduction

During the Reporting Period, 30% of tier-1 suppliers used renewable electricity, of which 23% had achieved 100% green electricity. Through the implementation of carbon reduction initiatives, the cumulative annual carbon reduction reached 1,476k tonnes. For more information on supply chain carbon reduction, please refer to "3.3.3 Carbon Reduction in Supply Chain".

Battery Passport Construction

During the Reporting Period, the Group has been strategically advancing the construction of a battery passport platform as a core pillar for the full lifecycle management of new energy vehicles and global compliance layout. In terms of business development, we not only completed the unified definition of the battery passport within the Group, but also built a full-chain construction system featuring "traceable source – standardized and unified indicator fields – process integration – ecosystem coconstruction".

We formulated the first version of the EV battery indicator system within the Group, which strictly covers the core requirements of domestic and international regulations such as the Battery and Waste Battery Regulation (EUBR), completing the analysis of various EU battery passport indicators and their interpretations. Through actual surveys of pilot batteries within the Group, we carried out the data disaggregation and specification definition corresponding to the indicators. At the same time, we formulated standardised data collection specifications to ensure that data at the source is accurate, traceable and compliant. We defined interface protocols, format requirements and quality validation rules for data collection in multiple scenarios, achieving the standardised accumulation of fullchain data across R&D, production, supply chain and recycling.

At the technical implementation level, we created a system integration solution adapted to the Group's business characteristics. By breaking down data barriers between multiple systems such as vehicle manufacturing, battery production, and supply chain management, we achieve real-time synchronization, cross-domain sharing, and centralized control of battery passport-related data. At the same time, we established a battery passport special team with seven working groups: business coordination, platform development, data delivery, system and process construction, data review and supervision, supply chain due diligence management, and cross-brand collaboration, promoting platform construction and business implementation through an integrated collaboration mechanism. We also conducted pilot surveys, systematically sorting out full-chain data flows to address pain points such as differences in data fields, different update frequencies, and dispersed storage locations, ensuring 100% compliance with domestic and international regulatory requirements.

In 2026, we will focus on data ecosystem collaboration, linking upstream and downstream suppliers, industry associations, verification institutions, recycling companies, and other industry chain partners to promote the synergy and sharing of battery data indicator standards across the vehicle and battery industries, building an open and win-win global battery data value network. This will provide solid support for full lifecycle traceability of batteries, carbon footprint management, and efficient use of recycled materials, injecting momentum into the compliance, greening, and intelligent upgrading of the new energy vehicle industry.

During the Reporting Period, we identified a clear trend in export and trade-related regulations: carbon footprint and supply chain traceability requirements are being incorporated into a unified regulatory framework, emphasizing cross-validation and dual disclosure of data, with the core purpose of implementing full lifecycle responsibility traceability. To address this regulatory trend, guided by battery full lifecycle traceability and global compliance strategy, we have collaborated with Digital Sharing Center for cross-unit efforts, tailoring and independently building a specialized data collection product carbon accounting and supplier management platform for the core data needs of battery passport carbon footprint accounting and supplier traceability of key minerals.

To further strengthen the value of data collaboration, the platform plans to continue iterative upgrades in 2026, focusing on promoting deep data interoperability and seamless integration with the main battery passport platform – building a real-time synchronized data link to achieve full integration of carbon footprint data, key mineral traceability information, and the core indicator system of the battery passport, forming a closed-loop control system of "data collection - traceability verification - compliance reporting".

In the future, we will continue to invest more resources in key areas: deepening regulatory analysis and task identification, developing and deploying digital tool solutions, establishing supporting monitoring indicator systems, promoting suppliers to implement data integration, and ensuring the maintenance and operation of system tools.

Supply Chain Labor Human Rights

The Group commits to adhering to internationally accepted human rights and labor standards, eliminating child labor and forced labor in all operations. We have also incorporated more detailed requirements for working environment and human rights into the Geely Supplier Code of Conduct and issued the Human Rights Policy Statement. We require suppliers to conduct business in accordance with applicable laws and regulations and the principles of the "Geely Supplier Code of Conduct" during their business relationship with the Group. We also continuously monitor suppliers for allegations of human rights violations, and if such situations occur, we will communicate with the relevant suppliers and conduct due diligence to determine the next steps.

During the Reporting Period, the Group established a human rights management methodology and formulated a list of potential salient human rights issues. For details of the methodology and identification steps, see "5.3.3 Identification of Salient Human Rights Issues".

We conducted identification of salient human rights issues for all suppliers in domestic and overseas operating regions, receiving responses from 200 suppliers. The survey involved 11 preliminarily identified potential salient human rights issues, judging the importance of human rights issues that have occurred and potential salient human rights issues based on the degree of impact (referring to the impact on the respondent themselves or the employee group they represent, rather than on the business) and the likelihood of impact occurrence (severity of impact outweighs likelihood). We identified salient human rights issues and other human rights issues as shown in the figure below (Issues with darker colors represent higher concern among respondents):

Occupational Health and Safety	Prohibition of Child Labor	Equal Pay and Opportunity
Living Wage Guarantee	Anti-discrimination and Harassment	Information Privacy Protection
Work-Life Balance	Elimination of Forced Labor	Freedom of Association and Collective Bargaining
Rights of Community and Indigenous People/Minority	Access to Environmental, Ecological and Natural Resources	

Note: The above issues are all potential risk points identified based on the risk assessment framework. The Group has zero tolerance for any human rights violations.

The Group's Human Rights Working Group has discussed the identified salient human rights issues and other human rights issues, and reported the identification results to the Sustainability Committee. In 2025, we strengthened the audit intensity and training guidance on salient human rights issues at various stages of supplier audits to more effectively fulfill due diligence responsibilities. We will also continue to optimize the methodology for assessing human rights risks in the supply chain, including direct communication with more supplier employees vulnerable to human rights impacts, extending to major sub-tier suppliers, to more deeply identify salient human rights issues.

During the 5A audit phase of new supplier access, we focus on labor human rights as a key audit item. The assessment details cover the following aspects: whether the supplier has formulated a comprehensive labor human rights policy system; whether there is forced labor at the production site; whether the factory employment procedures are legal, compliant, and reasonable; whether the company pays attention to employee communication, has established communication and grievance management procedures with employees and their suppliers, and set up channels for employee feedback and complaints, with follow-up on problem resolution; check whether the supplier refuses to use child labor in the recruitment process, and conduct spot checks on its production line personnel (including temporary and dispatched workers) for the presence of underage workers. The above labor human rights focus items all audit whether the supplier has sound systems and implementation. When the auditor determines that a focus item is imperfect or poorly implemented, a rectification request will be initiated requiring the supplier to improve the existing mechanism, and the supplier will be audited again after completing rectification.

We have conducted traceability and supply chain due diligence on battery suppliers, and the content of the audits already covers labor and human rights

issues. The GeeTrace industry chain traceability platform has been configured in accordance with the risk area lists clearly defined in the RBA and corresponding US and EU legislation, and has set multiple indicators for supply chain human rights (including: labor human rights management certificates, annual training on labor and human rights, employment management, child labor and underage workers, working hours and welfare, etc.), which are incorporated into supplier evaluation management. We will continue to strengthen work on antidiscrimination and anti-harassment, identification and management of human rights risks in the supply chain, good working environment and living conditions, and employee communication and freedom of association. The platform can identify and provide early warnings for both supply chain compliance and business risks. The system automatically analyses and monitors dynamic changes in data uploaded from various data nodes throughout the industrial chain, and issues early warnings for corresponding risks.

We also provide grievance channels for supplier employees in the publicly released Geely Supplier Code of Conduct and Human Rights Policy Statement on the official website. Through surveys, we understand suppliers' awareness of grievance channels, their evaluation and suggestions for the use of existing grievance channels (including but not limited to the convenience, effectiveness, and language suitability of channel use). To eliminate the negative impact of supply chain human rights risks on the Group, and to standardize the handling of grievances and check suppliers' human rights remediation measures, we will further evaluate the effectiveness of our own supplier labor rights protection, management requirement transmission, and grievance channels, to continuously optimize the identification and management of human rights risks in the supply chain.

Supply Chain Quality Management

The Group has issued the Supplier Quality Management Manual , clarifying quality management requirements. We have established the Supplier Quality Management(SQM) platform to achieve online control of the entire process from audit to evaluation, from component development to mass production management.

- Supplier Quality Evaluation System

Based on suppliers' technical capabilities, quality performance, and strategic importance, we implement a tiered supplier quality management system to improve the efficiency and targeting of resource allocation.

During the access stage (including supplier, category expansion, site expansion), we adopt a 5A audit model to comprehensively evaluate suppliers' performance in R&D technical capability assessment (TCA), manufacturing process assessment (MPA), quality management assessment (QSA), operation management evaluation, and ESG sustainable development capability, ensuring they possess the comprehensive capabilities that meet Geely's standards. Among them, we require core suppliers to pass IATF 16949 automotive industry quality management system standard certification as a basic threshold for access.

During the project phase, we conduct Production Part Approval Process (PPAP) audits to comprehensively evaluate suppliers' technical suitability and quality assurance capability for new projects. For suppliers that have entered the mass production phase, we systematically carry out process audits for mass production, with core focuses including: the root cause mechanism and closed-loop handling effectiveness of major quality issues; the potential impact of significant adjustments in supplier organizational structure or equity on quality consistency; the quality fluctuations and control risks that may arise from off-site production; the validity and maintenance level of the quality management system certification status; and the ability of products to continuously meet safety and regulatory requirements. For risk analysis of mass-production suppliers, we implement process audits for mass production, placing emphasis on the occurrence and handling of major quality issues, significant adjustments in supplier organizational structure or equity, potential impacts brought by off-site production, the effectiveness of quality management system certification, and whether products comply with safety and regulatory requirements.

- Supplier Quality Performance Evaluation

We conduct comprehensive performance management of suppliers quarterly across five dimensions: delivery, technology, commercial, quality, and sustainability. Among them, quality dimension performance evaluation is conducted monthly using a hundred-point scale, covering on-site and market quality performance (such as QR, MIS, IPTV), integrity, and quality stoppage indicators. The evaluation results are fed back to suppliers through the SQM system, and suppliers can confirm or appeal the performance evaluation results, thereby promoting continuous improvement of the supply chain.

- Supplier Quality Improvement

When a product supplied by a supplier fails to meet the Group's quality standards, we immediately activate the supplier collaborative improvement mechanism. Through systematic quality enhancement methods, we guide and support the supplier in applying the Geely 3824 methodology to carry out comprehensive improvements. We work together with the supplier to form a cross-functional team, and in the "problem analysis" phase systematically use professional tools such as 5-Why and fishbone diagrams to deeply identify root causes and prevent recurrence. At the same time, we require the supplier to present the problem summary, on-site verification results, and containment actions in a clear and efficient manner in the form of a "G1 Report", ensuring rapid sharing of key information and effective operation of the response mechanism. The quality issue is also entered into the Group's Total Quality Management Platform (TQMP) in real time, enabling closed-loop management of the entire process – from problem identification, root cause analysis, formulation and implementation of corrective actions, to effectiveness verification. The whole process is traceable, responsibilities are assignable, and milestones are monitorable, thereby effectively ensuring continuous improvement of the quality

Management Beyond Tier-1 Suppliers

In addition to in-depth management of tier-1 suppliers, the Group gradually influences sub-tier and lower-level suppliers, committed to improving the overall level of sustainable development in the supply chain. We timely evaluate and update various standards and policy documents, and continuously optimize based on implementation, ensuring that management methods and evaluation standards are consistent with the Group's development, industry-leading practices, and domestic and international policy changes.

During the Reporting Period, we conducted regular and unannounced audits (including 5A audits) of tier-1 and sub-tier suppliers. We conduct periodic rolling audits of tier-1 suppliers to ensure that the audit scope covers 100% of tier-1 suppliers. We impose management requirements on sub-tier suppliers, requiring that sub-tier key component and special process suppliers must pass IATF 16949 certification and ISO 14001 certification, while general sub-suppliers must meet ISO 9001 certification.

In 2025,

Total number of suppliers (tier-1 and sub-tier) audited: **922**

Number of key tier-1 suppliers audited: **44 (82%)**

Number of tier-1 suppliers audited: **784 (90%)**

Number of sub-tier suppliers audited: **138** (124 tier-2, 14 below tier-2)

Supplier ESG Performance Evaluation

In accordance with the Supplier Access Review Management Measures, Supplier Performance Evaluation Management Measures, Supplier Optimization and Exit Management Measures and other policy documents, the Group has established a management system covering the full lifecycle of suppliers. This system runs through key stages from the screening and access of new suppliers, the audit and evaluation of existing suppliers, to optimisation and exit, achieving closed-loop management from access to exit. Through a combination of daily supervision, annual reviews and irregular special audits, the Group implements continuous and dynamic management of suppliers, ensuring the stability, compliance and high performance of the supply chain.

Supplier Screening and Access Evaluation

At the supplier access stage, we incorporate sustainability capability into the 5A evaluation system, conducting a comprehensive assessment from multiple dimensions, including basic sustainability capability, environmental governance and protection, social responsibility, corporate governance, and carbon management.

- Supplier 5A Sustainability Capability Evaluation

We conduct 5A capability assessments for suppliers during the access stage and grade them from A to E based on their scores. For lever and key category suppliers (such as battery suppliers), modules including R&D technical capability and quality control capability must reach Grade B for access, while other suppliers must reach Grade C. For supplier deduction items in the sustainability capability module of the 5A capability assessment, we explain the reasons for the deductions. Where non-material risks are identified, we require the supplier to complete rectification within a specified time limit. All non-conformance lists must be signed and confirmed by the supplier after the on-site audit. Suppliers with identified material risks are denied access.

In addition, we simultaneously conduct manual 5A sustainability capability reviews. If the passing score is not achieved, a list of issue items will be issued. Suppliers need to formulate improvement plans based on the issue item list, actively optimize the closed loop, rectify and improve, and feedback rectification results. We will re-evaluate their sustainability capabilities and output the review results of the 5A assessment report until a passing score is achieved and rectification and improvement work is completed. During this process, we provide assistance and guidance to suppliers on the key weak links involved in the issue items and the direction of improvement, helping suppliers enhance their sustainable development capabilities.

During the Reporting Period, the 5A sustainability capability assessment covered **100%** of newly admitted suppliers, and the 5A sustainability capability assessment covered **800** tier-1 suppliers (2024: 300 tier-1 suppliers). For suppliers with weak ESG capabilities, such as those lacking in ESG system management capability, carbon management capability, responsible procurement, and overseas compliance capability, special initiatives under the "Green Community" were promoted to help improve supplier capabilities. As of the end of 2025, **124** suppliers had achieved ESG capability improvement.

During the supplier access stage, we also added an assessment of overseas capability, focusing on suppliers' ESG risk, product carbon footprint, and due diligence management capabilities. If capabilities do not meet standards, access to the European and US markets will be denied. When suppliers are found not to meet standards, we require them to rectify and improve. In principle, suppliers are required to complete rectification within one month, and the rectification results will be accepted within 12 months.

During the supplier access stage, we identified **7** suppliers with actual or potential ESG risks. Among them, **2** suppliers were eliminated at the access stage due to non-compliance with sustainable development performance requirements, including ESG management systems and labor human rights. The remaining **5** suppliers were required to take corrective actions and improvement plans in areas such as carbon management, environmental factors, occupational health, and responsible procurement practices. These suppliers completed their rectification and improvement by the end of 2025 and passed the re-review.

- Supplier Code of Conduct Access Evaluation

We have formulated and released the Geely Supplier Code of Conduct covering requirements related to health and safety, environment, labor rights, and business ethics, requiring all suppliers to sign a commitment. Suppliers that have not signed the Geely Supplier Code of Conduct will be included as a risk item in the supplier sustainability evaluation, and combined with the overall situation, we will assess whether to conduct on-site audits to ensure that all suppliers meet the Group's sustainability requirements.

In 2025, we promoted **857 (97.6%)** suppliers to sign the Geely Supplier Code of Conduct. For the **21** suppliers that have not signed the Geely Supplier Code of Conduct, We will include this as a risk item in the supplier sustainability evaluation and ensure that it achieves 100% compliance in passing the relevant training and examinations for supplier access compliance.

- Conflict Minerals Management

For key suppliers with high business dependency and close cooperative relationships, we impose stricter sustainable development requirements, including passing mainstream international automotive industry certifications and meeting ESG standards in traceability capability, key raw material management, and due diligence. We require key suppliers to trace upstream, identify corresponding smelter/refiner information, and continuously promote the completion of the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template (CMRT) and data collection to achieve responsible procurement of raw materials.

In 2025, a total of **171** suppliers were cumulatively promoted to fulfill CMRT data declaration, covering the supply chains of key brands and key models for conflict minerals management.

Supplier Performance Management and Evaluation

For existing suppliers that have been admitted, we use multiple evaluation tools and mechanisms to achieve quantitative tracking of performance and dynamic identification of risks.

- Sustainable Supply Chain Due Diligence

In 2025, we have initiated due diligence work on the battery supply chain for key project models and have completed reviews of 4 battery suppliers. We conducted battery supplier risk self-assessments and on-site due diligence, finding no high-risk events; completed due diligence on 2 internal battery factories.

- Supplier SAQ Audit Evaluation

We use the SAQ to help the Group evaluate suppliers' sustainable development performance and identify related risks. The supplier's SAQ score (NQC evaluation pass threshold is ⩾ 70 points) is incorporated into the AESGC sustainable indicator management system. If the SAQ score is below 70 points, or if SAQ indicators are incomplete, the supplier will be rated as non-conforming, triggering the rectification process. The system will issue rectification requirements to the supplier, who must promptly update the SAQ indicator information in the system and submit the rectification results.

During the Reporting Period, **673** suppliers have been prompted to fill out the SAQ assessment; among them, **99%** of the suppliers have completed the SAQ assessment and obtained the audit score, **86%** have passed the SAQ NQC results, meeting the Group's management requirements.

- Sustainable Development Performance Assessment

Based on the AESGC sustainable indicator management system, we conduct quarterly performance assessment management of suppliers through the sustainable application system, requiring them to submit performance evaluation indicator data within the quarterly assessment cycle. The weight of sustainable performance evaluation accounts for 10% of the total evaluation, and this evaluation result will also affect suppliers' future new project business cooperation with the Group. During the Reporting Period, we conducted sustainable quarterly performance assessments covering 1,000+ suppliers.

For suppliers with low or unqualified sustainable performance evaluation results, rectification and follow-up management will be initiated based on the specific performance indicators related to AESGC, and assistance and guidance will be provided to the suppliers. Suppliers must formulate improvement plans based on the list of issue items identified in the review within the system's specified time limit, actively optimize the closed loop, and feedback rectification results.

In 2025, the AESGC indicator system covered **1,000+** tier-1 suppliers, with **100%** coverage of newly admitted suppliers.

- Third-Party Audit Evaluation

During the project operation phase, we commissioned third-party audit agencies with RBA audit qualifications to conduct social responsibility audits on suppliers' performance in multiple sustainability-related areas, including environment, occupational health and safety, labor human rights, and carbon management, in accordance with the requirements of the Geely Supplier Code of Conduct.

In 2025, a total of **22** suppliers underwent third-party due diligence, of which **6** were identified as high-risk suppliers. The Group has completed third-party due diligence audits for **100%** of these high-risk suppliers.

Supplier Restriction and Elimination Management

For suppliers with low or failing sustainable performance evaluation results, we will initiate rectification and follow-up management for the specific performance indicators involved in AESGC, mainly including sustainable basic capabilities, environmental emission reduction, occupational health and safety, labor human rights training, responsible procurement, carbon management, etc. The rectification period is clearly defined based on specific indicators. While issuing rectification requirements to suppliers, we also provide assistance and guidance to help suppliers improve their capability levels. If a supplier repeatedly fails to rectify, depending on the severity, they will be subject to cooperation restrictions and elimination management.

We have formulated the Supplier Incident Violation Points Evaluation Management Measures , which apply to all suppliers and their assigned personnel that have business dealings with the supply chain and R&D systems, to regulate behavioral compliance during supplier cooperation. We implement differentiated point deductions based on violation type (including improper gift-giving or entertainment, conflicts of interest, information security, behavioral norms, etc.) and severity. When points fall to a specific threshold, it will trigger tiered management measures including written warning, performance deduction, interview with supplier manager or executive, business restrictions, and finally blacklisting.

Supply Chain ESG Risk Communication, Rectification and Remediation

The Group understands that sustainable development is a new and challenging management dimension for suppliers with weaker capabilities at this stage. While ensuring effective control of supply chain ESG risks, we hope to improve suppliers' ESG management capabilities through assistance, rather than merely maintaining the ESG maturity of our own supply chain through elimination. We are committed to reducing the economic and social impacts caused by supplier elimination, and look forward to walking side by side with supplier partners on the path of sustainable development, jointly realizing the strategic goals of "Just Transition" and "Co-Prosperity".

- Supplier Communication

During the Reporting Period, we established a Geely Sustainability Compliance Representative (GSCR) mechanism, setting up dedicated contacts on the supplier side. We will conduct professional system training and qualification certification for these dedicated supply chain sustainability contacts, providing comprehensive operational guidance, aiming to strengthen sustainable interaction and professional empowerment between the Group and suppliers, enhancing cooperation synergy. We also conduct supplier ESG training(see section "7.1.2 Supply Chain Capability Enhancement" below)

- Supplier Grievance

We have also established supplier grievance channels for supplier employees to report or complain to the Group about matters related to the Geely Supplier Code of Conduct or other ESG issues. We specify various convenient information communication channels in the supplier relationship management system. Suppliers and their employees can communicate with the Group or file audit complaints through various methods such as compliance complaint email (coc@geely.com), telephone, WeChat, and visits, and will receive feedback within five working days. At the same time, we use real-time communication mechanisms, conducting two-way communication through multiple channels such as work communication groups, roundtable meetings, on-site communication, and the supplier relationship management system. The Geely Supplier Code of Conduct , Code of Conduct, Whistleblowing Policy, and Human Rights Policy Statement also make public formal channels, encouraging employees of all suppliers,

subcontractors, and sub-tier suppliers, as well as other stakeholders, to consult, report, and complain through appropriate channels. We strictly protect the personal information of whistleblowers and prohibit retaliation against them.

In 2025, a total of 640 performance appraisal appeals were received from suppliers. These have been fully communicated with the suppliers, verified in accordance with internal compliance procedures, and properly handled.

- Supplier Rectification

For identified risks or non-conformities, the Group provides rectification suggestions and assists suppliers in rectification. For tier-1 suppliers with issues (including ESG aspects) identified in audits, the Group provides specific feedback and collaborates with the responsible persons of relevant supplier departments to conduct improvement communication and jointly formulate improvement plans. In principle, suppliers are required to complete rectification within one month, and the rectification results will be accepted within 12 months. (See Supplier Screening and Follow-up Assessment for more details)

- Supplier Remediation

When major issues arise with a supplier, we actively communicate with the supplier to understand the situation and the adverse impacts that may have been or have been caused, to further negotiate rectification and remediation measures. During the Reporting Period, the Group further standardized the remediation responsibilities of itself and its suppliers in the Code of Conduct and the Geely Supplier Code of Conduct .

7.1.2 Supply Chain ESG Capability Enhancement

The Group integrates multi-dimensional information such as annual and irregular audit results of suppliers, supply performance, project launch effectiveness, major quality issues, and component criticality to precisely identify suppliers' weak points and carry out targeted improvement initiatives, establishing a four-level classification improvement mechanism. At the same time, it systematically promotes the introduction of the supplier ESG system, deepens the integration of management concepts and culture, and drives the iterative upgrading of ESG capabilities throughout the supply chain lifecycle.

- Supplier Tiered Empowerment Mechanism

Improvement Level	Improvement Methods
Level I	Relying on the Group's full-process quality assurance system, build a three-in-one empowerment model of "strategic collaboration - technology sharing - resource integration", implementing measures such as quality system benchmarking diagnosis, joint process optimization, and shared training in testing technology. Establish cross-departmental joint working groups to systematically build capabilities in key areas such as product R&D, manufacturing, and inspection testing, helping suppliers improve their full-process quality control levels.
Level II	Focusing on the capability gaps of suppliers in key areas such as quality management, production processes, and delivery assurance, forming a special support team composed of quality, R&D, and procurement personnel. Through on-site diagnosis, process reengineering, and tool introduction, implement customized improvement plans of "one policy per company". Set quantitative improvement targets and implementation paths for weak links, establish dynamic monitoring mechanisms, and help suppliers address core capability shortcomings.
Level III	Building a data-driven supplier self-management system, using management tools such as dynamic monitoring of quality indicators, quantitative performance evaluation, and high-level quality strategy meetings to stimulate suppliers' intrinsic motivation for quality improvement. Conduct in-depth communication on core issues such as quality targets, improvement directions, and resource investment. Guide suppliers to establish self-diagnosis, autonomous improvement, and continuous optimization capabilities, achieving a shift from passive management to proactive improvement.
Level IV	Introducing third-party resources such as industry-authoritative certification bodies and professional consulting firms to build a quality improvement path of "professional evaluation - standard introduction - certification upgrade". For suppliers' needs in quality management system certification, industry standard compliance, and advanced technology application, third-party organizations conduct special evaluations and provide technical guidance. The Group uses management tools such as indicator monitoring, performance assessment, and quality interviews to urge suppliers to implement improvement suggestions proposed by third parties, creating a high-quality supply system with industry competitiveness.

Quality Collaboration and Training

The Group always adheres to quality assurance as its core, building a supplier capability improvement and evaluation system covering management quality, R&D quality, and manufacturing quality, aiming to comprehensively enhance the quality management level and sustainable development capabilities of the supply chain. As an important component of ESG practice, we conduct systematic quality assurance training for all suppliers at least once a year. In 2025, a total of 16 quality training sessions were organized, covering 1,185 person-times, with a total training duration of 304 hours, of which 97.4% were tier-1 suppliers, involving 15 sub-tier suppliers.

As of the end of the Reporting Period, the proportion of tier-1 suppliers obtaining relevant management system certifications is as follows:

IATF 16949: **809 (92%)**

ISO 14001: **735 (84%)**

ISO 45001: **676 (77%)**

According to the new supplier admission conditions of the Group, quality system certification must pass IATF 16949, and suppliers of components that have an impact on the environment also need to pass ISO 14001.

Low-Carbon Transition Empowerment

Leveraging its advanced energy-saving and carbon reduction technological advantages in manufacturing, the Group systematically promotes the low-carbon transformation of the supply chain. Procurement engages in sustainable carbon reduction technology and experience sharing discussions with selected industry-leading suppliers, exchanging best practices in industrial low-carbon leadership.To enhance the effectiveness of carbon management in the supply chain, we continuously upgrade our carbon intelligent management capabilities, innovatively build a carbon management maturity evaluation system for vehicle and component manufacturing, and develop comprehensive zero-carbon solutions. For high-energy-consumption component suppliers, we clearly communicate carbon reduction targets and implementation pathways.

In 2026, we will continue to advance the construction of supplier carbon management capabilities, establish a specialized carbon management talent training mechanism, and assist suppliers in improving their carbon management systems through systematic training. At the same time, we will continue to carry out on-site thematic empowerment actions to help suppliers enhance their carbon management capabilities and promote the green transformation of the supply chain.

During the Reporting Period, we conducted **4** special training sessions on carbon management for suppliers, with a total of **3,247** supplier participants.

Carbon Management Capability Building and Enhancement Activity for Supply Chain Enterprises in the Automotive Industry

In collaboration with a third party, the Shanghai Environment and Energy Exchange, we jointly organized two sessions of the Carbon Management Capability Building and Enhancement Activity for Supply Chain Enterprises in the Automotive Industry. The training focused on the core needs of green and low-carbon transformation, covering key modules such as the interpretation of domestic and international dualcarbon policies, the development and practice of dualcarbon markets, corporate and product carbon emission standards and accounting practices, the construction of carbon management systems, and the interpretation of the EU carbon tariff policy system. Through the twoday onsite training, **158** participants from **127** suppliers successfully passed the examination and received training certificates issued by the Shanghai Environment and Energy Exchange. The training generated approximately **25 tonnes** of carbon emissions, which have been fully offset by the Group's carbon inclusion program.

Sustainable Development Training

We conduct sustainable development training covering all requirements of the Geely Supplier Code of Conduct , covering topics such as key raw material traceability, CBAM, conflict minerals management, low-carbon aluminum, corporate carbon inventory, product carbon footprint, and green electricity, and have established a training database.

The Group has formulated an annual sustainable training plan, offered Geely special sustainability courses to suppliers, covering sustainable requirements such as supplier sustainability certification, conflict minerals management, the Geely Supplier Code of Conduct, and green and low-carbon practices (including response to the Carbon Border Adjustment Mechanism, CBAM). During the Reporting Period, the training empower was carried out for 12 sessions, reaching 8,573 participants. It covered over 500 tire-1 suppliers and 300 tire-2 suppliers, with a total duration of 5,086 hours.

Supply Chain "Green Community" Action

Through various forms such as one-on-one Q&A in enterprise WeChat groups, special training, on-site cultivation, joint diagnostics, ESG exchanges, and supplier carbon certification, we have promoted the improvement of suppliers' ESG capabilities. To date, **11** supplier empowerment sessions have been conducted, covering 7,572 participants, with over 8,000 supplier Q&A responses. A total of **127** suppliers have obtained carbon certification, **124** suppliers have been facilitated to meet access standards, over **200** suppliers have been promoted to use green electricity, and **37** suppliers have achieved national-level green factory status.

Compliance Awareness Training

We have established a sound supplier incident violation control mechanism, focusing on core risk points such as improper gift-giving, improper entertainment, and information security, formulating graded classification assessment standards, and implementing precise assessments of suppliers based on the severity of violations, achieving 100% coverage of supplier compliance assessments. At the same time, we conduct special compliance training sessions for suppliers, focusing on the Supplier Incident Violation Management Measures , and provide special explanations on information security management and outsourced third-party compliance requirements, covering a total of 2,295 person-times with a total training duration of 1,221 hours, effectively enhancing the compliance awareness and practical capabilities of suppliers and related partners. We conduct Geely Supplier Code of Conduct training and examinations for all suppliers, and suppliers that have not signed the Geely Supplier Code of Conduct achieved 100% participation and passing rates.

During the Reporting Period, the Group's Supply Chain Management Center and Legal Compliance Center deployed internal training lecturers and external advisory teams to systematically conduct compliance training in multiple areas. The training covered the interpretation of key trade compliance regulations and policies, including the EU Deforestation Regulation (EUDR), the Battery and Waste Battery Regulation (EUBR), and the Carbon Border Adjustment Mechanism (CBAM). Regarding the supply chain ESG compliance management system, special explanations were given on due diligence and other related requirements. We organized special training for suppliers on filling out the sustainable supply chain due diligence questionnaire to enhance their compliance response capabilities. As of the end of the Reporting Period, a cumulative total of 276 suppliers had participated in the export and trade control-related compliance training organized by the Group, with an average training duration of 1 hour.

Conflict Minerals Training

We conducted conflict minerals management training for tier-1 and sub-tier suppliers. A total of 335 tier-1 suppliers and 17 sub-tier suppliers participated, with 1,258 person-times in total. At the same time, to improve suppliers' system reporting capabilities, we carried out special training on the operation of the conflict minerals reporting system, with a total training duration of 628.5 hours.

