GEELY HOLDING GROUP
2025 SUSTAINABILITY REPORT

Contents

About This Report

Report Overview

This is the 14th annual sustainability/social responsibility report of Zhejiang Geely Holding Group Co., Ltd. It aims to systematically present the concepts, practices, and performance results of Zhejiang Geely Holding Group Co., Ltd. in the field of sustainable development, addressing the concerns and expectations of all stakeholders. The report highlights the steadfast commitment to advancing high-quality sustainable development of Zhejiang Geely Holding Group Co., Ltd. and its responsibility in actively contributing to the achievement of global sustainable development goals. Since 2022, Zhejiang Geely Holding Group Co., Ltd. solemnly joined and committed to adhering to the Ten Principles of the United Nations Global Compact, continuously fulfilling its corporate responsibilities in areas such as respecting and safeguarding human rights, maintaining labor standards, promoting environmental protection, and enhancing anti-corruption governance, thereby continuously improving sustainable development governance.

Reporting Scope

Unless specified otherwise, this report covers Zhejiang Geely Holding Group Co., Ltd. and all entities over which it exercises control or significant influence regarding financial and operational policies during the reporting period (hereinafter referred to as "Geely Holding", "the Group", or "we"). Based on financial control principles and considering the significant economic, environmental, social, and business-related impacts, the report includes the following key business segments: Geely Automobile Holdings Ltd. and its subsidiaries ("Geely Auto"); Lotus Technology Inc. and its subsidiaries ("Lotus Tech"); Lotus Cars Limited ("Lotus Cars"); Volvo Car AB (publ.) and its subsidiaries ("Volvo Cars"); Hangzhou Youxing Technology Co., Ltd. and its subsidiaries ("CaoCao Mobility"); Zhejiang Geely Farizon New Energy Commercial Vehicle Group Co., Ltd. and its subsidiaries ("Farizon Auto"); and Zhejiang ENERGEE Technology Co., Ltd. and its subsidiaries ("ENERGEE"). To ensure completeness and consistency in information disclosure, some sections of the report also cover the businesses and practices of Geely Technology Group and Geely Talent Development Group.

During the reporting period, in accordance with the Group's overall strategic integration and operational management needs, ZEEKR Intelligent Technology Holding Limited and its subsidiaries ("ZEEKR"), were restructured as subsidiaries of Geely Automobile Holdings Ltd.

Reporting Period

The report covers the fiscal year from January 1, 2025, to December 31, 2025 ("the reporting period"). Certain content may refer back to historical data or extend into early 2026 to ensure comparability and completeness.

Reporting Standards

This report is prepared in accordance with the *GRI Sustainability Reporting Standards* (GRI Standards), as issued by the Global Sustainability Standard Board (GSSB), and follows the "GRI Universal Standards 2021" for disclosure. Additionally, it refers to the *IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information* and *IFRS S2 Climate-related Disclosures* issued by the International Sustainability Standards Board (ISSB), the *European Sustainability Reporting Standards (ESRS)*, and the *Chinese standard, Guidance on Social Responsibility Reporting (GB/T 36001-2015)*.

Furthermore, this report actively responds to the United Nations Sustainable Development Goals (UN SDGs) and the Ten Principles of the United Nations Global Compact (UNGC), continuously aligning with international mainstream sustainability initiatives and responsibility frameworks to enhance the regulatory compliance, comparability, and transparency of its disclosures.

Preparation Process

This report follows a structured and standardized process, which includes defining the report scope and organizational boundaries, developing a preparation plan, identifying and assessing double material topics, collecting data and materials, writing and designing the report, external independent assurance, review by the Sustainability Committee, and external dissemination.

Through this process, the Group systematically identifies its economic, environmental, and social impacts, as well as the financial implications of sustainability-related issues on value creation and risk management, ensuring the completeness, accuracy, and transparency of information disclosures and continuously improving its sustainability governance.

Data Sources

The data and cases disclosed in this report are mainly sourced from official documents, statistical reports, and relevant business system data of Geely Holding, and have been reviewed and confirmed by the relevant departments. Unless otherwise specified, the monetary amounts mentioned in the report are in Chinese RMB.

Reliability Assurance and Approval

To ensure the accuracy and reliability of this report, SGS-CSTC Standards Technical Services Co., Ltd. conducted independent assurance on the sustainability performance disclosed in this report and its reference to the GRI Standards 2021 in accordance with the AA1000 series of standards.

Geely Holding has not identified any false records, misleading statements, or material omissions in the contents of this report. This report has been reviewed and approved by the Sustainability Committee.

Reporting Language

The report is available in Simplified Chinese and English. In case of any discrepancies, the Simplified Chinese version shall prevail.

Report Access

In alignment with our commitment to environmental sustainability and reducing resource consumption, this report is published in electronic format. The public can access and download the full report via Geely Holding's official website (https://zgh.com/).

Message from the Chairman

Eric Shufu Li

Chairman of Geely Holding

In 2025, the automotive industry accelerated its transformation toward intelligence and green development. Geely Holding is fully committed to advancing its transformation toward electrification and intelligence. With the vision of "leading the green and intelligent mobility ecosystem," we are building a strong edge in green and low-carbon transportation technology and delivering intelligent mobility experiences that exceed expectations worldwide. Through the Geely Solution, we are exploring a path toward modernization centered on the harmonious coexistence between humanity and nature.

Facing the dual challenges of intensifying global climate change and ecosystem degradation head-on, we remain focused on moving our strategic goal of "Full-Chain Carbon Neutrality by 2045" forward as we emerge as a "Nature-Positive Enterprise." We are transitioning from a practitioner of green and low-carbon development to a co-builder of new, clean industry rules. We have launched the Automotive Carbon Management System (ACMS) in collaboration with international organizations, helping to shape national and industry-level dual-carbon standards while promoting low-carbon transition across the entire industrial chain. We have moved beyond the role of being a mere protector of the environment to setting the standards for achieving a low-carbon future. We have laid a solid foundation and honed our internal capabilities through improving technical expertise, standard systems, quality systems, cultural inheritance, and corporate sustainable development. Through deep cooperation with global automotive enterprises, we have integrated with the global automotive industry, contributing Chinese wisdom and Chinese solutions to the sustainable development of the global automotive industry.

Technological innovation has always been the lifeline for a company's survival and development. In 2025, we focused on our core automotive business and deepened the coordinated development of new energy, full-domain AI innovation, and the "space-ground integrated" layout. From breakthroughs in electric vehicle powertrains to intelligent cockpits and intelligent assisted driving systems, and from the establishment of a comprehensive AI technology foundation to the deployment of Geely's Future Mobility Constellation Phase I, we have stayed true to our principle: technology must be guided by user value, with safety as the bottom line, ensuring innovation truly serves the people.

We believe that self-cultivation is the foundation, while open cooperation is the path. We are actively responding to global market challenges by deepening global cooperation through technology licensing, joint R&D, and localized operations. Our strategic cooperation projects in regions such as Southeast Asia and South America have progressed steadily, and high-value models from our brands, including Geely, Lynk & Co, and ZEEKR, have achieved large-scale expansion overseas. In the era of intelligent connected vehicles, we continue to uphold a sense of respect and responsibility, and are committed to breaking barriers, setting standards, and fostering cross-sector integration, driving mutual progress and shared success across the industrial ecosystem.

Talent is the engine of our future. With artificial intelligence accelerating and industries undergoing profound transformation, we are actively exploring new models of industry-education integration and innovative talent development. Through platforms such as Geely Talent Group, we are continuing to deepen the development of our "Talent Forest" system and create a modern workforce that is more adaptable, creative, and empowered. Guided by the development philosophy of "deploying talent according to ability and making the most of each person's capabilities," we are committed to providing every employee with a clear career path and comprehensive development support to reach their full potential, enabling the flow of talent to converge into a river driving sustainable development.

Compliance is the foundation of sustainable global operations and critical for enterprises to thrive long-term. Guided by our management principle of "full authorization, compliance with laws and regulations, clear assessment, fairness and transparency," we embed compliance and business ethics into strategic decision-making and every level of daily operations. We have established a three-tier sustainable development governance structure comprising the Shareholders' Meeting, the Board of Directors, and the Management, and are continuously strengthening our governance system and risk awareness, while fostering an organizational culture where all employees follow rules and uphold integrity. Looking ahead, we will continue to deepen risk-oriented compliance governance, making integrity and rules a defining feature of Geely Holding, and building a solid and reliable institutional safeguard for the Company's sustainable development and global expansion.

Having endeavored for over forty years, a new journey now unfolds and a magnificent new chapter lies ahead. In 2026, Geely celebrates a major milestone, our 40th anniversary. Standing at a new historical starting point, we are more determined than ever to contribute Geely's strength to the high-quality and sustainable development of the global automotive industry. With firm conviction and decisive actions, we will accelerate the realization of our corporate mission to "A Sustainable Future, A Better World".

Message from the CEO

> In 2025, the global automotive industry reached a critical point of value reshaping as intelligent technologies and green development became increasingly integrated. Under the strategic guidance of the *Taizhou Declaration*, Geely Holding firmly advanced its electric and intelligent transformation, focused on core businesses, strengthened core capabilities, and drove the Group into a new phase of high-quality development.

Andy Conghui An

CEO of Geely Holding

Guided by the *Taizhou Declaration*, we deepened our focus on the core automotive business, expanded our technology ecosystem, and comprehensively enhanced our core competitiveness through five key measures: strategic focus, integration, synergy, stability, and talent. Under this strategic framework, the Group made significant progress. In 2025, annual global vehicle sales surpassed the 4 million unit mark for the first time, reaching 4.116 million units, representing a year-over-year increase of approximately 26%. Sales of new energy vehicles (NEVs) reached 2.293 million units, surging by approximately 58% year-over-year and achieving an NEV penetration rate of approximately 56%. Through steadfast strategic execution and systemic organizational reform, we steadily achieved our operational objectives, demonstrating the strong resilience and vitality of Chinese automotive brands in global competition.

Accelerating Zero-Carbon Transformation and Building a Green Ecosystem. We remain committed to a diversified energy strategy and to providing users with low-carbon mobility solutions across entire product lifecycles. In 2025, we accelerated the application of green fuels in the transportation sector. The "Yuanchun 001," the world's first methanol hybrid electric dual-purpose container and bulk carrier vessel, successfully commenced commercial operations, offering a viable "Chinese solution" for the low-carbon transition of the shipping industry. The Group continues to build green benchmarks. As of the end of the reporting period, we had cumulatively obtained 26 "National Green Factory" certifications, 13 "Zero-Waste Factory" certifications, and 5 "Zero-Carbon Factory" certifications. As representatives of the Chinese business community at COP30, we presented our low-carbon value chain practices — from energy sourcing to manufacturing and from product development to mobility services — contributing Chinese wisdom to global climate governance.

Promoting Harmony Between Industrial Development and Environmental Stewardship. We continue to embed circular-economy principles and biodiversity protection into our operations and value chain and are continuously exploring new models for efficient resource utilization. In 2025, Geely's "Blue Star Guardian" public welfare project applied Geespace's satellite IoT communication technology to carry out space-ground integrated biodiversity monitoring in the giant panda habitat of Baoxing, Sichuan, demonstrating the potential of satellite technology in ecological conservation. On the 14th Global Accessibility Awareness Day, Geely Holding, together with the Li Shufu Public Welfare Foundation, repurposed decommissioned ride-hailing vehicles into electric nursing wheelchairs and donated them to the Disabled Persons' Federation. This innovative model – integrating "circular-economy practices with technology-assisted disability support"- exemplifies our commitment to aligning environmental protection with social welfare. Geely has always interpreted the concept of "coexistence of nature and technology" through concrete actions.

Driving Innovation and Leading the Future of Mobility. We continue to advance electrification through sustained technological innovation. Our core electric vehicle technologies, including the ShenDun Golden Battery, NordThor AI Electric Hybrid Powertrain, and 900-volt high-voltage architecture, have undergone continuous iterations. Our flagship intelligent NEV models such as the Galaxy M9, Lynk & Co 900, and Zeekr 9X have been introduced to the market. We have strengthened our intelligent ecosystem with comprehensive AI technologies. The Xingrui Intelligent Computing Center 2.0 has been established, the Geely Afari Smart Driving (G-ASD) assisted driving system has been successively deployed, and the Geely Safety Center has been officially launched. Our integrated space-ground mobility ecosystem has also achieved major milestones: the first phase of the Geely Future Mobility Constellation, comprising 64 satellites, has completed its deployment; the first AE200 aircraft from AEROFUGIA successfully rolled off the production line and completed its first-stage verification test flight; and CaoCao Mobility's "Green Intelligent Mobility Island" has been launched, accelerating the commercialization of Robotaxis. An intelligent mobility ecosystem integrating space and ground and enabling coordination among people, vehicles, roads, and the cloud is rapidly taking shape.