Internal Supply Chain Management Team Capacity Building

To systematically enhance the professional capabilities of the team, the Group continues to carry out internal capacity building for sustainable supply chains. Throughout the year, a total of 9 special training sessions were organized, focusing on ESG audit points and standards, sustainable supply chain management, green supply chain management measures, human rights auditing and risk management, and management measures for key sustainable supply chain raw materials, covering a total of 265 person-times. Participants included personnel from project management, R&D, procurement, quality, and other related functions, strengthening cross-departmental understanding and practical collaboration on sustainable supply chain issues. At the same time, we promoted the entire internal supply chain management team to complete carbon management-related training and certification, consolidating the professional knowledge base required for low-carbon transformation.

In addition, through the Compliance and Sustainable Development official account, we pushed over 40 compliance updates to all Group employees, covering regulatory updates and interpretations, enforcement developments, etc. By preparing and regularly releasing "Sustainable Supply Chain ESG Monthly Tips", we further created an organizational atmosphere of all-staff attention and continuous learning.

7.2 Responsible Dealership

As of the end of the Reporting Period, the Group's Geely brand and Lynk & Co brand are mainly sold through a dealer model. Geely brand has 2,217 tier-1 dealer stores in China, consisting of 997 "Geely China Star" stores and 1,220 "Geely Galaxy" stores. It also exports products to 86 overseas countries through 76 sales agents and 1,263 sales and service outlets. Lynk & Co brand serves its customers through 583 channel outlets in China, and has 195 stores overseas, covering 50 overseas countries/regions. The Group's ZEEKR brand mainly adopts a self-operated store model for sales. For more details, please refer to "6.2 Sustainable Services".

7.2.1 Dealer Integrity Management

Responsible Marketing

The Group is committed to regulating dealer operations, conveying responsible management concepts and requirements, and maintaining good market order together with dealers. Since the access stage, we conduct compliance audits on potential dealers including business qualifications, legal qualifications, and commercial reputation, ensuring the selection of dealer partners who operate with integrity.

The Group has formulated and, in accordance with the Risk Dealer Identification and Control Management Measures, accurately locates potential risk points during dealer cooperation, responds quickly, prevents or reduces risk losses, protects the rights and interests of both parties, maintains smooth cooperation, and continuously enhances the competitiveness of Geely's international channels.

The Group follows policies and systems such as the Dealer Operation Management Measures and the Dealer Integrity Points Management Measures to carry out daily dealer management and audit work, further building a comprehensive evaluation system covering the entire dealer business chain, introducing process indicators and after-sales indicators, relying on on-site evaluations and back-end data monitoring of business departments, and regularly evaluating authorized dealers nationwide in terms of performance evaluation, integrity points, sales health, and financial health. Among them, we record negative marketing events during dealer operations monthly, conduct integrity evaluations of dealers in terms of verification integrity, financial integrity, customer integrity, compliance integrity, and compliance with market order, and issue integrity operation scores as an important assessment part for dealer selection and policy incentives.

The Group's dealer management system has achieved **100% coverage**.

The quality management system fully covers all dealers, with a coverage rate of **100%.**

The responsible department prepares customer service quality standard documents and updates them regularly. The document sign-off coverage rate for dealers is **100%.**

The Group strictly abides by relevant national laws and regulations. To ensure that dealers disseminate truly reliable product information to consumers, the Group has established a sound dealer communication management system, issued and implemented the Dealer Public Relations Communication Management Measures , standardized the database of dealers' external communication materials, clarified the production specifications for dealer communication materials and physical items, and ensured consistency of communication content. We have established corresponding systems and process guarantees for the formulation, distribution, and review of communication content, clearly defining the Brand Marketing Strategy Committee as the approval management body, and the Legal Department of the Sales Company evaluating and reviewing important communication materials for exaggeration and compliance with advertising laws and regulations, while updating dealer management communication planning systems in a timely manner to ensure that promotional content does not contain false, misleading, fraudulent, unfair, unclear, or ambiguous information.

During the product purchase process, the Group provides dealers with a unified vehicle purchase contract template to avoid misleading or inaccurate information. We use dealer evaluation and training to ensure that distribution channel partners provide customers with accurate, consistent, professional, and responsible marketing services. We also conduct special training on the use of "marketing extreme words" and empower dealers with the same strict requirements. We conduct quarterly audits of dealers, providing timely incentives to dealers based

on audit results and helping underperforming dealers rectify and improve. Once any violation is discovered, it is immediately stopped and corrected, and remedial measures are taken. If the violation involves illegal acts, we actively cooperate with the relevant authorities in law enforcement. During the Reporting Period, there were no instances of being determined by an effective judgment to have committed material violations of laws or regulations.

For more details, see "6.2.1 Responsible Marketing".

Overseas Dealer Management

In product export business, to practice integrity marketing and responsible operations, the Group has established and implemented a management system covering information security, transaction risk control, and data compliance. We sign confidentiality agreements with customers or dealers to clarify confidentiality obligations. Data information disclosed to dealers must be approved through an internal data disclosure process in advance, fulfilling information security responsibilities. In the transaction process, in accordance with the international sales business credit risk control system, we conduct customer credit ratings and screen dealers for bank sanctions lists when they join the network, ensuring safe and compliant payment settlement. We strictly follow the requirements of Geely Holding Group's cross-border data compliance management measures and general data security management principles. Any cross-border data transmission must be declared through the cross-border data platform, and the data compliance and information security teams conduct risk assessments to systematically ensure business security and compliant operations.

7.2.2 Dealer Capability Enhancement

We continuously enhance dealers' professional service capabilities, establish a sense of integrity and compliance, and create high-quality benchmark services for dealers. We build a dealer talent management system from four aspects: selection, education, promotion, and retention. We continuously conduct systematic training in three dimensions: dealer product knowledge, position certification, and sales skills, identifying, cultivating, and retaining elite talents in the dealer system, and building a dealer expert team.

The Group adheres to a user-oriented mindset, collaborating with multiple R&D, production, and sales forces to develop product training courses and related materials. Through online live training, offline centralized training, and regional intensive training, we provide product training covering 100% of domestic and overseas sales positions throughout the entire cycle of product pre-sale, product launch, and product arrival at stores. At the same time, we use methods such as video or in-store verification to ensure that sales personnel are familiar with product highlights, accurately convey product features to consumers, precisely meet consumer needs, and ensure vehicle safety.

For multiple newly launched and refreshed models such as the **Lynk & Co 900**, the Group conducted special core product empowerment training for new product launches and product refresh intensive training. The training content included product refresh highlights, customer marketing sandbox, and intelligent driver assistance test drives. The training covered positions such as general manager, sales director, training manager, product expert, new media anchor, and experience consultant, covering nearly 10,000 person-times. At the same time, the Group conducted regular new talent development capability building. The training content included Lynk & Co brand culture, brand development, brand technology, product highlights, and sales scripts. A total of **70** classes were held, covering **2,661** people, mainly front-line experience consultants. To enhance terminal practical capabilities, the Group conducted in-depth regional sales capability support coaching. During the Reporting Period, we visited **79** stores, strengthening key actions in sales reception and improving user service experience for front-line experience consultants and sales directors, covering **660** people.

The Group continues to promote the third-level certification for key management positions and dealer business positions. Through a model of pre-training learning tests, daily checks during training, post-training effect tracking, and targeted weakness improvement training, we ensure the training effectiveness for each position/level, improve the overall skill level of trainees, and extend dealer talent development and management to front-line business personnel. During the Reporting Period, the certification coverage rate for key positions of the Geely brand was 100%, and the evaluation coverage rate for business position certification was 100%; the certification coverage rate for key positions of the Lynk & Co brand exceeded 96%; and the certification coverage rate for key positions of the ZEEKR brand exceeded 100%.

The Group uses various forms such as offline training and seminars, online live streaming, and online learning platforms to simultaneously conduct special training for dealers on customer service quality, privacy protection, integrity compliance, and responsible marketing. During the Reporting Period, domestic dealers conducted a total of 2,478 training sessions, with a cumulative training duration of 39,378 hours, and a coverage rate of 100%. Among them, the proportion of dealers participating in customer service quality management training was 100%, the proportion participating in compliance/code of conduct training was 100%, and the proportion participating in responsible marketing training was 100%. Through the establishment of regional training centers, we continue to provide systematic model technology training for overseas dealers. To date, we have established the Eastern Europe Regional Center, the Latin America Regional Training Center, the Thailand Training Center, and the Middle East Regional Training Center. During the Reporting Period, a total of 186 training sessions were conducted, with a cumulative training duration of 1,861 hours, and a coverage rate of 100%. Among them, the proportion of overseas core dealers participating in customer service quality management training and responsible marketing training was 100%.

7.3 Industry Collaboration

7.3.1 Conduction of Strategic Cooperation

The Group has achieved collaborative progress in globalization development and cutting-edge technological innovation, driving the company forward with an open cooperation stance. In international layout, the Group deepens strategic partnerships, accelerating key expansions in overseas markets for new energy vehicles through equity investment and localized production. At the same time, the Group collaborates with universities and research institutions to establish joint laboratories, continuously deepening exploration and cooperation in key

areas such as intelligent technology, energy management, chips, and perception interaction.

Geely's Global Open Innovation Ecosystem Construction

Focusing on core directions such as intelligence, low-carbon, green development, and full-domain safety, Geely is actively building a global open innovation ecosystem and cooperation network, linking resources from world-leading universities and research institutes. To date, Geely has jointly established more than 50 joint innovation laboratories with Double First Class universities, research institutions and partners, including Shanghai Jiao Tong University, Beijing Institute of Technology, Beihang University, Xi'an Jiaotong University, University of Science and Technology of China, and Hunan University. These laboratories cover innovative technology fields such as advanced energy, intelligent vehicles, perception and interaction, advanced materials, full-domain Safety, and advanced manufacturing. Through this cooperation, over 10 academicians and more than 50 renowned experts and professors have been engaged. By integrating the research resources of universities with the industrial strengths of enterprises, Geely promotes joint innovation. By bridging the gap between university technology and talent on one side and corporate needs on the other, the company accelerates the incubation and commercialisation of innovative achievements.

Geely and Renault Group Reach Strategic Cooperation in Brazil

In November 2025, Geely Holding Group and the Company signed an agreement with Renault Group to acquire 26.4% of Renault do Brasil. This cooperation will accelerate the development of the Group and Renault brands in the local market, laying the foundation for launching technologically leading new energy vehicles. The Group will localize production at Renault Group's Ayrton Senna Industrial Park in Brazil, and rely on Renault Brazil's existing distribution network to sell new energy vehicles under the Geely brand. This cooperation aligns with Renault Group's international development strategy in Latin America and will accelerate the expansion of its new energy vehicle product matrix in the Brazilian market.

7.3.2 Contribution to Industry Development

With the deepening of its globalization strategy, Geely continues to participate globally. During the Reporting Period, the Group achieved comprehensive practice from technology leadership to ecosystem co-construction, from standard compliance to rule shaping, in areas such as automotive safety evaluation system construction, export compliance and sustainable development, reliable and green development concepts, and fulfilling commitments to suppliers.

Participation in Standards Formulation

As of the end of 2025, Geely has participated in the formulation of over 689 international, national, industry, and group standards, and has completed the release of 365 standards. Geely Auto has opened up multiple core patented technology clusters, including hidden door handles and battery bottom safety, to the industry, and actively participates in the formulation of industry regulations and evaluation procedures, promoting the sharing of safety achievements and enhancing the overall safety level of the industry. On 28 January 2026, the mandatory national standard Technical Requirements for Safety of Automotive Door Handles jointly led and drafted by Geely Auto was officially released on the MIIT website. Geely has led and participated in the formulation of 137 safety technology standards.

Participation in International and Domestic Organizations

In July 2025, Geely Auto Research Institute was invited to attend the inaugural meeting of the Vehicle Artificial Intelligence Standardization Promotion Center. As one of the core member units of the Center, Geely Auto Research Institute serves as the lead unit of the Research Group on Vehicle AI Data Security Evaluation and Testing, and as the deputy lead unit of the Research Group on Intelligent Cabin AI Model Evaluation and Testing, among the 14 research groups established under the Center. This Promotion Center is the first technical organization in China's automotive sector dedicated to the standardization of vehicle artificial intelligence.

In October 2025, Geely Auto attended the 2025 Global NCAP Conference, engaging in joint discussions on the development trends of automotive safety technologies and promoting the harmonization and mutual recognition of global new car assessment program. As the Chinese automaker with the highest number of five-star NCAP ratings across various countries, Geely Auto has long been committed to low-carbon exploration and global collaboration. At this year's conference, Geely Auto was officially appointed as a Vice-Chairman unit of the China-EU Automotive Carbon Footprint Mutual Recognition Research Working Group, tasked with promoting consensus among all parties on the carbon footprint mutual recognition mechanism, facilitating the low-carbon sustainable development of the global automotive industry. By participating in the formulation of underlying mutual recognition logic and mechanisms, we are committed to breaking down international carbon technology trade barriers, providing support for Chinese automotive companies going global, while proactively preparing to respond to EU carbon-related regulations, enhancing China's voice in the global carbon governance system.

In January 2026, Geely Auto, as the only Chinese automaker to have participated in the Consumer Electronics Show (CES) for 3 consecutive years, made its presence at CES 2026 under the theme "Global Geely, Intelligent Geely." The exhibition featured flagship models from its entire brand portfolio—Zeekr, Lynk & Co, and Geely Galaxy—alongside its latest AI-powered intelligent technology achievements, showcasing the technical strength of Geely's Full-Domain AI ecosystem.

Industry Initiatives and Commitments

Geely Auto, together with 11 industry, academic, and research institutions including CATARC, China Inspection and Certification Group, and Tsinghua University, jointly released the White Paper on the Development of Full-domain Safety for Intelligent Vehicles . Based on the overall development of the industry, the white paper clarifies the full-domain Safety goal centered on "people", providing a strategic and practical action guide for the safe development of the industry.

In active response to the State Council's Regulation on Ensuring the Payment of Sums Owed to Small and Medium-sized Enterprises and the Initiative on Maintaining Fair Competition Order and Promoting Healthy Industry Development issued by the China Association of Automobile Manufacturers, the Group has announced that payment terms for its suppliers will be standardized within 60 days. This initiative aims to accelerate working capital turnover across the industrial chain, ensure the stability of the industrial and supply chains, and promote high-quality development of the automotive industry.

The Group actively responds to the Initiative on Payment Terms for Supplier Accounts by Vehicle Manufacturers issued by the China Association of Automobile Manufacturers, implementing concrete actions in key areas such as order confirmation, delivery and acceptance, payment and settlement, and contract terms. It refrains from using unreasonable settlement methods such as commercial acceptance bills that increase suppliers' financial pressure, and fulfills its commitment to supplier payment terms with high quality.

Leading automakers such as Geely Auto and Chery Automobile, major tire manufacturer Linglong Tire, and IKEA, which has a significant demand for natural rubber and timber, jointly participated in a sustainable ecological survey of smallholder rubber farmers in Xishuangbanna, Yunnan Province. The participants reached a consensus on co-creating a sustainable future: upstream and downstream industries in the supply chain need to adopt a practical and commercially scalable model to improve the sustainable livelihoods of upstream smallholder natural rubber farmers, while simultaneously promoting forest protection and supply chain transparency, thereby safeguarding the compliance of corporate products for export. This survey was also supported by key institutions and initiatives such as the UK-China Forestry Investment and Trade Project (INFIT), the China Chamber of Commerce of Metals, Minerals & Chemicals Importers & Exporters (CCCMC), and the Global Platform for Sustainable Natural Rubber (GPSNR).

8 Employee Rights

Material Issues

- Occupational Health and Safety
- Employee Rights
- Employee Training and Development
- Diversity and Equity

ESG Strategy Co-Prosperity

Employee Rights

- Employee satisfaction (sustainable engagement) score: **85** (2024: 84)
- Proportion of female management: **17%** (2024: 14%)
- **4,016** ethnic minority employees and **10** disabled employees
- Conducted performance survey (including labor rights management evaluation) to **100%** employees

Employee Compensation and Benefits

- Long-term equity incentive plan, cumulatively covering **> 20,000 people** since 2021

Employee Training and Development

- **100%** employee training coverage
- Average employee training hours reached **71 hours/person**
- Organized **3.31 million hours** of specialized training on electrification and digitalization, promoting just transition
- Employee training satisfaction score: **82** ; just transition satisfaction score: **88**

Occupational Health and Safety

- **100%** employees received health and safety training
- **100%** vehicle plants obtained ISO 45001 certification
- Lost Time Injury Rate (LTIR) per 200,000 working hours: **0.05/200,000 working hours**

8.1 Human Capital Management

The Group always regards employees as the core resource for its development. Adhering to the employment philosophy of "respecting people, fulfilling people, and satisfying people" and the attitude of openness, equality, respect, and inclusiveness, the Group is committed to complying with internationally accepted human rights and labor standards and safeguarding the legitimate rights and interests of its employees. We deeply implement the three major talent development strategies of "Talent Forest", "Four Modernizations and One New", and "Co-Prosperity - Employees", establish a comprehensive talent cultivation mechanism, provide employees with opportunities for just transition, establish a sound welfare protection system, and create a diverse, equal, caring, healthy, and safe working environment, committed to achieving a win-win situation between personal value creation and organizational strategy achievement.

8.1.1 Governance

The Group has established an ESG governance framework to address sustainability-related (including employee rights and occupational health and safety-related) risks and opportunities. See "2.2 ESG Governance" for details. In addition, the Group has established the "Labor and Human Rights Working Group" under the ESG Working Group to coordinate labor and human rights management. The working group mainly consists of the Talent Management Center and the Legal Compliance Center (including the Safety and Environmental Protection Department). The Talent Management Center is responsible for daily management, focusing on talent recruitment, employee compensation and benefits, employee training and development, and the construction of diversity, equity, and inclusion. The Safety and Environmental Protection Department is responsible for occupational health and safety management of subsidiaries/manufacturing plants to ensure the physical and mental health of employees. The Legal Compliance Center is responsible for leading the formulation and monitoring of labor and human rights-related policies, whistleblowing, and grievance.

8.1.2 Strategy

Talent is a valuable asset for the company's operation and development. Through regular talent status analysis and forward-looking forecasts, we enhance the team's ability to meet challenges and resist risks. In 2025, following the principles of "precise assessment, effective identification, and comprehensive development", the Group built a systematic, multi-dimensional talent analysis system closely linked to strategy. On this basis, we formulated and continuously optimized talent development strategies and management systems, striving to achieve precise matching and rapid response between talent and strategic needs. We formulated targeted improvement plans based on the actual situation of employees, thereby seizing opportunities and providing solid talent support for the Group in the midst of industry transformation.

"Talent Forest" Theory

On the one hand, by introducing external high-end talents, we form Big Camphor Trees and provide a favorable environment for them to take root in Geely Auto. On the other hand, through internal cultivation, we enable Little Seedlings to grow, with the Big Camphor Trees leading the Little Seedlings to grow together, ultimately forming a Geely talent forest with varying heights and sizes, possessing strong vitality and ecological regulation functions.

In 2025, the Group continued to deepen the Talent Forest theory, implementing talent projects from both the "Big Camphor Tree" and "Little Seedling" dimensions to enhance talent attractiveness:

"Big Camphor Tree": We launched the "Strategic Talent Special Forces" project, which focuses on developing composite backbone talents in R&D and marketing through cross-system rotations and business combat, breaking down organizational barriers and directly empowering business breakthroughs.

"Little Seedling": We launched a management trainee program, selecting 100 management trainees annually, focusing on the main value chain of Geely Auto. Through measures such as combining training with practice, executive mentoring, customized incentive measures, and customized rotation paths, we provide full lifecycle cultivation for management trainees, making them the core backbone of the future organization.

In addition, the Group's 2030 strategic goal of "One Geely, Fully Leading" explicitly includes talent assurance. We clearly state that we will "shape a technology-oriented and service-oriented organizational form and talent structure" as an important guarantee in the transformation process towards a technology-oriented enterprise, and emphasize that through the integration of industry and education, we will cultivate specialized professionals in fields such as new energy and artificial intelligence.

To help employees smoothly adapt to new technologies and work models, we are committed to building a diverse and inclusive workplace environment, ensuring that every employee receives fair opportunities for transition and development. At the same time, we attach importance to creating safe and healthy working conditions for employees, enhancing workplace happiness and satisfaction, ensuring that each employee can realize their personal value while promoting the achievement of organizational goals, ultimately achieving a win-win situation of common growth for the enterprise and employees.

"Four Modernizations and One New" Talent Strategic Plan

Globally, we accelerate the introduction of high-end talents with backgrounds in the "new four modernizations (electrification, intelligence, networking, sharing)" and capabilities in internationalization, youthfulness, and digitalization. By optimizing the technology-oriented talent structure, we promote the renewal of organizational culture, achieve the goal of building a management team with business, operational, and leadership capabilities, and cultivate a talent team that can take on responsibilities, create value for users, collaborate efficiently, and actively adapt to change.

"Co-Prosperity - Employees"

Focusing on the three major directions of "digitalization, diversification, and comprehensiveness", the Group systematically promotes talent team building. We strengthen employees' digital thinking

and application capabilities, providing a safe and healthy working environment that meets the requirements of intelligent manufacturing. We build an inclusive and prosperous organizational atmosphere, fully stimulating the value of diversified talents. We continuously improve the employee career development system, achieving full-cycle management from onboarding to growth, promoting the common growth of employees and the enterprise.

In 2025, based on these three directions, the Group adhered to the principles of "Strategic talent, Organization-driven, Culture-driven, Strategic focus, Talent-driven, Value-driven", strengthening strategic talent reserves and providing talent support for expanding overseas business.

8.1.3 Risk and Opportunity Management

The Group's human capital-related risks/potential risks are mainly reflected in five aspects:

Talent Recruitment: Risks in talent acquisition and retention. The rapid development of new energy vehicles, the growing demand for overseas talent in export businesses, fierce competition for talent, and the scarcity of high-end technical talent increase the difficulty of attracting and retaining talent, as well as the associated costs.

Employee Training and Development: Just transition risk. During the just transition of business towards intelligence and electrification, there may be a risk that large-scale employee skill updates lag behind the pace of technological iteration. This can lead to talent shortages in key positions, obstruction of new product development, and impact on operational efficiency.

Employee Rights: Human rights risk. With the rapid expansion of business globalization, insufficient protection of the rights and interests of vulnerable groups susceptible to human rights risks (including but not limited to women, children, persons with disabilities, ethnic minorities/indigenous peoples, foreign nationals, migrant workers, sexual minorities/LGBTQ+, etc.) may lead to legal compliance risks, cultural conflicts, and talent loss, thereby damaging corporate reputation and increasing operating costs.

Diversity, Equity, and Inclusion: Cross-cultural integration and compliance management risk. Employees from different backgrounds may have differences in values, communication styles, and work methods, leading to conflicts and misunderstandings, and even talent loss. With the accelerated pace of business going overseas, there may be difficulties in integrating employees dispatched overseas and locally hired employees in terms of political, religious, and cultural backgrounds, as well as a lack of understanding of local laws, regulations, and policies in the place of operation, resulting in communication barriers and labor compliance risks, leading to increased legal costs and production operation costs, and increased expenses for attracting and retaining talents.

Occupational Health and Safety: A series of production safety risks such as human error and accidents, human-machine collaboration, may increase the cost of safety training and equipment technology improvement, or lead to direct accident compensation, medical expenses, and work stoppage losses. Increased labor intensity and workload due to increased production may cause physical and mental health problems for employees and a decline in work ability, leading to high turnover rates, and even affecting corporate reputation or causing legal disputes and operating losses.

The Group's human capital-related opportunities/potential opportunities are mainly reflected in three aspects:

Talent Recruitment: Opportunities for innovation and competitiveness enhancement. In 2025, the Group elevated the sustainable management of talent recruitment to the strategic core, adhering to organizational culture renewal. Through projects such as Geely Auto's "Industry-Education Integration", we introduced young talent groups focused on technology fields, increasing the proportion of young cadres. Through skills training, we enhanced the innovation capability of the talent team, further promoting intelligent, innovative, and digital business transformation, improving operational efficiency, and increasing related business revenue.

Diversity, Equity, and Inclusion: Opportunities to strengthen organizational resilience and enhance employer brand. Through systematic implementation of the new diversity policy, construction of an overseas human resources standard system, implementation of female leadership targets, and improvement of care for employees with disabilities, the Group proactively transformed risk control into a management advantage, promoting the Group's deep transformation towards more inclusive and compliant global operations, while also driving partners to jointly improve rights standards.

Compensation and Benefits: Opportunities for talent stickiness and satisfaction enhancement. Through implementing salary structure adjustments and issuing long-term incentive plans such as stock options, we achieved employee income growth. We continuously provide commercial insurance coverage for all employees, offering health protection for employees and their families. At the same time, retaining high-value talents also improves the Group's operational efficiency and reduces the cost of re-recruiting talents.

The Group has formulated relevant management measures for the above human capital-related risks and opportunities. Please refer to the latter part of this chapter.

8.1.4 Metrics and Targets

Indicator Name	Target	2025 Achievement Status
Gender Equality	Adhere to equal pay for equal work between men and women, focus on empowering female leadership; proportion of female management (deputy director level and above) to reach over 16% by 2025	Proportion of female management (deputy director level and above): 17%
Just Transition	• Take new energy transition and digitalization as the core of future employee capability development, establish an employee digital competence management system. In 2025, digital specialized training to cover 100% of key positions. • Push sustainability-related training to all employees (including special training on carbon neutrality, ESG-related policies, etc.)	• Proportion of employees receiving electrification training: 68% of total employees, total annual electrification training hours: 2,683,580 hours • Digital training covered 100% of key positions for 3 consecutive years, focusing on digital product managers and intelligent manufacturing employees, total annual digital specialized training hours: 625,255 hours • Proportion of employees receiving sustainable development training: 80% of total employees, total annual sustainable development training hours: 31,187 hours • Just transition satisfaction score: 88
New Four Modernizations Talents	Continuously increase the proportion of "new four modernizations" talents in vehicle R&D	Proportion of "new four modernizations" talents in vehicle R&D: approximately 49%, an increase of 7%pt compared to 2024
Employee Health and Safety	Provide a safe and healthy working environment for employees, focus on occupational health and safety management in intelligent manufacturing scenarios, and improve employee behavioral safety and awareness to achieve the transformation of occupational health towards "comprehensive health".	• Safety target completion rate: 100% • Zero work-related fatalities and serious injuries
Employee Satisfaction (Sustainable Engagement)#	Survey target completion rate: 92%	Actual completion rate: 92% Actual score: 85

Employee satisfaction, also referred to as sustainable engagement, is a combination of two metrics: employee engagement and vitality.

8.2 Talent Recruitment

In its operations management, the Group strictly complies with local labor laws and regulations, continuously optimizes recruitment processes, resolutely eliminates child labor and forced labor, and adopts a zero-tolerance attitude towards all forms of discrimination. In talent selection, we always adhere to the principle of combining integrity and ability to better attract and select talents.

8.2.1 Talent Recruitment Mechanism

To respond to the Group's rapid business development and global competition needs, and to further strengthen the overall planning, resource coordination, and professional delivery capabilities of the recruitment strategy, in 2025, we strategically upgraded the talent recruitment organizational structure and responsibilities, establishing a centralized, globalized and specialized "Recruitment Center" to build a more efficient, unified, and forward-looking talent introduction mechanism.

Among them, the Group's recruitment center is responsible for leading the construction and implementation of the recruitment system, continuously improving employer brand influence and recruitment experience, simultaneously improving relevant recruitment management systems, and optimize the construction of the recruitment process system of the Group to ensure that recruitment information is truthful and compliant, eliminating employment discrimination and misleading publicity. In terms of high-end talent introduction, we continue to deepen the recruitment management mechanism, enhancing the attraction and quality of recruitment for top talents by strengthening forward-looking insights into the talent market and expanding connections with high-precision and cutting-edge talents across all fields. In terms of international talent recruitment, we vigorously promote the construction of an overseas recruitment system, improve the process of international talent search, assessment, and employment, ensure the fairness, professionalism, and global compliance of the overseas talent recruitment mechanism, and jointly build a more agile, precise, and compliant global talent supply chain, thereby effectively supporting the Group's business transformation and internationalization strategy.

To improve recruitment quality and efficiency, in 2025, the Group intelligently and globally upgraded its recruitment process, comprehensively applying AI tools to achieve full-process digital coverage from resume intelligent matching, AI-driven recruitment from automated interview scheduling to structured evaluations, significantly improving the efficiency and accuracy of talent selection.

8.2.2 Talent Recruitment Channels

Based on its global layout, multi-brand strategy, and solid technical R&D capabilities, guided by the "Talent Forest" theory, the Group actively promotes the "new four modernizations" strategic transformation. We continue to promote the introduction of industry "Big Camphor Trees" and "Little Seedlings", improve the full-cycle management of strategic reserve talents, build a sustainable reserve talent echelon, and continuously expand domestic and international talent resources through diverse recruitment channels, building a reasonably structured and efficiently operating talent team.

In terms of talent introduction and employer brand building, we continuously innovate and break through in talent market analysis, precise talent supply, and talent entry control. By adopting the introduction model of "campus recruitment + internal selection + global recruitment", we do a good job in talent planning and construction, continuously expand talent introduction channels, broaden talent sources, and enhance the diversity and sustainability of the talent ecosystem.

Campus Recruitment	Recruitment is carried out for global graduates, with positions covering multiple areas such as R&D, powertrain, styling design, supply chain, quality, sales, manufacturing engineering and management, and functional support. While providing graduates with a broad development platform, we actively attract outstanding young talents, injecting fresh blood and innovative vitality into the Group's global business expansion.
Internal Recruitment	To stimulate the internal driving force of the organization, continuously build an "internal recruitment platform" with exclusive channels and rotation mechanisms, actively promoting the efficient operation of the internal talent market. Encourage employees to engage in cross-field and cross-professional orderly internal mobility, promoting their diversified growth and capability expansion, achieving healthy internal growth and circulation of talents within the organization.
Global Recruitment	Through the establishment of special groups, target and recruit high-level talents in "top" and key areas, continuously consolidating the core competitiveness of the "Talent Forest". By deeply exploring the top talent potential of core value chains such as automotive intelligence,

In 2025, we introduced **152** leading talents in key core areas, successfully rotated **206 people** through the internal recruitment platform, recruited **583 international talents**, and recruited **3,620 graduates** through campus recruitment.

8.2.3 Strategic Talent Reserve

To meet the demand for key talents for future business strategies, the Group is committed to building a key talent reserve and development platform. We systematically plan full-cycle development paths covering interns, new campus recruits, business backbones, professionals, and management echelons based on the characteristics and development goals of different types of reserve talents. Through precise selection, targeted training, and resource allocation, we ensure that various talents can continuously unleash their potential in key positions.

School-Enterprise Cooperation

The Group continuously promotes the deep integration of industry and education, using the "Ministry of Education Industry-Education Integration Community" and the "Mechanical Industry Geely Auto Industry-Education Collaboration Talent Cultivation Alliance" as dual cores, striving to build a school-enterprise cooperation operation and resource platform. To comprehensively alleviate the structural contradiction of shortages of applied and compound talents in the intelligent manufacturing field, we strengthen school-enterprise cooperation and talent cultivation, establish partnerships with many well-known domestic and international universities, jointly carry out scientific research and curriculum development, and provide students with practical opportunities and career development guidance.

In 2025, relying on the "Cornerstone Plan", we continued to deepen school-enterprise cooperation, sending over 1,700 students to participate in internships and practices in eight core business directions including digitalization, intelligent manufacturing, new energy, and automotive R&D throughout the year. We jointly built over 40 courses with universities, gradually building a curriculum and training system covering the entire automotive industry chain, laying a solid foundation for the sustainability of the talent supply chain.

Launching the Endogenous Talent Strategy Project "Cornerstone Plan", Actively Exploring Industry-Education Collaboration

On 6 March 2025, Geely Holding Group announced the launch of the "Cornerstone Plan" for the integration of industry and education. The plan aims to further deepen collaboration with universities over the next three years through innovative talent cultivation projects such as the "Star Project", "Star Shine Project", and "Star System Project". In 2025, the plan focused on 8 business areas, launched 9 "Cornerstone Plan" projects, and completed the joint training of 609 students through school-enterprise collaboration. The goal of the plan is to cultivate more than 3,000 applied, high-potential talents that meet the needs of enterprises within three years, building a more forward-looking, systematic, and targeted "little seedling" cultivation system for Geely's talent forest.

Jointly Building an International Talent Training Base with Universities, Deepening Industry-Education Collaborative Education

On 16 April 2025, the Group and the International Education College held an unveiling ceremony for the jointly built "International Talent Joint Training Base" at the Xi'an manufacturing plant, and organized 30 international students from multiple countries including Russia, Maldives, Thailand, Myanmar, Morocco, Ethiopia, and Malaysia to participate in the activity. This cooperation, leveraging the Group's global industrial layout and technological innovation advantages, built an industry-education integration practice platform for international students in China. By organizing international students to visit the "dark factory" at the Xi'an manufacturing plant, where they can intuitively experience automated and digital production, and by leveraging the talent management and technical departments to explain overseas expansion and internship and employment opportunities, the Group is committed to providing more composite talents with cross-cultural perspectives for global industries, thereby promoting school-enterprise collaboration in serving global talent cultivation.

Geely Auto "International Talent Joint Training Base" unveiling ceremony

Collaborating with CAAM to Develop Occupational Standards, Improving the Efficiency of Skilled Talent Cultivation

To address common industry challenges such as the lag, fragmentation, and disconnection from enterprise reality in the cultivation of vocational and technical talents and occupational standards, on 26 September 2025, Craftsman Day, the Group signed a plan to develop several occupational standards with the China Association of Automobile Manufacturers (CAAM), covering four key areas including Automotive Production Team Management and Intelligent Production Line Operation, Maintenance and Commissioning . The related development work adopts an operating model of "project claiming + agreement constraints + benefit sharing", clarifying the responsibilities of each party and promoting deep participation. By establishing a standard ecosystem led by Geely Auto, with tripartite collaboration and market operation, it is expected to significantly improve talent cultivation efficiency, reduce the Group's labor costs, and enhance the overall competitiveness of the industry.

Skilled Talent Reserve

The Group focuses on talent layout in core technology areas, strengthening professional talent reserves and capability enhancement in seven major directions including major drive technologies, organization and electronic architecture, super hybrid, three-electric technology, intelligent driving, and intelligent cockpit. Through the construction of an internal skilled talent pool, we systematically reserve blue-collar technical strength. At the same time, we continuously optimize the production capacity structure of plants and improve employee benefits, taking multiple measures to enhance the stability and sense of belonging of technical talents, providing solid skilled talent support for the Group's high-quality development.

Implementing the Youth Innovation and Entrepreneurship Incentive Plan, Exploring New Models for Skilled Talent Cultivation

In December 2025, Geely Holding Group announced the launch of the "Youth Innovation and Entrepreneurship Incentive Plan" with an initial investment of RMB 50 million and a planned cumulative investment of RMB 300 million in the future. This plan focuses on the cultivation of young skilled talents, planning to target recruit and systematically cultivate high school graduates with professional expertise through its subsidiaries, actively exploring new talent cultivation models in the age of artificial intelligence, continuously expanding the channels for skilled talent reserves, and consolidating the talent foundation for the Group's industrial upgrading and innovative development.

Expanding Talent Reserve Channels

In 2025, the Group focused on strengthening the endogenous cultivation of talents in the main value chain, continuously innovating the management trainee cultivation mechanism and enhancing talent reserves. During the Reporting Period, relying on the core model of "combining training with practice, executive mentoring, customized rotation and incentives", the project provided full lifecycle management for 94 management trainees. The management trainee project conducted 7 centralized empowerment sessions throughout the year, achieving full coverage of dual mentors and individual development plan formulation, supplying the Group with future core backbone forces possessing both practical capabilities and strategic vision.

On the integration of industry and education, we have carried out comprehensive, multi-level cooperation with universities in four major areas: "co-cultivation of talents, joint technology research, co-construction of platforms, and ecological integration".

Co-cultivation of Talents: We launched the Cornerstone Plan, which cultivates "personalized practical talents for thousands of students" to align the innate talents and passions of young people with the needs of the industry.

Joint Technology Research: We have jointly established high-level R&D platforms with more than a dozen top universities, including Shanghai Jiao Tong University, Fudan University, Xi'an Jiao Tong University, Chongqing University, and the Hong Kong University of Science and Technology. Focusing on real industry challenges, we carry out joint technology research projects in areas such as solid-state batteries, vehicle design and advanced manufacturing technologies, thermal management systems, connected vehicle data, big data and artificial intelligence, and intelligent connected vehicles.

Recently, we also obtained the qualification to independently recruit "post-doctoral" researchers. Since the establishment of our post-doctoral research station in 2006, we have recruited a total of 138 post-doctoral researchers and established joint training mechanisms with more than 20 renowned universities, including Tsinghua University and Zhejiang University.

Co-construction of Platforms: Through open sharing of resources, we provide our partner universities with full access to our advanced production and R&D resources, as well as front-line marketing operations, as internship and training bases. At the same time, actively responding to the call of the Ministry of Education, Geely has completed project approvals with more than 180 universities nationwide since the program was launched in 2021, including 77 prestigious 985/211 universities. The collaboration covers various forms of university-enterprise cooperation, such as employment and internship bases, aimed at promoting high-quality and full employment for university graduates.

Ecological Integration: We support the "Formula Student China" competition, providing university students with vehicle technology platforms and R&D support to inspire the innovative capabilities of the next generation of automotive engineers. In addition, we promote Geely's corporate culture and brand through our campus ambassador program. During each recruitment season, we organize over 100 "Cars on Campus" events to promote automotive culture and awareness of technological innovation among young people.

Overseas Business Talent Reserve

To support the globalization strategy and business development, the Group launched the "International Special Forces Project", selecting experienced internal talents to support overseas business, while simultaneously carrying out specialized training for high-potential international talents, gradually building a sustainable overseas talent echelon. At the same time, we focus on strengthening the cultivation of compound talents, enhancing the professional talent reserve and capability improvement in core technology areas.

In 2025, through this project, the Group successfully dispatched 15 experienced internal talents to overseas markets, achieving rapid replenishment of key combat forces, and simultaneously selected 15 high-potential talents for specialized international training to build a sustainable overseas talent echelon.

8.3 Employee Rights

To ensure the full protection of the legitimate rights and interests of all employees, the Group strictly complies with international human rights standards such as the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the International Labor Organization Conventions.

At the same time, we have formulated medium and long-term plans for employee rights:

Medium-term Plan	• Based on the current human rights protection system and existing policies, deepen the implementation of multi-level, multi-dimensional human rights protection measures. • Establish and improve diversified employee communication channels, strengthen corporate culture construction, promote organizational problem management and resolution, guide employee values, and enhance trust relationships. • Promote the protection of the rights and interests of employees, customers, partners, and other stakeholders, and continue to invest in education and socio-economic construction. • Deepen the construction of corporate democratic management.
Long-term Plan	• Strengthen talent experience construction, enhance employees' full lifecycle service, development, and value experience. • Adhere to people-oriented, scientific development, respect differences, and conceptual recognition in employer brand building, further aligning with international human rights management conventions.

8.3.1 Human Rights Protection

The Group conscientiously implements the United Nations Global Compact initiative, attaches great importance to the human rights protection of all employees, and fully safeguards the basic human rights of employees in terms of working environment, emotional safety, anti-harassment and anti-abuse, opposition to any form of modern slavery (such as forced labor, debt bondage, or human trafficking), and protection of vulnerable employees (such as those on sick leave, pregnant, or with political or labour union membership). We continuously improve the human rights protection framework and management system. During the Reporting Period, there were no incidents of employment or use of child labor or forced labor, nor any violations of human rights laws and regulations related to employment, child labor, forced labor, and internationally accepted labor standards. We are committed to promoting equality in work opportunities and compensation and benefits.

Human Rights Protection Management System

The Group has established the "Labor and Human Rights Working Group" under the ESG Working Group, with the following main responsibilities:

- Tracking, interpreting, and researching international human rights standards and conventions, applicable human rights-related laws and regulations, partners' requirements on human rights, and stakeholders' concerns and expectations regarding human rights issues. Establishing and continuously improving the labor and human rights management system and related operational mechanisms and processes.
- Establishing and continuously improving the labor and human rights management system and related operational mechanisms and processes.
- Promoting and supervising various business units and partners in fulfilling labor and human rights-related requirements.
- Conducting human rights risk identification and assessment, establishing corresponding due diligence methods and mechanisms.
- Taking appropriate measures to terminate, prevent, or mitigate human rights risks, establishing communication mechanisms, and communicating with affected stakeholders regarding impacts, remedial measures, and progress.
- Establishing and maintaining grievance mechanisms and investigation and handling procedures, ensuring that internal relevant parties understand their grievance rights and channels, and providing human rights-related training to employees.

The Group has formulated and issued the Code of Conduct, Human Rights Policy Statement, Employee Rights Statement, and human rights management methods, safeguarding employee human rights through a series of measures to prevent any violation of human rights. During the Reporting Period, we continuously conducted human rights-related research, integrating human rights issues into the performance survey for all employees, and conducted specialized human rights research targeting the following groups: employee groups vulnerable to human rights risks and groups familiar with employee human rights conditions.

Human Rights Issue Identification and Management

During the Reporting Period, the Group conducted systematic human rights research and assessment from the following two dimensions:

For all employees

- We integrated human rights management evaluation into the employee performance survey, produced 7 language versions (Chinese, English, Spanish, Korean, Japanese, Russian, Malay), and conducted it for 100% of employees across the Group's global operation.
- In 2025, we newly added an assessment on "Responsible Use of Artificial Intelligence (AI)", focusing on embedding ethical norms throughout the

AI development lifecycle, enabling stakeholders such as employees and users to equitably access reliable and safe AI.

- In 2025, we continued to conduct the "Just Transition" assessment, focusing on whether employees can obtain fair training and development opportunities to adapt to new technologies and changes in work styles (such as digitalization, new energy transition) when facing technological changes and industrial transformation, enabling them to transition together with the company.
- Through the human rights management evaluation for all employees, we systematically assessed the company's maturity in human rights management and existing gaps.

For employee groups vulnerable to human rights risks and groups familiar with employee human rights conditions

- We identified vulnerable employee groups and randomly sampled from these groups to conduct detailed human rights research based on international human rights standards, covering groups including: pregnant women, ethnic minorities/indigenous peoples, foreign employees, migrant workers, and sexual minorities/LGBTQ+.
- We identified groups familiar with the Group's employee human rights conditions and randomly sampled from these groups to conduct detailed human rights research, covering groups including: ESG responsible persons or contacts of business units, human resources business partners of business units, and labour union representatives.
- We researched human rights issues experienced, the significance of the impact of each type of potential salient human rights issue on the respondents themselves and/or the employee groups they represent (rather than the Group's business) (based on the degree of impact and the likelihood of impact occurrence, with the former weighted more heavily), and other potential salient human rights issues not listed.
- We researched the convenience of grievance channels, language preference recommendations, and grievance habits.

Based on the preliminary list of potential salient human rights issues identified in "5.3.3 Human and Labor Rights", and combined with the analysis of the above research results, we further identified 8 salient human rights issues and 3 other human rights issues:

Prohibition of Child Labor	Elimination of Forced Labor	Occupational Health and Safety
Information Privacy Protection	Living Wage Guarantee	Anti-Discrimination and Harassment
Work-Life Balance	Equal Pay and Opportunity	
Freedom of Association and Collective Bargaining	Rights of Community and Indigenous People/Minority	Access to Environmental, Ecological and Natural Resources

Note: The above issues are all potential risk points identified based on the risk assessment framework. The Group has zero tolerance for any human rights violations.

The Group has made relevant commitments and taken response measures regarding the salient human rights issues in the Code of Conduct, Human Rights Policy Statement, and Employee Rights Statement. At the same time, we will continue to pay attention to other human rights issues and will continuously optimize the identification, due diligence, and response mechanisms for salient human rights issues to avoid, reduce, and remedy related negative impacts to the greatest extent.

Salient Human Rights Issue	Commitment	Response Measures
Prohibition of Child Labor	We respect and support children's rights, including the United Nations Convention on the Rights of the Child and the Children's Rights and Business Principles. We eliminate child labor and resolutely oppose any use of child labor in our own operations and upstream and downstream value chains.	• Eliminate child labor and take adequate measures to verify the age of employees when hiring, ensuring that those under 18 are not exposed to hazardous work. • Ensure that workers meet the minimum age specified in the International Labor Organization's Minimum Age Convention and applicable local laws upon employment. Once child labor is discovered, terminate their employment and initiate child labor relief procedures. • Include the prohibition of child labor as a sustainable assessment factor in supplier assessment requirements. See "7.1 Sustainable Supply Chain".
Elimination of Forced Labor	We respect the International Labor Organization's Forced Labor Convention and the Abolition of Forced Labor Convention. We eliminate all forms of forced labor, slavery, and human trafficking in all operations, and supervise the relevant behaviors of partners (such as suppliers, recruitment agencies), including: prohibiting the use of misleading or fraudulent methods when providing employment opportunities; not charging recruitment or related fees to job seekers and employees; not confiscating, destroying, or hiding employees' resident ID cards and other documents; not requiring employees to provide guarantees or collecting money from employees under other pretexts; prohibiting insult, corporal punishment, beating, illegal search, and detention of employees; prohibiting forced labor by violence, threats, or illegal restriction of personal freedom.	• Eliminate all forms of forced labor, slavery, and human trafficking in all operations, and supervise the relevant behaviors of partners (such as suppliers, recruitment agencies). • Prohibit the use of misleading or fraudulent methods when providing employment opportunities. • Do not charge recruitment or related fees to job seekers and employees. • Do not confiscate, destroy, or hide employees' resident ID cards and other documents; do not require employees to provide guarantees or collect money from employees under other pretexts. • Prohibit insult, corporal punishment, beating, illegal search, and detention of employees. • Prohibit forced labor by violence, threats, or illegal restriction of personal freedom.
Occupational Health and Safety	We commit to continuously improving working conditions, implementing various risk prevention and health promotion measures, providing all employees with all necessary safeguards that meet occupational health and safety standards, and setting performance targets for health and occupational safety to minimize health and safety risks and impacts.	• Create a safe working environment for employees, ensuring that working conditions meet employees' health requirements. For employees in positions potentially exposed to occupational disease hazards, the company provides necessary protective measures. • Employees are entitled to corresponding medical and insurance protection, and are provided with annual occupational health examinations. See "8.6 Occupational Health and Safety".

Salient Human Rights Issue	Commitment	Response Measures
Information Privacy Protection	Strictly follow the basic principles of personal information protection, including "legality and fairness, clear purpose, minimal necessity, storage limitation, openness and transparency, security, consistency of rights and responsibilities, and subject participation".	Collect employees' personal information within the scope of reasonable business needs and take necessary measures to prevent the misuse and leakage of employee personal information as much as possible. See "5.4.2 Privacy Protection".
Living Wage Guarantee	We commit to complying with internationally accepted human rights and labor standards, providing fair compensation and benefits, paid leave, and health protection in accordance with applicable laws and regulations, local market conditions, and living standards. We commit to paying employee salaries in full and on time, with legal deductions clearly listed on pay slips.	• Pay employee salaries in full and on time. • Under the guidance of the national "common prosperity" policy, based on the minimum statutory wage standards in each region, comply with the policy norms of local human resources and social security departments, and provide employees with a wage level that can afford basic living needs. See "8.4 Employee Compensation and Benefits".
Anti-Discrimination and Harassment	We strictly prohibit workplace violence and harassment, including physical, psychological, sexual, and other aspects of workplace violence and harassment, promoting a harmonious and inclusive working environment.	• Strictly prohibit workplace violence and harassment, including physical, psychological, sexual, and other aspects of workplace violence and harassment, promoting a harmonious and inclusive working environment. • Any language or behavior that may defame, coerce, or offend others, as well as disrespect for others' work achievements, hitting, threatening, insulting, malicious attacks, false accusations, deliberately causing trouble, etc., are considered serious violations of discipline. • Any internal disciplinary measures do not involve corporal punishment or inhuman or degrading treatment.
Work-Life Balance	We provide diversified care measures such as health benefits and family support policies, and carry out a series of corporate culture activities to strive for a balance between employees' work and life.	• Provide paid leave, maternity benefits, and health protection. In accordance with legal requirements, employees can enjoy various paid leaves such as annual leave, sick leave, maternity/paternity leave, parental leave, marriage leave, bereavement leave, and single-child nursing leave. • Follow all applicable laws and regulations on employment protection, benefits, and compensation during pregnancy and postpartum, and provide reasonable work arrangements for breastfeeding employees. Provide breastfeeding rooms and corresponding facilities in the workplace to accommodate breastfeeding employees. See "8.4 Employee Compensation and Benefits".
Equal Pay and Opportunity	We establish a sound compensation management system, optimize and improve management policies and process systems, and ensure the internal fairness and external competitiveness of compensation incentives. We focus on the just transition of employees, helping them adapt to changes in new technologies and work styles, thereby enabling them to transition together with the company (such as digitalization, new energy transition), and ensuring that employees receive fair employment opportunities.	• Ensure that male and female employees enjoy equal rights and opportunities, strictly implementing the principle of equal pay for equal work. • Formulate a transparent compensation system and evaluation standards, and conduct regular compensation reviews to eliminate gender pay gaps. • Formulate employee training plans in the fields of new energy intelligence and digitalization to promote the just transition of employees. See "8.4 Employee Compensation and Benefits" and "8.5.2 Employee Empowerment".

Human Rights Monitoring and Safeguarding

Human Rights Protection Effectiveness Monitoring Mechanism

The Group has formulated and implemented the Employee Rights Statement, Human Rights Policy Statement, Code of Conduct, and Geely Supplier Code of Conduct. In 2025, we formulated and published the Workforce Diversity Policy and conducted diversity training for all employees to strengthen their awareness of diversity. We clearly defining the main roles of each organization in labor human rights protection. We explicitly stipulate that any unit or individual has the right to report violations of labor human rights. Such reports are jointly accepted and handled by the Talent Management Department, the Labor Union, and the Compliance Department of the relevant unit. The responsible department registers all received reports and complaints and initiates an investigation process in accordance with regulations. The final handling opinion must be jointly reviewed by at least three parties to ensure the fairness and transparency of the process.

To continuously evaluate and improve the human rights protection mechanism, we have conducted human rights research for three consecutive years, targeting all employees as well as employee groups vulnerable to impact. Through research evaluating feedback on current grievance channels (including but not limited to convenience, effectiveness, and language suitability of channel use), we continuously improve grievance channels, grievance handling, and remediation plans to enhance their effectiveness.

The research results show that employees generally believe that the Group provides grievance channels, such as Echo Community, that allow them to report unethical behavior or practices (such as bullying, sexual harassment, or discrimination) without fear of retaliation.

Through the above series of risk identification efforts, during the Reporting Period, the Group further optimized its prevention and improvement measures for key human rights issues:

- Regarding the working environment and experience of employees, the Group piloted a hybrid office model, implemented normalized job rotation and internal sharing mechanisms, working from multiple dimensions such as work mode, management orientation, compensation incentives, and development paths to optimize employee workload and experience.
- With the acceleration of globalization, the depth of human rights compliance and proactive risk management capabilities in overseas localized operations still need to be strengthened. In 2025, we focused on strengthening overseas compliance operations management, providing localized "Compliance Employment Guide Manuals", labor contracts, and employee handbooks for 9 overseas countries, deeply embedding core human rights commitments such as anti-discrimination and anti-forced labor into the institutional texts of localized management. In 2026, we plan to focus on systematically establishing an Overseas Human Resources Compliance Risk System, evolving human rights protection from passive to proactive, i.e., upgrading from "compliance response" to "risk anticipation and management", thereby effectively controlling labor rights risks in global operations.

Grievance Procedures and Channels

- The Group has established legitimate, accessible, fair, and transparent grievance procedures based on dialogue and mediation, adopting a zero-tolerance attitude towards any violation of basic human rights. We encourage employees to file grievances promptly when facing discrimination, harassment, or other improper or unfair treatment. The grievance and reporting channels (including telephone and email) are clearly listed in the Code of Conduct and the Whistleblowing Policy. At the same time, we have built the "Echo Community", a platform for soliciting opinions and online communication for all employees, and opened multiple grievance and reporting channels such as the cadre supervision mailbox to broaden employee feedback channels.

The "Echo Community" platform, through setting up the role of "Echo Elf" to connect with relevant business heads, organizes monthly Echo meetings to share improvement cases and related experiences, ensuring that employees' voices (VOE) are responded to within **24 hours** and receive substantive answers within **72 hours**. In 2025, we received over **22k VOEs**, with an average **72-hour** resolution rate of **98%**.

Whistleblower Protection

The Group attaches importance to the independence and confidentiality of the grievance and reporting handling process, and commits to keeping whistleblowers and the content of their reports strictly confidential to effectively protect the safety and rights of whistleblowers. To avoid retaliation from stakeholders due to complaints, grievances, or reports, and to protect the privacy of employees, we offer both real-name and anonymous options on the employee voice platform for employees to choose according to their own situation.

Remediation Mechanism

The Group is committed to providing remedial measures for individuals, employees, or communities who may have been or have been adversely affected, including providing reporting and grievance channels. At the same time, we commit not to restrict affected parties from seeking other legal remedies. To enhance management's understanding and attention to human rights issues, we continuously conduct targeted training and advocacy activities, integrating human rights concepts into leadership development programs.

We have established an independent investigation process for human rights-related complaints and follow up on the implementation of disciplinary and counseling measures. In addition, we regularly review and optimize internal management mechanisms and related compensation measures to ensure the effective operation of relevant management mechanisms. Where appropriate, we commit to cooperating with suppliers and other partners to jointly address and remedy adverse impacts directly related to the Group's operations, products, or services.

8.3.2 Diversity, Equity, and Inclusion

The Group is committed to creating an inclusive, equal, and diverse working environment for its employees. A dedicated Talent Management Department is responsible for formulating employee diversity, equity, and inclusion-related systems and standards, corporate culture construction, employee rights protection, and dispute resolution, aiming to implement the concepts of equality, diversity, and inclusion throughout the entire process of talent "selection, use, cultivation, and retention", and to build an environment of equal opportunity and respect for differences.

We explicitly commit to providing equal opportunities for all employees in key areas such as recruitment, team formation, promotion, and compensation, and resolutely prohibit any form of discrimination based on gender, race, color, religion, age, origin, educational background, marital status, maternity status, disability, sexual orientation, nationality, political opinion, labour union membership, social background, or any other status protected by applicable law. During the Reporting Period, we updated the Workforce Diversity Policy and, focusing on systematization and standardization, promoted the construction of a diversity, equity, and inclusion management system, upgraded management systems, and formed a replicable overseas human resources "T-model".

In daily operations, we focus on creating a working environment atmosphere that respects different opinions, viewpoints, and religious beliefs, integrating the concept of diversity into all aspects. In labor documents and employee notifications, we clearly emphasize respect for every employee and provide fair development platforms and opportunities for all employees. We pay special attention to and support the rights and interests of women, children, migrant workers, persons with disabilities, and indigenous peoples, strictly complying with relevant international conventions and standards. For the vision of global development, we plan to promote and apply domestic experience and compliance frameworks to the scope of global operations, achieving global consistency and localized integration of diversity management concepts.

Diversity Management Mechanism

In 2025, the Group upgraded multiple aspects of diversified employee care from principle-based protection to systematic operation:

Female Employee Management

We attach great importance to the female employee group and protect the rights and interests of female employees in our operations. We have issued and signed the Special Agreement on the Protection of Female Employees Rights and Interests and the "Double Love" Joint Commitment Letter, providing equal development platforms for female employees and focusing on cultivating female leadership. At the same time, we ensure that female employees enjoy statutory benefits such as maternity leave and breastfeeding leave. On the Geely Health platform, we regularly push and carry out a series of activities to care for women's health.

In 2025, we provided multiple conveniences for pregnant and postpartum employees, including fully implementing statutory leaves such as pregnancy check-up leave and maternity leave, ensuring maternity benefits and job retention, and taking concrete actions to create an inclusive and safe working environment.

Key Performance

In 2025, we organized 3 female leadership empowerment salons, covering **4** business units in the Hangzhou area; published **3** video and post on female role model power.

Disable Employee Management

We fully guarantee the employment rights of persons with disabilities, providing them with open and equal employment opportunities. We continuously improve the placement and assistance management for existing employees with disabilities, actively care for their daily lives, and maintain the long-term stability of their employment positions.

Key Performance

During the Reporting Period, we paid the full amount of the employment security fund for persons with disabilities in accordance with the law, ensuring strict compliance with relevant national regulations.

In 2025, we employed a total of **10 persons** with disabilities (holding disability certificates).

Ethnic Minority Employee Management

We focus on caring for ethnic minority employees, respecting their ethnic religious beliefs and customs, and providing corresponding support in their daily lives.

Key Performance

As of the end of the Reporting Period, we employed **4,016** ethnic minority employees.

Foreign Employee Management

We respect the religious beliefs, traditional festivals, and customs of employees from different cultural backgrounds, actively carry out cross-cultural integration activities, and focus on creating an inclusive corporate culture atmosphere. Through the formulation of the "Management Measures for Local Employment of Foreign Personnel" and the "Management Measures for Compensation and Benefits of Local Employment of Foreign Personnel", we effectively protect the legitimate rights and interests of foreign employees, clearly defining various care measures for foreign employees including housing support, children's education, insurance coverage, holiday arrangements, and family visit benefits.

Key Performance

As of the end of the Reporting Period, we employed a total of **1,878** foreign employees.

Global Team Management

For global teams, we have innovatively developed a "T-Model" cross-cultural integration bilingual course that combines "general + customized" approaches. The course covers topics such as Product Introduction, Business Introduction, For a Beautiful Pursuit, Effective Communication and Reporting, Decoding Geely's Work Culture, Overview of Local Culture, and Local Laws and Regulations. It is promoted globally through online platforms, effectively enhancing the collaboration efficiency and cultural identity of overseas teams, and promoting the implementation and value transformation of multicultural policies.

Key Performance

As of the end of the Reporting Period, we had **191** employees dispatched overseas.

Equal Pay for Equal Work Management

The Group adheres to the basic principle of equal rights and opportunities for male and female employees, especially in terms of compensation. We strictly adhere to equal pay for equal work, ensuring that no employee's reasonable and fair compensation is affected by gender differences. To eliminate any potential gender pay gap, we have established and implemented a transparent compensation system and evaluation standards, and regularly conduct compensation reviews, committed to ensuring that every employee receives due respect and value in terms of contribution and reward.

Female Leadership Development

The Group focuses on the career growth and capability building of female employees. We plan and implement systematic training and specialized development projects covering vocational skills and leadership, committed to broadening the promotion channels for female employees. We actively encourage and support female employees to participate in the decision-making processes at all levels of the Group, promoting increased gender diversity in management.

In terms of key talent reserve, to broaden the source of future female leaders, the Group ensures the proportion of female cadres in high-potential talent pools (such as the "Camphor Tree Plan"), strengthening the identification and cultivation of high-potential female talents. At the same time, we comprehensively build a full-cycle management system from talent recruitment, development to promotion, ensuring gender diversity from the entry point of campus recruitment, and transforming gender diversity into organizational innovation momentum and leadership advantage.

In 2025, the Group continued and deepened its work on empowering and supporting female employees, providing comprehensive support for their career growth and work-life balance through systematic capability enhancement and energy activation. To this end, we held a series of "Her Power" energy salons, covering topics such as career development, mental health, family relationships, and personal growth, helping female employees continuously gain energy and maintain a positive development trend in the workplace and at home.

Leading by Example with Female Craftsmen, Empowering Frontline Talent Growth

In July 2025, the "Women Model Workers and Craftsmen Assisting Enterprises" event, organized by the All-China Federation of labour Unions' Women Workers' Committee and the Shaanxi Provincial Federation of labour Unions' Women Workers' Committee, entered the Group's Xi'an plant. National model workers and master craftsmen went to the production line, paired up with the Group's outstanding frontline employees in the welding workshop to sign "master-apprentice" agreements, providing on-site guidance on welding technology improvement, production problem solving, and career planning, and offering targeted suggestions on skills such as welding robots, inspection, and programming. By introducing highly skilled female talents for experience transfer, the Group further leveraged the exemplary role of female role models, supporting the skill improvement and career growth of frontline employees, and continuously stimulating the development vitality of diverse talents.

Promoting Cultural Integration

We respect cultural differences in different countries and regions, and are committed to promoting communication and collaboration among diverse cultural teams and cross-cultural integration. To effectively support the global mobility of international talents, we have established a global dispatch system covering the entire Group, with a dispatch guarantee mechanism that is competitive, fair, and reasonable.

In 2025, we released the Workforce Diversity Policy and adopted a combination of long-term mechanisms and special activities, forming a closed-loop management through efficient control and inspection, providing a harmonious and stable cultural soil for promoting cultural integration. At the same time, we strongly advocate "anti-discrimination, anti-harassment, anti-bullying", actively carry out publicity and education activities on this theme, and strengthen cultural penetration through activities such as Employee Care Day, further creating an inclusive and harmonious organizational atmosphere.

In 2026, we plan to promote the in-depth implementation of diversity and equality policies on the existing basis, ensuring that the values of "diversity, equality, and respect" are fully integrated into the daily operations of each business unit and team. To achieve this goal, we will focus on identifying and responding to new challenges that arise during the deep integration process, continuously improving the collaboration efficiency and cultural cohesion of global teams. The Group will continue to implement its "Co-Prosperity" strategy and formulate special plans accordingly, committing to increasing the proportion of women in management while setting development targets covering all female employees. Specific goals and subsequent implementation measures will be further disclosed in due course.

- Proportion of female employees: **19%** (2024: 18%)
- Proportion of female middle personnel: **12%** (2024: 12%)
- Proportion of female senior personnel: **12%** (2024: 13%)
- Proportion of female management (deputy director level and above): **17%** (2024: 14%)
- Proportion of female employees in revenue-generating positions (e.g., sales): **34%** (2024: 33%)
- Proportion of female employees in STEM-related positions (e.g., R&D, technology, engineering): **16%** (2024: 15%)

8.3.3 Democratic Communication

The Group strictly complies with the laws and regulations of its operating locations, actively promotes democratic communication and management, respects employees' rights to freedom of association (such as labour unions) and collective bargaining in accordance with the law, and ensures that employees are not discriminated against, harassed, coerced, or retaliated against for exercising their rights to form, join, or refuse to join labour union activities and collective bargaining.

To effectively protect employees' rights to know, participate, express, and supervise, we have formulated and implemented the Employee Representative Congress Regulations, Framework Measures for Collective Consultation Work, Collective Contract, Wage Agreement, and Special Collective Contract for Labor Safety and Health. We continuously optimize the democratic management mechanism centered on open factory affairs and employee representative congresses. Based on respecting the various rights and interests of employees, we actively negotiate with labour unions on the revision of major systems, continuously enhancing employees' participation and supervision in major matters, and promoting the construction of a transparent, inclusive, and efficient organizational communication ecosystem.