Strengthening Global Collaboration to Build a Future Mobility Ecosystem Together. We are accelerating the construction of an open, transparent, and efficient global supply chain system. Horse Powertrain, a joint venture with Renault Group, is accelerating the delivery of high-efficiency and energy-saving powertrain solutions for the global market. We actively participated in major industry events, including the 2025 Shanghai International Automobile Industry Exhibition and the 2025 World Intelligent Connected Vehicles Conference, where we showcased Geely's intelligent new energy technology achievements and communicated Geely's practices and propositions for intelligent electrification transformation. As a core member of the International Automotive Task Force, a contributor to the United Nations' "Driving Sustainable" initiative, and an important participant in the China Association of Automobile Manufacturers, we actively participate in the development of global industry standards and ecosystem building, working with partners from all sectors to explore a new era of intelligent mobility.

Empowering Talent and Fulfilling Social Responsibilities. Guided by the philosophy that "everyone is a talent, and everyone can become talented," we are committed to building a global talent ecosystem that brings together global wisdom and stimulates diverse value creation. In 2025, through "Geely Academy" and the "Three Forces" program, we conducted nearly 80 training sessions, benefiting over 11,000 participants and systematically supporting talent transformation and growth. Through the "JiHaoDe" digital platform and the "Echo Community" mental health support system, we extend care to every detail of employees' work and life. Additionally, public welfare initiatives such as "Caring Exam Transportation" and "Barrier-Free Medical Access" have brought corporate warmth to communities. In the future, we will continue to stand shoulder to shoulder with global partners, driving industrial innovation through the vitality of talent and giving back to social trust through actions for the common good as we move together toward a sustainable future.

Upholding Compliance and Strengthening the Foundation for Development. We fully integrate compliance management into corporate governance and business operations. As part of our digital and intelligent transformation, we established the "Geely Safety Center" and published the industry's first *White Paper on the Development of Comprehensive Safety for Intelligent Vehicles*, elevating information security to a holistic digital security framework. Throughout the year, we filed over 7,000 new patent applications, further strengthening intellectual property protection and accelerating the commercialization of research achievements. In the future, we will continue to strengthen our comprehensive compliance system that is risk-oriented and process-based, safeguarding the Group's high-quality development.

Four Decades of Entrepreneurship, Moving Forward with Unwavering Determination. In 2026, Geely proudly celebrate the 40th anniversary of our founding. Looking ahead, we’ ve set our 2030 strategic vision: “One Geely — Leading through Innovation and Integration.” This vision commits us to strengthening our core capabilities across brands, technology, vehicles, ecosystems, talents, and sustainability. We’ ll achieve this through elevating our brands, driving technological breakthroughs, and expanding globally — all to fuel Geely’ s transformation and long-term growth. As we advance, we remain dedicated to our responsibilities: serving users, protecting the environment, and contributing to society. We will accelerate our green transition and work hand-in-hand with partners worldwide to build the future mobility ecosystem together.

Group Overview

Zhejiang Geely Holding Group ("Geely Holding" / "the Group") was founded in 1986. In 1997, Geely Holding entered the automotive industry and has since focused our core business on the development and production of automobiles. Geely has continued to grow with a focus on continuous technological innovation, talent development, and strengthening core competitiveness, all the while staying committed to sustainable development. In 2025, the Group achieved approximately 4.116 million vehicles in annual sales with new energy vehicle accounting for approximately 2.293 million vehicles, becoming the eighth largest automaker in the world by total sales.

Geely Holding's 2030 vision is "Leadership through a Green and Intelligent Mobility Ecosystem" and is committed to becoming a globally competitive and influential automotive, technology and investment group that leads through a "green and low-carbon, intelligent, connected, passenger and commercial vehicle, ground and space integrated ecology". The Group engaged in automotive, upstream and downstream industrial chains, intelligent travel services, green transportation, methanol and hydrogen ecology, digital technology, etc. The Group's strategically invested holdings including multiple automotive brands namely Geely Auto, Geely Galaxy, Lynk & Co, ZEEKR, Volvo Cars, Polestar, Lotus, Farizon Auto, and other brands each with their own respective brand positioning are actively participate in market competition around the world.

The group is focused on the electrification and intelligent transformation of the automotive industry and is committed to developing cutting-edge technologies in new energy, shared mobility, human-machine interface, autonomous driving, on-board chips, and low-orbit satellites leading to the formation of a competitive moat based on science and technology and strengthen its science and technology ecosystem. The Group is actively exploring solutions to the world's energy and carbon neutrality issues through green methanol and pursuing the goal of achieving carbon neutrality across its entire industry chain by 2045.

Geely Holding is headquartered in Hangzhou and has established more than 10 R&D and design centres around the world. Over the last decade, the Group has invested over RMB 250 billion in R&D, and employs more than 30,000 R&D and design personnel. Geely Holding operates world-class vehicle, electric drive, battery, and electric control, and powertrain manufacturing plants in China, U.S., U.K., Sweden, Belgium and Malaysia. The Group has established a worldwide sales and service network comprised of more than 7,000 branches around the world across its subsidiaries brands.

Geely Holding places great importance on fulfilling its social responsibility. The Group actively supports non-profit education, combining practical hands-on training, classroom education, and research. Through training engineers and technicians, and its network of non-profit higher education institutions ranging from vocational education to post graduate studies, Geely has produced over 300,000 talents.

Geely Holding's corporate mission is to create "A Sustainable Future, A Better World" and maintain core corporate values of being "User Centered, Strategy Guided, and Employee Driven." By upholding its management principle of "full authorization, compliance with laws and regulations, clear assessment, fairness and transparency", the Group's commitment to long-term sustainable development and scientific governance in areas of climate change, resource protection, sustainable mobility, responsible value chains, and business ethics, has lifted downstream and upstream partners to rise up together, promoted the balanced development of regional economies, improved the global automotive industry, and given consumers mobility experiences that exceed their expectations.

2025

411.6
Total Annual Vehicle Sales Volume / 10,000 Units

26
Year-over-year Growth Rate of Annual Vehicles Sales /%

229.3
Total Sales Volume of New Energy Vehicles/10,000 Units

58
Year-over-year Growth Rate of New Energy Vehicle Sales /%

Sustainability Milestones in 2025

January 7

Geely Auto has launched the industry's first "Full-Domain AI" technology system for intelligent vehicles. This system not only applies AI extensively across all domains of intelligent vehicles, including architecture, powertrain, chassis, and cockpit, but also integrates AI into the entire value chain encompassing product R&D, manufacturing, and after-sales service. Geely Auto is the only automotive enterprise globally that has completed a "Full-Domain AI" layout.

February 7

As an official partner of the 9th Asian Winter Games, Geely Holding provided solid transportation support for the event with its diversified new energy vehicles and comprehensive lineup of integrated space-ground technologies, demonstrating the technological image of Chinese brands.

March 3

Geely Auto has officially launched the Geely Afari Smart Driving (G-ASD) assisted driving system, featuring the industry's largest hardware and software bandwidth to meet the differentiated needs of various users. This launch marks another strategic upgrade for Geely Auto in the field of assisted driving.

April 23

Geely Holding officially announced the integration of its battery businesses and the establishment of a new battery industry group, Zhejiang ENERGEE Technology Co., Ltd. The Group unified its existing Golden Battery and ShenDun Short Blade Battery under the ShenDun Golden Battery brand, achieving a strong integration of Geely Holding's self-developed and self-produced battery safety system and battery cell products.

June 13

NordThor AI Electric Hybrid Powertrain 2.0 Advanced Edition is officially launched, marking the formal entry of electric hybrid technology into the AI era. The NordThor EM-i AI hybrid system is equipped with the world's highest thermal efficiency mass-produced electric hybrid engine, achieving a thermal efficiency of 47.26%. It balances energy conservation and performance to deliver an ultimate user experience.

July 9

ZEEKR has launched the exclusive luxury electric hybrid architecture named "SEA-S". The architecture comprises four core technologies. Among them, the Super Electric Hybrid Technology represents a major breakthrough in the new energy hybrid field achieved through independent Chinese research and development, realizing multiple global firsts.

August 7

As an official partner of the 12th World Games, Geely Holding served the Chengdu World Games with its premium intelligent new energy vehicles and a comprehensive lineup of Integrated Space-Ground technologies, fully demonstrating the brand charm of Chinese automotive enterprises characterized by intelligence, innovation, and openness.

August 21

Geely unveiled the next-generation AI cockpit operating system, Flyme Auto 2, and launched Eva, the world's first hyper-personalized emotional agent capable of large-scale deployment in vehicles.

September 24

Geely Future Mobility Constellation has completed its first-phase network deployment, with 64 satellites currently in orbit. As China's first low-orbit satellite constellation to achieve full network integration and scalable application capabilities, this milestone marks a historic breakthrough for China's private commercial aerospace sector.

September 29

The first AE200-100 large-scale manned eVTOL aircraft produced by AEROFUGIA completed its production line exit and successfully concluded the first phase of verification flight tests by the end of December.

October 20

The "Yuan Chun 001", the world's first methanol-hydrogen electric multi-purpose marine vessel, officially commenced its maiden voyage and initiated commercial operations.

November 15

Geely Holding released the *Nature and Biodiversity Report*, becoming the first Chinese automotive enterprise to publish a dedicated report on nature and biodiversity.

November 19

Following the announcement by Geely Holding and Renault Group of the establishment of Renault Geely do Brasil, the strategic cooperation launch ceremony was held at the Ayrton Senna Industrial Park in Brazil. The two parties will jointly promote the implementation of new energy technology platforms and vehicle models in Brazil.

December 3

CaoCao Mobility unveiled its 'Ten-Year, Hundred-City, Trillion-Yuan' strategic goal for Robotaxi services, and the world's first "Green Intelligent Mobility Island" was officially launched.

December 12

The Geely Safety Center was officially launched, achieving five Guinness World Records simultaneously. At the same time, the "All-Domain Safety 2.0" technical system, comprehensively integrated and advanced through "All-Domain AI", was released. In addition, in collaboration with top global industry-academia-research institutions, the *White Paper on the Development of Comprehensive Safety for Intelligent Vehicles* was published to drive the all-domain safety technology of automobiles toward leapfrog development through systematic planning.

December 18

Geely Holding has issued the *Sustainable Supply Chain Due Diligence Management Policy.*

Sustainability Highlights in 2025

Value Chain Decarbonization, Shared Benefit for Nature

- *Nature and Biodiversity Report* officially released at COP30: **First** Chinese automotive company to publish a dedicated report on nature and biodiversity
- Total number of "National Green Factory" certifications: 26; Total number of "Zero-Waste Factory" certifications: 13; Total number of "Zero-Carbon Factory" certifications: 5
- Compared to the baseline year of 2020, Geely Auto achieved a 25.5% reduction in lifecycle carbon emissions per vehicle; energy intensity of the vehicle manufacturing base reduced by 35%
- Geely Auto drove its suppliers to achieve a cumulative carbon reduction of 1.476 million tonnes in 2025
- Geely Auto achieved a carbon emission reduction of 1.476 **million tonnes** from its suppliers
- With 2021 as the baseline, Farizon Auto achieved an 11.7% reduction in the lifecycle carbon footprint per ton-kilometer, and a 52.7% reduction in carbon emissions per vehicle at the manufacturing end
- Farizon Auto implemented 77 manufacturing-side carbon reduction projects, achieving an annual carbon reduction of 35,800 **tonnes**
- The photovoltaic (PV) power generation for self-consumption of the Lotus Global Smart Factory accounted for 49.3% of the factory's total electricity
- CaoCao Mobility achieved an annual green mobility mileage of 8.46 **billion km**, and the carbon emission reduction of 1.2013 **million tonnes**
- Geely Auto achieved a total average vehicle recyclability rate of 98.3%
- Farizon Auto achieved a reuse rate of 97.70% for vehicle scrapped materials

Value Chain Integration, Shared Responsibility for Mobility

- Geely Holding's supply chain traceability network covers over 15 categories of key raw materials and core components, with traceability depth reaching over 10 supply chain tiers
- Geely Auto, Lotus Tech, and ENERGEE, under Geely Holding, conducted conflict minerals traceability management for nearly 300 suppliers and facilitated over 180 suppliers in completing the CMRT submission
- Geely Auto has deepened the supply chain "Green Community" initiative, and promoted over 200 suppliers to use green electricity
- Models awarded five-star NCAP safety ratings and other authoritative safety certifications: 20+, including 9 newly rated models during the reporting period
- Geely Auto, Lotus Tech and other passenger car brands under Geely Holding conducted over 2,700 dealer trainings, focused on key topics such as customer service quality, privacy protection, integrity compliance, and responsible marketing
- Geely Future Mobility Constellation, the satellite IoT constellation independently built and operated by Geely Holding, completed Phase 1 deployment; number of satellites in orbit: 64
- Cumulative number of consumers served by auto finance ecosystem: 5.187 **million**