For important matters involving the vital interests of employees, such as adjustments to labor discipline, attendance and performance systems, and major operational changes of the Group, we insist on using the collective consultation mechanism, organizing relevant departments and labour unions to discuss and decide together. The Group conducts collective consultations at least once every three years, effectively safeguarding employee rights and interests, and using this to promote system improvement, problem resolution, and management enhancement.

To expand communication channels, we regularly organize various forms of exchange activities such as employee meetings and symposiums to help employees keep track of the Group's development dynamics. At the same time, we have established mailboxes for the Chairman, the Labour Union Chairman, and the general managers of each business unit, created online public platforms, and operate special channels such as "Heart Channel", "Tree Hole", and "Dialogue Marketing", providing employees with diverse and convenient ways to express their opinions and provide feedback.

In addition, we actively guide employees to pay attention to corporate operation dynamics, promptly respond to their reasonable demands and suggestions, continuously strengthen two-way communication mechanisms, and create an open and trusting organizational atmosphere.

Employee Representative Congress

Held annually to discuss major decisions related to the Group and important matters involving the vital interests of employees, such as collective wage negotiations and the signing of collective contracts.

Employee Communication Meetings

Through forms such as the Group's mid-year and year-end meetings, quarterly employee symposiums, and employee square meetings, we build multi-level, multi-channel employee communication platforms to promote information transparency and democratic management.

Open Leadership Mailboxes

We make public the mailboxes of the Chairman, the Labour Union Chairman, the Secretary of the Discipline Inspection Commission, and the general managers of each unit, making it convenient for employees to directly report their opinions, suggestions, feelings, and demands to the Group's leaders.

Creation of Online Public Platforms

Employees can access relevant public information such as personnel appointments and policy releases in a timely manner on the Group-wide public platform, and can express their opinions and participate in discussions on the collection software "Echo Community".

Echo Community - Voice of Management

In 2025, we consolidated and expanded multi-dimensional platforms such as the "Echo Community" to ensure that employee voices can reach management directly.

Meta Power Project

The Meta Power Project adheres to the concept that "everyone is a talent, everyone can become a talent", and is committed to building a working environment that stimulates employee vitality and creativity. In 2025, we further deepened the construction of the "Meta Power Project", actively held various cross-cultural festival celebrations and cultural integration activities, effectively promoting understanding and collaboration between domestic and overseas employees, transforming the advantages of diverse teams into the organization's innovative vitality and cohesion. Through employee voice platforms and proposal improvements, we effectively transform employees' thoughts and suggestions into the driving force for corporate development, using meta power to promote operational upgrades.

100% of mainland Chinese employees participate in labour unions, with a collective contract signing coverage rate of **100%**.

The "Echo Community" received **22,052**, valid issue posts in 2025, all of which have been resolved, with an overall response rate of **98%**, promptly addressing various issues encountered by employees in their daily work.

8.3.4 Employee Satisfaction

The Group has formulated and follows the Employee Satisfaction Survey Management Regulations and has been monitoring employee experience through annual performance surveys for 11 consecutive years. In 2025, we continued to conduct comprehensive performance surveys for all domestic and overseas subsidiaries. The survey of employee satisfaction (sustainable engagement) covers multiple dimensions including: employee satisfaction (sustainable engagement), diversity and equality, privacy protection, occupational health and safety, work-life balance, employee training and development, just transition, and responsible use of AI. The survey results showed that the participation rate increased to 92%, providing a solid data foundation for continuous employee satisfaction improvement efforts.

Based on systematic survey work, focusing on the three key directions of "work itself, performance improvement, and training development", we organized 5 in-depth cross-departmental decoding and co-creation sessions, and promoted each business unit to produce specific improvement reports and closed-loop action plans, continuously enhancing employee sustainable engagement. In 2025, the Group's employee satisfaction (sustainable engagement) score reached 85 (an increase of 1 point from 2024).

Performance survey target completion rate: 92%, actual completion rate: **92%** (including overseas regions)

Employee satisfaction (sustainable engagement) result (including overseas regions): **85 points** (2024: 84 points)

Geely Auto has continuously deepened its efforts in employer brand building and talent management strategies, receiving high recognition from numerous external authoritative organizations. Leveraging its two major projects, social recruitment and campus recruitment, and integrating multiple channels such as online platforms and offline activities, on-campus cultivation and off-campus connections, we widely promote employer brand culture, effectively facilitating the Group's efficient transformation towards a "technology-oriented" employer brand image. In 2025, Geely Holding Group won numerous awards from major recruitment platforms and professional institutions, including the China Human Resources Sirius Award, Globalization Enterprise Best Employer Brand Award, LinkedIn "Global Talent Attraction Employer", Liepin "Annual Extraordinary Employer", Maimai "Annual Worth-Going Employer", Zhaopin "China Annual Best Employer", Nowcoder "NFuture Most Socially Responsible Campus Recruiting Employer" and "NFuture AI Recruitment Practice Pioneer Award", among many other honors. In the future, we will continue to shape the employer brand image, continuously enhance brand reputation, and earn the recognition and trust of society and outstanding talents.

8.4 Employee Compensation and Benefits

To provide employees with fair and reasonable compensation and benefits, the Group strictly complies with applicable laws and regulations, and based on local market conditions and living standards, regularly reviews and updates relevant policies such as the Compensation Management System, Benefits Management System, and Long-term Incentive Management Measures, ensuring that management systems are legal, compliant, and adapted to actual needs.

In terms of compensation payment, we ensure that all employee compensation is not lower than the national and local minimum wage standards, and provide statutory benefits such as paid leave and maternity benefits in accordance with the law. At the same time, we strictly implement national holiday policies, ensuring that employees fully enjoy various types of paid leave, including annual leave, sick leave, maternity/paternity leave, parental leave, marriage leave, bereavement leave, and single-child nursing leave. We commit to paying employee wages in full and on time, with all legal deductions clearly listed on pay slips, ensuring the fairness and transparency of compensation payment.

In terms of compensation determination, we comprehensively consider factors such as the job value, capability level, performance contribution, and internal and external equity of employees, ensuring that each employee receives market-competitive compensation and comprehensive benefits protection. In addition, Geely Auto continuously monitors external compensation and benefits trends. To keep abreast of industry best practices, we regularly participate in compensation survey briefings organized by professional consulting firms such as Mercer and Aon, maintaining the competitiveness and forward-looking nature of the compensation system.

8.4.1 Compensation and Performance Management Mechanism

We have formulated differentiated compensation packages for each business department, building a compensation system covering all employees, centered on salary growth and performance incentives. In terms of incentive methods, we use various medium and long-term tools such as stock options and equity to support steady income growth for employees. Since 2021, we have rolled out a long-term equity incentive plan, covering over 20,000 people cumulatively as of the Reporting Period. At the same time, we continuously improve differentiated employee incentives and care mechanisms, providing more targeted incentive support for different employee groups. For internal employees, we focus on core businesses and key positions, conducting annual compensation adjustments for high-performing and key talents, incentivizing them to continuously improve performance. For newly recruited core employees, we implement equity incentive arrangements, enhancing the alignment of interests between employees and the company and stimulating long-term motivation. For fresh graduates, we provide benefits such as annual leave, medical examination reimbursement, and baggage shipping fee reimbursement, enhancing their sense of belonging and integration. In 2025, we established an immediate incentive bonus pool and implemented one-time option incentives for more than 200 people. In the future, we will dynamically and rhythmically implement long-term incentive plans based on operational conditions, and appropriately expand the scope of incentives for promoted and high-performing employees.

In addition, the Group has established a unified skilled talent compensation system to attract, motivate, and retain outstanding skilled management talents. Through continuously upgrading the reward mechanisms for various business units and operating entities, we fully stimulate organizational innovation vitality and employee initiative. In terms of compensation incentives, the Group focused on reforming the compensation incentive system as a key priority for the year, striving to improve the vesting mechanism of long-term incentives, systematically identifying key issues in the "value creation, evaluation, and distribution" process, and using transformative thinking to determine improvement directions and enhancement plans.

In terms of performance management, all employees of the Group participate in target management assessments, with clear, measurable, and traceable goals set for each employee. We fully implement the "Double Hundred" evaluation system: a hundred-point scale for performance contribution evaluation and a hundred-point scale for capability development evaluation, applied to performance, promotion, and bonus management, balancing performance results and employee capability growth.

Social insurance coverage rate: **100%**

The ratio of the standard starting salary of male and female employees at Geely Auto's Hangzhou headquarters and Research Institute to the local minimum wage exceeds **201%** (2024: 193%) and **241%** (2024: 201%), respectively.

Proportion of employees participating in target management assessments: **100%**

8.4.2 Employee Care

The Group regards employee well-being as a key focus of daily operations management, committed to creating a working environment with a strong sense of belonging and happiness. We have established a care system covering the entire employee career development cycle from onboarding, on-the-job, resignation to retirement, providing comprehensive and personalized support to ensure that employees receive due attention and assistance at every stage. Through systems of care incentives, mutual assistance among employees, and educational aid, we steadily implement various care measures, including congratulations on marriage, childbirth, and birthdays, visits to those in hospital due to illness or injury, support for families in difficulty, condolences for funerals, and recognition of progressive and virtuous acts. In addition, we focus on the diverse needs of different employee groups and their families, carrying out targeted special support and care activities for retired employees, female employees, Geely second generation, ethnic minority employees, employees from Hong Kong, Macau, Taiwan, and foreign countries, demobilized and retired military personnel and their families, returned overseas students, volunteers, model employees, and spouses of employees who died while in service.

Focusing on the three major dimensions of institutional guarantees, system deepening, and proactive health management, the Group deeply implements employee care work. Through the formulation of the Employee Care and Mutual Assistance Implementation Regulations, the Group defines standard requirements for various care measures, including employee blessings (marriage, childbirth), condolences (hospitalization, retirement), assistance (financial difficulties, serious illness, and bereavement), and incentives (education, professional title and skill improvement, etc.). At the same time, we have compiled and implemented the Employee Care Manual, covering multiple aspects of employee life, health, and growth, continuously improving employees' office and living conditions, actively carrying out various corporate culture activities, and comprehensively enhancing employees' sense of belonging.

In 2025, adhering to the "people-oriented" philosophy and aiming to enhance employees' sense of belonging, happiness, and team cohesion, the Group continuously improved its employee care system. In terms of organizational culture and honor incentives, the Group focused on strengthening the recognition and motivation of "strivers" and "winners". Through the implementation of Honors Awards Management Measures, we established a normalized and standardized recognition mechanism, setting clear award coverage and selection frequency targets. The honor system effectively reached and motivated outstanding representatives at all levels and across various business units. In addition, we promptly responded to national policies, updated the Personnel Movement Management Policy, and Attendance Management System, ensuring that employees' statutory rights were promptly translated into internal institutional guarantees. We provide employees with systematic, standardized support in life, health, growth, and other areas, striving to create a warm and fulfilling workplace environment.

Geely Employee Lifecycle Care System

Employee Health Care	Establish a unified employee insurance benefits system to reduce the financial pressure on employees and their families in the event of disability, illness, or death.
	Introduce an Employee Assistance Program (EAP), build a mental health care platform for employees, and provide psychological counseling and health management services.
	Arrange annual free medical check-ups, and organize health lectures, expert free clinics, and various specialized training sessions from time to time.
Employee Family Care	Provide comprehensive commercial insurance benefits for all employees and their immediate family members, covering group accident insurance, disease death insurance, critical illness insurance, and supplementary medical insurance.
	Provide a green channel for hospital access for employees and their families with serious illnesses.
	Establish Geely kindergartens to help employees solve children's enrollment and transportation problems.
Customized Care	Comfort employees in difficulty: Carry out supupport activities for employees in difficulty and provide financial assistance.
	Care for overseas employees: Regularly communicate with dispatched employees and their families.
	Care for female employees: Help female employees solve special difficulties in life; establish humane, private, and warm mother-and-baby rooms to meet the needs of breastfeeding female employees in the workplace.
	Care for employees in special occupations: Provide late-night snacks for security personnel and high-temperature benefits for frontline personnel.

Diversified Care	Flexible working conditions: Support employees working from home and remotely in special circumstances based on business unit needs.
	Employee benefits: Car purchase discounts for employees/direct relatives/friends and family, employee dormitories (Hangzhou/Hangzhou Bay), employee preferential home purchase (Hangzhou Bay), birthday/quarterly/holiday benefits, wedding red envelopes, group weddings, etc.
	Family benefits: Provide statutory paid leave, maternity benefits, paid annual leave, parental leave for couples, and nursing leave for single-child parents. Organize summer childcare classes to help employees solve the problem of unsupervised children during summer vacation.
	Corporate culture activities: Hold various celebration activities, group weddings, Shufu Award selections, Loyalty Award ceremonies, and organize colorful sports and cultural activities such as fun sports meets and New Year's Eve parties to enhance employees' collective consciousness and sense of belonging.

The Group provides comprehensive commercial insurance benefits for all employees and their immediate family members

Employee return-to-work rate after parental leave: **100%**

Number of employees taking paid marriage leave: **1,295**

Number of employees taking paid paternity/nursing leave: **1,171**

Number of employees taking paid maternity leave: **507**

During the Reporting Period, the Group actively facilitated the transformation of care concepts into concrete actions. In terms of benefits and guarantees, we continuously improved the diversified benefits system, providing employees with multi-dimensional support such as quarterly, holiday, birthday, and Employee Assistance Program (EAP) services. In 2025, we accurately responded to employee needs, completing the renovation of employee dormitories at plants to improve living conditions. In terms of care activities, we continued to organize sports and cultural activities such as fun sports meets, New Year's Eve parties, singer competitions, and table tennis matches, helping employees balance work and life and creating a warm and united working atmosphere.

8.5 Employee Training and Development

The Group takes "Co-Prosperity" as its core concept, based on the corporate development strategy and employee growth needs, systematically promotes talent cultivation from the three dimensions of "digitalization, diversification, and comprehensiveness", continuously optimizing the talent training system at all levels, committed to building a sustainable, high-quality talent team. We continuously optimize training content, talent development programs, and career promotion channels, helping employees adapt to changes in new technologies and work styles, promoting the just transition of employees and the Group together towards new energy intelligence and digitalization.

8.5.1 Employee Training

The Group is committed to building a comprehensive training system covering all employees (including full-time, part-time, and temporary employees) throughout their careers, opening up talent promotion channels and providing employees with multi-level, multi-angle, and multi-directional development paths. Through the implementation of a series of specialized training programs, we have built a diversified development platform for employees, fully stimulating their enthusiasm and creativity, helping them realize their self-worth while also enhancing our core competitiveness in the industry's just transition process.

With the completion of the "Intelligent Geely 2025" strategy, the Group adjusted the core responsibilities of the highest guiding body for Geely Auto's professional capability building – the "Professional Development Committee of Various Ethnic Groups". This committee is now responsible for coordinating the development direction of various professional fields and personnel career channels, approving qualification standards and learning maps, determining the qualifications of personnel at level three and above, and guiding the construction of expert databases and sub-committees, identifying and tapping into professionals in various fields, effectively promoting the realization of the Group's value innovation strategic mission.

To ensure the effective operation of the training system, we have formulated and implemented a series of institutional documents such as the Management Regulations for New Employee Onboarding Training, Management Control Procedures for Training, Management Measures for Reserve Talents, Management Measures for the "Vitality Plan" Talent Rotation, and the Teacher and Course Management Measures, and implemented special projects such as the "Spark Plan" to ensure the achievement and measurement of talent cultivation goals. At the same time, we issued a cross-regional rotation policy for talents, encouraging employees to move across fields and positions, aiming to broaden their work skills and cultivate composite talents. These systems together form a complete and standardized management framework covering training processes, skill improvement, talent echelon construction, and internal mobility, ensuring that talent cultivation work is closely aligned with job needs and business development directions, and providing solid talent strength for just transition in key areas such as new energy, intelligence, and digitalization. The Group continuously conducts employee training satisfaction surveys and optimizes training content and formats based on feedback. During the Reporting Period, employee training satisfaction reached 82 points.

We mainly rely on a series of learning courses planned by the "Geely Academy", combined with the self-developed online learning platforms "Geely e-Learning", to provide equal and diverse training opportunities for all employees. We have established corresponding training systems for management talents, professional talents, new employees, and reserve talents such as fresh graduates, helping employees continuously improve in theoretical knowledge, professional skills, general skills, and leadership, supporting the realization of personal value and career growth. At the same time, we continuously refine leadership development, through systematic training programs, continuously improving managers' strategic thinking, decision-making ability, and team leadership levels, laying a solid foundation for the long-term development of the enterprise.

In 2025, to support the Group's globalization and intelligence strategies, we focused on key groups such as composite professionals, international talents, and digital talents, systematically upgrading the training and development system. key achievements include successfully integrating and launching Geely Auto's first self-developed globalization training system, achieving a three-in-one integration of domestic and overseas employee training and sales training

systems. At the same time, we continuously refine leadership development, through the implementation of a series of projects, continuously improving managers' strategic thinking, decision-making ability, and team management levels, laying a solid foundation for the long-term development of the enterprise.

New Employee Training	• Newly hired employees: To promote rapid integration of new employees, we help them quickly understand the organization and corporate culture through the "Dream Chaser Plan" and "Dayan Training". • Newly promoted management cadres: Carry out and complete the "Turnaround Plan" role transformation coaching training during the observation period. • Newly transferred professional and technical personnel: Mandatory implementation of pre-job skill training to ensure transfer competence and smooth transition.
On-the-Job Employee Training	• All-employee empowerment: Organised 24 empowerment training sessions titled "Seeing", "Insight" and "Encounter" for all employees, covering product, technology, strategy, culture, etc.; Qualification assessment: Conduct employee job qualification assessments. • Thematic month activities: Carry out various thematic activities such as "Safety Month" and "Compliance Month".
Skilled Employee Training	• Skilled employee full-lifecycle development system: Build a full-lifecycle development system for skilled employees covering "adaptation period, growth period, development period, empowerment period". • New skilled employees: Carry out projects such as targeted trainings, summer camps, and craftsmen entering campuses.
Cadre Training	• Cadre compulsory courses: Based on the Group's strategic transformation requirements, develop compulsory courses for cadres around leadership, operational capability, and professional capability. • Composite cadre cultivation: Develop strategic compulsory courses for cadre leadership, operational capability, and professional capability. Carry out a series of training programs for newly promoted cadres, high-potential cadres, and on-the-job cadres, such as the "Turnaround Plan" for newly promoted cadres, the "Camphor Tree Plan" for high-potential cadres, and the "Navigation Plan" for on-the-job cadres, covering business capability, resource synergy, operational capability, innovative thinking, international expansion, marketing, supply chain management, etc., systematically improving cadres' strategic thinking and practical capabilities. • Backbone talent cultivation: Focus on industry frontiers and key annual business priorities, carry out "X-Team" backbone training.
Dispatched Overseas Employee Training	• Through course training, internal and external sharing of excellent overseas practice experiences, global cultural lecturer certification, English speech clubs, etc., help employees dispatched overseas and talents involved in export business gain insights into global trends in the new energy vehicle industry, understand the Group's internationalization strategy, enhance cross-cultural awareness, strengthen language skills, and better communicate and collaborate in international teams.

- Employee training coverage rate: **100%** , average training hours per employee: **71 hours**
- Total training investment: RMB **40,265.2k** , average training expenditure per employee: **RMB 561**
- **100%** of employees participated in health and safety training, total training hours: **1,362,392 hours**
- Sustainable development-related training conducted for **100%** of employees, total training hours: **31,187 hours**

8.5.2 Employee Empowerment

The Group regards just transition and the improvement of academic qualifications as important internal driving forces for corporate sustainable development. We continuously optimize the talent cultivation mechanism, promote the implementation of various talent projects, help employees achieve self-growth, more strongly promote corporate strategic transformation, and build long-term competitive advantages for the Group's sustainable development.

Empowering Employees for Just Transition

We always attach importance to protecting employee rights, especially focusing on the smooth transition of personnel related to the original fuel vehicle business during the new energy strategic transformation, providing them with specialized transition training and job transfer support to help employees smoothly adapt to the new job requirements of the new energy vehicle industry. To actively respond to the technological changes brought by the automotive industry's "new four modernizations", in 2025, we continued to deepen the "Four Modernizations and One New" training mechanism, providing strong support for the Group's human resources strategic development.

At the same time, to comprehensively assess employees' adaptability and development needs in a rapidly changing environment, we continuously include just transition-related topics in performance surveys to deeply understand employees' preparedness and specific needs when facing challenges such as technological innovation and industrial transformation, and accordingly formulate more precise training and development plans.

In 2025, employee just transition satisfaction reached 88 points, consistent with the 2024 result, maintaining a high level. Survey feedback shows that under the promotion of the current just transition empowerment mechanism, employees' loyalty and pride have significantly increased.

Geely Auto's "Four Modernizations and One New" Talent Training Mechanism

New Four Modernizations Talents	Focus on optimizing the talent structure in key R&D areas. Introduce external talents, bring in "Big Camphor Trees" in areas such as intelligent driving and cockpit. Recruit "Dayan" through universities, and recruit "Management Trainee" who meet development needs with high standards. Cultivate on-the-job personnel, transferring high-potential talents with knowledge reserves from hardware teams to software teams. **Key Performance:**In 2025, Geely Auto's "New Four Modernizations" talents accounted for approximately 49%, an increase of 7%pt compared to 2024.
International Talents	• Cultivate talents in R&D, marketing, supply chain, support, and other lines with global vision and cross-cultural communication skills, consolidating an endogenous talent echelon with both professional capabilities and comprehensive vision for Geely Auto's globalization development. • Around the needs of the overseas expansion strategy, we combine regional layout models, find mutually beneficial partners locally, and build local public welfare ecosystems to enhance the synergy between overseas business and local social development. • The Human Resources department establishes a mature overseas business mechanism and leads the formation of cross-departmental project teams, entering overseas markets in a team-based manner, providing systematic support for the smooth progress of overseas business. • Adopt a full-process scenario-based talent cultivation strategy integrating guidance, experience, guidance, and promotion to promote talent capability growth. **Key Performance:** In 2025, 583 international talents were successfully introduced, 15 experienced internal talents were dispatched to overseas markets, and 15 high-potential talents were selected for specialized international training.
Youthful Talents	Increase the reserve of young cadres in areas such as intelligent driver assistance, cockpit, product R&D, and marketing, boldly appoint young cadres, accelerate organizational capability renewal, enhance team cohesion while integrating elements favored by young people into product functions and marketing areas. **Key Performance:** In 2025, continue to implement the "Little Seedling" plan, recruiting 3,620 fresh graduates. Improve the recruitment and selection standards for Dayan management trainees, providing full-lifecycle cultivation for 94 management trainees, consolidating talent echelon construction, and building reserve forces. At the same time, carry out high-potential cultivation plans at all levels, comprehensively enhancing the cadre echelon strength at all levels. In 2025, the cadre echelon construction completion rate reached 75%.
Digital Talents	• Establish a first-level department, iDD (Intelligent Development Department), under the Digitalization Center, with clear authority, responsibility, and resource allocation functions, transforming digital capability building from the "liquid" model of cross-departmental collaboration into a strategic entity organization. • Introduce teacher and course resources on digital transformation, organizational innovation, and business change to enhance employees' digital competence. • Popularize AI products to all employees, deepen their understanding of digital concepts and applications, conduct digital capability training for all employees, and carry out AI and big data training camps including DeepSeek special empowerment and AI agent competitions. • Establish digital talent growth profiles for marketing and a resource library of digital marketing teachers and courses. **Key Performance:** In 2025, the Group launched dozens of AI-powered office tools, empowering various fields including human resources, supply chain, sales, and operations. While enhancing employees' AI skills, these tools also significantly improved work efficiency. In June of the same year, the Group successfully held an AI Innovation Competition, focusing on three major areas: AI + in-vehicle R&D, AI + corporate efficiency, and AI + service experience. A total of 125 project submissions were received, and DeepSeek Xiao Zhi compiled over 10 AI practice cases, effectively activating "AI+" applications across all scenarios.
One New (Cultural Renewal)	Build a management team with business, operational, and leadership capabilities. Cultivate an employee team that is responsible, creates value for users, collaborates efficiently, and embraces change, promoting organizational capability building to keep pace with business development rhythms and supporting the stability of system operation during the transformation process.

The Group provides guidance and training support for employees in the process of intelligent and digital transformation. Total annual electrification training hours: **2,683,580 hours**; total annual digitalization training hours: **625,255 hours**.

Supporting Employee Academic Qualification Enhancement

We place great importance on employee personal development, actively encouraging and supporting employees to participate in higher-level continuing education, professional qualification certification, or professional title evaluation during their employment. We are committed to continuously improving the environment and foundation for talent development, mobilizing employees' enthusiasm for continuous learning and initiative, effectively enhancing their overall quality, and actively supporting the joint growth of the Group and individual employees.

Relying on the educational resources of Geely Holding Group, Geely Auto continuously promotes the improvement of internal degrees and academic qualifications (non-Ministry of Education recognized degree qualifications). In accordance with the Management Measures for Industry-Education Collaborative Work (2024 Version) formulated by Geely Holding Group, adhering to the principles of openness, sharing, and unity, we continuously improve the coordination mechanism with the internal educational resources of Geely Holding Group, and continue to explore application-oriented talent cultivation methods, establishing a three-in-one high-skilled talent cultivation system of "academic qualification improvement, vocational skill level, and professional title certification". Among them, the Zhejiang Automotive Engineering Research Institute ("Zheyan Institute"), a subsidiary of Geely Holding Group, focuses on improving employees' on-the-job academic qualifications and cultivating the practical abilities of students in school, delivering application-oriented high-level talents to the industry.

In 2025, relying on school-enterprise cooperation and internal certification projects such as the "Cornerstone Plan", we continuously expanded the channels for vocational skill level certification. With the obtained industry professional title independent evaluation authorization, we opened up more convenient and relevant career development paths for professional and technical personnel. At the same time, through policy incentives and financial support, we encourage employees to participate in various improvement plans, not only achieving personal capability upgrades but also promoting the Group's transformation towards "Intelligent Geely 2025".

As of the end of 2025, cumulative:
Postgraduate and doctoral student enrollment ratio: **70%**
Number of "Top Ten Craftsmen" cultivated over the years: **74**, among whom Chief Craftsmen: **8**
Number of employees obtained senior professional titles in the automotive industry: **836**

8.5.3 Employee Development

To better cultivate and retain talents, the Group has designed diversified career development paths for employees, including management, professional, and skill tracks, and has set corresponding advancement ladders for management cadres, professional talents, and skilled talents. At the same time, through the establishment of high-potential talent pools, job competitions, and vitality rotation mechanisms, we have built a comprehensive career development system, continuously enhancing the overall strength of the talent echelon.

To support employees in achieving cross-field and cross-professional diversified career development, the Group has a dedicated internal recruitment information platform and has established an efficient talent mobility mechanism. In 2025, we fully upgraded the "Internal Recruitment Platform" to better respond to employees' needs for personal growth and value realization, while also creating broader space for internal talent development.

We respect the differentiated capability characteristics of employees and actively establish talent development platforms in conjunction with talent development projects. At the same time, through the establishment of regular tracking, evaluation, and feedback mechanisms for career development, we follow up on employees' career development paths throughout the process, supporting each employee to obtain transparent and fair promotion opportunities.

In addition, the Group attaches importance to the retention of core talents, focusing on reducing the turnover rate of technical and management personnel, gradually establishing a comprehensive retention mechanism including incentives, development, culture, and legal protection. Through a three-tier linkage mechanism of "Group planning, business implementation, practice sharing", we systematically enhance organizational resilience, providing a sustainable development environment for core talents.

In 2025, the Group focused on the following initiatives in employee development and achieved positive progress:

- **"Three Talents" Project:** To cultivate a large-scale reserve talent team with composite skills, who understand products, technology, and services, the Group launched the "Three Talents" project centered on scenario-based, composite, and international talents, forming a strategic talent special force composed of management forces, professional special forces, and project special forces to support the just transition towards new energy and intelligence.

Definition of the "Three Talents" Project

Management Forces	Based on job profiling, we have established a comprehensive cadre evaluation system. Through cross-functional training and job rotations, we continuously upgrade targeted development programs, focusing on enhancing the practical experience of high-potential employees in key areas and honing their cross-functional competencies, so as to cultivate leaders capable of leading teams to achieve goals and realize the objective of large-scale talent-led transformation. Meanwhile, we have established a full-tenure training and empowerment mechanism to support the continuous advancement of cadre capabilities. We have introduced high-level strategic reserve talents to accelerate rapid breakthroughs and implementation of strategic missions, while bringing industry-leading perspectives to the organization.
Professional Special Forces	Our aim is to provide a cross-functional talent development platform for core business units including R&D, production, supply chain and sales. We have implemented targeted rotations in core areas, breaking down departmental silos, strengthening business synergy, helping technical teams understand market needs, and enabling sales teams to grasp product logic – forging full-chain combat capability through rotation.
Project Special Forces	We focus on key campaigns and critical missions to achieve rapid assembly and precise deployment of talent. Through flexible mechanisms such as dual roles and secondments, we have built a three-tier agile combat system of "decision-making – driving – mission execution", ensuring that when opportunities arise, talent is already in place. We have standardized personnel selection, exit and evaluation mechanisms to ensure orderly work progression, and quickly identify and select outstanding talents with the ability to respond rapidly, execute solidly, and achieve continuous success in practice, while fully recognizing their value contributions.

- **High-Skilled Talent Cultivation:** Through continuously empowering craftsmen and masters, we strongly support the growth of skilled talents, fully leverage the professional value of technical leading talents, and cultivate high-skilled talents with parallel development paths in skills, professionalism, and management. During the Reporting Period, the Group has established 62 group-level skill master studios (the master levels cover district level, city level and national level).

Implementing the concept that "everyone is a talent, everyone can become a talent" and realizing the strategic talent goals proposed in the "Taizhou Declaration", we have built a stable and sustainable mechanism for internal talent cultivation and upward mobility. Each year, based on business development needs and talent assessment results, Geely Auto dynamically sets and adjusts the succession readiness targets and internal promotion ratios for key positions at all levels, ensuring an adequate and suitable supply of candidates for key positions, achieving a competitive ratio of internal promotions, continuously activating the internal driving force of the "Talent Forest", and maintaining the vitality and competitiveness of the talent team. In 2025, to achieve this goal, we established a clear and comprehensive succession plan, and through special projects such as the "Camphor Tree Plan", we continuously promote it, ensuring the continuous growth and orderly succession of the talent team.

Employee Succession Plan

Canopy Layer	**Senior Reserve** For senior reserve talents with the potential to lead organizational breakthroughs, training focuses on strategic planning, industry foresight, and global vision.
Trunk Layer	**Mid-to-Senior Reserve** For mid-to-senior reserve cadres who bridge the gap between upper and lower levels, focus on honing their core management, team leadership, and business operation capabilities.
Deep Root Layer	**Middle Reserve** For middle reserve talents, focus on deepening professional capabilities, cultural identity, and foundational management skills.

During the Reporting Period, the Group implemented a personnel restructuring plan, with no large-scale layoffs or employee strikes. We will continue to optimize the career development, compensation incentives, and working environment for employees in the future to improve overall employee retention and build a more stable and sustainable organizational capability.

2025 Key Performance:

Number of positions filled by internal candidates: **1,083 persons**, proportion of positions filled through internal recruitment channels: **18%**

Average turnover rate for full-time employee: **1.8%** (2024: 1.4%)

Note: Average turnover rate for full-time employee = Number of full-time employee turnover this year / (Number of full-time employee at the end of last year + New hired full-time employees this year) / 12 months; In which, the number of full-time employee turnover includes voluntary turnover and involuntary turnover

8.6 Occupational Health and Safety

The Group attaches great importance to the health and safety of employees, strictly complying with safety laws and regulations and health and safety management system standards. We continuously improve the safety management system, focus on on-site safety control, strengthen occupational hazard monitoring and occupational health examinations, and fully safeguard the occupational health and safety of employees.

8.6.1 Safety Management Structure and Mechanism

Safety Management Structure

Chief Safety Officer (CSO)

Fully coordinating the Group's occupational health and safety work, leading the formulation and supervises the implementation of Group-wide occupational health and safety targets, regularly organising reviews of target achievement, and reporting to the Group's senior management and relevant regulatory authorities.

Work Safety Committee

Each plant has established a Work Safety Committee. The general manager of each plant serves as the director of the Work Safety Committee. The committee includes labour union representatives and employee representatives, who jointly participate in the communication and consultation on occupational health and safety matters. The committee is responsible for the overall planning, assessment and decision-making of safety production management.

Group Level – Legal Compliance Center

The Legal Compliance Center is responsible for liaising with subsidiaries on occupational health and safety management, including target setting and assessment, daily operation supervision and evaluation, system standard construction and support services. It has established a Safety and Environmental Protection Department (responsible for occupational health, safety and environmental protection) and a Security Department (responsible for fire safety, traffic safety and security). For each business module, including occupational health and safety, there are module heads and professional engineers.

Subsidiary – Safety and Environmental Protection Department

Each subsidiary has established a Safety and Environmental Protection Management Department, which regularly holds Work Safety Committee meetings and safety briefings to communicate safety and environmental work and target completion with various departments. It is responsible for promoting the implementation of occupational health and safety work at each subsidiary. Each subsidiary is equipped with full-time safety production management personnel responsible for the implementation of specific safety production work. Each production department has full-time safety engineers to ensure the efficient operation of the safety management system. Safety management bodies or personnel at all levels are responsible for safety at their respective levels and collaborate on safety production work. Plant heads and divisional leaders fully promote and implement plant safety and environmental management measures, continuously improving safety and environmental leadership and management standards.

The Group signs a safety production responsibility letter with each subsidiary annually, clarifying safety indicators and performance appraisal standards for the Group and each subsidiary. It tracks the achievement of safety indicators for each subsidiary monthly, incorporating the results into monthly and annual organisational performance appraisals. In the event of a major safety accident, a "one-vote veto" system is implemented, cancelling the management's performance bonus for thecurrent year, and the Board will impose varying degrees of negative incentives on relevant personnel depending on the severity of the situation.

Occupational Health and Safety Management System

The Group places a high priority on occupational health and safety management. By establishing an Environment, Health and Safety (EHS) management system, it conducts EHS information system monitoring of safety hazards, safety inspections, daily safety production training and early warning indicators. It reviews and updates the EHS management system and upgrades EHS management processes annually, continuously improving the level of occupational health and safety management. We actively review the frequency of EHS information system use, continuously optimise the system user experience, and enhance management efficiency.

To ensure that safety management is wellregulated, we have formulated and continuously improved the EHS Laws and Regulations Identification and Compliance Evaluation Control Procedures, Occupational Hazard Operation Classification Control Standards, Hazard Source Identification and Risk Assessment Control Procedures, EHS Accident Reporting and Investigation and Handling Procedures, and the Behavioural Safety Management Guide. In 2025, we issued and implemented EHS Evaluation Procedures, further improving the operation and evaluation mechanism of the occupational health and safety management system.

The Group's safety risk identification and control processes include:

- Hazard Source Identification and Risk Assessment Control Procedures
- EHS Laws and Regulations Identification and Compliance Evaluation Control Procedures
- Occupational Hazard Operation Classification Control Standards
- Group-wide EHS Evaluation Procedures
- EHS Accident Reporting and Investigation and Handling Procedures

During the Reporting Period, aiming to prevent workplace injuries and occupational diseases, the Group achieved a 100% completion rate of annual safety targets.

During the Reporting Period, 100% of the Group's vehicle plants obtained external certification for ISO 45001 Occupational Health and Safety Management System.

Establishing a Sound Risk Prevention Mechanism

- **Risk Identification**: Establish occupational health and safety management processes such as hazard identification, risk assessment, risk grading control, and job risk notification.
- **Risk Control**: Based on ISO 45001 Occupational Health and Safety Management System requirements, establish a hierarchical system for occupational health and safety management control, effectively managing occupational disease hazards and safety production risks, and safeguarding employee health and safety.
- **Safety Inspections**: Conduct routine EHS assessments, comprehensive Work Safety Committee inspections, preholiday safety inspections, and seasonal safety inspections, with a focus on hazard source control. Inspection content includes hazardous waste, accidents, training and education, risk grading control, etc. Evaluate and report on safety performance, urging managers at all levels to fulfil their responsibilities. Establish an allemployee safety point system, using violation control and safety proposal improvements as scoring benchmarks, promoting allemployee participation in safety management. For past accidents, incorporate key preventive measures into onsite equipment and facility requirements and team hazard source lists, and share them with all plants to implement intrinsic safety improvements and routine effectiveness checks.
- **Accident Investigation Procedures**: For safety hazards and accidents, set accident indicators according to national standards, track the accident situation of each plant monthly, and ensure closedloop handling of accidents.
- **Emergency Management**: Around onsite hazard sources, establish emergency preparedness and response mechanisms, prepare and implement the Production Safety Accident Emergency Plan , formulate an annual emergency drill plan, and regularly arrange first aid, fire prevention and evacuation drills to enhance the accident prevention and emergency response capabilities of all employees.

8.6.2 Safety Management

We strengthen the control and management of key risks, enhance safety supervision during the production process, prevent potential safety risks, deepen the investigation and management of hazards, and improve safety protection measures. We also regularly conduct emergency response drills and safety education and training to systematically prevent and reduce the incidence of safety accidents.

Safety Risk Identification

To systematically identify safety risks and rectify them in a timely manner, in 2025 we implemented key measures such as normalised risk governance at subsidiaries, behavioural safety observations, regular thematic activities, and promoting accurate hazard source identification at each plant, thereby comprehensively enhancing our safety risk identification capabilities.

- **Promote normalised risk assessment and evaluation:**During the Reporting Period, the management of each subsidiary regularly assessed the current safety production situation and risks through the Work Safety Committee, formulating improvement measures and resources for weak areas in safety management.
- **Implement behavioural safety observation mechanism:** A behavioural safety observation mechanism was introduced for regular production positions. From management to team leaders, at least one behavioural safety observation and on-site communication is conducted per month for each operation position, to identify onsite working environment and ergonomic deficiencies, correct violations and unreasonable operation steps, and engage in equalfooting communication with employees, encouraging the continuation of safe behaviours. In 2025, a total of 43k behavioural safety observation activities were carried out.
- **Conduct regular thematic activities and routine special inspections:** Thematic inspections are organised each month in conjunction with thematic activities. As of the end of the Reporting Period, a total of 17 thematic inspection activities had been carried out.

- **Accurate identification of hazard sources:** Each plant was organised to accurately identify hazard sources against the Group's "Vehicle Plant Hazard Source Identification, Risk Assessment and Control Measures List". The hazard sources and their risk levels for each production process and position were evaluated item by item, and the adequacy of safety control measures was assessed. During the Reporting Period, a total of 488 nonconformities were rectified. The difference in the number of hazard sources between units decreased from 6 times to 1.6 times, further improving hazard source identification capability and the consistency and applicability of control measures, thereby ensuring 100% coverage of risk identification and safety control measures in work areas.

Safety Risk Prevention

To systematically address safety risks across the entire process, the Group focuses on building an accident prevention system, closedloop management of safety hazard rectification, and improving the level of intelligent safety production. By promoting special programme governance, strengthening onsite operation safety management, supervising and verifying the rectification of safety hazards, promoting comprehensive investigation of similar hazards, and enhancing intelligent safety production levels, the efficiency and effectiveness of safety risk management have been improved.

- **Risk Hierarchical Control and Hidden Danger Investigation and Treatment:** In 2024, the Group level had compiled a basic version of the hazard source list applicable to all vehicle manufacturing industries. In 2025, the Safety and Environmental Protection Department further implemented and applied this list at the factory level, covering all factories. To address high-frequency industry accidents, we launched special audits on grating stairs, AGVs, automation interlocks, and contractor safety. This resulted in the remediation of 3,092 key hazards and the standardization of control measures for every identified risk source.
- **The Group EHS Operations Specialist Teams:** Led by the Group, professional teams were formed involving some backbone engineers from each plant. Selected high-quality backbones participated in the revision of 6 standards and led 4 onsite service and technical support activities. D uring the Reporting Period, the Group safety team organised 8 Group safety open classes, attended by a total of more than 1,200 engineers/team leaders, aiming to empower onsite engineers and frontline team leaders.
- **Integrate EHS risk management into the new product development process:** Occupational health and safety risk management is incorporated into the NPDS process for new product development. Safety key controls are embedded throughout the entire process – production line design, construction and commissioning, equipment acceptance, rack development, raw material introduction, trial production, and mass production launch. A total of 49 safety key control points have been added to proactively identify and manage EHS risks.
- **Formulate and promote special programmes:** This year, the Group formulated and promoted the implementation of the Special Programme for Prevention of Category 3 and 4 Accidents, proposing a total of 46 key measures, achieving zero serious and above accidents.
- **Regularly supervise closedloop rectification of safety hazards:** Management organises onsite safety production inspections weekly and monthly, and supervises the rectification of identified safety hazards, forming a risk management closed loop of "hazard identification → rectification plan proposal → hazard elimination". This year, the Group organised 7 grouplevel special investigations, including for grating and platforms, AGVs, related party management, and automated line interlocking protection. It also supported 15 onsite assistance activities for highrisk plant, rectifying a total of 3,092 key hazards. In addition, based on the hazard source identification and risk grading control mechanism, each subsidiary organises all employees to participate in risk point control and hazard investigation and management, covering management to frontline employees, ensuring that all employees have the ability to promptly identify and eliminate onsite dynamic hazards.
- **Investigate and analyse plants near misses and incidents:** The Group requires plant to report minor injuries and light injuries immediately. During the Reporting Period, 100% of safety production accidents occurring each month were investigated onsite. Management promptly organised onsite accident analysis meetings, formulated key rectification measures applicable to standard upgrades at all levels, completed accident investigation reports, and communicated accident handling. Based on actual working hours, the accident rate decreased by 36% yearonyear, and no serious or above accidents occurred throughout the year.
- **Implement plant safety risk prevention measures:** The Group regularly organises "lookback" verifications to check the horizontal deployment of typical accident cases. In 2025, a total of 5 groupwide verifications were carried out, identifying 52 nonconformities with an average compliance rate of 90.5%. A millionhour milestone incentive programme was formulated, with zeroaccident hours visually displayed in each factory and department. In 2025, plant including Hangzhou Bay Company, Linhai Company and Xi'an Company achieved zeroaccident milestones of five million hours or more.
- **Improve the level of intelligent safety production:** Based on the Geely Xingrui AI large model, the Group independently developed 3 EHS domain AI agents, applied to assist in mastering EHS regulations/ technical standards/group policies, promoting the horizontal deployment of accident cases, and providing efficient support for sewage treatment plant control. This year, 11 plants introduced IoT monitoring and AI vision technology into onsite safety control, achieving an improvement in onsite intrinsic safety levels. At the same time, relying on a lowcode platform, the Group independently developed and gradually promoted digital functional modules such as BBS (Behavioural Based Safety), KYT (Kiken Yochi Training) and allemployee EHS points. By embedding a hazard source library for highrisk scenarios and accident cases, the overall intelligence level has been steadily improved. During the Reporting Period, these functions supported onsite operation safety supervision applications 52k times, effectively enhancing the digital level of onsite safety management and the operational efficiency of EHS business.

Safety Training and Emergency Drills

For all employees, we have built a safety awareness and response capability enhancement system covering EHS empowerment, knowledge acquisition, skills training and certification, and cultural promotion. We are committed to integrating safety awareness into the daily behaviour of all employees and strengthening emergency response capabilities.

- **Carry out all employee EHS capability enhancement:** The Group places the improvement of occupational health and safety awareness at an important position in health management. We formulated and implemented the "EHS Training and Education Management Procedures", clarifying training management requirements, and organised a series of training programmes including threelevel (companylevel, plantlevel, teamlevel) EHS training for new employees, team leader EHS training, allemployee EHS training, occupational health training, driving permit training, stakeholder EHS training, and new energyrelated position training. Employees in each position possess safety capabilities matching their responsibilities. In 2025, the threelevel safety education rate for employees reached 100%; the proportion of employees receiving occupational health and safety training reached 100%, with cumulative training of 1,362,392 hours.
- **Launch knowledge base:** An online knowledge base of institutional standards and typical accident cases was established, helping employees quickly access national, industry and group safety standard requirements. At the same time, it facilitates employees to use AI to retrieve key control measures from accident cases applicable to their work scenarios, preventing the recurrence of similar accidents.
- **Develop series of courses:** For targeted cooperative university classes, a series of courses on "Intern Safety Skills" was developed.
- **Complete certification through training authorisation scheme:** A training authorisation scheme for dangerous operation supervisors was established, completing capability certification for a total of 2,275 dangerous operation supervisors across plants.
- **EL4 level certification for new energy positions:** In 2025, 21 people from 11 units passed EL4 level certification for new energy positions. Full coverage of EL1EL4 certification for new energy positions was achieved, with a cumulative total of 23,000 people certified.
- **Organise EHS director classes:** 10 EHS director classes were organised, with a total of 1,498 safety engineers from various units participating.

For outsourced suppliers and store ends, we also actively carry out safety training, empower EHS management, and fully implement safety and environmental protection requirements.

- **Empower outsourced suppliers (onsite suppliers):** Safety training and EHS management evaluations are conducted for outsourced suppliers, and suppliers are organised to participate in the establishment and drills of the base's emergency response system. In 2025, the signing rate for safety and environmental protection agreements with outsourced suppliers, training coverage rate, and rectification rate for identified issues all reached 100%.
- **Establish store EHS management manual:** For store ends, EHS management training for store managers was organised, with a total of 335 participants. More than 500 copies of the Store EHS Manual were produced and distributed to stores for reference, fully implementing the Group's safety and environmental standards requirements.

Carry out Safety and Environmental Consultation Day activities

In 2025, the Group held a total of 12 Safety and Environmental Consultation Day activities at the headquarters and various parks, involving approximately 15k employees. In addition, we conducted a safety knowledge contest for all employees, with rewards set to encourage voluntary participation. A total of 21,810 people participated in the allemployee EHS knowledge contest, strengthening the safety awareness of all employees.

6th Group Safety Professional Skills Competition

The competition stipulated that safety engineers would participate as the professional group, while team leaders and engineers in other business areas would be placed in the nonprofessional group. The competition covered 17 units, with 8,153 people participating in the preliminary round. In the semifinals, 20 engineers and team leaders were selected to enter the finals, and ultimately the Group's outstanding engineers and safety skilled talents were selected. A total of 18,000 people from all plants participated in the competition, promoting learning through competition and enhancing the safety support skills of all employees.

Extreme Weather Safety Management

The Group continuously focuses on safety management in extreme weather conditions. In 2025, The Group released the 2025 Summer Operational Safety Notification, proactively conducted targeted inspections and hazard remediation in key areas, including heatstroke prevention facilities, hazardous chemicals, and typhoon/flood preparedness. A total of 1,582 safety hazards were rectified. During the response to Typhoon "Bamboo Grass", the Group actively fulfilled its early warning duties, issuing a total of 5 typhoon warnings, organising 528 duty personnel, and transferring 1,197 materials and commercial vehicles, ensuring timely and efficient response and minimising the impact of natural disasters on corporate assets.

Safety Performance Evaluation and Audit

Geely Auto attaches importance to safety performance evaluation and audit. By establishing EHS evaluation and audit mechanisms at the group, plant, factory and team levels, tiered audits are conducted semiannually, quarterly and monthly, reviewing current and potential risks item by item. Based on the audit results, we strictly implement rectifications and actively carry out EHS management performance appraisals. We conduct a comprehensive EHS audit of all vehicle plants at least semiannually, with audit indicators covering accidents, occupational diseases, environment, etc., and carry out EHS system rating. In December 2025, the Group organised cross-audits of its plants. The results showed that the average score of the plants was 847.9. The number of production plants/units receiving an A-level rating increased from 7 to 12, and all other plants reached the target B-level. Compared with the end of 2024, the proportion of S-level plants increased by 100%, and the proportion of A-level plants increased by 24%. (S-level requires safety standardisation Level 1, national green factory, KPI achievement for two consecutive years, and score ⩾ 900; A-level requires safety standardisation Level 2, provincial green factory, annual KPI achievement, and score ⩾ 850; B-level requires ISO 14001 and ISO 45001 certification, and score ⩾ 800.)

The Group aims to comprehensively control the number of accidents, eliminate serious workplace injuries, traffic accidents and fires, and minimise the number of general and minor accidents. It attaches importance to the recording and investigation of all safety accidents and issues, and through the implementation of rewards, penalties and improvement measures, reduces and, where possible, eliminates the recurrence of similar incidents.

In addition, the Group has established a multilevel EHS safety performance evaluation system, specifying the frequency of safety performance activities for management, output requirements, and conducting monthly evaluations. In 2025, the average management performance rate reached 97.5%. The performance of management is linked to the safety performance of their unit/department. In the event of a safety production accident, relevant managers will be subject to performance appraisal, disqualification from annual awards, and a 2-year suspension of promotion eligibility.

Key Safety Production Performance

	2023	2024	2025
Safety incidents (number)	40	49	35
Work-related fatalities (person)	0	1	0
Fatality rate per million working hours (n/1,000,000 working hours)	0	0.0079	0
Lost working days caused by work-related injuries (day)	1,652	2,557	1,205
Lost Time Injury Rate (LTIR) per 200,000 working hours (n/200,000 working hours)	0.07	0.08	0.05
Rate of severe injuries incidents (‰)	0.017	0.079	0
Rate of minor injuries incidents (‰)	0.65	0.68	0.48
Occupational disease incidents (number)	0	0	0
Rate of occupational diseases (%)	0	0	0
Rate of work-related injury (‰)	0.66	0.77	0.48
Rate of absenteeism (‰)	0.110	0.136	0.066
Financial loss caused by safety incidents (RMB10,000)	31.48	51.49	35.44

In 2025, the Group continued to consolidate safety production management, implementing safety responsibilities from top to bottom. Special improvement measures were formulated and implemented, hazard investigation and rectification and accident prevention were strengthened, and the safety performance management mechanism was continuously improved. During the Reporting Period, the Group achieved a zero fatality rate per million working hours and zero serious injury rate. The number of major safety accidents, minor injury rate and injury rate also continued to decline steadily.

In the future, we will continue to consolidate safety management achievements, promote the development of the safety management system towards greater systematisation and refinement, and create a safer and healthier working environment for employees.

8.6.3 Occupational Health Management

The Group is committed to adopting diversified measures to improve the occupational health and safety management level of employees, ensuring that all operational activities comply with local laws and regulations. To fully safeguard the physical and mental health of employees, we provide at least one free health examination per year for each employee, covering multidimensional health services and support plans including physical, mental and social aspects, striving to create a healthy, safe and caring working environment for employees.

Occupational Disease Prevention

The Group places a high priority on the prevention of occupational diseases among employees. By establishing a complete employee occupational health management system and occupational health examination procedures, we provide free annual occupational health examinations for employees exposed to occupational disease hazards, and implement the requirement of "one file per person" for occupational health, continuously standardising occupational disease prevention management. At the same time, through occupational disease analysis of physical examination data of current and departing employees, we continuously optimise occupational disease prevention measures, significantly improving the accuracy and effectiveness of occupational disease prevention work.

In terms of emergency rescue, we have established corresponding response mechanisms. By equipping plants with automated external defibrillators (AEDs) and organising firstaider certification training, we enhance onsite response and rescue capabilities for sudden health events. In 2025, we updated and issued configuration standards for AEDs and first aiders, requiring first aiders to obtain external Red Cross certificates to improve their capabilities. In addition, the Group is equipped with 45 AEDs, ensured a 100% AED deployment rate across all bases, with 1,833 employees holding Red Cross rescuer certificates. This achieves 100% coverage for every shift and section, significantly enhancing our capacity to handle onsite medical emergencies.

Six Major Measures for Occupational Disease Prevention

Occupational Disease Identification and Monitoring	Regularly conduct annual identification of occupational health hazard characteristics and seasonal assessment monitoring, monitoring the exposure level of hazard factors at the work site.
Employee occupational health monitoring	1) Optimisation of occupational hazard positions: Accurately identify whether positions are occupational hazard positions. In 2025, more than 1,000 positions were converted from exposure to occupational hazard factors to ordinary positions. 2) Conduct independent monitoring: Purchase monitoring equipment such as noise and dust detectors to conduct daily monitoring. All exceedingstandard positions have been rectified. 3) Thirdparty onsite occupational factor testing: Invite third parties annually to conduct onsite testing of occupational factors, such as noise and smoke concentration, to check compliance with hazard position standards. 4) Conduct preemployment, onthejob and postemployment occupational health examinations. 5) Establish occupational health personnel files, implementing comprehensive traceability management.
Labour protection equipment management	1) Strictly follow the group's labour protection equipment guidelines, providing full sets of professional and scientific personal protective equipment free of charge to all frontline employees, ensuring the quality and comfort of protective equipment. 2) Provide full sets of professional and suitable protective equipment free of charge to all frontline employees, ensuring the quality and comfort of protective gear to prevent workplace injuries, occupational diseases and accidents.
Improvement of working environment	1) According to process adjustments, replace solventbased paint with enclosed waterbased paint, promote the use of wet sanding in painting across the group, improve employee comfort, and reduce occupational hazard risks at the work site. Regularly inspect and test the performance of occupational disease prevention facilities, such as wind speed testing of welding fume collection devices, ensuring timely handling of issues to keep facilities operating effectively. 2) Regularly investigate the distribution of positions involving occupational hazard factors such as dust, physical factors, radioactivity, and chemicals. Implement engineering control measures such as setting up highlevel picking aisles, collection operations, and antivibration measures. 3) Conduct market research to find lowtoxicity, lowhazard materials to replace existing materials. 4) In 2025, more than 1,000 employees were transitioned from roles with exposure to occupational hazards to standard operational roles
Conduct occupational health training	Conduct prejob occupational health training and assessments. Develop periodic allemployee training covering knowledge and skills related to hazard factor characteristics, protective measures, etc., including exams, and integrate the concept of occupational health and safety management into overseas business.
Occupational health onsite inspection	Regularly organise inspections of occupational health files, wearing of labour protection equipment, and investment in occupational protection facilities.

Employee Mental Health Services

Helping employees solve mental health problems and maintaining their emotional wellbeing is of great value in enhancing organisational vitality. Guided by modern health management concepts, the Group integrates various medical and health resources, focusing on promoting early detection and prevention of diseases, thereby improving employee health levels. To ensure the professionalism of health services, we have hired doctors with rich clinical experience and health management experience to help build a health management system, and regularly organise health lectures, expert free clinics, and specialised training activities, taking multiple measures to enhance employee health awareness and selfmanagement capabilities, creating a positive and sustainable healthy working environment for employees.

Holding the "Geely Health Psychological Market" Activity to Safeguard Employee Mental Health

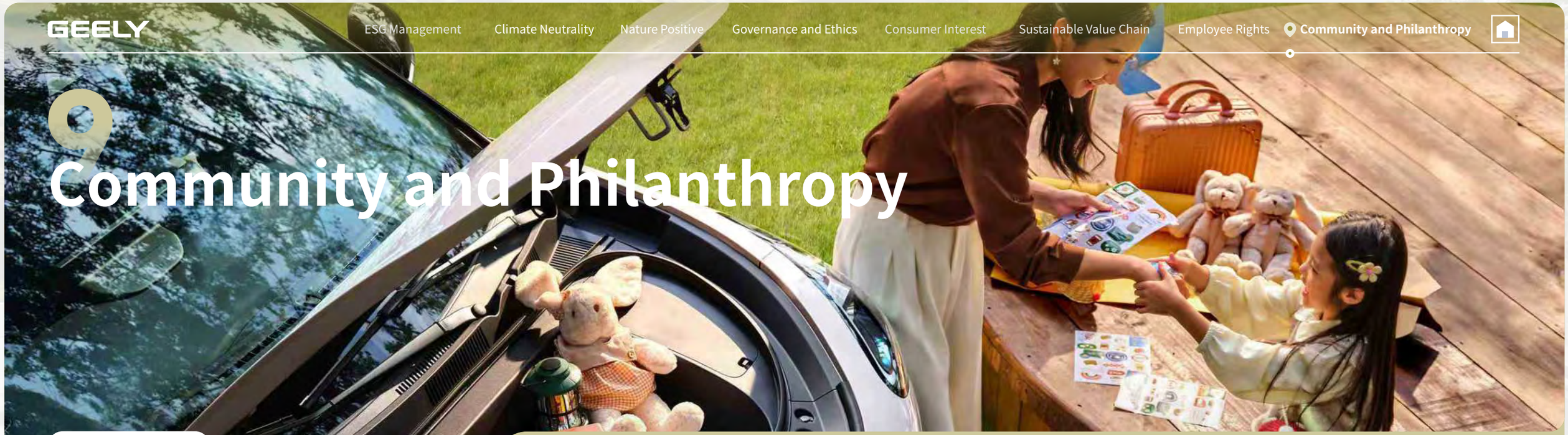
On 9 December 2025, the Group held the "Geely Health Psychological Market" activity in an interactive and experiential format. Professional psychological counsellors were invited to provide on-site support, guiding employees to learn about mental health knowledge and experience professional psychological services in a relaxed and engaging atmosphere. The activity was also integrated with the "GeeKangkang" mini-program, enabling online and offline participation.

This activity effectively enhanced employees' awareness and attention to mental health, helped participants master methods of stress regulation and emotional management, further alleviated workplace stress, and improved their physical and mental state.

"Geely Health" focuses on employee physical and mental health, providing professional health management services:

Establishment of various internal health stations	• Establish health stations with three basic functional areas: health consultation, massage therapy, and psychological relaxation. • Address employees' daily health issues, allowing employees to access professional health consultation and services at any time.
Construction of a digital service platform for employee health management	• Use internet technology to build a digital health management platform. • Provide online health services covering health record creation, health consultation, smart psychology, and health navigation. • Rely on the "GeeKangkang"digital platform, establish a 7×12 hour normalised mental health support system, providing integrated support including health management, online consultation, and health knowledge popularisation, gradually building a mature digital health ecosystem. • In the future, we will continue to focus on building a unified health data centre, promoting the upgrade of health management towards personalised and preventive services, creating a healthier and more sustainable working environment for employees.
Provision of free health examinations and health management services for employees	• Onthejob employees can enjoy a free annual health examination benefit. • Coordinate medical resources for employees with health problems, providing green access to medical treatment.
Provision of free EAP psychological counselling services	Build a psychological service section on the roadside service platform to provide systematic, long-term mental health services for employees.
Conduct health courses and activities	• Regularly conduct health courses to enhance employee health awareness; popularise scientific health knowledge to improve employee health literacy. • Regularly organise firstaid training to cultivate certified first aiders. • Launch systematic "Her Power" energy salons, carrying out thematic activities in the field of mental health to help female employees obtain and maintain higher energy levels in the workplace and at home.
Strengthening health management for managers/ core talents	Provide customised health management solutions for highintensity work personnel such as managers and core talents.

Community and Philanthropy



Material Topic

Social Welfare and Charity

ESG Strategy Co-Prosperity

Eco-friendliness

- Lynk & Co collaborated with "Blue Guardian" to support biodiversity protection and research through satellite IoT communication technology

Emergency Disaster Relief

- Donated RMB **19.09 million** to the Tibet earthquake-stricken area and the Hong Kong fire disaster area to support emergency rescue, resettlement, and post-disaster recovery and reconstruction

Cultural Dissemination

- Ensured green, intelligent, and safe mobility for the 12th World Games and the 2025 Hangzhou Marathon

Helping the Disadvantaged

- Donated 20 recycled electric nursing wheelchairs, practicing the innovative model of "circular economy + technology-enabled assistance for the disabled"

Equity in High-Quality Education

- The "Dream Green Running Tracks" rural youth sports dream program has been carried out for **12 consecutive years**, covering **over 100** rural schools and benefiting **nearly 50,000** students

Rural Revitalization

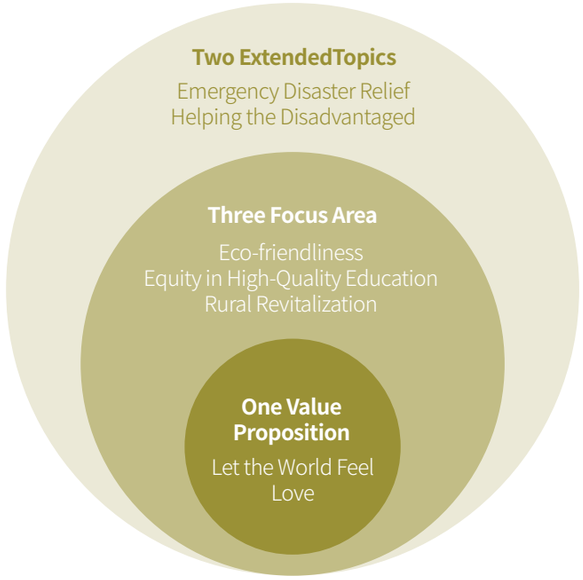
- The "Walking with Love" project supported a total of 146 students in need, with cumulative donations **over RMB 800k**

Community Development

- Employees participated in community service and volunteer activities for a total of **931 person-times**, with **2,266 hours** of activities
- ZEEKR Z-Green attracted a cumulative **1,148,571 users** to participate in the "Carbon Emission Reduction Action", reducing carbon emissions by a total of **5,923.85 million tonnes**, equivalent to the annual carbon sequestration of **132 million** Mongolian Scots pines
- Lynk & Co, together with the Co-volunteer Council, organized a cumulative **280** emergency first aid training sessions, helping **over 9,100** people obtain emergency first aid certificates issued by the Red Cross

The Group adheres to the social responsibility ideal and system of Geely Holding Group, and actively participates in various public welfare activities sponsored by the Group, and is committed to becoming a practitioner of "long-termism" for social welfare. We leverage our resources' advantages to encourage employees, business partners, consumers and collaborators to participate in public welfare undertakings, practicing our philanthropic value of "Let the World Feel Love". We focus on the three major areas of "Eco-friendliness", "Equity in High-quality Education" and "Rural Revitalization", while addressing the two major public welfare issues of "Emergency Disaster Relief" and "Helping the Disadvantaged". In recent years, we have fully leveraged the advantages of Geely's technology ecosystem to empower philanthropic innovation, encouraging employees, business partners, and consumers to participate together. We actively explore sustainable corporate philanthropy models and build a philanthropic system with Geely characteristics.

The Group also incorporates community philanthropy into the "Co-Prosperity" issue of its ESG strategy. Relying on our own technological strength and professional knowledge, we continuously explore sustainable philanthropy models. By improving the charity system and broadening participation in philanthropic endeavors, we create more long-term sustainable value for society.