Value Chain Empowerment, Shared prosperity for All Stakeholders

- Average training hours per employee: 42.7 **hours**, with a 100% training coverage rate
- Professional academy empowerment sessions conducted throughout the year: nearly 80 **sessions**; average trainee satisfaction rate: 94.1%
- Trade union participation rate in Mainland China: 100%
- Global employee effectiveness surveys conducted for 12 consecutive years, covering more than 20 dimensions, including sustainability, engagement, corporate culture, compensation and benefits, and training and development; employee satisfaction score in the ESG dimension in 2025: 87
- Charitable donations: **RMB** 24.8536 **million**, including cash donations of **RMB** 20.9184 **million** and non-cash donations of **RMB** 3.9352 **million**
- Employees covered by AI-related training throughout the year: **over** 4,500
- 39 vehicle manufacturing bases are certified to ISO 45001

Value Chain Compliance, Shared Integrity for Business Conduct

- Fair competition training conducted: 6 **sessions**; suppliers participating in fair competition training: 918
- Training coverage rate of professional employees on information security and privacy protection: 100%
- Entities certified to ISO 27001:2022: 50
- Major violations or penalties related to privacy and data matters: 0
- New patent applications: 7,792; new patent grants: 5,903; Valid patents as of the end of 2025: 33,501

Awards and Recognition in 2025

Geely Holding

Member of the Expert Group on Sustainable Transportation for the "Belt and Road" Initiative Action Platform
United Nations Global Compact

Sustainability Innovation Practice Learning Partners
International Sustainability Standards Board (ISSB)

2025 Enterprise (Park) Climate Action Casebook
Center for Environmental Education and Publicity of the Ministry of Ecology and Environment; Center for Climate Change Engagement

2025 China Automotive Industry Sustainable Development Practice Cases
China Association of Automobile Manufacturers

Top 10 Enterprises in the Responsible Product Index of the 2025 China Top 300 Enterprises' Social Responsibility Development Index
Chinese Academy of Social Sciences

2025 Global Zhejiang Business ESG Classic Cases
"Zheshang" Magazine

Golden Bee 2025 Excellent Enterprise Sustainable Development Report · Leader Enterprise Award
Golden Bee Think Tank

IATF "Outstanding Contribution Award"
International Automotive Task Force (IATF)

2025 Zhejiang Province Corporate Social Responsibility Report Outstanding Cases
Zhejiang Federation of Industrial Economy, Zhejiang Federation of Enterprises, Zhejiang Association of Enterprise Executives, Zhejiang State-owned Assets Management Association, Zhejiang Chief Accountants Association

2025 Global Sustainability Pioneer
Phoenix Television, Rocky Mountain Institute, Center for Climate Change Engagement

2026 CCOY Annual CSR Honorable Enterprise
China Annual Car Selection Organization

Annual Outstanding Innovation and Development Case
Huqi Research Institute

Geely Auto

China ESG Listed Companies Pioneer 100 (2025)
Finance Program Center of China Media Group

Top 1% of Chinese enterprises in the Corporate Sustainability Assessment (CSA)
S&P Global

Included as a constituent of the Hang Seng Corporate Sustainability Index (HSUS) for three consecutive years
Included as a constituent of the Hang Seng ESG 50 Index and the Hang Seng Corporate Sustainability Benchmark Index
ESG Rating: AA-
Hong Kong Quality Assurance Agency (HKQAA)

2025 Top 1 in the Dual Carbon Leadership Ranking for the Automotive and Power Battery Industry
"Caijing" Magazine

2025 China Enterprise ESG "Golden Responsibility Award" Best Environmental Responsibility Award
Sina Finance

2025 China ESG 50
Forbes China

2025 Corporate ESG Development Practice
2025 Corporate ESG Development Forum

Climate Change Questionnaire Rating: B
Highest Rating among Chinese Automakers for Consecutive Years
CDP

Automotive Industry "Prime" in the ESG Corporate Rating
ISS

Lotus Tech

2025 Sustainable Development Practice Cases in the Chinese Automotive Industry Green Development Award
China Association of Automobile Manufacturers

Farizon Auto

2025 China Automotive and Parts Industry Development and Innovation Awards - Energy Conservation and Carbon Reduction Achievement Award
"Automotive & Accessories" Magazine

Driven Toward a Sustainable Future

A Sustainability Strategic Compass in Value Chain Ecosystem

As a key driver of the global automotive industry's green transformation, Geely Holding deeply understands and adheres to the Ten Principles of the United Nations Global Compact. Using these principles as a guide, the Group has fully embedded the United Nations Sustainable Development Goals (SDGs) into its overall development strategy. Leveraging a diversified business layout spanning vehicle manufacturing, core technology R&D, mobility services, and the future transportation ecosystem, the Group has created collaborative synergies and resource integration capabilities across multiple critical links in the automotive value chain, exerting significant influence on the industry's green upgrading and value reshaping. At the same time, at the operational level, the Group integrates environmental, social, and governance (ESG) principles throughout its business management process, based on a clear sustainable development strategy. Through a dual approach of industry ecosystem impact and its own strategic practices, the Group continues to enhance its long-term sustainable development capabilities for both the enterprise and the industry.

Sustainability Strategy

Group Value Chain Sustainable Ecosystem

From foundational technology innovation, smart manufacturing, and intelligent mobility to a holistic ecosystem, Geely Holding has developed a diversified industrial layout covering automobiles and upstream and downstream industrial chains, intelligent mobility services, green transportation capacity, the methanol ecosystem, digital technology, and other areas. The Group not only embeds environmental responsibility, social value, and governance capabilities into key stages of the automotive value chain, but also promotes coordinated development across multiple industries, continuously upgrading toward a greener, smarter, and more responsible future.

Green Technology Foundations · Industrial Transformation Engine

- Focusing on a comprehensive "Seven Vertical" technology system covering core domains such as intelligent driving, smart cabins, and battery technology, the Group strengthens foundational technological autonomy through key innovation carriers such as SiEngine Technology, GYMD Digital, and Chunqing Technology.
- Through collaborative innovation and the construction of digital platforms, the Group empowers improvements in production efficiency and resource utilization across the value chain.
- By advancing diversified clean energy paths and driving technological iteration with "Full-Domain AI" modeling, the Group creates demonstrative effects of green technology while enhancing resilience and sustainable innovation capabilities throughout the industrial chain.

广域铭岛 | siengine 芯擎科技

Low-Carbon Manufacturing System · Responsible Product Supply

- The Group is building a clearly positioned and synergistic global brand matrix, promoting coordinated development of green factories and energy structure optimization in both passenger and commercial vehicles, and driving benchmark factories toward carbon neutrality.
- It strengthens emissions management and extends sustainability standards throughout the supply chain to shape a more transparent and standardized green supply chain system.
- The Group implements product lifecycle quality and compliance management, reinforces deep safety technology collaboration internally, and has launched a Group wide Safety Center to set new industry benchmarks.

吉利汽车 GEELY AUTO | 吉利银河 | LYNK&CO | VOLVO | LOTUS | 远程 | 醇氢科技

Intelligent Mobility Services · User Behavior Guidance

- Leveraging platforms such as CaoCao Inc., the Group accelerates the large scale adoption of new energy vehicles (NEVs), improves full lifecycle vehicle utilization efficiency, and reduces carbon emissions per trip.
- It is building the "Geely Boundless" user service ecosystem, a digitalized service system that spans the entire user lifecycle, aiming to redefine industry service standards.
- Through digital dispatch and intelligent operations, the Group optimizes routing and energy management to reduce resource waste.
- The commercialization of Robotaxi services is being further accelerated. Supported by a global sales and service network, this helps cultivate greener and smarter mobility habits among users.

曹操出行 | 浩瀚能源

Space-Ground Integration · Industry Ecosystem Expansion

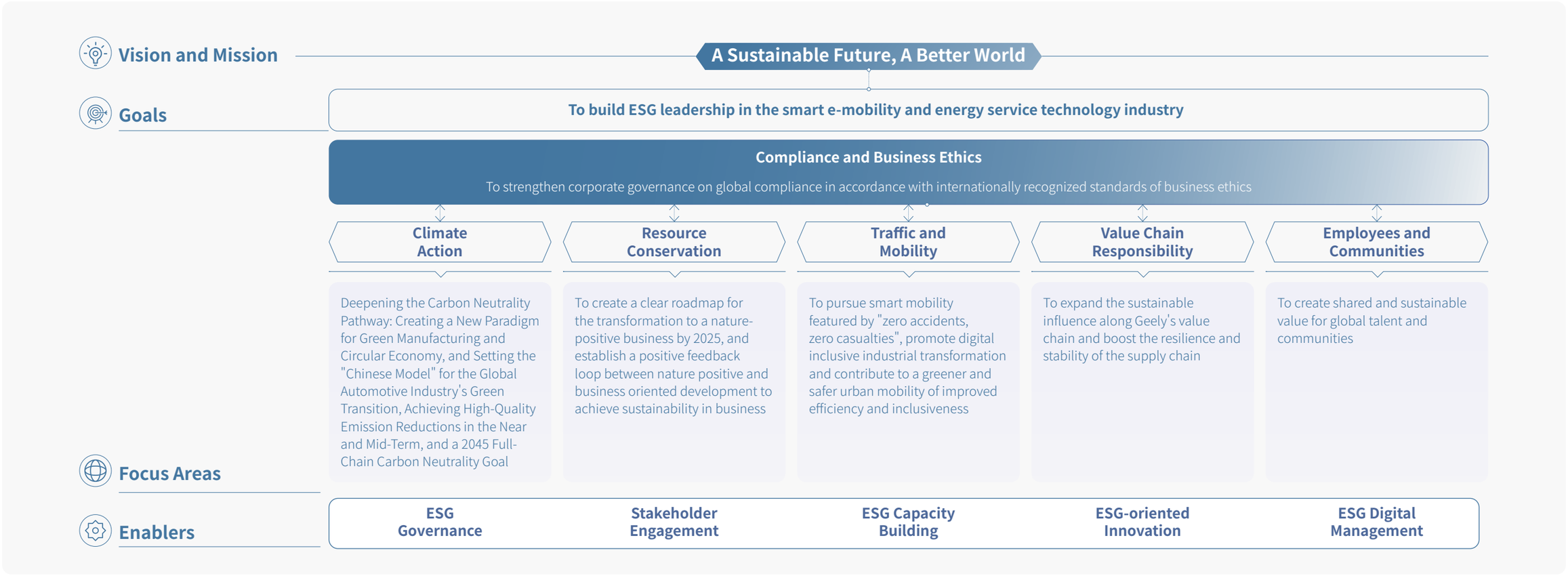
- Leveraging the Geespace low-orbit satellite constellation and the AEROFUGIA R&D and manufacturing system, in collaboration with CaoCao Inc. and the "Green Intelligent Mobility Island" scene node, accelerating the creation of an integrated intelligent green mobility ecosystem combining "ground + low-altitude + low-orbit".
- Building an efficient traffic information system and a three-dimensional mobility network to systematically improve operational efficiency.
- Enhancing industry collaboration through the construction of digital infrastructure, supporting the deep integration of intelligent connectivity, low-altitude economy, and green transportation ecosystems.

GEESPACE 时空道宇科技 | AEROFUGIA 沃飞长空

Based on the diversified layout of the industrial chain and ecological collaboration, and leveraging the resource integration and collaborative advantages formed in key areas of the automotive industry chain, Geely Holding has established a systematic sustainable development strategy framework, internalizing industry collaboration experience and green transformation requirements into institutional arrangements and management capabilities. Focusing on long-term value creation, the Group continuously integrates environmental, social, and governance factors into the entire process of strategic decision-making and operational management, driving the alignment and synergistic enhancement of industrial development direction with the company's sustainable strategy.

Group Sustainability Strategy Model

Geely Holding continues to implement the development philosophy of "shared prosperity for people, industry, and society", centered around the strategic vision of "A Sustainable Future, A Better World". The Group integrates sustainable development into its overall strategy and clearly outlines its strategic goal of becoming a leader in ESG within the smart electric mobility and energy services technology industries. Guided by this objective, the Group has constructed a sustainable development strategic framework with six core pillars: "Compliance and Business Ethics, Climate Action, Resource Protection, Mobility, Value Chain Responsibility, and Employees & Communities". This framework embeds responsible business practices throughout operations and value chain management, ensuring steady business development while actively responding to social and environmental challenges.



Geely Holding's sustainability strategy model

Through the dual drivers of industry chain collaboration and strategic governance systems, Geely Holding is achieving a transformation from scale-based growth to high-quality, sustainable development. While empowering industrial transformation, it is also creating long-term value for society and the environment.

Sustainability Governance

Geely Holding integrates the concept of sustainable development into its corporate governance structure and business operations. Through a governance chain of "Board Oversight — Specialized Committee Coordination — Cross-Departmental Collaboration — Business Unit Execution", the Group ensures effective communication and implementation of its sustainable development strategy across the headquarters, business units, and upstream and downstream of the supply chain, driving long-term value creation for stakeholders.

In 2025, the Group continued to benchmark regulatory and international mainstream disclosure standards, focusing on key areas such as organizational structure improvement, policy system iteration, and strengthening assessment and incentives. These efforts aim to continuously enhance the systematic, collaborative, and executable nature of sustainable governance, providing governance assurance for the implementation of the "building a sustainable value chain" strategy.