Li Shufu Charity Foundation

The Zhejiang Li Shufu Charity Foundation adheres to the purpose of "committing to public welfare and charity, creating a public welfare culture and promoting social harmony and progress". It primarily engages in charitable activities such as poverty alleviation, disaster relief, aiding the needy, supporting the elderly, helping orphans, providing medical assistance, and supporting education. Over nearly 20 years of philanthropic practice, the Foundation has launched several large-scale funding programs, such as the "Geely Timely Rain" and "Dream Green Running Tracks" projects. In 2025, the Foundation continued to develop multiple philanthropic initiatives, including the "Daliangshan Youth Basketball Dream Journey", the "Daliangshan Girls' Football Team Chengdu World Games Experience Tour", and the "Geely End-of-Life Vehicle to Wheelchair Project". It also collaborated on the large-scale medical aid charity "2025 Han Hong Love · Hundred People Aid Xinjiang", and rapidly responded to emergency disaster relief efforts such as "Tibet Dingri Earthquake-stricken Area" and "Hong Kong Tai Po Fire Disaster Area". During the Reporting Period, the total amount of charitable donations by the Li Shufu Charity Foundation was RMB 24.4 million (including cash donations: RMB 20.79 million, and non-cash donations: RMB 3.61 million).

Philanthropic Project Management

Daily philanthropic project activities and related publicity matters are managed by the Brand Communication Center of the Group. At the governance level, social responsibility and philanthropy are integrated into the overall ESG governance system. Major policy directions, commitments, goals, and annual action plans are submitted by management and regularly presented to the Board for review and supervision, ensuring that philanthropic practices align with the Group's long-term value creation goals. In terms of resource allocation, the focus is on coordinating short-term emergency response and medium-to-long-term capacity building. This ensures rapid support for emergencies such as disasters, while also promoting sustainable philanthropic projects such as rural education empowerment, industrial revitalization, and biodiversity protection. The full-process management system, from needs identification, project design, implementation evaluation, to iterative optimization, is continuously improved to effectively transform the company's professional capabilities into long-term social value.

Local Community Communication and Community Impact Assessment

We conduct monthly visits and communications with local government departments, sub-district communities, disabled persons' federations, women's and children's work committees, and other social organizations to gain in-depth understanding of social needs and deploy philanthropic plans and optimize resource allocation accordingly. At the same time, we focus on collaborating with professional philanthropic forces, building a multi-governance philanthropic ecosystem through long-term project cooperation.

We promptly publish the progress of our philanthropic endeavors on our official website, blogs, and social networking platforms, and use these channels to gather feedback from various stakeholders, thereby listening to their demands and spreading philanthropy more effectively. We continuously convey our philanthropic philosophy to stakeholders such as consumers, employees, suppliers, dealers, and communities, and encourage them to actively participate in our various philanthropic activities. We also incorporate stakeholder opinions into the ESG strategy formulation process, regularly review the philanthropic areas and issues we focus on, and develop improvement plans based on project progress to ensure that our philanthropic efforts align with social needs.

External Recognition for Philanthropy

Through continuous efforts in corporate social responsibility and philanthropy, Geely Holding Group received the following awards and recognition in 2025:

2025 Zhejiang Province Excellent Case of Corporate Social Responsibility Report

Zhejiang Federation of Industrial Economics, Zhejiang Enterprise Confederation, Zhejiang Association of Entrepreneurs, Zhejiang State-owned Assets Management Association, Zhejiang Association of Chief Accountants

2025 Zhejiang Province Excellent Case of Private Enterprise Social Responsibility

Zhejiang Federation of Industry and Commerce

Annual International Sustainability Pioneer

Phoenix Satellite Television, Rocky Mountain Institute, China Champions for Climate Action

Annual Corporate Social Responsibility (CSR) Honorary Enterprise

China Car of the Year (CCOY)

9.1 Eco-friendliness

The Group believes that establishing an eco-friendly environment is an important foundation for human survival and development. In our operations, we adhere to a "Nature Positive" orientation. By fully utilizing resources and technological advantages, we drive various stakeholders to join in biodiversity protection and environmental conservation actions, working together on the path of ecological co-construction.

Biodiversity Protection

From deep concern for ecological protection to hands-on practice, the Group has long fulfilled its ecological protection commitments with the help of philanthropy and technology. The "Blue Guardian" project was jointly initiated by ZEEKR and Geely Holding Group in 2021, aiming to provide technical support for biodiversity protection through cutting-edge technologies, and to enhance public awareness of sustainable development and safeguard the natural home on which humanity depends through diverse approaches such as satellite technology, sea cleaning actions, and science education. In 2025, the Lynk & Co brand joined the initiative, working together with the Group to extend the scope of ecological protection from marine conservation to terrestrial biodiversity.

Successfully Launching Zhejiang Province's First Marine Satellite "Blue Carbon 1"

Geely Holding Group, relying on the self-developed satellite platform of its subsidiary Zhejiang Geespace Technology Co., Ltd. ("Geespace") and the Geely Satellite Super Factory – the first satellite factory deeply integrating aerospace manufacturing and automotive manufacturing capabilities – contributes to national marine remote sensing monitoring and empowers marine ecological protection to the best of its ability.

On January 17, 2025, Zhejiang Province's first marine satellite, "Blue Carbon 1," manufactured at the Geely Satellite Super Factory in Taizhou Bay New Area, was launched from the Jiuquan Satellite Launch Center aboard a Long March 2D carrier rocket. The satellite successfully entered its predetermined orbit, marking a complete success for the launch mission. This satellite, entirely planned, designed, manufactured, and applied by Zhejiang Province, is crucial infrastructure for marine scientific research and environmental monitoring. After entering orbit, it will conduct marine remote sensing monitoring, focusing on water quality remote sensing monitoring of Zhejiang's river systems entering the sea, estuaries, bays, and coastal waters, as well as remote sensing inspections of sewage outlets into the sea, providing strong high-tech support for ecological environment protection and marine resource management.

"Blue Guardian" Uses Technology for Good to Protect Biodiversity

The "Blue Guardian" public welfare project uses Geespace's satellite IoT communication technology to connect signals from the wild, providing researchers with more accurate biodiversity data support.

In October 2025, the "Blue Guardian" project, together with 17 Lynk & Co brand users and their families, visited the scientific discovery site of the world's first giant panda in Baoxing County, Sichuan Province. This area is not only the habitat of 181 wild giant pandas but also nurtures over 2,000 precious species. We engaged users in various ecological activities, including museum tours and explanations, infrared camera installation and monitoring, field ecological patrols, and rare species observation.

During the field visit, the project specially filmed a public service micro-documentary "Signals from the Wild," vividly recording this biodiversity exploration journey and telling how Geespace uses satellite IoT communication technology to practice "technology for good," providing efficient data and technical support for biodiversity protection. Through technology and communication, we convey to users and the public the necessity of understanding and protecting biodiversity.

9.2 Equity in High-Quality Education

Following Geely Holding Group's footsteps, the Group continues to focus on the growth and potential development of rural youth. We have carried out the "Dream Green Running Tracks" project for 12 consecutive years. This project has covered multiple provinces and regions across the country, including Inner Mongolia Autonomous Region, Yunnan Province, Shanxi Province, Gansu Province, Zhejiang Province, Shaanxi Province, Guizhou Province, Ningxia Hui Autonomous Region, Hubei Province, Guangdong Province, Hebei Province, and Sichuan Province, reaching over 100 rural schools, which helps rural youth expand their sports qualities and assists nearly 50,000 students in enjoying green, artistic sports spaces.

In 2025, we continue to leverage our leading advantages in the intelligent manufacturing field within the education philanthropy domain, injecting dual vitality of tradition and future technology into equitable and high-quality education.

"Geely Xingyuan" Lights Up the "Basketball Dream in the Back Basket" of Daliangshan Students

The "G Family +" public welfare plan, together with Geely Xingyuan, initiated the "Our Xingyuan" dream plan. Among over 10,000 collected wishes, we selected a proposal carrying a basketball dream: children of Yi ethnic group from Abojue Primary School in Daliangshan often carried basketballs in their baskets but had to travel over mountains for 10 hours to compete and realize their basketball dreams.

In July 2025, Geely Xingyuan, together with the Li Shufu Charity Foundation, funded the construction of a professional basketball court for Abojue Primary School in Daliangshan, Sichuan. On July 12, Geely Xingyuan, in collaboration with the Zhaojue County Liangshan Public Welfare Promotion Association, the Meigu County Liangshan Student Aid Association, and other organizations, launched the Daliangshan Youth "Dream Journey," inviting the "Back Basket Basketball Team" of this school to leave the mountains and study in Hangzhou. During this study tour, Geely Xingyuan connected with professional players from the CBA champion team Zhejiang Guangsha to provide face-to-face basketball technical guidance to the children and supported them in completing their first formal game in a professional venue.

The Group excels in leveraging its leading advantages in the intelligent manufacturing field within the education philanthropy domain. Relying on our own system advantages such as leading intelligent manufacturing plants, cutting-edge technology R&D centers, and the Full-domain AI intelligent system, as well as resources from the entire automotive industry chain partners, we provide a platform for scientific literacy enlightenment and empowerment for youth, continuously reserving scientific and technological talents with digital intelligence literacy for society.

Geely Auto Launches "Intelligent Future Science and Technology Plan" to Inspire Youth Technological Innovation

In May 2025, the Group launched the "Intelligent Future Science and Technology Plan", aiming to create a comprehensive platform integrating study tours, science courses, and theoretical practice for youth aged 7 to 18 worldwide, providing them with research and learning experiences that are educational, engaging, and forward-looking.

Since the launch of the plan, a series of activities have been carried out, including the "Innovation Without Boundaries: Journey with the Greater Bay Area" study tour, the 2025 HACKWELL Science and Technology Innovation Workshop, the VEX V5RC Summer Competition Training Camp, the Youth Hackathon Science and Technology Innovation Competition, and the VEX Robotics International Signature Competition SRCC League Invitational.

The "Intelligent Future Science and Technology Plan" adheres to the principle of driving education through real industry challenges. It has not only provided VEX team training support for over 20 teams and more than 15 schools, but has also extended its influence to over a hundred schools, cumulatively helping thousands of teenagers complete their initial science and technology enlightenment, enabling them to deepen their understanding of technology through practice and fully unleash their creativity.

The Group regards the integration of industry and education as a crucial anchor for supporting education philanthropy, committed to cultivating more new forces in the automotive industry with both innovation capabilities and a sense of green mission.

Methanol Technology Empowers Formula Student China

On September 16, 2025, Geely Holding Group officially announced its title sponsorship of the 2025-2028 Formula Student Combustion China (FSCC), commencing a four-year in-depth strategic cooperation. Starting from the 2026 season, the "methanol internal combustion engine" power route will be introduced for the first time, with the green methanol engine co-developed by Geely Holding Group's Horse Powertrain and Qianjiang Motorcycle officially entering the competition.

As an active advocate for equity in high-quality education, we not only provide comprehensive support for the event but are also committed to breaking traditional barriers between industry and education, innovatively bringing the industry-leading methanol technology into campuses and applying it to the automotive sports arena.

9.3 Emergency Disaster Relief

The Group continuously focuses on social needs, adheres to giving back to society, and takes it as its mission to solve practical livelihood difficulties. In terms of emergency disaster relief, we closely monitor social dynamics and actively carry out emergency rescue work. Geely Holding Group, together with the Li Shufu Charity Foundation, engages in responding to various natural disasters and emergencies, standing with affected communities and residents to overcome difficulties together.

Emergency Aid to Tibet Dingri Earthquake-stricken Area

On January 7, 2025, a 6.8-magnitude earthquake struck Dingri County, Shigatse City, Tibet, causing significant casualties and extensive house collapses. Due to the disaster area's location on a high-altitude, cold plateau, frontline rescue and resettlement efforts faced extremely severe challenges. In response to the disaster, Geely Holding Group responded promptly, together with the Li Shufu Charity Foundation, donated RMB 10 million to the Chinese Red Cross Foundation on January 8. The funds were specially designated for emergency rescue, emergency material procurement, and post-disaster recovery and reconstruction in the affected areas of Dingri County, aiming to provide timely support to the affected people, helping them overcome difficulties and rebuild their homes.

Emergency Aid to Hong Kong Fire Disaster Area

On November 26, 2025, a severe fire broke out in Wang Fuk Court, Tai Po, Hong Kong, affecting multiple residential buildings and causing significant casualties. In response to the severe disaster situation, Geely Holding Group, together with the Li Shufu Charity Foundation, responded immediately, urgently donating HKD 10 million. The funds were specially designated for medical assistance, emergency resettlement, and subsequent post-disaster reconstruction for the affected people in Tai Po Wang Fuk Court. In addition to financial aid, the Group's brand ZEEKR rapidly deployed multiple support vehicles, fully cooperating with relevant agencies in material allocation and personnel transport during the emergency period, providing efficient transport capacity support for post-disaster livelihood security and resettlement work.

35 Geely Galaxy Starship 7 EM-i Support the "2025 Han Hong Love · Hundred People Aid Xinjiang" Large-scale Medical Aid Charity

On May 23, 2025, Geely Holding Group, together with the Li Shufu Charity Foundation, donated 35 Geely Galaxy Starship 7 EM-i to the Beijing Han Hong Love Charity Foundation as medical patrol vehicles for the 2025 Hundred People Medical Aid Xinjiang public welfare action, and dispatched 15 Lynk & Co 900 vehicles as courtesy cars, jointly escorting the charity journey.

The public welfare action lasted 13 days, with a team of medical volunteers visiting 9 counties (cities) in the Xinjiang Uygur Autonomous Region, covering 2,300 km. The route passed through high-altitude areas with complex and changing road conditions. Senior engineer teams from Geely Galaxy and Lynk & Co brands stood by 24 hours a day throughout the journey, completing vehicle commissioning, maintenance, and other support work, ensuring that the medical patrol fleet successfully completed the important tasks of medical team mobility support and medical equipment and medicine transport. At the same time, employee volunteers and user volunteers from Geely Holding Group and Geely Galaxy brand also followed the Han Hong Love Charity Foundation to Xinjiang, undertaking tasks such as site setup, triage guidance, information verification and registration, and drug distribution, providing support for the free clinic activities.

Since 2013, Geely Holding Group, together with the Li Shufu Charity Foundation, has cooperated with the Han Hong Love Charity Foundation for 8 years, donating medical patrol vehicles and other means to support the Hundred People Medical Aid series of public welfare actions. A total of 230 vehicles have been donated, covering over 80 counties and cities in 7 provinces (autonomous regions) across the country, with a cumulative mileage exceeding 600,000 km, providing tangible support for grassroots medical aid in remote areas.

9.4 Helping the Disadvantaged

The Group continuously focuses on the actual needs of disadvantaged groups, initiating multiple assistance projects such as medical aid, resource donations, and cultural support, providing tangible care and protection for special needs groups.

Integrating "Circular Economy + Technology-enabled Assistance for the Disabled" to Support Barrier-free City Construction

In May 2025, on the occasion of the 14th Global Accessibility Awareness Day, Geely Holding Group, together with the Li Shufu Charity Foundation, donated 20 electric nursing wheelchairs to the Xihu District Disabled Persons' Federation. These wheelchairs were recycled and modified from end-of-life ride-hailing vehicles. The "End-of-Life Vehicle to Wheelchair" project practices the core concept of circular economy at the environmental level, extending the lifecycle of industrial components and reducing resource waste and waste pollution. At the same time, at the social level, it precisely meets the demand for "technology-enabled assistance for the disabled." Through the innovative model of "circular economy + technology-enabled assistance for the disabled," it effectively facilitate the circular use of resources and the deep integration of public welfare value.

At the same time, Geely Holding Group, together with the Hangzhou Accessibility Promotion Association and the Xihu District Disabled Persons' Federation, co-produced a short film on barrier-free environment construction, "People Who Want to Go Out," aiming to advocate for public attention to special needs groups with accessibility requirements around them, conveying care and warmth for the disabled.

Focusing on Women's Health, Geely Auto Launches "Pink Ribbon" Charity Initiative Overseas

In October 2025, Geely Auto, together with the well-known medical and health institution Medcare in the UAE, officially launched the "Pink Ribbon" charity initiative. By holding multiple professional disease prevention health lectures locally, it disseminated breast health knowledge and the importance of early screening to women. This public welfare project also provided free medical screening opportunities for the local community, helping women achieve "early detection, early diagnosis, and early treatment" of diseases, reflecting Geely Auto's deep humanistic care for women's health globally.

Geely Auto Partners with Chilean Children and Cancer Foundation to Care for Adolescents with Cancer

In December 2025, Geely Auto, together with the Chilean Children and Cancer Foundation, co-organized a public welfare activity. By inviting Geely's contracted product ambassadors, social media bloggers, and well-known hosts to the event for diverse interactions, it used the power of role models to encourage adolescents to bravely face disease challenges, providing spiritual support and humanistic care for adolescent cancer patients.

9.5 Cultural Dissemination

The Group continuously advocates integrating corporate development into the community and engaging in the promotion of culture and sports, participating in community co-construction through practical actions.

"Geely Auto · 2025 Hangzhou Marathon" – Ensuring Green, Intelligent, and Safe Mobility for the Sporting Event

In 2025, Geely Auto became the title sponsor of the Hangzhou Marathon for the 2025-2026 period. The Group's ZEEKR 9X, Lynk & Co 900, and Geely Galaxy M9 served as official designated vehicles, providing full-scenario vehicle service support for the event with green technology and intelligent safety. In addition to technical support, many Geely Auto employees and media representatives actively participated in the event, conveying a green, healthy, and sustainable lifestyle to the whole society through concrete actions.

At the same time, the Group specially announced that it would provide Geely Galaxy M9 and Geely Galaxy Xingyao 8 as substantial rewards for Chinese runners who break records at this Hangzhou Marathon, paying tribute to the sports spirit of constantly pushing boundaries and challenging limits.

Geely Holding Group Empowers the 12th World Games with Green Mobility and Philanthropy

On August 7, 2025, the 12th World Games (hereinafter referred to as the "Chengdu World Games") opened in Chengdu. As an official partner, Geely Holding Group comprehensively supported the successful hosting of this global sporting event through green, intelligent, and safe mobility and the promotion of sports spirit.

Geely Holding Group delivered nearly 500 intelligent new energy premium vehicles, covering brands such as Geely Galaxy, Lynk & Co, and ZEEKR, providing mobility support services in multiple scenarios, including flame collection, torch relay, and event shuttle services. We also formed a professional support team of over 350 people to ensure the high-standard operation of the event and convey the concept of low-carbon, intelligent, and safe mobility to global participants.

During the Chengdu World Games, Geely Holding Group specially invited Geely Charity Ambassador, world champion, and shooting Grand Slam winner Huang Yuting to lead members of the Yisa Primary School Girls' Football Team from Daliangshan, Sichuan, to visit various sports events and experience the traditional local Chengdu Shu brocade weaving technique.

By supporting the international event of the Chengdu World Games, Geely Holding Group not only contributed to the diversified dissemination of sports culture but also broadened the horizons of youth in remote areas, igniting their sports dreams.

THE WORLD GAMES 2025 CHENGDU

GEELY 吉利控股集团

2025年第12届世界运动会官方合作伙伴
Official Sponsors Of The World Games 2025 Chengdu

9.6 Community Development

The Group actively undertakes the social responsibility of promoting community development, fully leveraging resource advantages and influence to drive community development through philanthropic efforts. We not only encourage employees to actively participate in community building and volunteer services, but are also committed to joining hands with users and various parties to jointly build open, sincere, and harmonious community relations, interpreting corporate social responsibility and humanistic care through concrete actions.

The Group fulfills the following commitments in terms of community contribution:

- Comply with the local laws and regulations, respect the local culture, and strive to achieve a diversified win-win situation;
- Constantly enhance communication with local communities, promote the understanding and support for the Group's business development and business activities;
- Actively create employment opportunities in communities, carry out vocational education to enhance the employability of community residents, and contribute to the local industrial talent cultivation;
- Timely communicate and feedback on the matters that the Group has actual or potential impacts on the communities (public events, potential crisis events, etc.).

9.6.1 Employee Participation

The Group adheres to the original intention of giving back to society, upholds the spirit of "Kindness and Goodwill", advocates and supports employee participation in volunteer services, and strives to be a supporter of harmonious social development. In 2025, the Group organized employees to participate in community service and various volunteer activities, totaling 931 person-times, with 2,266 hours of activities.

In 2025, we participated in the 15th Voluntary Blood Donation Day organized by Geely Holding Group, with a total of 93 people successfully donating blood, totaling 34,700 mL. Since its inception in 2011, 1,409 people have successfully participated in blood donation activities, with a cumulative total of 417,200 mL.

9.6.2 User Participation

The Group upholds the value proposition of "Greatness through Happiness," committed to joining hands with caring users in participating in philanthropic actions, spreading warmth and happiness to more people in society.

Environmental Philanthropy

In the field of environmental philanthropy, we organize caring users monthly to carry out diversified environmental protection activities regularly, and collaborate with environmental organizations, enterprises, communities, and schools to jointly raise public awareness of environmental protection, biodiversity, and climate change response.

Geely International's user brand, GEELY·GO, launched its user-focused public welfare initiative "GO CLEAN". In 2025, from Australia to Central Asia, from Sydney beaches to Kazakhstan canyons, GO CLEAN activities are spreading Geely Auto's environmental philosophy and social responsibility worldwide.

GEELY·GO Partners with Australian Users and Local Environmental Organizations to Embark on a Marine Protection Charity Journey

On April 13, 2025, GEELY·GO, together with the Australian environmental protection organization Living Ocean, embarked on a cross-continental marine protection charity journey at Palm Beach in northern Sydney. Through a series of exciting activities with the GO CLEAN theme, including keynote speeches on marine protection, field visits to marine habitats, and experiences with Geely EX5 new energy products, Australian users were led to enhance their focus on natural environment protection and biodiversity.

GEELY·GO Partners with Kazakhstani Users to Carry out Canyon Waste Cleanup Action

On May 21, 2025, GEELY·GO held its first GO CLEAN green public welfare activity in Kazakhstan. We gathered 15 Geely car owners and their families to gather at the Turgen Canyon, located 120 km from Almaty, Kazakhstan, to carry out a canyon waste cleanup action and raise environmental awareness among car owners and the public. In this magnificent natural landscape, everyone worked together to contribute to protecting the natural environment, collecting about 40 kg of waste.

ZEEKR's "Z-Green" community, with the mission of "creating a low-carbon life with users," continuously promotes low-carbon communication and carbon inclusion practices through online APP communities and offline organization of low-carbon environmental protection and volunteer-related actions. In 2025, Z-Green extended its green actions to a broader dimension, promoting from carbon reduction to biodiversity protection, always leading users to actively participate in carbon neutrality and sustainable development processes.

As of the end of 2025, ZEEKR Z-Green has attracted a cumulative **1,148,571 users** to participate in the "Carbon Emission Reduction Action." Through low-carbon travel methods such as long-distance driving of new energy vehicles or short-distance walking, users have cumulatively reduced carbon emissions by **5,923.85 million tonnes** of carbon dioxide equivalent, equivalent to the annual carbon sequestration of **132 million** Mongolian Scots pine trees.

ZEEKR and Alibaba Foundation Jointly Launch "Z-Green Biodiversity Exploration" Activity

On March 22-23, 2025, Z-Green, together with Alibaba Foundation, Fliggy Travel, and Quzhou Kaihua Culture and Tourism, jointly launched a 48-hour ecological exploration activity, joining hands with 20 ZEEKR users (Z-users) to venture deep into the source of the Qiantang River. By visiting pristine villages and jungles and touring the Qianjiangyuan National Park Science Museum, participants learned about the natural ecology of the Qiantang River source. This activity innovatively integrated ecological travel with public welfare empowerment, not only leading users to embark on a Z-Green biodiversity exploration, but also supporting the development of local distinctive rural industries, jointly writing a chapter of sustainable development for rural revitalization.

ZEEKR 2025 Spring Festival Green Mobility Charity Initiative

During the 2025 Spring Festival, ZEEKR launched the "Mileage Empowerment, Warmth Transfer" public welfare project, innovatively combining car owners' green mobility with charitable donations. The project encouraged car owners to drive ZEEKR vehicles for low-carbon travel and donate their mileage data to the "Wish Mileage" section in the ZEEKR APP. When the cumulative mileage reached a preset target, the activity unlocked corresponding public welfare projects, and ZEEKR donated cash and materials to support three public welfare initiatives covering elderly care, safety education, and cultural heritage:

Elderly Care

Donated wheelchairs to multiple nursing homes to facilitate mobility for more elderly people, with a plan to cover over 3,000 seniors.

Safety Education

Cooperated with the Blue Sky Rescue Team to conduct safety public welfare education and training sessions nationwide, with a plan to reach over 10,000 people.

Cultural Heritage

Partnered with the Henan Children's Hope Foundation to promote intangible cultural heritage in Henan Province, allowing over 1,000 children to experience the charm of intangible cultural heritage.

This project attracted a cumulative participation of over 1.28 million people, and car owners donated a total of more than 102 million kilometers of Wish Mileage. It not only encouraged car owners to engage in green travel but also transformed environmental actions into tangible social value. Through this innovative model, ZEEKR connected users, the enterprise, and social needs, achieving mutual empowerment of environmental protection and public welfare.

First Aid Philanthropy

The Group adheres to the newly upgraded "Full-domain Safety 2.0" concept, not only focusing on the active and passive safety of the vehicles themselves but also committed to building a life safety line for a wider range of road users through the combination of technology and public welfare. The Group independently initiated the "AED Onboard Charity Action" and, together with its brands such as Lynk & Co and ZEEKR, mobilized car owners and emergency centers to establish a "Mobile AED Fleet" through first aid training and public rescue.

Lynk & Co Commits to Promoting AED, Safeguarding the Lives of More Road Users

The Lynk & Co Volunteer Charity Group, together with the Co Volunteer Council, officially launched an emergency first aid training program in April 2023, initiating the AED public first aid activity. This activity aims to save lives in emergencies through the promotion of emergency first aid knowledge and the deployment of professional equipment.

To truly transform emergency first aid capabilities into social public resources, the Group continuously organizes emergency first aid training programs across the country. By the end of 2025, Lynk & Co has organized a cumulative 280 emergency first aid training sessions nationwide, helping over 9,100 people obtain emergency first aid certificates issued by the Red Cross.

In terms of equipment deployment, Lynk & Co innovatively created a "Mobile AED Fleet" and grid-based store first aid stations. By the end of 2025, nearly 150 Lynk & Co stores across more than 10 provinces and 30 cities nationwide had established AED first aid stations, while more than 100 Lynk & Co car owners had spontaneously equipped AED devices in their private cars, establishing an efficient emergency linkage mechanism. In emergencies, others can contact the car owner to remotely open the door or, if necessary, break the window to access the device. Lynk & Co solemnly promises that any window breakage costs incurred to save lives will be borne by the manufacturer, eliminating rescuers' concerns through corporate responsibility.

Animal Protection Philanthropy

Geely Auto supports stray animals returning to families through concrete actions, conveying the public welfare concepts of "responsible pet ownership" and "adoption instead of purchase," effectively voicing concerns for stray animal protection issues.

Geely Auto, Together with Car Owners, Launches Charity Action "Caring for Stray Animals"

In December 2025, Geely Auto, together with dealer Sichuan Xinzhong Group and its full range of car clubs, launched a public welfare activity themed "Geely Across China · Warm Winter Charity." This activity combined material donations, field visits, and adoption advocacy. It cumulatively collected over 1,000 catties of charity food, 100 pet nests, and pet toys for more than 2,000 stray animals at the Sichuan Qiming Animal Protection Center, and opened adoption channels, encouraging car owners to adopt instead of purchase. This activity received positive responses from dealers and 20 car owners, who personally drove to deliver the collected materials to the Sichuan Qiming Animal Protection Center.

9.7 Rural Revitalization

To support comprehensive rural revitalization, we continuously focus on rural development needs, actively participate in rural construction actions, and steadily carry out various assistance efforts, achieving certain results.

Lynk & Co's "Walking with Love" Charity Activity Visits Daliangshan Area in Sichuan Again

Since 2022, the Lynk & Co 09 Sichuan Car Club, together with the Sichuan Suoma Charitable Foundation, initiated the "Walking with Love" public welfare project, aiming to improve the learning and living conditions of disadvantaged students in the Daliangshan area of Sichuan through targeted material donations and financial assistance, lighting up their dreams of education.

As of the end of 2025, the project has organized more than ten caring and assistance activities, ventured deep into the Daliangshan area on multiple occasions, supported a total of 146 local students, with total project donations exceeding RMB 800,000 and donated over 1,100 books. Through continuous in-depth efforts, "Walking with Love" has evolved from a regional philanthropic attempt into a nationwide brand public welfare initiative. In the future, Lynk & Co will join hands with car owners to explore more sustainable philanthropic paths and contribute to the revitalization of rural education.

In 2025, Lynk & Co's "More Than Charity" activities covered 75 cities nationwide, joining hands with 100 dealers, successfully engaging 2,998 caring car owners, and jointly carrying out 108 diverse public welfare activities, including "Vegetables for Books," "Guardians of the Children of the Stars," "Co-club Volunteer Teaching," and "Caring Convoy," demonstrating the vitality and creativity of the user group in participating in public welfare.

Appendix 1

As a Hong Kong-listed company, Geely Auto strictly complies with the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited and the code provisions of Appendix C2 Environmental, Social and Governance Reporting Code. Geely Auto's principal place of operation is Mainland China, and its operations management strictly complies with laws, regulations and standards that have a significant impact on the Group, and also implements relevant applicable provisions.