Sustainability management structure of Geely Holding

Sustainability management progress in 2025

Environmental Policy and Disclosure System Optimization

Develop and publish the *Environmental Statement*, *Biodiversity Statement*, and *Natural and Biodiversity Report*, further improving the environmental policy and disclosure system. These initiatives provide clear guidance for the Group's long-term green strategy and comprehensively showcase the Group's sustainability achievements.

Supply Chain Management Mechanism Optimization

Release the *Sustainable Supply Chain Due Diligence Management Policy* to integrate responsible business practices into the entire supply chain management process, strengthening ESG control. This drives collaboration with suppliers to co-build a sustainable business ecosystem and improves the overall sustainable performance of the value chain.

Pathway Planning to Nature Positive Business Transformation

Develop a corporate action framework based on the "nature-positive" concept, and implement systemic measures to shift business practices towards those that benefit nature.

Stakeholder Engagement

Geely Holding values communication and interaction with its stakeholders. Based on its business model and value chain characteristics, the Group has systematically identified the key stakeholder categories closely related to its operations and sustainable development. Through various communication mechanisms, the Group continuously collects feedback and expectations from these stakeholders. The main stakeholders of the Group include but are not limited to government and regulators, shareholders and investors, customers and consumers, suppliers and partners, employees, dealers, industry organizations, the public, non-governmental organizations (NGOs), and media.

In our daily operations and management, we maintain interaction with stakeholders through regular or ad-hoc communication mechanisms, including but not limited to meetings, research interviews, information disclosure, business cooperation, training, and public communication. This ensures we stay informed about the key concerns of stakeholders regarding environmental, social, and governance (ESG) issues.

	Government and regulators	Shareholders and investors	Customers and consumers	Suppliers and Partners	Employees	Dealers	Industry Organizations	The Public and NGOs	Media
Key Focus Areas	• Compliance and Information Disclosure • Safety Production and Environmental Protection • Industry Policy Implementation and Risk Prevention	• Corporate Governance and Risk Management • Financial Performance and Long-term Value • Sustainability Strategy and Performance	• Product Quality and Safety • Technology Innovation and User Experience • Customer Rights and Privacy Protection	• Fair Procurement and Cooperation Mechanism • Compliance and Performance Capacity • Sustainable Supply Chain Management	• Occupational Health and Safety • Compensation, Benefits, and Career Development • Diverse, Equal, and Inclusive Work Environment	• Market Support and Cooperation Policy • Brand Development and Operational Support • Compliance and Long-term Cooperation	• Industry Development Trends • Technology and Standards Development • Compliance and Industry Responsibility	• Environmental Protection and Social Responsibility • Community Impact and Public Welfare Investment • Corporate Transparency and Responsibility Performance	• Corporate Operations and ESG Performance • Significant Issues and Social Impact • Information Transparency and Timeliness
Key Areas of Group Response and Communication	• Strict Adherence to Laws, Regulations, and Regulatory Requirements • Continuous Improvement of Compliance Management and Risk Prevention Systems • Proactive Cooperation with Regulatory Inspections and Policy Implementation	• Enhancing Corporate Governance and Information Transparency • Strengthening ESG Management and Value Creation • Balancing Stable Returns with Long-term Development	• Strengthening Product Quality and Safety Management • Ongoing Technological Innovation and Product Upgrades • Improving Customer Service and Data Protection Systems	• Establishing a Transparent and Fair Procurement System • Promoting Compliance and Responsibility Management in the Supply Chain • Enhancing Collaboration and Capacity Building	• Providing a Safe and Healthy Work Environment • Improving Talent Development and Incentive Mechanisms • Respecting Employee Rights and Promoting Diversity and Inclusion	• Providing Clear and Stable Cooperation Policies • Strengthening Brand and Operational Support • Promoting Compliance and Collaborative Development	• Actively Participating in Industry Exchanges and Cooperation • Promoting Industry Standards and Technological Progress • Fulfilling Industry Responsibilities	• Promoting Green Development and Public Welfare Actions • Strengthening Community Communication and Social Participation • Enhancing Sustainability Transparency	• Timely and Accurate Information Disclosure • Proactively Responding to Social Concerns • Strengthening Brand and Responsibility Communication
Main Communication Methods	• Policy Communication and Regulatory Meetings • Government Inspections and Special Reports • Official Information Disclosure and Research Seminars	• Regular Reports and Announcements • Investor Meetings and Roadshows • Investor Hotline and Communication Activities	• Customer Service Platforms • Market Research and User Feedback • Official Website and New Media Channels	• Supplier Meetings and Training • Cooperation Agreements and Evaluation Communication • Daily Business Interaction and Audits	• Employee Communication Meetings • Internal Training and Surveys • Internal Information Platforms and Appeal Channels	• Dealer Meetings • Daily Business Communication • Training and Guidance Activities	• Industry Conferences and Forums • Participation in Association Activities • Specialized Seminars	• Public Welfare Project Cooperation • Community Activities and Information Disclosure • Consultation and Public Communication Platforms	• Press Releases and Media Communication • Official Statements and Interviews • New Media Channels

Double Materiality Analysis

Double Materiality Analysis Process

During the reporting period, Geely Holding systematically conducted a double materiality analysis in line with international standards such as ESRS. The Group established a clear, repeatable process to analyze sustainability-related topics and their corresponding impacts, risks, and opportunities (IRO) from two dimensions: "impact materiality" and "financial materiality". This analysis ensures that the judgment of materiality accurately reflects the real environmental and social impacts of the Group's business activities, while also considering the significance of these topics for the Group's operations and long-term development.

Step 1 Baseline Scenarios and Stakeholder Analysis

Identify key value chain activities of Geely Holding and define the assessment boundaries and sources of information feedback.

The double materiality analysis covers the upstream, own operations, and downstream segments of the Group's value chain. Based on this, the analysis integrates and identifies the core stakeholders closely related to each link of the value chain, laying the foundation for subsequent issue identification and importance assessment.

Key Value Chain Segments Analysis:

Upstream	Own Operations			Downstream
	R&D and Design	Manufacturing	Mobility Ecosystem	
• Raw material extraction and processing • Parts manufacturing • Logistics and transportation	• Raw materials and components • Battery and vehicle R&D and design	• Plant development and construction • Battery and vehicle production and manufacturing • Public facility operations • Logistics and transportation • Resource recycling	• Data platform operations • Mobility services • Low-altitude flight services • Satellite network development	• Sales and services • User experience • Product recycling and reuse

The Group widely solicited input on the importance of ESG issues from both the Group headquarters and key business units through interviews and scoring confirmation methods.

Step 2 ESG-related Issues and IRO Identification

We have identified sustainable development topics relevant to Geely Holding and the related IROs (Impacts, Risks, and Opportunities).

Building on past assessments, we integrated the current state of the Group's operations and sustainable development strategy to organize and consolidate ESG-related issues. The issue selection process comprehensively considers the relevance to core business activities, stakeholder concern, management and data foundations, while also referencing ESRS, mainstream rating standards, and industry practices. In the end, we focused on issues crucial to the long-term value creation.

Upon completing the identification and optimization of ESG-related issues, we systematically analyzed the IROs that may arise in key value chain segments in accordance with ESRS requirements.

During the IRO identification process, we followed a systematic analysis approach, with a particular focus on the following areas:

- **Assessing Value Impacts:** We analyzed the positive and negative impacts of the issue in key value chain segments within the Group, clarifying its scope and substance.
- **Assessing Risk Exposure:** Based on the above impacts, we focused on identifying potential operational, compliance, financial, and reputational risks. We assessed how these risks might impact the Group's short-term business continuity and long-term strategic goals.
- **Identifying Strategic Opportunities:** From a transformation perspective, we identified opportunities where the issue aligns with the Group's development strategy and business transformation. We explored how to turn these opportunities into new competitive advantages or growth areas.

Step 3 Double Materiality Assessment and Quantitative Ranking

We conducted a systematic evaluation and quantitative scoring of the IRO list from two dimensions: impact significance and financial significance.

To enhance the reliability of the assessment, we selected and invited multiple parties to score the IRO list, including board members, senior management, regulatory bodies, shareholders, customers, suppliers, and the general public. After compiling and analyzing the results, we created a key IRO list for the Group and identified important IROs by setting significance thresholds. Issues with important IROs, or those where IROs reach a certain proportion of the significance threshold, are considered important sustainability topics for the Group. Issues that are recognized as important in both impact significance and financial significance assessments are identified as the Group's double material topics.

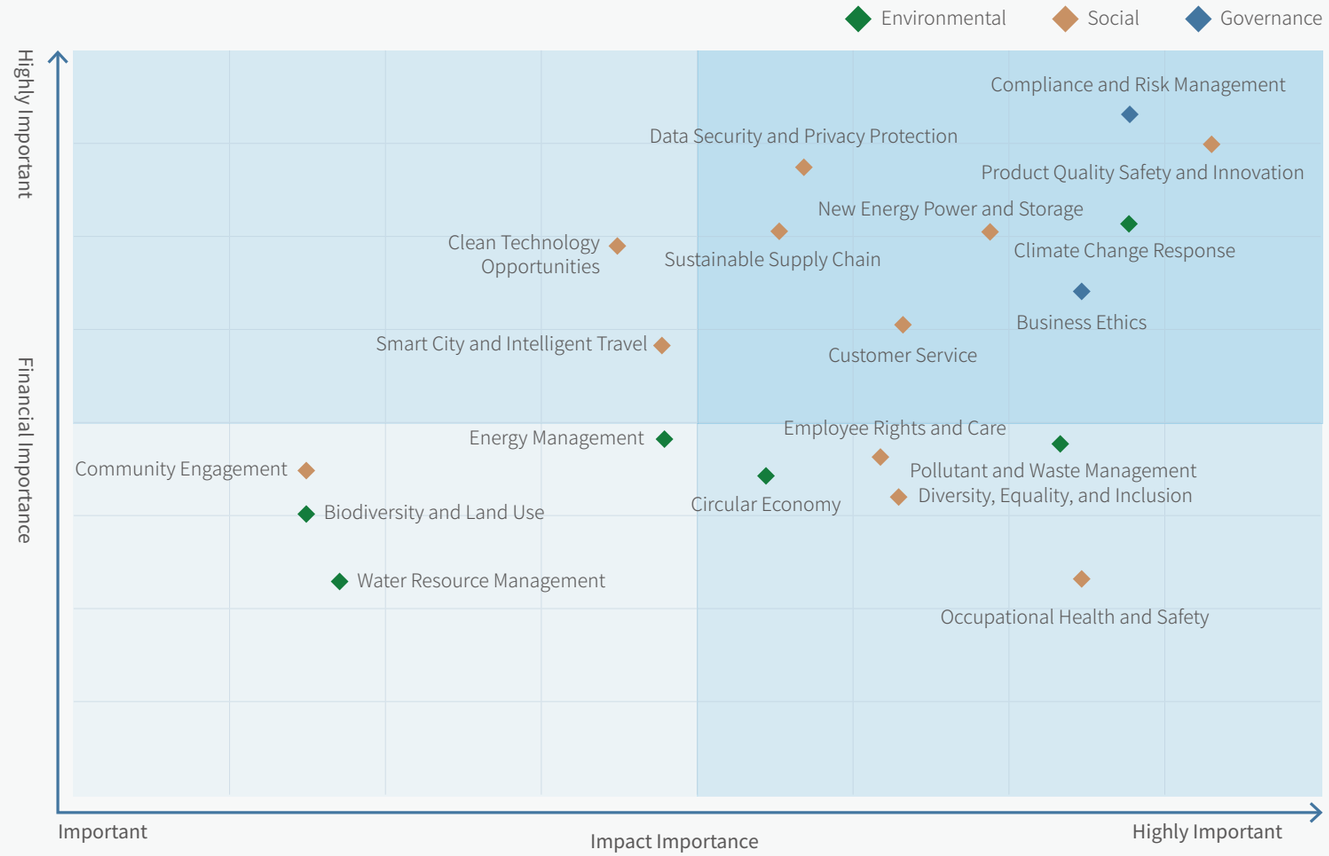
Double Materiality Assessment Results and Analysis

Building on the aforementioned double materiality analysis process, Geely Holding systematically assessed the identified sustainability-related issues and their corresponding impacts, risks, and opportunities (IROs). We conducted a quantitative analysis and ranking from both the impact significance and financial significance dimensions, resulting in a double materiality issues matrix.

Based on the comprehensive evaluation results, Geely Holding identified a total of 8 double materiality issues. These topics reflect the significant impacts that the Group's business activities and value chain operations may have on the economy, environment, and society, as well as their importance to the Group's operational resilience, financial performance, and long-term value creation. These topics form the key directions for the Group's sustainability management, strategic response, and subsequent information disclosure.