List of Applicable Laws, Regulations and Related Standards

No.	Names of Documents
	I. List of Applicable Laws and Regulations for Energy Conservation and Environmental Protection
1	Convention on Biological Diversity
2	Environmental Protection Law of the People's Republic of China
3	Law of the People's Republic of China on Environmental Impact Assessment
4	Law of the People's Republic of China on Water and Soil Conservation
5	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution
6	CHN-183526161 2016 Emissions Light Duty Vehicle China Stage6
7	Technical Specification for Application and Issuance of Pollutant Permit – Automobile Manufacturing Industry
8	Law of the People's Republic of China on the Prevention and Control of Solid Waste Pollution
9	National Catalogue of Hazardous Wastes
10	Law of the People's Republic of China on the Prevention and Control of Water Pollution
11	Law of the People's Republic of China on the Prevention and Control of Noise Pollution
12	Regulation on the Administration of Pollutant Discharge Permits
13	List of Classified Management of Pollutant Discharge Permits for Stationary Pollution Sources
14	Standard for Fugitive Emission of Volatile Organic Compounds
15	Evaluation Guideline for Green Factory of Vehicle Manufacturing in Automobile Industry
16	General Principles for Green Factory Evaluation
17	Energy Conservation Law of the People's Republic of China
18	Cleaner Production Promotion Law of the People's Republic of China
19	Circular Economy Promotion Law of the People's Republic of China
20	Renewable Energy Law of the People's Republic of China
21	Environmental Protection Tax Law of the People's Republic of China
22	Measures for Energy Conservation Review of Fixed Assets Investment Projects
23	Guiding Catalogue for Elimination of Outdated Production Processes, Equipment and Products in Certain Industries (2010 Edition)
24	Measures for the Administration of Industrial Energy Conservation
25	Notice on Strengthening Energy Conservation Assessment and Review of Industrial Fixed Assets Investment Projects
26	Notice on Further Strengthening the Elimination of Outdated Production Capacity
27	Notice on Carrying out Special Supervision of National Major Industrial Energy Conservation
28	Decision of the State Council on Strengthening Energy Conservation
29	Measures for Energy Conservation Supervision
30	Measures for the Management of Electricity Conservation
31	Measures for the Development and Construction of Photovoltaic Power Stations
32	Measures for Cleaner Production Audit
33	Regulations on the Administration of Environmental Protection for Construction Projects
34	Discharge Standard of Pollutants for Municipal Wastewater Treatment Plants
35	Emission Standard of Pollutants for Electroplating
36	Integrated Wastewater Discharge Standard
37	Indirect Discharge Limits for Nitrogen and Phosphorus Pollutants in Industrial Wastewater
38	General Rules for Identification of Solid Waste
39	General Rules for Identification of Hazardous Waste
40	Identification of Major Hazard Installations for Dangerous Chemicals
41	Graphical Signs for Environmental Protection
42	Regulations on the Safety Administration of Dangerous Chemicals
43	Emission Standard for Industrial Enterprises Noise at Boundary
44	Provisions on the Administration of Urban Construction Waste
45	Technical Specification for Continuous Monitoring of Non-Methane Hydrocarbons in Flue Gas from Stationary Sources
46	Standard for Fugitive Emission of Volatile Organic Compounds
47	Guiding Opinions on Coordinating Energy Saving and Carbon Reduction and Recycling to Accelerate the Upgrading of Products and Equipment in Key Areas
48	Guiding Opinions on Accelerating the Construction of a Waste Material Recycling System
49	Action Plan for Energy Saving and Carbon Reduction (2024-2025)
50	Energy Law of the People's Republic of China
51	Industry Standard Conditions for Comprehensive Utilization of Waste Power Batteries for New Energy Vehicles (2024 Edition)
52	Opinions on Accelerating the Comprehensive Green Transformation of Economic and Social Development
53	Action Plan for Accelerating the Construction of a New Power System (2024-2027)
54	Guiding Opinions on Further Building a High-Quality Charging Infrastructure System
55	Implementation Opinions on Accelerating the Construction of Charging Infrastructure to Better Support the Promotion of New Energy Vehicles in Rural Areas and Rural Revitalization
56	United Nations Framework Convention on Climate Change
57	Water Law of the People's Republic of China
58	Implementation Rules of the Law of the People's Republic of China on the Prevention and Control of Water Pollution
59	Marine Environment Protection Law of the People's Republic of China
60	Ambient Air Quality Standards
61	Environmental Quality Standards for Surface Water
62	Implementation Rules of the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution
63	Regulations for the Implementation of the Law of the People's Republic of China on Water and Soil Conservation
64	Circular Economy Promotion Law of the People's Republic of China
65	General Principles for Green Product Assessment

No.	Names of Documents
	II. List of Applicable Laws, Regulations and Related Standards for Occupational Health and Safety
1	Law of the People's Republic of China on the Prevention and Control of Occupational Diseases
2	Fire Prevention Law of the People's Republic of China
3	Work Safety Law of the People's Republic of China
4	Road Traffic Safety Law of the People's Republic of China
5	Special Equipment Safety Law of the People's Republic of China
6	Emergency Response Law of the People's Republic of China
7	Regulations on the Supervision and Administration of Occupational Health in Workplaces
8	Management Standards for Occupational Health Archives
9	Code for Management of Occupational Disease Hazard Notification and Warning Signs for Employer
10	Measures for the Administration of the Supervision of Occupational Health Surveillance of Employers
11	Measures for the Declaration of Occupational Disease Hazard Projects
12	Classification and Catalogue of Occupational Diseases
13	Regulations on the Safety Administration of Dangerous Chemicals
14	Regulations on the Administration of Precursor Chemicals of the People's Republic of China
15	Measures for the Supervision and Administration of Special Equipment Operators
16	Three-Year Action Plan for National Safety Production Special Rectification
17	Criteria for Determining Major Production Safety Accident Hazards in Industrial and Trade Industries
18	Determination Method for Major Fire Hazards
19	Safety Regulations for Confined Space Operations in Industrial and Trade Enterprises
20	Criteria for Major Accident Potential of Special Equipment Judgment
	III. List of Applicable Laws, Regulations and Related Standards for Human Resources
1	Universal Declaration of Human Rights
2	United Nations Guiding Principles on Business and Human Rights
3	International Labour Organization Conventions
4	Labor Contract Law of the People's Republic of China
5	Implementation Regulations of the Labor Contract Law of the People's Republic of China
6	Trade Union Law of the People's Republic of China
7	Labor Law of the People's Republic of China
8	Law of the People's Republic of China on the Protection of Minors
9	Law of the People's Republic of China on Mediation and Arbitration of Labor Disputes
10	Employment Promotion Law of the People's Republic of China
11	Social Insurance Law of the People's Republic of China
12	Implementation Rules of the Social Insurance Law of the People's Republic of China
13	Special Provisions on the Protection of Female Workers
14	Measures for the Determination of Work-related Injuries
15	Regulations on Work-related Injury Insurance
16	Provisions on the Prohibition of Child Labor
17	Interim Provisions on Wage Payment
18	Regulations on Paid Annual Leave for Employees
19	Implementation Measures for Paid Annual Leave for Enterprise Employees
20	Medical Treatment Period Regulations for Employees of Enterprises Who Are Ill or Injured Non-work-related
21	Measures for National Holidays and Memorial Days
22	Regulations on Unemployment Insurance
23	Interim Provisions on Labor Dispatch
24	Regulations on the Employment of Persons with Disabilities
25	Regulations on the Management of Housing Provident Fund
26	Regulations on the Management of Internships for Vocational School Students
27	Measures for Trade Union Supervision of Labor Law
28	Law of the People's Republic of China on the Protection of Rights and Interests of Women
29	Rules for the Administration of Employment of Foreigners in China
	IV. List of Applicable Laws, Regulations and Related Standards for Product Quality Management
1	Law of the People's Republic of China on the Protection of Consumer Rights and Interests
2	Product Quality Law of the People's Republic of China
3	Provisions on the Responsibility for Repair, Replacement and Return of Household Automobile Products
4	Implementation Measures for the Regulation on the Administration of Recall of Defective Automobile Products
5	Guideline for the Evaluation of Air Quality in Passenger Cars
6	Measures for the Parallel Administration of the Average Fuel Consumption of Passenger Vehicle Enterprises and New Energy Vehicle Credits
7	Decision on Amending the Measures for the Parallel Administration of the Average Fuel Consumption of Passenger Vehicle Enterprises and New Energy Vehicle Credits
8	Implementation Regulations of the Law of the People's Republic of China on the Protection of Consumer Rights and Interests
9	Provisions on the Administration of New Energy Vehicle Manufacturers and Product Access
10	Interim Measures for the Standardized Management of Automotive Parts Remanufacturing
11	Provisions on the Administration of Motor Vehicle Repair
12	Implementation Rules for the Measures for the Administration of Recycling of End-of-Life Vehicles
13	Measures for the Administration of Recycling of End-of-Life Vehicles
14	Standardization Law of the People's Republic of China
15	Metrology Law of the People's Republic of China
	V. List of Other Applicable Laws, Regulations and Related Standards
1	Constitution of the People's Republic of China
2	Civil Code of the People's Republic of China
3	Criminal Law of the People's Republic of China
4	Company Law of the People's Republic of China
5	Anti-Money Laundering Law of the People's Republic of China
6	Anti-Unfair Competition Law of the People's Republic of China
7	Anti-Monopoly Law of the People's Republic of China
8	Cybersecurity Law of the People's Republic of China
9	Data Security Law of the People's Republic of China
10	Personal Information Protection Law of the People's Republic of China
11	General Data Protection Regulation (GDPR)
12	UN/WP.29 R155 Information Security and Cyber Security Management System
13	Advertising Law of the People's Republic of China
14	Trademark Law of the People's Republic of China
15	Patent Law of the People's Republic of China
16	Copyright Law of the People's Republic of China
17	Regulations of the People's Republic of China on the Administration of Technology Import and Export
18	Enterprise Intellectual Property Compliance Management System – Requirements (GB/T 29490-2023)
19	Tax Collection and Administration Law of the People's Republic of China
20	Government Procurement Law of the People's Republic of China
21	Administrative Penalty Law of the People's Republic of China

Appendix 2

ESG Key Performance Indicators [1]

Names of the Indicator	Unit	2023	2024	2025
Greenhouse Gas (GHG) emissions [2, 3]				
Scope 1 GHG emissions [4]	tCO_2e	127,437	170,646	172,828
Carbon Dioxide (CO_2)	tCO_2e	124,603	164,606	172,326
Methane (CH_4)	tCO_2e	0	824	147
Nitrous Oxide (N_2O)	tCO_2e	0	921	287
Hydrofluorocarbons (HFCs)	tCO_2e	2,834	4,295	68
– Vehicle plants	tCO_2e	119,796	162,578	162,625
– Others	tCO_2e	7,641	8,068	10,203
Scope 2 GHG emissions [5]	tCO_2e	379,211	429,291	96,411
Scope 2 GHG emissions-location based	tCO_2e	653,675	772,122	852,266
Scope 2 GHG emissions-market based	tCO_2e	379,211	429,291	96,411
– Vehicle plants	tCO_2e	203,746	223,715	10,458
– Others	tCO_2e	175,465	205,576	85,953
Scope 3 GHG emissions [6]	tCO_2e	56,273,917	67,652,981	85,961,646
— Purchased goods and services	tCO_2e	12,263,153	15,817,608	21,201,844
— Upstream transportation and distribution	tCO_2e	155,985	162,534	197,905
— Downstream transportation and distribution	tCO_2e	960,480	984,228	1,868,604
— Use of sold products	tCO_2e	42,874,713	50,666,458	62,672,934
— Employee commuting	tCO_2e	879	738	721
– Business travel	tCO_2e	18,707	21,414	19,637
Total GHG emissions (Scope 1+2+3)	tCO_2e	56,780,564	68,252,917	86,230,885
Intensity of GHG emissions (Scope 1+2+3)	tCO_2e /vehicle	33.67	31.36	28.51
Intensity of average tailpipe emissions (WLTC) [7]	gCO_2/km	169.48	155.19	138.14
Intensity of average tailpipe emissions - (WLTC) [7]	gCO_2/km	N/A	N/A	74.57
Energy consumption [2, 8]				
Total energy consumption				
Direct energy consumption [9]	tonnes of standard coal	80,221	103,558#	109,796
	MWh	725,320	938,109#	1,073,339
– Vehicle plants	tonnes of standard coal	76,360	99,987	105,786
– Others	tonnes of standard coal	3,861	3,571#	4,010
Indirect energy consumption [10]	tonnes of standard coal	150,343	179,469	197,456
	MWh	1,223,230	1,460,174	1,606,508
– Vehicle plants	tonnes of standard coal	108,286	129,527	143,764
– Others	tonnes of standard coal	42,057	49,942	53,692
Total energy consumption	tonnes of standard coal	230,564	283,027#	307,252
	MWh	1,948,550	2,398,283#	2,679,847
– Vehicle plants	tonnes of standard coal	184,646	229,514	249,550
– Others	tonnes of standard coal	45,918	53,513#	57,701
Intensity of energy consumption	kg of standard coal / vehicle	136.71	130.03#	101.59
	MWh/vehicle	1.16	1.10	0.89
Renewable energy [10]				
Renewable electricity	kWh	536,948,212	703,782,222	1,421,976,708

Names of the Indicator	Unit	2023	2024	2025
– Vehicle plants	kWh	502,756,803	648,941,985	1,132,192,673
– Others	kWh	34,191,409	54,840,237	289,784,035
Non-renewable energy [10]				
Natural gas	standard cubic meter	69,139,256	90,960,448	96,567,999
– Vehicle plants	standard cubic meter	68,272,341	90,052,737	95,674,010
– Others	standard cubic meter	866,915	907,711	893,989
Gasoline	L	3,391,171	3,024,853	3,293,848
– Vehicle plants	L	1,057,160	768,962	476,299
– Others	L	2,334,012	2,255,892	2,817,550
Diesel	L	49,011	42,229	26,697
– Vehicle plants	L	44,395	42,229	26,697
– Others	L	4,615	0	0
Purchased electricity	kWh	919,517,743	979,092,975	146,481,241
– Vehicle plants	kWh	604,837,856	628,716,974	0
– Others	kWh	314,679,887	350,376,001	146,481,241
Purchased steam	tonnes	64,920	61,661	51,175
—Vehicle plants	tonnes	63,850	60,311	50,570
—Others	tonnes	1,070	1,350	605
Pollutant emissions [2, 11]				
Air pollutants				
Nitrogen oxides (NOx) emission	tonnes	110.82	163.88	167.54
—Vehicle plants	tonnes	109.97	161.66	166.22
—Others	tonnes	0.85	2.22	1.32
Intensity of nitrogen oxides (NOx) emission	kg/vehicle	0.067	0.075	0.055
Sulfur dioxide (SO_2) emission	tonnes	18.03	17.17	17.99
—Vehicle plants	tonnes	17.09	16.68	16.59
—Others	tonnes	0.94	0.49	1.40
Intensity of sulfur dioxide (SO_2) emission	kg/vehicle	0.011	0.008	0.006
Volatile organic compounds (VOCs) emission	tonnes	70.54	80.26	113.30
—Vehicle plants	tonnes	70.54	79.71	113.30
—Others	tonnes	0.00	0.55	0
Intensity of volatile organic compounds (VOCs) emission	kg/vehicle	0.043	0.037	0.037
Non-methane hydrocarbon (NMHC) emission	tonnes	77.96	90.57	121.95
—Vehicle plants	tonnes	75.72	87.36	116.87
—Others	tonnes	2.24	3.21	5.08
Intensity of non-methane hydrocarbon (NMHC) emission	kg/vehicle	0.047	0.042	0.040
Particulate emission	tonnes	68.84	79.46	67.87
—Vehicle plants	tonnes	62.72	70.27	52.92
—Others	tonnes	6.12	9.19	14.95
Intensity of particulate emission	kg/vehicle	0.042	0.037	0.022
Wastewater				
Chemical oxygen demand (COD) emission	tonnes	175.00	239.60	255.46
—Vehicle plants	tonnes	172.85	235.54	254.81
—Others	tonnes	2.15	4.06	0.65
Ammonia nitrogen emission	tonnes	8.94	12.66	12.97
—Vehicle plants	tonnes	8.46	12.25	12.92

Names of the Indicator	Unit	2023	2024	2025
—Others	tonnes	0.48	0.41	0.05
Industrial wastewater discharge [17]	tonnes	2,553,442	3,069,256	2,799,453
—Vehicle plants	tonnes	2,547,704	3,064,085	2,793,814
—Others	tonnes	5,738	5,171	5,639
Intensity of industrial wastewater discharge	tonnes/vehicle	1.55	1.41	0.93
Domestic wastewater discharge [17]	tonnes	1,878,706	2,004,799#	2,081,958
—Vehicle plants	tonnes	1,099,380	842,637#	979,373
—Others	tonnes	779,326	1,162,162	1,102,586
Intensity of domestic wastewater discharge	tonnes/vehicle	1.14	0.92#	0.69
Waste				
Total non-hazardous solid waste generated	tonnes	195,460	277,644	295,202
—Vehicle plants	tonnes	172,662	254,391	258,672
—Others	tonnes	22,798	23,253	36,530
Intensity of non-hazardous solid waste generated	kg/vehicle	118.57	127.56	97.60
Total hazardous waste generated	tonnes	16,762	20,407	23,873
—Vehicle plants	tonnes	15,167	18,639	21,822
—Others	tonnes	1,595	1,769	2,051
Intensity of hazardous waste generated	kg/vehicle	10.17	9.38	7.89
Percentage of solid waste recycled [12]	%	97.06	98.41	97.26
Percentage of compliant discharge of solid waste [13]	%	100	100	100
Percentage of compliant discharge of major pollutants [14]	%	100	100	100
Water consumption [2, 11]				
Total water use [15]	10,000 tonnes	43,297.40#	47,124.47#	37,826.59
—Vehicle plants	10,000 tonnes	39,549.67#	43,328.43#	26,261.74
—Others	10,000 tonnes	3,747.73#	37,96.04#	11,564.85
Intensity of total water use	tonnes/vehicle	256.73#	216.51#	125.06
Production water use (freshwater)	10,000 tonnes	507.05	660.30	693.76
—Vehicle plants	10,000 tonnes	445.16	599.78	637.87
—Others	10,000 tonnes	61.89	60.53	55.89
Intensity of production water use (freshwater)	tonnes/vehicle	3.01	3.03	2.29
Domestic water use (freshwater)	10,000 tonnes	240.07	150.89	258.70
—Vehicle plants	10,000 tonnes	148.08	50.15	121.78
—Others	10,000 tonnes	91.99	100.74	136.92
Total water withdrawal [16]	10,000 tonnes	747.12#	811.20#	952.46
—Vehicle plants	10,000 tonnes	593.25#	649.93#	759.66
—Others	10,000 tonnes	153.88#	161.27#	192.80
Total water discharge [17]	10,000 tonnes	443.22#	507.41#	488.14
—Vehicle plants	10,000 tonnes	364.71	390.67#	377.32
—Others	10,000 tonnes	78.51	116.73	110.82
Total water consumption [18]	10,000 tonnes	303.91#	303.80#	464.32
—Vehicle plants	10,000 tonnes	228.54#	259.25#	382.34
—Others	10,000 tonnes	75.37#	44.53#	81.98
Intensity of total water consumption [19]	tonnes/vehicle	1.80#	1.40#	1.54
Water resources recycled	10,000 tonnes	42,550.28#	46,313.27#	36,874.14
—Vehicle plants	10,000 tonnes	38,956.43#	42,678.50#	25,502.09
—Others	10,000 tonnes	3,593.85#	3,634.77#	11,372.05
Recycled rate of vehicle plants' water resources [20]	%	98.50	98.50	97.11
Recycled rate of water resources [20]	%	98.27#	98.28#	97.48

Names of the Indicator	Unit	2023	2024	2025
Use of Raw Materials – Manufacturing [2]				
Steel consumption	tonnes	448,601	521,124	692,899
Intensity of steel consumption	kg/vehicle	272.12	239.42	238.99
Paint consumption	tonnes	20,803	24,725	29,923
Intensity of paint consumption	kg/vehicle	12.62	11.36	10.32
Packaging materials - Vehicle manufacturing [2]				
Disposable packaging material consumption	tonnes	10,341	9,982	13,600
Intensity of disposable packaging materials	kg/vehicle	6.13	4.59	4.69
Percentage of suppliers with recycling packaging materials	%	83.79	83.90	84.15
Recycling rate of packaging materials	%	100	100	100
Number and distribution of employees [21]				
Total employees at year-end [22]	person	60,296	63,678	73,129
New hired employees	person	24,328	30,090#	37,928
Fresh graduates employed	person	3,114	3,559	3,620
Ethnic minority employees at year-end	person	3,445	3,822	4,016
Employees at year-end by employment type				
Full-time employees	person	53,998	55,169	64,786
Others (including interns and rehired retirees)	person	6,298	8,509	8,343
Employees at year-end by gender				
Male	person	49,832	52,295	59,742
Female	person	10,464	11,383	13,383
Undisclosed [23]	person	0	0	4

Names of the Indicator	Unit	2023	2024	2025
Employees at year-end by age group				
Under 30 years old	person	30,446	30,651	33,882
30-50 years old	person	29,226	32,040	37,960
Above 50 years old	person	624	987	1,287
Employees at year-end by region				
North China	person	1,864	1,586	4,213
Northwest China	person	7,085	6,752	6,598
Southwest China	person	2,376	3,951	6,086
East China	person	44,568	42,517	47,834
South China	person	4,182	7,459	5,879
Northeast China	person	112	309	621
Hong Kong, Macao and Taiwan	person	14	21	20
Overseas	person	95	1,083	1,878
Employees at year-end by position				
Research	person	15,657	17,448	18,705
Support (including sales, supply chain, business support personnel, etc.)	person	16,309	15,776	22,205
Management	person	3,219	4,784	5,604
Operation	person	25,111	24,866	26,615
Employees at year-end by revenue-generating and STEM-related positions				
Employees in revenue-generating positions	person	N/A	8,225	10,004
Proportion of female employees in revenue-generating positions	%	N/A	28.32	34.28
Employees in STEM-related positions	person	N/A	10,780	18,354
Proportion of female employees in STEM-related positions	%	N/A	15.19	15.73
Proportion of female in management positions in revenue-generating functions (e.g., sales) and STEM-related positions (e.g., R&D, technology, engineering)	%	N/A	20.87	9.68

Names of the Indicator	Unit	2023	2024	2025
Number of members in the highest governing body at year-end				
Members in the highest governance body	person	12	11	9
Female members in the highest governance body	person	3	3	3
Employee rights and benefits				
Percentage of labor contract signed	%	100	100	100
Coverage rate of social insurance	%	100	100	100
Coverage rate of medical examination and health profiles	%	100	100	100
Percentage of employees receiving regular performance and career development appraisal	%	100	100	100
Labour union participation rate among Mainland Chinese employees	%	100	100	100
Employee turnover [24]				
Total full-time employee turnover	person	N/A	11,590	15,834
Total full-time employee turnover rate	%	N/A	16.98	22.10
Average turnover rate for full-time employee	%	N/A	1.41	1.84
Employee turnover rate by gender				
Male	%	14.26	17.82#	22.56
Female	%	14.50	14.52#	20.21
Employee turnover rate by age group				
Under 30 years old	%	16.43	19.68#	25.82
30-50 years old	%	11.57	13.96#	19.61
Above 50 years old	%	8.33	9.61#	5.94
Employee turnover rate by region				
North China	%	N/A	15.26#	34.24
Northwest China	%	N/A	16.02#	12.05
Southwest China	%	N/A	10.95#	24.52
East China	%	N/A	17.38#	24.01
South China	%	N/A	22.45#	16.42
Northeast China	%	N/A	8.33#	10.89
Hong Kong, Macao and Taiwan	%	N/A	10.00#	0
Overseas	%	N/A	12.63	19.48
Health and safety				
Safety incidents [25]	number	40	49	35
Lost time incident rate per 200,000 working hours (LTIR) [26]	n/200,000 working hours	0.07	0.08	0.05
Work-related fatalities	person	0	1	0
Fatality rate per 1,000,000 working hours	n/1,000,000 working hours	0	0.0079	0
Lost working days caused by work-related injuries	day	1,652	2,557	1,205
Rate of serious injury incidents	‰	0.017	0.079	0
Rate of minor injury incidents	‰	0.65	0.68	0.48
Occupational disease incidents	number	0	0	0
Rate of occupational diseases	‰	0	0	0
Rate of work-related injuries	‰	0.66	0.77	0.48
Rate of absenteeism	‰	0.110	0.136	0.066
Financial losses caused by safety incidents	RMB 10,000	31.48	51.49	35.44
Development and training [27]				
Total training hours of employee	hour	4,842,797	5,982,753	5,106,202
Coverage rate of employee training	%	100	100	100

Names of the Indicator	Unit	2023	2024	2025
Total training hours by key category				
Total hours of health and safety training	hour	1,338,314	1,179,520	1,362,392
Total hours of sustainability training	hour	N/A	25,502	31,187
Total hours of product quality and safety	hour	N/A	N/A	3,444,765
Total hours of digitalization training	hour	119,030	226,140	625,255
Total hours of electrification training	hour	1,700,000	1,480,800	2,683,580
Coverage rate of employee training by gender				
Male	%	100	100	100
Female	%	100	100	100
Coverage rate of employee training by types of employees				
Senior personnel	%	100	100	100
Middle personnel	%	100	100	100
General employees	%	100	100	100
Average training hours per employee by gender				
Male	hour	80.33	93.62	70.95
Female	hour	80.24	95.48	70.95
Average training hours per employee by types of employees				
Senior personnel	hour	137.70	94.19	70.95
Middle personnel	hour	126.60	94.83	70.95
General employees	hour	78.96	93.78	70.95
Average training hours per employee by positions				
Research	hour	107.50	95.81	71.81
Support	hour	71.36	96.96	71.51
Management	hour	99.60	94.15	70.93
Operation	hour	66.72	90.37	69.90
Suppliers by region [28]				
Total number of suppliers	number	1,020	1,085	878
East China	%	68.3	68.0	68.9
Other districts of China (including North China, Southwest China, South China, Northeast China, etc.)	%	30.4	30.5	29.8
Overseas	%	1.3	1.5	1.3
Supplier management [28]				
Percentage of suppliers conducting regular and unannounced audits	%	79.05	74.75	89.29
Total training hours of suppliers [29]	hour	23,178	18,862	21,348
Coverage rate of suppliers participated in anti-corruption training	%	90	77	100
Percentage of suppliers with ISO 14001 certification	%	90	77	84
Percentage suppliers with ISO 45001 certification	%	57	62	77
Percentage of suppliers with IATF 16949 certification	%	99	87	92
Percentage of suppliers signed the Geely Supplier Code of Conduct	%	94	93	98
High-risk suppliers identified	number	0	3	6
Due Diligence Coverage rate of High-Risk Suppliers	%	100	100	100
Product quality and safety [33]				
Percentage of products passing safety and health assessment	%	100	100	100
Public recall [30]	time	1	1	1
Number of vehicles recalled	vehicle	22,272	2,539	46,108
Incidents per thousand vehicles (12MIS) [31]	‰	Geely brand: 7 Lynk & Co brand: 23 ZEEKR brand: 123.26	Geely brand: 6 Lynk & Co brand: 20 ZEEKR brand: 71.01	Geely brand: 8 Lynk & Co brand: 16.8 ZEEKR brand: 37.6

Names of the Indicator	Unit	2023	2024	2025
Initial Quality Study (IQS) [32]	%	Geely brand: 140 Lynk & Co brand: 161 ZEEKR brand: 151	Geely brand: 64 Lynk & Co brand: 151 ZEEKR brand: 171	Geely brand: 63 Lynk & Co brand: 145.1 ZEEKR brand: 166.3
Store management [33]				
Number of dealers in China	number	2,164	2,606#	2,800
Number of self-operated stores (Mainland China)	number	340	467	537
Number of overseas stores	number	782#	1,027#	1,686
Store training [33]				
Total training time for stores	times	1,844#	1,898#	2,664
Total training hours for stores	hour	17,354	29,074#	41,239
—Percentage of domestic stores participating in training	%	100	100	100
—Percentage of overseas stores participating in training	%	100	100	100
Products and customer services [33]				
Cumulative APP car club registration numbers	person	9,217,800	14,096,000#	30,319,700
Annual growth rate of car club members	%	66.56	52.93	115.11
Number of car club members' activities	time	3,762	5,268	9,301
Complaints of product and service	number	19,186#	23,061	27,384
Percentage of complaints handled				
—Domestic	%	96.6#	99.8	99.4
—Overseas	%	99.1	99.5	98.8
Customer satisfaction				
—Geely brand (China)	score	95.6	96.6	97.1
—Lynk & Co brand (China)	score	97.5	94.4	96.2
—ZEEKR brand (China)	score	93.8	96.5	98.4
—International	score	Geely brand: 93.4	Geely brand: 94.6	Geely brand: 94.6 Lynk & Co brand: 92.3 ZEEKR brand: 95.0

Names of the Indicator	Unit	2023	2024	2025
J.D. Power Customer Service Index (CSI)				
—Geely brand	score	771	786	801
—Lynk & Co brand	score	N/A	766	788
—ZEEKR brand	score	792	779	783
Compliance and anti-corruption				
Total training hours of compliance [34]	hour	835,125	371,659	106,955
Total hours of code of conduct training	hour	N/A	24,822	6,757
Total hours of fair competition training	hour	N/A	2,122	605
Total hours of export and trade controls training	hour	N/A	N/A	1,867
Total hours of data compliance/ privacy protection training	hour	N/A	N/A	775
Total hours of information security training	hour	N/A	N/A	137,568
Anti-corruption				
Total training hours of anti-corruption	hour	386,387	219,886	96,952
Average training hours of anti-corruption per director and employee	hour	6.4	3.5	1.05
Coverage rate of employees participated in anti-corruption training	%	100	100	100
Internal audit coverage rate for anti-corruption	%	100	100	100
Community activities				
Total hours of employees participated in community activities	hour	13,653	5,721	2,266

Note:

1. The statistical scope of ESG key performance indicators covers the Group and its major joint ventures. Due to the expansion of the disclosure scope of ESG key performance indicators, some indicators do not have data for 2023 and 2024, and "N/A" is used to indicate undisclosed data. The Group adopts a "sales based production" model. The total sales volume for the full year of 2025 is 3,024,567 vehicles, which is used to calculate all intensity indicators.
2. The statistical scope of indicators for 2025 greenhouse gas emissions, energy consumption, pollutant emissions, water consumption, use of raw materials – manufacturing, packaging material consumption, and environmentally friendly operations includes 17 vehicle plants producing Geely brand, ZEEKR brand and Lynk & Co brand vehicles (Hangzhou Bay Second Plant, Baoji, Jinzhong, Xi'an, Changxing, Dajiangdong (Qiantang), Linhai, Guiyang, Xiangtan, Jinan, Yiwu, Lynk & Co Chengdu, Lynk & Co Yuyao, Lynk & Co Zhangjiakou, ZEEKR Meishan, ZEEKR Chunxiao, ZEEKR PMA), 10 powertrain plants, and office premises (Hangzhou headquarters / Ningbo Hangzhou Bay Research Institute).
3. Greenhouse gas emissions data are calculated with reference to the "Guidelines for Accounting and Reporting Greenhouse Gas Emissions of Machinery and Equipment Manufacturing Enterprises", the "IPCC Sixth Assessment Report (2023)", and data released by government authorities. Greenhouse gas emissions in 2025 include carbon credit offsets and offsets from the purchase of renewable energy certificates (e.g., I-RECs and GECs).