Double Materiality Issues of Geely Holding in 2025

Issues	Sectors
Compliance and Risk Management	Governance
Product Quality Safety and Innovation	Social
Climate Change Response	Environmental
New Energy Power and Storage	Social
Data Security and Privacy Protection	Social
Sustainable Supply Chain	Social
Business Ethics	Governance
Customer Service	Social



2025 Double Materiality Matrix

Building on the double materiality issues mentioned above, the Group further identified and analyzed the related impacts, risks, and opportunities (IRO), and categorized them based on their attributes, position in the value chain, and time horizon.

Impact

Dimension	Issue	Potential Impact	Description	Impact Type	Time Horizon[1]	Position in Value Chain
Environmental	Climate Change Response	Product Usage Stage Carbon Emissions Impact on the Environment	The Group continues to explore diversified new energy solutions such as BEV, hybrid, plug-in hybrid/extended range, green methanol, and battery swapping technologies. These efforts effectively reduce the carbon emission intensity of vehicles during usage, providing an important path for the low-carbon transformation of the transportation sector and offering lower-carbon travel options for the market, which helps address the global environmental challenge of climate change.	Positive Impact	Mid-term, Long-term	Downstream
		Greenhouse Gas Emissions from Operations and Supply Chain Impact on Climate	Greenhouse gas emissions generated by the Group's operations (e.g., energy consumption at manufacturing plants) and supply chain (e.g., raw material procurement, parts production), especially from high-energy-consuming processes, may have a negative impact on global climate change.	Negative Impact	Short-term, Mid-term, Long-term	Upstream, Own Operations
Governance	Compliance and Risk Management	Compliance Violations Impact on Regulatory Relationships and Operational Fairness	Violations in areas such as antitrust, data compliance, export control, taxation, or environmental protection could disrupt fair competition, damage regulatory relationships, erode trust with partners, and negatively affect the transparency and stability of the industry ecosystem.	Negative Impact	Short-term, Mid-term, Long-term	Own Operations
		Insufficient Risk Management Potential Harm to Stakeholder Rights	Failure to timely identify risks such as geopolitical issues, exchange rate fluctuations, intellectual property disputes, or major emergencies could damage the rights of supply chain partners, employees, or communities and amplify the negative impact on multiple stakeholders from operational uncertainties.	Negative Impact	Short-term, Mid-term, Long-term	Own Operations
		Comprehensive Compliance and Risk Management System Enhancing Corporate Resilience and Industry Chain Trust	By establishing multi-level risk identification, assessment, early warning, and emergency mechanisms, as well as comprehensive compliance training, third-party due diligence, whistleblower channels, and a zero-tolerance culture, the Group effectively prevents major risks, stabilizes the industry chain, protects the rights of suppliers, dealers, employees, and consumers, and fosters a fair and transparent business environment.	Positive Impact	Mid-term, Long-term	Own Operations
Social	Product Quality Safety and Innovation	Full Lifecycle Quality Management System Improving Consumer Satisfaction	By adhering to GTQS, IATF 16949, and having 100% of bases passing new energy vehicle (NEV) safety management system certification, strict control is maintained from design, procurement, manufacturing to after-sales, significantly improving product consistency and reliability, reducing fault rates and safety anxiety during consumer usage, and continuously reinforcing the "Safe Geely" brand recognition.	Positive Impact	Mid-term, Long-term	Downstream
		Potential Safety Hazards in Vehicles Impacting Consumer Health and Safety	If design or manufacturing defects (e.g., brake failures, battery thermal runaway) exist, it could result in personal injury or even fatal consequences for end users, passengers, and others on the road.	Negative Impact	Short-term, Mid-term, Long-term	Downstream
		In-Car Health and Safety Technologies Improving Consumer In-Car Environment	Through measures such as high-efficiency filters, fresh air systems, low VOC/SVOC eco-friendly interiors, electromagnetic radiation source control, and child-friendly green cabin certifications, the Group creates a healthy in-car microenvironment for sensitive groups like pregnant women, infants, and allergy-prone individuals, significantly improving consumer health and well-being and their riding experience.	Positive Impact	Mid-term, Long-term	Downstream
	New Energy Power and Storage	Potential Environmental Impact of Energy Storage Technology	Improper recycling and disposal of batteries in new energy storage systems may result in the release of harmful substances, endangering the surrounding environment and ecosystem, especially when waste disposal is mishandled at the end of the product's lifespan, posing potential threats to local communities.	Negative Impact	Long-term	Downstream
		Energy Storage Technology's Impact on Sustainable Development in the Energy Industry	Energy storage technology optimizes energy use and management, alleviating the volatility of renewable energy sources (e.g., solar, wind), promoting clean energy adoption, and contributing positively to social energy sustainability and environmental protection.	Positive Impact	Mid-term, Long-term	Own Operations, Downstream

[1] Geely Holding, in alignment with its strategic planning cycle, business operations cycle, product development and iteration cycle, and supply chain management cycle, categorizes the time horizon for the impacts, risks, and opportunities (IRO) each topic brings to the company. The time dimension is divided into short-term (within 1-2 years), mid-term (3-5 years), and long-term (over 5 years). For issues that persist across multiple phases, we identify them as short-term, mid-term, and/or long-term based on the way their impacts are transmitted.

Dimension	Issue	Potential Impact	Description	Impact Type	Time Horizon [1]	Position in Value Chain
Governance	Business Ethics	Business Ethics Incidents Damaging Cooperation Trust	Instances of business bribery or fraud during operations could undermine fair competition, disrupt supply chain management, and exclude high-quality suppliers, thus destabilizing the supply chain and efficiency, leading to market price fluctuations and causing losses to dealers, damaging business relationships.	Negative Impact	Short-term, Mid-term	Own Operations
		Business Ethics System Enhancing Industry Transparency and Integrity	By establishing a sound anti-corruption system, managing conflicts of interest, transparent decision-making processes, and strict compliance measures, the company strengthens trust across the industry chain. Anti-corruption training, whistleblower channels (e.g., 24-hour multilingual support), and whistleblower protection help foster an upright, transparent company culture, improving overall business integrity, protecting the rights of suppliers and employees, and promoting sustainable development.	Positive Impact	Mid-term, Long-term	Own Operations
Social	Data Security and Privacy Protection	Cross-Border Data Flow Limitations Restricting Consumer Service Experience	In global operations, if cross-border data transfer (e.g., EU data localization requirements) compliance procedures are inadequately optimized, it may indirectly cause delays or limitations in consumer service responses (e.g., smart diagnostics, OTA updates), negatively impacting travel convenience and satisfaction.	Negative Impact	Short-term, Mid-term	Downstream
		Improper Data Handling Impacting Consumer Privacy	If data collection, storage, or usage processes (e.g., vehicle connected data, personal user information) lack adequate protective measures, it could lead to interference with or leakage of consumer privacy rights, increasing risks to personal data security and trust.	Negative Impact	Short-term, Mid-term	Downstream
		Cyberattack Incidents Impacting Consumer Trust and Data Security	If the vehicle network system or cloud services are subject to external attacks (e.g., hacking, abnormal behavior), it could lead to fluctuating consumer trust in product information transparency and data confidentiality, negatively affecting consumer trust and loyalty.	Negative Impact	Short-term, Mid-term, Long-term	Downstream
	Sustainable Supply Chain	Supplier ESG Violations Impacting Industry Chain Rights	If environmental pollution (e.g., exceeding emissions standards), human rights issues (e.g., insufficient labor rights protection), or conflict minerals from unknown sources arise in the supply chain, it could lower supply chain transparency and negatively impact the rights of stakeholders (e.g., workers/communities).	Negative Impact	Short-term, Mid-term, Long-term	Upstream
		Supply Chain Disruption Affecting Delivery and Service	An unstable supply chain system and poor supply chain resilience could lead to the disruption of key raw materials and parts, impacting on-time delivery of vehicles and negatively affecting customer service experience.	Negative Impact	Short-term, Mid-term	Upstream
		Green Low-Carbon Transformation in Supply Chain Improving Industry Chain Optimization	By implementing "GeeCarbon" carbon management solutions, the "Drive Sustainable" platform, and carbon management one-stop platform projects, it will strongly promotes the green transformation of upstream component enterprises, improving carbon efficiency throughout the entire industry chain.	Positive Impact	Mid-term, Long-term	Upstream
	Customer Service	High-Quality Full Lifecycle Service and Activities Improving Consumer Well-Being	Through pre-sales consultation, digital after-sales, home visits, road rescue, replacement vehicles, and diversified rights, we significantly enhance consumers' travel convenience, quality of life, and sense of security.	Positive Impact	Mid-term, Long-term	Downstream
		Delayed Complaint Handling Leading to Consumer Trust Fluctuations	If the complaint response and closure mechanism are not fully implemented, it could lead to short-term fluctuations in consumer trust in brand services, negatively affecting long-term loyalty and willingness to recommend.	Negative Impact	Short-term, Mid-term, Long-term	Downstream
		Service Response Delays or Inefficiency Affecting Consumer Travel Convenience	If after-sales service response time, quality, or complaint closure mechanisms do not meet expectations, it may cause inconvenience and travel disruptions for consumers when dealing with vehicle malfunctions, inquiries, or rights claims, negatively impacting daily travel efficiency, satisfaction, and trust, especially during extreme weather or travel peak periods.	Negative Impact	Short-term, Mid-term, Long-term	Downstream

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Risk and Opportunities

Dimension	Issue	Risk/Opportunities	Description	Type	Time Horizon[1]	Position in Value Chain
Environmental	Climate Change Response	Market Opportunities from Electrification and Technological Innovation	The global automotive industry's shift towards electrification and smart technology is irreversible. Geely has invested nearly 20 years in methanol car development, creating a full product matrix covering passenger and commercial vehicles. It remains at the forefront of methanol car development, pursuing a diverse range of technology pathways, including BEV, hybrid, and methanol technologies. This positions Geely to potentially lead the next-generation automotive market, achieving higher premiums and market share.	Opportunity	Mid-term, Long-term	Own Operations
		Supply Chain Risks from Market Price Wars and Climate Change	Intense price competition in the domestic automobile market poses challenges. If Geely cannot offset pricing pressures with cost-reduction measures like technology improvements, its profit margins may further shrink. Additionally, extreme weather events caused by climate change may disrupt key supply chain elements (e.g., battery raw materials and logistics), leading to production adjustments or raw material cost fluctuations, posing a risk to operational stability and profitability.	Risk	Long-term	Upstream
		Opportunities from Green Innovation to Enhance Brand and Market Competitiveness	Geely uses digital platforms like "GeeCarbon" and "GeeTrace" to manage the carbon footprint throughout the product lifecycle and trace key raw materials. This enhances supply chain resilience and creates a competitive edge in the market. Furthermore, focusing on building an automotive circular ecosystem reduces dependence on primary resources and procurement costs. This strengthens Geely's responsible image in the eyes of regulators, partners, and consumers, earning policy support, green financial incentives, and market favor.	Opportunity	Mid-term, Long-term	Own Operations
Governance	Compliance and Risk Management	Governance Failures Leading to Investor Lawsuits and Losses	Incomplete governance structures or lack of transparency in decision-making could lead to shareholder disputes, legal costs, and compensation responsibilities. Governance failures may also undermine shareholder trust and affect the company's relationship with investors, impacting on its ability to secure financing and its capital stability.	Risk	Short-term, Mid-term, Long-term	Own Operations
		Inadequate Risk Identification Leading to Business Disruption	Failure to identify or manage potential risks, such as supply chain disruptions, market fluctuations, etc., may lead to business interruption or resource waste. For instance, failure to identify and address supply chain disruptions may result in production stoppages or lost market share, directly impacting revenue and profitability. These financial losses may be long-term and persistent, affecting the company's financial performance.	Risk	Short-term, Mid-term	Own Operations
		Enhancing Governance Structure to Improve Capital Market Performance	Effective corporate governance and transparent decision-making mechanisms enhance investor confidence, improving the company's performance in the capital market. High levels of governance transparency and robust compliance management can attract more investors, helping the company secure financing at lower costs. By improving governance and risk management, Geely can better demonstrate its long-term potential, maximizing shareholder value.	Opportunity	Mid-term, Long-term	Own Operations
Social	Product Quality Safety and Innovation	Reputation and Financial Risks from Quality Incidents	Major safety defects (e.g., battery thermal runaway incidents) across multiple batches and markets can lead to substantial recall costs, production losses, media amplification, consumer boycotts, stock market crashes, and a trust crisis among supply chain partners.	Risk	Short-term, Mid-term, Long-term	Downstream
		Expansion of High-end Market Share through Safety Technology Leadership	Continued iteration of safety technologies (including information security, high-voltage safety, fire safety, etc.) and battery safety can create a competitive advantage in the high-end NEV market, allowing for higher product premiums and an increase in global market share.	Opportunity	Mid-term, Long-term	Downstream
		Improvement in Investor Confidence through Authoritative Safety Certifications and Ratings	Gaining global authoritative safety endorsements such as Euro NCAP 5-star, C-NCAP 5-star+, and China Automotive Research Healthy Vehicle Certification significantly boosts the recognition of Geely's quality control capability, increasing valuation and offering a financing cost advantage in the capital market.	Opportunity	Mid-term, Long-term	Own Operations
	New Energy Power and Storage	Long-term Investment and Return in Energy Storage Technology	Energy storage technology R&D and market promotion require long cycles and initial high investment. If market returns do not meet expectations, the investment return period could extend beyond what was initially anticipated.	Risk	Long-term	Own Operations

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Dimension	Issue	Risk/Opportunities	Description	Type	Time Horizon[1]	Position in Value Chain
Social	New Energy Power and Storage	Policy Incentives and Market Demand Driving Green Energy Industry Transformation	The widespread application of energy storage technology aligns with global green energy trends, promoting the large-scale use of renewable energy. This could result in government subsidies and green finance support.	Opportunity	Mid-term, Long-term	Downstream
Governance	Business Ethics	Reputation and Market Risks from Exposed Business Ethics Violations	Business ethics violations such as bribery or fraud can damage the brand image, cause loss of partners, decrease consumer confidence, and directly impact sales and market share, threatening profitability and financial stability.	Risk	Short-term, Mid-term, Long-term	Own Operations
		Financial and Operational Risks from Business Ethics Violations	If fraud or bribery incidents are not addressed in time, it may lead to financial losses, regulatory fines, legal liabilities, and affect operational continuity.	Risk	Short-term, Mid-term	Own Operations
Social	Data Security and Privacy Protection	Reputation and Financial Risks from Privacy Compliance Violations	Violations of privacy regulations (such as *General Data Protection Regulation* or *Personal Information Protection Law*) may lead to regulatory investigations, substantial fines, consumer trust crises, and customer loss, constituting major risks to brand reputation and financial performance.	Risk	Short-term, Mid-term, Long-term	Downstream
		Increased Operational Efficiency and Cost Risks from Cross-border Data Restrictions	Stricter cross-border data flow regulations in various countries (e.g., data localization requirements) may increase compliance audit, system modification, and storage costs, or restrict global business model innovation, posing financial risks to operational efficiency and income stability.	Risk	Short-term, Mid-term, Long-term	Own Operations
		Data Ecosystem Compliance Driving Brand Competitiveness	Strengthening data protection (such as full-scale security technology and privacy policy implementation) and building a trustworthy collaboration ecosystem (e.g., co-innovation with partners) can enhance consumer trust, attract privacy-sensitive groups, and help capture new market share in smart vehicles and smart city sectors.	Opportunity	Mid-term, Long-term	Downstream
	Sustainable Supply Chain	Meeting Sustainable Procurement Requirements to Aid Expansion into Overseas Markets	A comprehensive sustainable supply chain responsibility management system can meet the high standards of overseas supply chain regulations, improving vehicle export capacity and global competitiveness, leading to new orders and growth in overseas sales.	Opportunity	Mid-term, Long-term	Upstream
		Supplier Quality Incidents Leading to Increased Costs	If individual suppliers experience product quality defects, the company may need to bear additional recall costs and downstream claims, as well as increased procurement costs from replacing suppliers.	Risk	Short-term, Mid-term	Upstream
		Tighter Overseas Regulations Increasing Compliance Pressure and Costs	Stricter overseas sustainable supply chain regulations (e.g., EU Corporate Sustainability Due Diligence Directive (CSDDD) require high standards for supply chain due diligence. If suppliers encounter environmental or human rights issues, it may result in export barriers, increased regulatory response fees, and supply chain operating costs.	Risk	Short-term, Mid-term, Long-term	Upstream
	Customer Service	Reputation Risks from Exaggerated Claims or Concealed Defects	If product performance is exaggerated, defects are concealed, or service discrimination and poor complaint handling occur, it may lead to consumer dissatisfaction, negative media coverage, regulatory investigations, and harm to brand trust, market share, and long-term reputation.	Risk	Short-term, Mid-term, Long-term	Downstream
		Customer Loss and Cost Risks from Service Quality Issues	If after-sales response is slow, complaint closure mechanisms are ineffective, or service quality fluctuates, it may lead to customer churn, increased compensation, and resource input, negatively affecting revenue stability, operational efficiency, and brand loyalty.	Risk	Short-term, Mid-term, Long-term	Downstream
		Improved Market Competitiveness through Smart Services and Autonomous Driving Equality	Through NPS improvements, Ecological Service 3.0, OTA upgrades, full-lifecycle digital solutions, and smart driving product innovation, Geely can create a differentiated customer experience, expand market share, and increase consumer accessibility.	Opportunity	Mid-term, Long-term	Downstream

[1] Geely Holding, in alignment with its strategic planning cycle, business operations cycle, product development and iteration cycle, and supply chain management cycle, categorizes the time horizon for the impacts, risks, and opportunities (IRO) each topic brings to the company. The time dimension is divided into short-term (within 1-2 years), mid-term (3-5 years), and long-term (over 5 years). For issues that persist across multiple phases, we identify them as short-term, mid-term, and/or long-term based on the way their impacts are transmitted.

Value Chain Decarbonization, Shared Benefit for Nature

Climate Action and Resource Conservation

Against the backdrop of global climate change challenges, as a practitioner of the low-carbon economy, Geely Holding is committed to collaborating with global partners to build a new energy ecosystem, drive the zero-carbon transition across the entire value chain, and provide users with eco-friendly products and solutions. Meanwhile, facing pressures such as the overexploitation of natural resources and biodiversity degradation, we integrate circular economy concepts into our operations and manufacturing processes, carry out resource conservation and green innovation throughout the product lifecycle, and promote the green transformation of the industrial chain to assist in global carbon neutrality actions.

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305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
305-3	Other indirect (Scope 3) GHG emissions
305-5	Reduction of GHG emissions
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions
306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated

This chapter responds to UNGC:

Environment - Principle 7	Businesses should support a precautionary approach to environmental challenges.
Environment - Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.
Environment - Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.

Climate Change Response

As the global climate change situation becomes increasingly severe, Geely Holding deeply recognizes the far-reaching impact of climate change on its operational activities. We actively respond to the national "Dual Carbon" strategic requirements, steadily advance climate governance work, and actively assess the potential impacts and opportunities of climate change on our business. Using this as a lever, we construct a climate governance system for the entire product lifecycle through a full-chain carbon reduction path covering upstream energy structure optimization, midstream manufacturing decarbonization, and downstream product energy efficiency enhancement. At the same time, by continuously improving climate adaptation capabilities and promoting technological innovation and green transformation, we strive to contribute to addressing climate change while achieving sustainable development.

Climate Ambition

Geely Holding aims for high-quality pragmatic emission reduction by 2030 and full-link carbon neutrality by 2045, implementing the dual energy drivers of green electricity and green methanol to promote the green and low-carbon transition of the entire value chain. In 2025, we conducted a five-year carbon target review and assessment. By integrating national policies, industry development, and corporate practices, we established a new five-year carbon reduction goal centered on high-quality pragmatic reduction. Through five major implementation strategies, we deepened the implementation of the carbon neutrality path and cancelled reliance on carbon offset measures. We are committed to deepening the carbon neutrality path to create new paradigms of green manufacturing and circular economy and a "China Model" for the global automotive industry's green transition.

2030 Carbon Emission Reduction Target: High-quality Pragmatic Reduction - Cancellation of Carbon Offsets

Geely Holding aims to achieve **100%** green electricity coverage across its manufacturing bases by 2030.

Reduction in carbon emission intensity at the vehicle manufacturing stage compared with 2022: Over **80%**

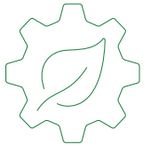
Despite a significant increase in sales, the Group strives to control total operational emissions in 2030 at a level **no higher** than that of 2022 and will no longer rely on carbon offset measures.[2]

Implementation Path for Carbon Emission Reduction

Deepening the Carbon Neutrality Path to Create a New Paradigm of Green Manufacturing and Circular Economy and a "China Model" for the Global Automotive Industry's Green Transition

R&D Side

Introduce Life Cycle Assessment (LCA) logic during the R&D and design stages, promoting the application of recycled materials, low-carbon materials, bio-based materials, lightweight materials, and product energy efficiency enhancement technologies in new models.



Supply Chain Side

Drive hundreds of suppliers to set carbon reduction targets through green procurement, technology sharing, and joint emission reduction mechanisms on the supply chain side.

Manufacturing Side

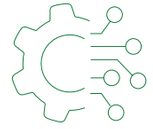
Reduce energy consumption at the manufacturing end through energy-saving technical upgrades and energy transformation. Promote the implementation of diverse energy transition solutions—such as wind power, photovoltaics, energy storage, and parity or low-priced green power procurement—at major manufacturing bases, increasing the proportion of green energy used according to local conditions. Achieve 100% green power coverage for manufacturing bases by 2030, building green production competitiveness that leads domestically and benchmarks internationally.

System Assurance and Standards Development

Actively participate in and lead the formulation of domestic and international standards for carbon emission accounting, green manufacturing, and carbon management systems to output a "China Zero-Carbon Solution" with global influence.

Digital System Foundation Development

Construct a digital carbon emission management system and accounting tools to systematically promote the enhancement of product carbon footprint accounting and organizational carbon inventory capabilities.



[2] Based on the existing business entities as of the benchmark year 2022, the Group established a dynamic target management mechanism adapted to the evolution of business models, formulating differentiated carbon reduction targets based on the characteristics of new or adjusted business segments.

Refining the Carbon Management System

To ensure the orderly advancement of the 2045 full-link carbon neutrality strategic goal, Geely Holding refined the construction of its carbon management system and established systematic management mechanisms. By strengthening standard benchmarking and industry collaboration, and enhancing execution capabilities through organizational empowerment and external partnerships, the Group developed a carbon governance system covering institutional construction, standard leadership, and capability support, consolidating the management foundation and implementation guarantee for climate action.

Carbon Management System Construction

Geely Holding focused on the 2045 full-link carbon neutrality strategic goal and systematically constructed and released a standardized carbon management system applicable to automotive enterprises in accordance with relevant domestic and international standards. This system covers key management elements such as compliance assessment, dual-dimensional carbon accounting for organizations and products, carbon baseline setting, and the construction of the target and indicator system. It further clarifies management and control strategies and specific implementation paths for climate-related risks and opportunities. Furthermore, the Group established a supporting management mechanism including internal and external audits, management reviews, corrective and preventive measures, and information disclosure, supplemented by systematic capability-building plans and supporting documents to improve the standardization and full-process control level of the system. Geely Holding also collaborated with international associations such as the Automotive Industry Action Group (AIGC) and the International Automotive Oversight Bureau (IAOB) to construct the Automotive Carbon Management System (ACMS), establishing comprehensive and standardized constraints for corporate carbon management.

Standardized Industry Norms

To meet international market access requirements, Geely Holding carried out carbon neutrality standard construction and promoted the implementation of carbon standards within the enterprise. Based on industry progress and the actual conditions of Geely, the Group completed the systematic update of carbon accounting standards at the organizational and product levels. During the reporting period, Geely led, participated in, or intervened in 32 national and industry-level Carbon Management standards, providing standardized requirements for organizational carbon inventory standards, reporting norms, product carbon labeling, and carbon footprints across the value chain.

Value Chain Decarbonization Empowerment

Geely Holding improved climate awareness among all employees and expanded industry influence through systematic professional training and project practices. During the reporting period, specialized training sessions were organized for business departments covering topics such as carbon barrier compliance and supply chain traceability to enhance the organization's professional level in responding to international regulatory requirements. ZEEKR Intelligent Technology continues to advance the Z-Green project to promote low-carbon communication and carbon inclusion practices. As of the end of 2025, Z-Green had engaged over 1.14 million users in carbon reduction actions, achieving a cumulative reduction of over 590,000 tonnes of carbon emissions.

Contribute to Industry Standardization (Partial)

GB 36980.1-2025 *Energy consumption limits for electric vehicles—Part 1: Passenger cars*

GB/T 34598-2025 *Plug-in hybrid electric commercial vehicles—Technical specifications*

GB/T 46011.1-2025 *Road vehicle—General requirements for greenhouse gas management—Part 1： Terms and definitions*

GB/T 46011.2-2025 *Road vehicle-General requirements for greenhouse gas management-Part 2: Carbon footprint labels of road vehicle products*

QC/T 1247-2025 *Greenhouse gases-Quantitative methods and requirements of product carbon footprint-Traction batteries of vehicles*

NB/T 11968-2025 *Green methanol*

GB 20997-2024 *Limits and evaluation targets of fuel consumption for light-duty commercial vehicles*

GB 30510-2024 *Fuel consumption limits for heavy-duty commercial vehicles*

GB/T 19753-2021 *Test methods for energy consumption of light-duty hybrid electric vehicles*

GB/T 19754-2021 *Test methods for energy consumption of heavy-duty hybrid electric vehicles*

QC/T 1130-2021 *Measurement methods of fuel consumption for methanol vehicles*

Geely Holding was awarded the "Five-Star Enterprise" title in the 2025 Automotive Enterprise Carbon Management System Evaluation conducted by the Automotive Industry Energy Saving and Green Development Evaluation Center, ranking first among the 50 evaluated domestic automakers.