4. Greenhouse gas emissions (Scope 1) are direct emissions from the use of direct energy sources such as natural gas, gasoline and diesel.
5. Greenhouse gas emissions (Scope 2) are indirect emissions from the use of purchased electricity and steam. With reference to the 2022 national grid average CO_2 emission factors released by the Ministry of Ecology and Environment and the National Bureau of Statistics, and the national grid average CO_2emission factor (excluding non fossil energy electricity from market based transactions), the emission factor of 0.5856 kgCO_2/kWh is used to calculate market based Scope 2 emissions for 2025 (the emission factor of 0.5703 kgCO_2/kWh was used for 2022-2023), and the emission factor of 0.5366 kgCO_2/kWh is used to calculate location based Scope 2 emissions.
6. For greenhouse gas emissions (Scope 3): 1) Purchased goods and services: mainly based on the material structure of the upstream industry chain (without considering material utilisation), calculated based on the carbon emission factors published by China Automotive Data, and taking into account data from LCA reports submitted by suppliers. 2) Logistics and distribution: includes inbound logistics, outbound logistics and after sales logistics, excluding export logistics data. Data are based on enterprise logistics settlement fees (settled per kilometre and per cubic metre), and have now been split into upstream and downstream transportation and distribution. 3) Use of sold products (including direct and indirect emissions): based on the announced fuel consumption and electricity consumption of each model, with the driving mileage calculated on an average of 150,000 kilometres. 4) Employee commuting: calculated based on data from commuter buses and company vehicles of Geely Auto's subsidiaries. 5) Business travel: includes data from employees' business travel by air and by train booked through "Geely Business Travel".
7. Average tailpipe emission intensity = Greenhouse gas emissions from the use of sold products (Scope 3) / total sales volume for the year / 150,000 kilometres. Among them, the use of sold products in Scope 3 includes direct emissions, indirect emissions and maintenance and repair.
8. Energy consumption data are calculated with reference to the General Rules for Calculation of Comprehensive Energy Consumption (GB2589 2020). Direct energy consumption, indirect energy consumption, total energy consumption and energy consumption intensity are calculated in MWh based on the General Rules for Calculation of Comprehensive Energy Consumption (GB/T 2589 2020), Natural Gas (GB 17820 2018) and relevant conversion factors of the United States Environmental Protection Agency (USEPA).
9. Direct energy includes: natural gas, gasoline and diesel.
10. Indirect energy includes: renewable energy (photovoltaic power, hydroelectric power, wind power, directly purchased green electricity and purchased renewable energy certificates (e.g., I-RECs and GECs)). and non-renewable energy (purchased electricity, purchased steam).
11. The Group's pollutant emission and water consumption indicator data are sourced from the Group's monitoring data.
12. Percentage of solid waste recycled = Comprehensive utilisation volume of general industrial solid waste / Generation volume of general industrial solid waste. The disclosure scope includes only the production plants.
13. The storage, transfer and disposal of solid waste (including non-hazardous solid waste and hazardous waste) generated by the Group's vehicle plants, powertrain plants and office premises comply with national or local relevant pollution control standards and regulatory requirements, no penalties or fine were involved.
14. The concentration and total amount of major pollutants in waste gas and wastewater generated by the Group's vehicle plants, powertrain plants and office premises comply with national or local discharge standards and total emission control requirements, no penalties or fine were involved.
15. The calculation method of total water use has been adjusted to: Total water withdrawal + Water resource recycled.
16. Total water withdrawal = Production water use (fresh water) + Domestic water use (fresh water). The source of water withdrawal in 2025 is municipal water supply.
17. Total water discharge = Industrial wastewater discharge + Domestic wastewater discharge.
18. Total water consumption = Total water withdrawal – Total water discharge.
19. Water resource recycled includes industrial water resource recycled and domestic water resource recycled.
20. Recycled rate of water resource = Water resource recycled / Total water use. Recycled rate of vehicle plants' water resources = Water resource recycled of vehicle plants / Total water use of vehicle plants.
21. The data scope for number and distribution of employees: For 2025, it includes all employees, for 2024, it excludes non-permanent ZEEKR employees; and for 2023, it excludes non-permanent ZEEKR employees and ZEEKR employees based in Europe.
22. Total number of employees at year-end = Total number of employees at the end of last year + New hired employees this year – Total full-time employee turnover this year ± Other workforce fluctuations this year. Other workforce fluctuations include: internal organization reconstructing (e.g., mergers, spin-offs), internal job rotations/ transfers (vitality plan), cost center changes, and movements of other employee types (e.g., end of re-employment, end of internship, retirement, cancellation of onboarding, etc., which are not included in the number of employee turnover and turnover rate), totaling 12,643 persons in 2025.
23. For the number of employees by gender, due to privacy requirements for employee information in some overseas regions, the specific gender of 4 ZEEKR European employees in 2025 was not identified.
24. Total full-time employee turnover rate (excluding other type of employees) = Number of full-time employees turnover this year / (Number of total full-time employees at the end of last year + New hired full-time employees this year). Total full- time employee turnover includes voluntary turnover + involuntary turnover. Average turnover rate for full-time employee = Total full-time employee turnover rate /12 months. For employee turnover rates broken down by gender, age group, and region: in 2025, the data covers all full-time employees only. For 2023–2024, the data include non-permanent employees of Geely Auto but exclude non-permanent employees of ZEEKR. Furthermore, for 2023 and 2024, employees from ZEEKR Europe are excluded from all breakdowns except for the regional breakdown itself.
25. Number of safety incidents = Number of minor injury incidents + Number of serious injury incidents + Number of fatal incidents.
26. Lost Time Injury Rate (LTIR) per 200,000 working hours = Number of lost time incidents × 200,000 / Total working hours of all employees. Total working hours of all employees = Number of employees × 40 hours × 50 weeks.
27. Data on development and training is primary sourced from the Group's online learning platform "Geely e-learning". Due to differences in statistical methods and scope, total training hours of employee are recorded based on the actual hours employees participated in training. Meanwhile, total training hours by key category are recored based on the total duration of the training courses conducted.
28. The data scope of suppliers by region and supplier management includes tier 1 suppliers of Geely brand, ZEEKR brand and Lynk & Co brand.
29. The total training hours of suppliers include the sum of training hours for quality training, compliance training and sustainable development training for tier 1 suppliers.
30. There were 2 voluntary recalls in 2023 2024 and 1 mandatory recall in 2025.
31. Incidents per thousand vehicles (12MIS) = Number of repairs of vehicles produced and sold in the preceding 12 months / Number of vehicles produced and sold in the preceding 12 months × 1,000.
32. IQS = Number of complaints / Number of vehicles × 100.
33. The data scope for product quality and safety, store management, store training, products and customer services cover the Group's Geely brand, Lynk & Co brand and ZEEKR brand.
34. Total training hours of compliance includes Code of Conduct training, anti-corruption training, fair competition training, export and trade controls training. Starting in 2025, data compliance/ privacy protection training has also been included within this scope.
Through statistical optimisation, the data for 2023 or/and 2024 have been updated.

Appendix 3

SASB Automobiles Sustainability Accounting Standard-Content Index

Topic	Code & Accounting metrics		Unit of measure	2024	2025	Page/Comment
Activity Metrics	TR-AU-000.A	Number of vehicles manufactured [1]	Unit	2,176,567	3,024,567	28
	TR-AU-000.B	Number of vehicles sold	Unit	2,176,567	3,024,567	28
Product Safety	TR-AU-250a.1	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	%	China: 100 Europe: 100	China: 100 Europe: 100	116-117
	TR-AU-250a.2	Number of safety-related defect complaints, percentage investigated	Number	11	2	N/A
			%	100	100	116
	TR-AU-250a.3	Number of vehicles recalled	Unit	2,539	46,108	115
Labor Practices	TR-AU-310a.1	Percentage of active workforce covered under collective bargaining agreements	%	100	100	N/A
	TR-AU-310a.2	Number of work stoppages and total days idle	Number	0	0	N/A
			Day idle	0	0	N/A
Fuel Economy & Usephase Emmisssions	TR-AU-410a.1	Sales-weighted average passenger fleet fuel economy in China	Litre/100km	3.52	2.93	53
	TR-AU-410a.2	Number of 1) zero emission vehicles (ZEV), 2) hybrid vehicles, and 3) plug-in hybrid vehicles sold	Unit	576,488	1,073,805	29
			Unit	Included in sales of ICE vehicles and not disclosed separately	Included in sales of ICE vehicles and not disclosed separately	29
			Unit	311,747	613,962	29
	TR-AU-410a.3	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	/	With 2020 as the baseline, Geely Auto has set targets to reduce life cycle carbon emissions per vehicle by 25% by 2025, and commits to achieving carbon neutrality by 2045. For the discussion of fuel economy, please refer to: "3.2 Lifecycle Carbon Management" (P.21-22); Geely Auto has long been concerned about the carbon emission and climate change trend and the deployment of macro policies, and incorporated the risks and opportunities related to carbon emission and climate change into the risk management process, please refer to: "3.4 Climate-related Disclosure" (p.39-47).	With 2020 as the baseline, Geely Auto has set targets to reduce life cycle carbon emissions per vehicle by 25% by 2025, and commits to achieving carbon neutrality by 2045. For the discussion of fuel economy, please refer to: "3.2 Lifecycle Carbon Management" (P.25-26); Geely Auto has long been concerned about the carbon emission and climate change trend and the deployment of macro policies, and incorporated the risks and opportunities related to carbon emission and climate change into the risk management process, please refer to: "3.4 Climate-related Disclosure" (p.43-54).	25-26;43-53

Topic	Code & Accounting metrics		Unit of measure	2024	2025	Page/Comment
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	/	The risk management of critical materials is a key issue in the chapter headed sustainbility supply chain management. The Group regarded raw materials and key minerals as a major identified risk, and based on the 14 key materials identified, i.e. cobalt, lithium, nickel, manganese, copper, graphite, to conduct blockchain traceability pilot work, please refer to: Risk Management of Key Raw Materials (P.117) for details.	The risk management of critical materials is a key issue in the chapter headed sustainbility supply chain management. The Group regarded raw materials and key minerals as a major identified risk, and based on the 16 key materials identified, i.e. 3TG, cobalt, lithium, nickel, manganese, copper, graphite, to conduct blockchain traceability pilot work, please refer to: Key Raw Materials (Including Conflict Minerals) Risk Management (P.135-136)	135-136
Materials Efficiency & Recycling	TR-AU-440b.1	Total amount of waste from manufacturing, percentage recycled	Tonne	270,410	260,473	61-64;188
			%	97.30	94.63	61-64;188
	TR-AU-440b.2	Weight of end-of-life material recovered, percentage recycled [2]	Tonne	10,111	5,855	69-75
			%	97.1	97.9	71-73

1. Geely Auto adopts a "Basing production on sales"s production model. Therefore, the data for vehicles manufactured and vehicles sold are the same.

2. The Group has established a vehicle circular manufacturing business. In 2025, the recycling weight of scrap materials includes: test vehicle recycling (4,096 units) and industrial waste weight (120.35 tonnes of foam, foot mats, etc. after dismantling). The estimated weight per vehicle is 1.4 tonnes, and the percentage recycled is based on the comprehensive utilization rate of recycled resources from end-of-life vehicles, which is 97.9%.

Appendix 4

United Nations Guiding Principles Reporting Framework - Content Index

Disclosure Content		Disclosure Content/Chapter	Page/Comment
Part A: Governance of respect for human rights			
Policy Commitment	A1 What does the company say publicly about its commitment to respect human rights?	The Group's Code of Conduct covers all affected individuals and groups, including employees, users, suppliers and their employees, and communities, and explicitly applies to all directors, senior management, and all employees (including full-time, part-time, and temporary staff). The Geely Supplier Code of Conduct forms an integral part of the contracts signed between the Group and its suppliers. The Group regularly reviews the Code of Conduct, Geely Supplier Code of Conduct, and other ESG policies, and revises and publishes them on the Company's official website as needed. The third version of the Code of Conduct and the revised version of the Geely Supplier Code of Conduct were officially released in April 2024, which are the latest versions as of the date of this Report. In the same year, we published the Human Rights Policy Statement and Employee Rights Statement, further refining our commitment to respecting and protecting human rights. In 2025, we newly formulated the Workforce Diversity Policy and the Sustainable Supply Chain Due Diligence Management Policy, further making human rights-related commitments to all employees, suppliers and their employees, and proposing specific requirements. For more details, see: "5.3.3 Human and Labor Rights", "7.1.1 Full Lifecycle Management of Suppliers", "8.3.1 Human Rights Protection".	87-88;153-157
	A1.1 How has the public commitment been developed?		87-88;153-157
	A1.2 Whose human rights does the public commitment address?		88;153-157
	A1.3 How is the public commitment disseminated?		88;153-157
Putting Respect for Human Rights into Practice	A2 How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	The Sustainability Committee under the Company's Board is the highest-level body supervising human rights for the Group, with the ESG Department assisting in overseeing daily human rights work. The Group's ESG Department, Compliance Department, Human Resources Department, Labor Union, Supply Chain Department, and Safety and Environmental Protection Department work together as a human rights working group, allocating more resources to collaboratively improve the Group's human rights management, and reporting the relevant results to the Sustainability Committee and the Board. At the same time, the Group conducts human rights-related training to help employees understand the Group's human rights commitments, and has established multiple communication channels to provide diversified and customary methods for employees to provide feedback on human rights and employee rights. Employees, suppliers, and other stakeholders can provide feedback through the complaint and reporting channels listed in the Code of Conduct, Supplier Code of Conduct, and other ESG policies (coc@geely.com). For more details, see: "5.3.3 Human and Labor Rights", "7.1.1 Full Lifecycle Management of Suppliers".	8-9
	A2.1 How is day-to-day responsibility for human rights performance organized within the company, and why?		10-13;88-89
	A2.2 What kinds of human rights issues are discussed by senior management and by the Board, and why?		88-90
	A2.3 How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?		13;88-89;141;153
	A2.4 How does the company make clear in its business relationships the importance it places on respect for human rights?		88-91
	A2.5 What lessons has the company learned during the Reporting Period about achieving respect for human rights, and what has changed as a result?		88;137-141

Disclosure Content		Disclosure Content/Chapter	Page/Comment
Part B: Defining the focus of the report			
B1 Statement of salient issues	State the salient human rights issues associated with the company's activities and business relationships during the Reporting Period.	We collected suggestions on human rights risk identification, human rights management, and grievance channels from the Board, investors, the Group's employees, supplier employees, dealer employees, and communities through survey questionnaires. The survey covered the Group's global operating regions, with China as the sample concentration area, while also collecting responses from employees, supplier employees, and dealer employees in overseas regions. For more details, see: "5.3.3 Human and Labor Rights", "7.1.1 Full Lifecycle Management of Suppliers", "8.3.1 Human Rights Protection", "8.5.2 Employee Empowerment", "8.6 Occupational Health and Safety".	89;137;153-157
B2 Determination of salient issues	Describe how the salient human rights issues were determined, including any input from stakeholders.		89-90;137;153-157; 165-167
B3 Choice of focal geographies	If reporting on salient human rights issues focuses on particular geographies, explain how that choice was made.		89-90;137-138;153-157
B4 Additional severe impacts	Identify any severe impacts on human rights that occurred or were still being addressed during the Reporting Period, but which fall outside of the salient human rights issues, and explain how they have been addressed.		139-141;153-157
Part C: Management of salient human rights issues			
Specific Policies	C1 Does the company have any specific policies that address its salient human rights issues?	"5.3.3 Human and Labor Rights" For more details, see: "7.1.1 Full Lifecycle Management of Suppliers", "8.5.2 Employee Empowerment", "8.6 Occupational Health and Safety".	88;137;168-174
Stakeholder Engagement	C2 What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?		14-15;88-91; 165-167;168-174
Assessing Impacts	C3 How does the company identify any changes in the nature of each salient human rights issue over time?		88-91;165-167;168-174
Integrating Findings and Taking Action	C4 How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?		88-91;137-138; 165-167;168-174
Tracking Performance	C5 How does the company know if its efforts to address each salient human rights issue are effective in practice?		137-141;165-167; 168-174
Remediation	C6 How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?		90-91;140-144; 165-167;168-174

Appendix 5

HKEX ESG Reporting Code - Content Index

Subject Areas, Aspects, General Disclosures and KPIs Description		Page
A. Environmental		
Aspect A1 : Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	55-67;184
KPI A1.1	The types of emissions and respective emissions data.	61-67;188
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, density (if in per unit of production, per facility)	61-64;188
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, density (if in per unit of production, per facility)	61-64;188
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	55-67
KPI A1.6	Description of how hazardous and nonhazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	61-64
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	55-61;67-69
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and density (e.g. per unit of production volume, per facility).	36-39;187
KPI A2.2	Water consumption in total and density (e.g. per unit of production volume, per facility).	67-69;188
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	36-39
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	67-69
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	41;189
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	55-61;75-77
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	55-61;75-77

Subject Areas, Aspects, General Disclosures and KPIs Description		Page
B. Social		
Employment and Labor Practices		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	148-164;185
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	189
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	190
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	148-149;168-174;184-185
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	169-172;190
KPI B2.2	Lost days due to work injury.	169-172;190
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	168-174
Aspect B3：Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	81-93;97;99;107-116;141-144;164-168
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	191
KPI B3.2	The average training hours completed per employee by gender and employee category.	191

Subject Areas, Aspects, General Disclosures and KPIs Description		Page
Aspect B4: Labor Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	153-157;185
KPI B4.1	Description of measures to review employment practices to avoid child and forced labor.	150;153-157;196
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	153-157
Operating Practices		
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	131-141
KPI B5.1	Number of suppliers by geographical region.	130
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	131-141
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	131-141
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	131-139
Aspect B6 : Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	105
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	116
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	121
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	118
KPI B6.4	Description of quality assurance process and recall procedures.	114
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	118

Subject Areas, Aspects, General Disclosures and KPIs Description		Page
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	91-92
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Year and the outcomes of the cases.	91-92
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	82-83
KPI B7.3	Description of anti-corruption training provided to directors and staff.	91
Community		
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	176-183
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	176-183
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	176-183;192

Subject Areas, Aspects, General Disclosures and KPIs Description		Page
Part D: Climate-related Disclosures		
Governance	a. the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate related risks and opportunities.	23-24;43-44
	b. management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	
Strategy	Climate-related risks and opportunities	45-49
	Business model and value chain	44-52
	Strategy and decision-making	44-52
	Financial position, financial performance and cash flows	44-52
	Climate resilience	50-52
Risk Management	a. The processes and related policies it uses to identify, assess, prioritize and monitor climaterelated risks.	52
	b. The processes the issuer uses to identify, assess, prioritize and monitor climate-related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities).	52
	c. The extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	52
Metrics and Targets	Greenhouse gas emissions	23-26;53;186
	Climate-related transition risks	47
	Climate-related physical risks	47-48
	Climate-related opportunities	48-49
	Capital deployment	45-49
	Internal carbon prices	45
	Remuneration	12;43-44
	Industry-based metrics	53
	Climate-related targets	23-27;36;39

Appendix 6

Statement of use: Geely Automobile Holdings Limited has reported the information cited in this GRI content index for the period from January 2025 to December 2025 with reference to the GRI standards.

GRI 1 used: GRI 1: Foundation 2021

GRI Sustainability Reporting Standards – Content Index

GRI Standards	Disclosure	Page/Comment
GRI 2: General Disclosures 2021		
2-1	Organizational details	3
2-2	Entities included in the organization's sustainability reporting	3
2-3	Reporting Period, frequency and contact point	3
2-4	Restatements of information	3;192-193
2-5	External assurance	207-208
2-6	Activities, value chain and other business relationships	3
2-7	Employees	189
2-8	Workers who are not employees	189
2-9	Governance structure and composition	79
2-10	Nomination and selection of the highest governance body	79
2-11	Chair of the highest governance body	79
2-12	Role of the highest governance body in overseeing the management of impacts	10-12
2-13	Delegation of responsibility for managing impacts	10-12
2-14	Role of the highest governance body in sustainability reporting	3;10-12
2-15	Conflicts of interest	92
2-16	Communication of critical concerns	15;18-20
2-17	Collective knowledge of the highest governance body	10-12
2-18	Evaluation of the performance of the highest governance body	10-13;80
2-19	Remuneration policies	12;80
2-20	Process to determine remuneration	10-13;80
2-21	Annual total compensation ratio	10-13;80
2-22	Statement on sustainable development strategy	5;9
2-23	Policy commitments	9;85-87;184
2-24	Embedding policy commitments	8-9;85-87
2-25	Processes to remediate negative impacts	81;133-143
2-26	Mechanisms for seeking advice and raising concerns	14;85-87;196-197
2-27	Compliance with laws and regulations	184-185
2-28	Membership associations	8;129;145
2-29	Approach to stakeholder engagement	14-16
2-30	Collective bargaining agreements	161
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	16
3-2	List of material topics	17
3-3	Management of material topics	18-20
GRI 101: Economic Performance 2024		
101-1	Policies to halt and reverse biodiversity loss	60;75-77
101-2	Management of biodiversity impacts	75-77
101-3	Access and benefit-sharing	N/A
101-4	Identification of biodiversity impacts	75-77
101-5	Locations with biodiversity impacts	75-77
101-6	Direct drivers of biodiversity loss	75-77
101-7	Changes to the state of biodiversity	75-77
101-8	Ecosystem services	75-77

GRI Standards	Disclosure	Page/Comment
Economy		
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	N/A
201-2	Financial implications and other risks and opportunities due to climate change	45-49
201-3	Defined benefit plan obligations and other retirement plans	80;163
201-4	Financial assistance received from government	N/A
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	162-163
202-2	Proportion of senior management hired from the local community	N/A
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	176-183
203-2	Significant indirect economic impacts	176-183
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	130
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	91
205-2	Communication and training about anti-corruption policies and procedures	91
205-3	Confirmed incidents of corruption and actions taken	91
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	92
GRI 207: Tax 2019		
207-1	Approach to tax	93
207-2	Tax governance, control, and risk management	93
207-3	Stakeholder engagement and management of concerns related to tax	93
207-4	Country-by-country reporting	N/A

GRI Standards	Disclosure	Page/Comment
Environmental		
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	189
301-2	Recycled input materials used	39-42;189;194-195
301-3	Reclaimed products and their packaging materials	39-42;69-74;189;194-195
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	36-39;53;186-187
302-2	Energy consumption outside of the organization	27-35;39-42;186-187
302-3	Energy intensity	36-39;186-187
302-4	Reduction of energy consumption	36-39
302-5	Reductions in energy requirements of products and services	27-35;39-42
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	61-67
303-2	Management of water discharge-related impacts	66-67
303-3	Water withdrawal	61-67;188
303-4	Water discharge	66-67;187-188
303-5	Water consumption	61-67;188

GRI Standards	Disclosure	Page/Comment
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	186
305-2	Energy indirect (Scope 2) GHG emissions	186
305-3	Other indirect (Scope 3) GHG emissions	196
305-4	GHG emissions intensity	186
305-5	Reduction of GHG emissions	27;36-39
305-6	Emissions of ozone-depleting substances (ODS)	N/A
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	65-66;187
GRI 306: Waste 2016		
306-1	Waste generation and significant waste-related impacts	61-64
306-2	Management of significant waste-related impacts	61-64
306-3	Waste generated	61-64;188
306-4	Waste diverted from disposal	61-64;188
306-5	Waste directed to disposal	61-64;188
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	139
308-2	Negative environmental impacts in the supply chain and actions taken	133-141
Social		
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	167-168;189-190;
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	162-168
401-3	Parental leave	163-164

GRI Standards	Disclosure	Page/Comment
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	N/A
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	168-174
403-2	Hazard identification, risk assessment, and incident investigation	168-172
403-3	Occupational health services	172-174
403-4	Worker participation, consultation, and communication on occupational health and safety	169-174
403-5	Worker training on occupational health and safety	169-174;190
403-6	Promotion of worker health	168-174
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	168-174
403-8	Workers covered by an occupational health and safety management system	168-174
403-9	Work-related injuries	169-172;190
403-10	Work-related ill health	168-174
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	164-165;191
404-2	Programs for upgrading employee skills and transition assistance programs	164-168
404-3	Percentage of employees receiving regular per formance and career	190
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	79-80;157-160
405-2	Ratio of basic salary and remuneration of women to men	162
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	157-162

GRI Standards	Disclosure	Page/Comment
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	153-157;161
GRI 408: Child Labor 2016		
408-1	Management of material topics	153-157
GRI 409: Forced or Compulsory Labor 2016		
409-1	Management of material topics	140;153-157
GRI 410: Security practices 2016		
410-1	Security personnel trained in human rights policies or procedures	88;153-157
GRI 411: Rights of Omdogempis Peoples 2016		
411-1	Incidents of violations involving rights of indigenous peoples	N/A
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	176-183
413-2	Operations with significant actual and potential negative impacts on local communities	176-183
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	139
414-2	Negative social impacts in the supply chain and actions taken	133-141
GRI 415: Public Policy 2016		
415-1	Political contributions	93
GRI416：Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	107-114
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	116

GRI Standards	Disclosure	Page/Comment
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	117-118;143-144
417-2	Incidents of non-compliance concerning product and service information and labeling	144
417-3	Incidents of non-compliance concerning marketing communications	144
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	99

Appendix 7

ISSB IFRS S1 — Content Index

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		6.1.1 Governance	104
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		8.1 Human Capital Management	148
	Describe management's role in assessing and managing sustainability-related risks and opportunities	2.2.2 Governance Mechanism	12
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		4.1.1 Governance	55
		5.3 Compliance and Ethics	81-94
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Disclosure Requirements		Location	Page
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		4.1.2 Strategies	55-60
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	Financial condition, financial performance and cash flows	2.3.3 ESG Materiality Issues	16-20
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	Resilience	2.3.3 ESG Materiality Issues	16-20
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		4.1.3 Risk Management	60
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		7.1.1 Full Lifecycle Management of Suppliers	131-141
		8.1 Human Capital Management	148-150
	The extent and how the entity integrates the process of identifying, assessing, prioritizing and monitoring sustainabilityrelated risks and opportunities into the overall risk management process and influencing its overall risk management process	3.4.3 Risk Management	52-53
		5.3.1 Compliance Management	60
		5.3.2 Export and Trade Compliance	81-83
		5.3.3 Human and Labor Rights	83-87

Disclosure Requirements		Location	Page
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Risk management	The extent and how the entity integrates the process of identifying, assessing, prioritizing and monitoring sustainabilityrelated risks and opportunities into the overall risk management process and influencing its overall risk management process	5.3.3 Human and Labor Rights	87-91
		5.3.4 Anti-bribery and anti-corruption	91-92
		5.4 Data Responsibility and Privacy Protection	93-102
		7.1.1 Full Lifecycle Management of Suppliers	131-141
		8.1 Human Capital Management	148-150
Metrics and goals	Disclosure of each sustainability-related risk and opportunity that can reasonably be expected to affect the entity's prospects	2.4 ESG Metrics and Targets	21
		3.4.4 Metrics and Targets	53
		4.1.4 Metrics and Targets	61
		5.3.1 Compliance Management	81-83
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		7.1.1 Full Lifecycle Management of Suppliers	131-141
		8.1 Human Capital Management	148-150

Appendix 8

Independent Assurance Report

1. Introduction

Hong Kong Quality Assurance Agency ("HKQAA", "we", "our", "us") was engaged by Geely Automobile Holdings Limited ("the Company") to conduct an independent assurance on the data of the ESG key performance indicators ("KPIs") listed below, presented in its 2025 ESG Report ("the Report"), collectively referred to as the "Selected Sustainability Disclosures" , of the Company for the period from 1 January 2025 to 31 December 2025 ("the Reporting Period") and to issue this Independent Assurance Report ("the Assurance Report"):

The KPIs

a. GHG emissions:	
Scope 1 GHG emission	Scope 2 GHG emission
Scope 3 GHG emissions (Purchased goods and services, Upstream transportation and distribution, Downstream transportation and distribution, Use of sold products, Employee commuting, Business travel)	Total GHG emissions (Scope1+2+3)
Intensity of GHG emission (Scope 1+2+3)	Intensity of average tailpipe emissions (WLTC)
b. Energy consumption:	
Renewable electricity	Natural gas
Gasoline	Diesel
Purchased electricity	Purchased steam
Direct energy consumption	Indirect energy consumption
Total energy consumption	Intensity of energy consumption
c. Pollutant emissions:	
Nitrogen oxides (NOx) emissione	Sulphur dioxide (SO_2) emissione
Volatile organic compounds (VOCs) emissione	Non-methane hydrocarbon (NMHC) emissione

c. Pollutant emissions:	
Particulate emission	Chemical oxygen demand (COD) emission
Ammonia nitrogen emission	Industrial wastewater discharge
Intensity of industrial wastewater discharge	Domestic wastewater discharge
Intensity of domestic wastewater discharge	Total non-hazardous solid waste generated
Intensity of non-hazardous solid waste generated	Total hazardous waste generated
Intensity of hazardous waste generated	Percentage of solid waste recycled
Percentage of compliant discharge of solid	Percentage of compliant discharge of major
d. Water consumption:	
Total water use	Intensity of total water use
Production water use (freshwater)	Domestic water use (freshwater)
Total water withdrawal	Total water discharge
Total water consumption	Intensity of total water consumption
Water resources recycled	Recycled rate of vehicle plants' water resources
Recycled rate of water resources	
e. Number and distribution of employees:	
Total employees at year-end	New hired employees
Fresh graduates employed	Ethnic minority employees at year-end
Employees at year-end by employment type	Employees at year-end by gender
Employees at year-end by age group	Employees at year-end by region
Employees at year-end by position	
f. Employee turnover:	
Total full-time employee turnover	Total full-time employee turnover rate
g. Health and safety:	
Safety incidents	Lost time incident rate per 200,000 workinghours (LTIR)

Work-related fatalities	Fatality rate per 1,000,000 working hours
Lost working days caused by work-relatedinjuries	Rate of serious injury incidents
Rate of minor injury incidents	Occupational disease incidents
Rate of occupational diseases	Rate of work-related injuries
Rate of absenteeism	Financial losses caused by safety incidents
h. Development and training:	
Total training hours of employee	Coverage rate of employee training
Total hours of health and safety training	Total hours of sustainability training
Total hours of product quality and safetytraining	Total hours of digitalization training
Total hours of electrification training	
i. Suppliers by region:	
Total number of suppliers	Suppliers by region
j. Supplier management:	
Percentage of suppliers conducting regularand unannounced audits	Total training hours of suppliers
Percentage of suppliers signed the Geely Supplier Code of Conduct	High-risk suppliers identified
Due diligence coverage rate of high-risk suppliers	
k. Compliance and Anti-corruption:	
Total hours of compliance training	Total hours of anti-corruption training
Total hours of code of conduct training	Total hours of fair competition training
Total hours of information security training	Total hours of export and trade controlstraining
Total hours of data compliance/ privacy protection training	

For the avoidance of doubt, the Appendices listed at the end of this Assurance Report form an integral part of it, though certain Appendices are intended for the Company's internal use only. Our sustainability assurance activities and this Assurance Report are subject at all times to the assumptions, dependencies, boundaries, limitations, exclusions, roles and responsibilities and independence as set out under Appendix A. A generic version of Appendix A is available for reference on the HKQAA website (www.hkqaa.org) underthe navigation path: News & Resources > Guides & Forms > Guidelines > Sustainability Assurance.

The objective of this sustainability assurance service is to provide an independent conclusion, with a limited level of assurance, on whether the Selected Sustainability Disclosures have been prepared in accordance with the Calculation Criteria specified in Appendix C of the Assurance Report ("Calculation Criteria").

2. Assurance Methodology

HKQAA's assurance procedure was conducted with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board ("IAASB").

The evidence gathering processes were designed to obtain a limited level of assurance, as set out in the ISAE 3000, using a risk-based approach. Our assurance procedures included, but were not limited to:

- Reviewing internal data management processes for collecting, analysing, aggregating, and reporting the KPI performance data;
- Making enquiries with personnel responsible for handling the performance data;
- Conducting analytical reviews of the performance data;
- Selecting representative samples using judgmental sampling, focusing on materiality and risk, and assessing underlying evidence for each sample;
- Evaluating the appropriateness of assumptions, dependencies, and defined boundaries; and
- Reviewing calculation methodologies, estimation approach, trend analysis, and determination of data uncertainties.

3. Conclusion

Based on the procedures performed and evidence obtained, and subject to the stated assumptions, dependencies, boundaries, limitations, and exclusions, nothing has come to our attention that causes us to believe that the Selected Sustainability Disclosures, as the reported data for the KPIs for the Reporting Period from 1 January 2025 to 31 December 2025, are not fairly stated, in all material respects, in accordance with the Calculation Criteria.

This Assurance Report is made solely for the use of Geely Automobile Holdings Limited and the users of the data of the KPIs, and for use in accordance with the Calculation Criteria set out in the Introduction section of this Assurance Report. We do not accept or assume responsibility for any other purpose or to any other person to whom this Assurance Report is shown or in whose hands it may come. We confirm our independence from Geely Automobile Holdings Limited in conducting this engagement.

The engagement leader on the assurance engagement resulting in this Independent Assurance Report is KT Ting.

Signed by Hong Kong Quality Assurance Agency

21 April 2026

Ref: 14993900