Carbon Reduction within Entire Value Chain

To achieve carbon neutrality goals, Geely Holding systematically integrated carbon reduction actions throughout the entire value chain. We promoted full value chain carbon reduction practices ranging from supplier management and product R&D to manufacturing and logistics. Through management optimization and technological innovation, we advanced the carbon reduction process and constructed a green, efficient, and sustainable full value chain carbon management system. Meanwhile, we continuously refined the full value chain carbon management system to provide a mechanism for value chain decarbonization. During the reporting period, we revised the *Accounting Standard for Vehicle Carbon Inventory*. Among the subsidiaries, Farizon Auto completed the formulation and release of the *Management Measures for Sustainable Attribute Development*, further consolidating the foundation for sustainable product development and carbon footprint accounting.

Collaborative Carbon Reduction across the Supply Chain

Geely Holding deepened green supply chain management and is committed to building a more resilient and sustainable low-carbon supply chain system. Relying on the independently developed one-stop carbon management platform, "GeeCarbon", we added the Product Carbon Reduction Declaration Module to support suppliers in reporting carbon reduction measures—such as recycled material application, energy-saving technical upgrades in production, green power use, and logistics optimization—achieving the digital presentation of supplier emission reduction results. During the reporting period, relying on the specialized supply chain carbon accounting capabilities of "GeeCarbon", the number of carbon footprint models submitted increased significantly, and we continued to drive suppliers to expand the use of recycled materials, low-carbon materials, and clean energy.

Meanwhile, we incorporated supplier carbon management capabilities into the access assessment and quarterly performance evaluation system, gradually building a refined supplier low-carbon control mechanism. During the access stage, we systematically audited the organizational and product-level carbon management structures, energy management levels, and clean energy application maturity of suppliers. In terms of performance evaluation, we focused on the standardization of supplier product carbon footprint accounting and the proportion of green power used. Furthermore, we encouraged suppliers to refine their energy management systems, promoted the construction of green factories, and guided them to set scientific emission reduction targets and implement corporate carbon inventories.

Regarding synergistic decarbonization, we deeply embedded low-carbon material R&D into the supplier cooperation system. Through joint R&D, system verification, and large-scale application, we drove the supply chain to explore alternative paths for low-carbon materials. By integrating supply chain technical resources, we are gradually achieving full-link carbon reduction from raw materials to component manufacturing, ensuring product performance and cost competitiveness while collaborating with suppliers to achieve substantial emission reduction targets. During the reporting period, Geely Auto reduced the average carbon emissions from the supply chain of NEV series by 26% compared with 2020, and the average carbon emissions from the supply chain of Internal Combustion Engine Vehicle (ICEV) series decreased by 9% vs 2020. 30% of Tier 1 suppliers used renewable electricity, of which 23% had achieved 100% green electricity. According to statistics reported via the digital platform, suppliers achieved a cumulative annual carbon reduction of 1.476 million tonnes.

Geely Holding regards supplier capability building as a key driver for industry chain decarbonization and systematically improves suppliers' low-carbon management capabilities through a regular supplier empowerment system. During the reporting period, Geely Auto organized 4 specialized carbon management training sessions for suppliers, covering a total of 3,247 person-times. Farizon Auto conducted 4 supplier training and promotion sessions, as well as 2 sessions of The Path of Carbon Management system training, covering partners such as Zhixin Semiconductor and Chunqing Technology. By continuously outputting carbon management concepts, methods, and tools, we enhanced suppliers' awareness and practical capabilities regarding low-carbon transition, driving the upstream and downstream of the industrial chain to form a synergistic force for carbon reduction.

We established and refined product carbon footprint models. During the reporting period, Farizon Auto deepened the carbon footprint assessment and analysis of 2 models. Based on a collection rate of supplier carbon emission data exceeding 80%, we completed the compilation of carbon footprint reports for 8 different configurations, further improving the scientific nature and transparency of vehicle product carbon footprint accounting. Through platformization, modeling, and standardization, we achieved the systematic integration of carbon emission information across key links such as the supply chain, R&D, manufacturing, and logistics, providing data support for carbon reduction decision-making, product optimization, and supply chain synergy.

Deepening Carbon Reduction in R&D and Manufacturing

To systematically promote full value chain carbon neutrality, Geely Holding positions R&D and manufacturing as core carbon reduction segments. In the product R&D stage, we focus on reducing the full lifecycle carbon footprint of products and continuously deepen carbon reduction at the source through multiple paths such as lightweight design, energy efficiency enhancement, and the application of recycled and circular materials. During the reporting period, Farizon Auto implemented 55 R&D carbon reduction projects, achieving a maximum carbon footprint reduction rate of 12.6% per vehicle. Specifically, lightweighting measures covered structural optimization, thickness optimization, high integration, and the application of composite materials. Energy efficiency enhancement measures included reducing wind and rolling resistance, improving motor efficiency, and refining torque strategies. Regarding recycled materials, we promoted the application of low-carbon materials such as car-to-car recycled plastics.

In 2025

Farizon Auto implemented

55

R&D carbon reduction projects

Achieving a maximum carbon footprint reduction rate of

12.6% per vehicle

R&D of Low-carbon Vehicle Interior

Geely Auto continuously promoted sustainable material innovation and developed a bamboo fiber-based bio-PU leather material. This material uses bamboo fiber backing and castor oil-based polyurethane as its core and leverages the synergistic advantages of bio-based materials through a four-layer composite structure design. Verified in accordance with the ISO 14067 standard, the carbon footprint of this material is 62% lower than that of traditional synthetic leather. While achieving significant carbon reduction, it meets automotive-grade performance requirements, providing a green and low-carbon solution for vehicle interiors that balances performance and environmental protection.

Joint Development of Recycled Heat-treatment-free Aluminum Alloy

Geely Auto collaborated with suppliers to promote the development and mass production of 75% recycled heat-treatment-free aluminum alloy and completed the component system verification. Compared to traditional materials, we achieved a 71% carbon reduction at the raw material end and a 3% reduction in raw material costs.

Short-process Low-carbon Hot-formed Steel Application

Geely Auto promoted the development and mass production of ESP short-process low-carbon hot-formed steel and completed the vehicle component verification. Compared to traditional hot-formed steel, this material achieved a 20% reduction in carbon emissions and a 10% reduction in production costs, optimizing manufacturing efficiency while enhancing the low-carbon competitiveness of the supply chain.

In the manufacturing and operations stage, we systematically promoted green manufacturing practices around dimensions such as source improvement, energy consumption control, energy-saving technical upgrades, and efficiency enhancement. Using the "One-Penny Project" as a key driver, we implemented energy optimization measures, effectively reducing the manufacturing cost per vehicle while achieving significant carbon reduction. During the reporting period, Geely Auto achieved 100% of renewable electricity use in its vehicle manufacturing bases.

During the reporting period

Carbon emission intensity reduction in Geely Auto's vehicle manufacturing compared with the base year

61%

Energy consumption intensity reduction at vehicle manufacturing bases compared with the base year

35%

Manufacturing-stage carbon reduction projects implemented by Farizon Auto

77

Achieving an annual carbon reduction of

35,800 tonnes

As of the end of 2025, Geely Holding's manufacturing bases in China

Total "Zero-Carbon Factory" certifications obtained

5

Advance Carbon Reduction in Green Logistics

To reduce the carbon footprint in the logistics segment, Geely Holding is committed to promoting the construction of a green logistics system. We systematically drive the green and intelligent upgrade of logistics services around transport organization optimization, clean energy capacity application, logistics digital upgrades, and low-carbon capacity reserves, setting a practical benchmark for sustainable industry development.

In terms of transport organization, we recombined inbound parts routes for different regions through a global model and conducted bidding based on the new route groupings. We continuously improved the loading rate and overall utilization efficiency of vehicles on two-way routes, reducing empty loads and the resulting extra transport trips. During the reporting period, the new bidding section division effectively filled about 20% of the backhaul cargo volume gap in long-haul transport scenarios, further improving transport efficiency and reducing logistics carbon emissions.

Regarding digital logistics, we continued the construction of the OTWB (logistics full-scenario) system and further optimized functions such as data availability, in-transit control, and vehicle monitoring. We achieved a full-chain data availability rate of 98.6% and a 100% network control rate for fixed vehicles, further refining the management of carbon emission data. Meanwhile, the Group independently developed business synergy systems such as the KDMS digital logistics platform. Combined with intelligent equipment like AGVs (Automated Guided Vehicles)and unmanned forklifts, these systems helped reduce costs and improve efficiency in the knock-down parts assembly business, enhancing production collaboration efficiency and logistics transparency and providing digital support for green logistics operations.

Green Shipping—Geely LNG Dual-fuel Ro-Ro Vessels Put into Operation

To build a green logistics system, JISU Logistics under Geely Auto took the lead in putting two LNG dual-fuel Ro-Ro vessels into operation. This vessel type is equipped with two sets of 2,000-cubic-meter C-type LNG storage tanks and uses liquefied natural gas as the primary fuel. Compared to traditional fuel ships, it can achieve a reduction of approximately 90% in sulfur oxides and approximately 85% in carbon dioxide, significantly reducing the carbon footprint in the maritime transport segment. Its environmental performance meets strict international regulations, such as those of the EU, while providing a stable and low-carbon international shipping solution for Chinese automobile exports.

Clean Technologies and Opportunities

Geely Holding takes "Creating safe, environmentally friendly, and energy-saving vehicles" as its mission, collaborating with partners to build a global industrial value chain and continuously providing consumers with market-competitive new energy and electrified models. By advancing technological innovation and refining the industrial chain layout, we promote the green upgrade of the transportation field and actively explore new industrial development opportunities in the global carbon neutrality process.

Energy Strategic Layout

Geely Holding adheres to a diversified energy technology route, striving to build a multi-dimensional clean energy system covering BEV, hybrid, and methanol-hydrogen paths, with achieving full value chain carbon neutrality as the long-term goal. Regarding strategic layout, the Group regards green methanol as a strategic choice that meets China's energy structure characteristics and energy security needs and systematically promotes industrial upgrades through the establishment of integrated industrial entities.

In 2025, we officially established ENERGEE to integrate battery businesses and achieve the "powerful combination" of Geely's self-developed battery safety systems and cell products. We established Farizon Chunqing Technology to fully promote the commercialization of methanol technology. Geely has been deeply involved in the methanol industrial chain for over 20 years and has formed a full green ecological chain in the green methanol field covering carbon capture, methanol preparation, transportation, refueling, and vehicle application. We are committed to expanding methanol from a single fuel to a "methanol-electric" technology system, providing green solutions for the commercial vehicle field that are economical, convenient, and sustainable.During the reporting period, the project "Technological Innovation and Industrialization of the Full Industrial Chain for Green Methanol Circular Economy", led by Geely Holding, won the First Prize of the Science and Technology Progress Award (Technology Development Category) at the 2025 China Circular Economy Association Science and Technology Awards.

Methanol-Hydrogen Technology Innovation and Application

Adhering to the philosophy of "Solving world energy and 'Dual Carbon' problems with green methanol", Geely Holding continues to delve into the methanol power field and explores a mature, long-term sustainable development path by increasing R&D investment. During the reporting period, Farizon Auto innovatively developed a unique "methanol-electric" technology route. Based on electrification, this route uses methanol fuel and methanol engines as energy storage and conversion units, leveraging the comprehensive advantages of methanol as a liquid energy source in energy density, refueling efficiency, and safety. Compared to traditional pure electric and hydrogen fuel technology paths, this technology demonstrates obvious advantages in cruising range, refueling convenience, system weight, low-temperature adaptability, and cost control. It transforms unstable renewable energy into easily stored and transported liquid energy, effectively improving energy utilization efficiency and application flexibility, and promoting the green transition of existing automotive power assets. As of the end of the reporting period, Farizon Auto has driven methanol-electric products to leap from R&D pilots to large-scale commercial applications, with relevant products capable of covering multiple application scenarios and major working conditions.

Maiden Voyage of "Yuan Chun 001", the World's First Methanol-Electric Container-Bulk Vessel

During the reporting period, Farizon Auto successfully launched the world's first container-bulk vessel equipped with methanol-electric technology, "Yuan Chun 001", marking the formal leap of methanol-electric technology from land-based commercial vehicles to the inland river shipping field. The vessel is equipped with a self-developed methanol-electric system. Through the efficient synergy of methanol liquid energy and lithium battery energy storage, as well as intelligent energy management, it achieves flexible switching under multiple working conditions and zero emissions throughout its lifecycle. This achievement not only verifies the demonstration effect of "Vehicle-Ship-Port-Energy" integration but also provides the industry with a green shipping transition solution that balances economy and environmental protection.

Methanol-Electric Fleet Supporting the 9th Asian Winter Games in Harbin

During the 9th Asian Winter Games, Geely Holding deployed a large-scale service fleet, including methanol-electric vehicles, and built a supporting full value chain energy guarantee system ranging from methanol supply to refueling. This was the first large-scale application of methanol-electric technology in an international sporting event. During the period, Farizon Auto collaborated with the Harbin Transportation Group to undertake multiple tasks, including torch relay support, urban public mobility, and logistics transportation, fully supporting the green operation of the event.

Geely Holding Showcases Chunqing Technology Achievements at the CISCE

At the 3rd China International Supply Chain Expo (CISCE), Geely Holding demonstrated core technological breakthroughs and leading demonstration practices in the full-chain fields of green methanol preparation, storage, transportation, and high-efficiency application. Regarding power systems, Farizon Auto showcased the 260kW lean-burn methanol-hydrogen electric powertrain developed based on the Methanol-Hydrogen 3.0 platform. This is China's first lean-burn methanol-hydrogen engine system to pass both Ministry of Industry and Information Technology (MIIT) and Ministry of Ecology and Environment (MEE) certifications, meeting the needs of multiple scenarios such as trunk logistics through high thermal efficiency. Simultaneously, we exhibited the marine methanol-electric system, providing a new solution for the shipping industry's range extension and emission reduction needs. In the refueling field, the "Yuan Chun" brand launched mobile power vehicles and distributed refueling stations, capable of achieving stable power supply and flexible refueling in off-grid environments. Furthermore, we showcased the NordThor EF methanol-electric technology, which enables flexible proportional hybrid combustion of methanol and gasoline in the same tank through an intelligent sensing system, further expanding the application scenarios and ecological system of methanol energy.

Yuan Chun Mobile Power Vehicle

Marine Methanol-Electric System

Geely Holding Continues to Achieve Major Breakthroughs in CO_2 Hydrogenation to Methanol Technology

Geely Holding successfully built a thousand-ton CO_2 hydrogenation to methanol pilot platform, achieving engineering verification of self-developed catalysts. During the reporting period, the project successfully completed a 2,000-hour stability test and a 72-hour continuous on-site assessment. On November 30, the pilot platform passed the scientific and technological achievement evaluation organized by the China Petroleum and Chemical Industry Federation (CPCIF). The evaluation committee unanimously agreed that the technological achievements reached an international advanced level, fully verifying the engineering implementation capability and large-scale application potential of the technology, and laying a solid technical foundation for the planning, design, and construction of subsequent industrial units.

Co-construction within the Industrial Ecosystem

While continuously advancing vehicle technology R&D, Geely Holding actively collaborates with relevant parties in the industrial chain to jointly build an industrial ecosystem covering clean energy development, methanol-electric technology innovation, and full-platform vehicle adaptation. We adhere to an open and collaborative strategy, deepening technical cooperation with major international automotive components enterprises to jointly promote the formulation of global standards for core system technologies. Furthermore, we explore cross-border scenarios, extending the application boundaries of methanol-hydrogen technology from land logistics to inland river shipping, and gradually exploring the construction of a "land-sea integrated" green methanol economic circle.

Collaborating with SIPG to Build a "Green Shipping" Ecosystem

In October 2025, Geely Holding and SIPG signed a strategic cooperation agreement for green shipping. Both parties leverage the location advantages of Shanghai Port and the support of the hinterland economy to carry out deep synergy around green methanol standard setting, refueling facility construction, and the promotion of methanol-electric vessel capacity for inland rivers. This cooperation aims to integrate industrial chain resources, jointly explore commercial paths for green ports and green shipping, and accelerate the application and promotion of the methanol-electric industrial ecosystem in extensive logistics scenarios.

Deepening International Cooperation to Build Global Standards

During the reporting period, Farizon Auto deepened strategic cooperation with Bosch Commercial Vehicles and ZF Group. Both sides coordinated efforts in methanol-electric technology R&D, core system integration, and global market layout to jointly promote the standardization and large-scale application of methanol-electric technology in the global commercial vehicle market, supporting the low-carbon transition and high-quality development of the clean commercial vehicle industrial chain.

Farizon Auto and Dalongyang Oil Sign Strategic Cooperation to Build a Methanol-Hydrogen Ecosystem in Northeast China

Farizon Auto signed a strategic cooperation agreement with Shenyang Dalongyang Oil to jointly promote the construction of a promotion and application system for methanol-hydrogen vehicles in Northeast China. Both parties will focus on methanol procurement, storage and transportation (combined road-rail transport), and the construction of refueling stations in core areas to further refine the vehicle methanol ecosystem. Relying on Farizon methanol-electric technology, under typical application scenarios, the particulate matter (PM) emissions of relevant vehicles are reduced by approximately 98% compared to traditional fuel vehicles, and operating costs are reduced by approximately 32%–45%. Meanwhile, the technology possesses strong cold resistance, better meeting the requirements of winter working conditions in northern regions. This cooperation is expected to create a benchmark for methanol-hydrogen applications, providing support for the green transportation transition and the development of "New Quality Productive Forces" in Northeast China.

New Energy Power and Energy Storage

Geely Holding promotes a green transition centered on clean energy. We regard the technical accumulation in the field of new energy power and energy storage as a key support for driving carbon reduction across the Full Value Chain, promoting the deep integration and synergistic development of relevant technologies in transportation and energy scenarios. While expanding the clean energy layout, we continue to advance V-Charge technology innovation, deploy smart energy storage solutions, and strengthen digital operation management, steadily advancing the green and low-carbon transition while improving energy utilization efficiency.

Transformation of New Energy Replenishment Technology

Efficient replenishment technology is the core driving force for breaking the bottleneck of NEV popularization and promoting comprehensive decarbonization in the transportation field. Geely Holding continues to advance technological innovation in new energy power replenishment and launched the industry-leading V4 full liquid-cooled V-Charge technology, achieving a significant improvement in replenishment efficiency. Through the full liquid-cooled thermal management solution, we not only solved the energy consumption and safety issues during high-power charging but also laid the foundation for the large-scale application of future high-voltage architecture models through standardized technical interfaces, accelerating the zero-carbon transition of social mobility from the infrastructure end. Furthermore, the self-developed ShenDun Short Blade Battery features a cycle life of up to 3,500 cycles as its core performance advantage, an increase of approximately 40% compared to the industry average. This effectively extends the service life of power batteries and reduces the environmental impact during the battery decommissioning stage.

The World's First V4 V-Charge Megawatt Station Put into Operation

VASTERO put the world's first V4 V-Charge Megawatt Station into operation at the Focused Photonics Center in Hangzhou, with a total station power of 1,440 kW. This demonstration station not only verifies the commercial application capability of megawatt-level V-Charge technology in core urban areas but also maximizes the utilization of urban power capacity and land resources through extremely high turnover efficiency, providing a mature model for building intensive, low-carbon replenishment hubs in city centers.

Smart Energy Storage and Digital Resource Allocation

To enhance grid stability and flexibly improve the power supply capacity of stations, Geely Holding introduced grid-forming energy storage and virtual capacity expansion technologies. On this basis, we applied AI algorithms to the refined management of energy resources to improve overall operational efficiency. Through digital demand-side management measures, we continuously optimize the efficient matching of charging supply and demand in time and space, improving infrastructure utilization and reducing energy waste caused by idle resources or local congestion.

AI Smart Energy Dispatch Optimizes Microgrids

In large-scale demonstration stations, VASTERO piloted the application of an AI Smart Energy Dispatch System. Based on artificial intelligence algorithms, this system can automatically coordinate station energy flow and user demand. Through the flexible adjustment of microgrid operation strategies, the system achieves automated control of "storing energy during troughs and releasing energy during peaks", maximizing the energy utilization efficiency of the station and achieving a dual improvement in economic and environmental benefits.

GYMD Reshapes the Industrial Green Ecological Closed Loop with AI

GYMD leverages artificial intelligence and industrial big data technologies to independently develop the industrial internet platform Geega, and innovatively constructs a digital solution for the Industrial Carbon Repository.It deeply empowers key sectors such as non-ferrous metals, energy and chemical industries, and vehicle manufacturing. By driving green transformation in production methods through data, Geega assists the manufacturing industry in achieving low-carbon Transformation and Sustainable Development Goals (SDGs). Through implementing carbon flow governance for high-energy-consuming processes, optimizing carbon efficiency of general equipment, and coordinating industrial ecosystem carbon networks, Geega effectively advances energy reduction and carbon emission mitigation in production operations. This promotes the shift of industrial production from point-level intelligence to ecosystem-level sustainable development.

Geely GHS Super Hybrid System Smart Power 2.0 Technology

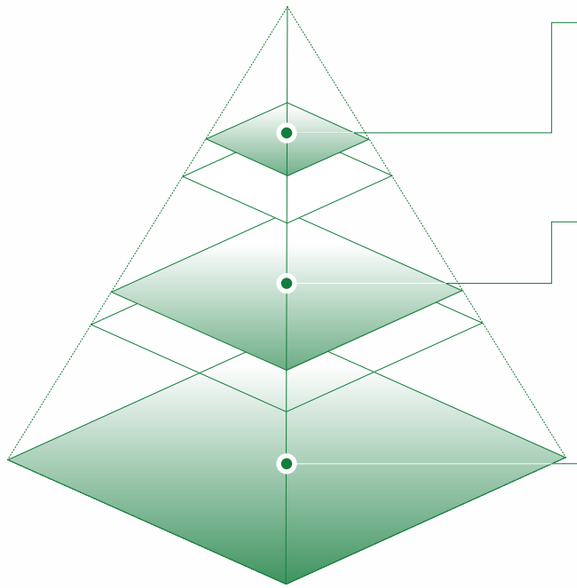
In 2025, Smart Power 2.0 technology was fully applied to all models equipped with the Geely GHS Super Hybrid System. With energy management as the core, it simultaneously covers key modules such as smart replenishment and intelligent thermal management. When facing complex working conditions such as road congestion, the DP (Dynamic Programming) intelligent algorithm can predict road conditions and energy demand in real time, dynamically optimizing battery charging and discharging strategies to achieve efficient energy distribution under all working conditions. The smart replenishment module can intelligently recommend the timing and method of replenishment based on information such as the vehicle's remaining power and the distribution of surrounding charging facilities, supporting multi-mode synergy. Meanwhile, the intelligent thermal management system performs precise temperature control on core components such as batteries and motors, ensuring performance while reducing energy consumption, further advancing the intelligence of energy management and significantly improving vehicle energy utilization efficiency and user experience.

Green Standard Leadership

While improving the hardware network, Geely Holding fulfills its industry responsibilities and supports the standardized development of the industry by exporting standardization experience. During the reporting period, VASTERO led the compilation of *Technical Requirements for Supercharging Stations for Electric Vehicles with 800V Voltage Platform* and *Guidelines for Operation Management and Service of Public Charging Stations for Electric Vehicles*. By unifying technical standards and management specifications, the Group improved the operational efficiency and safety level of the entire industry and provided a replicable and promotable practical path for the sustainable development of new energy infrastructure.

Governance

Climate-related risks and opportunities are continuously and profoundly affecting business development. To systematically manage climate-related risks and seize development opportunities brought by climate transition, Geely Holding has incorporated climate governance into the key agenda of corporate sustainable development. We have established a climate governance architecture consisting of the Board of Directors, the Sustainability Committee, and the ESG Working Group, clearly defining the oversight, management, and execution responsibilities of each level regarding climate-related matters, coordinating efforts to address climate change, and driving the realization of carbon neutrality management targets across the entire value chain.



Geely Holding's Climate Governance Structure

Board of Directors

- Oversee and review matters regarding climate change as the highest decision-making body for climate-related matters
- Listen to reports from the Sustainability Committee on climate-related matters and provide suggestions

Sustainability Committee

- Assist the Board of Directors in the supervision and review of sustainability-related matters, including climate change response
- Implement the Group's decisions on sustainability efforts, including climate change response
- Develop overall strategies and execution plans for sustainability efforts, including climate change response

ESG Working Group

- Regularly report to the Sustainability Committee on the progress of the work in carbon neutrality and climate change response
- Study policies and industry trends related to carbon neutrality in China and abroad, formulate overall strategies for carbon neutrality, set carbon neutrality goals, and monitor the progress of the strategies and goals for carbon neutrality
- Establish operating mechanisms and processes related to the carbon neutrality business, and coordinate and plan the carbon neutrality management across the functional departments
- Coordinate the development and trading of carbon assets of business units
- Launch training on the philosophy and methodology of carbon neutrality management
- Formulate carbon management standards and communication guidelines reflecting the relevant requirements of governments, customers, investors, and other stakeholders, and launch or participate in carbon neutrality-related standards or initiatives

Strategy

Geely Holding takes the advancement of full-link carbon neutrality as its action goal and promotes the low-carbon transition of the entire value chain. Based on our operational characteristics and Full Value Chain dynamics, we conduct in-depth identification and analysis of current or potential climate-related risks as well as green and low-carbon transition opportunities. We formulate targeted response strategies and action plans to integrate climate change mitigation into the Company's overall operations.During the reporting period, the Group systematically identified current or potential climate risks and opportunities based on its operational characteristics and value chain status, conducted impact assessments for each risk and opportunity item, and formulated corresponding response strategies accordingly.

Risk Type	Risk Description	Potential Impact	Response Measures
Acute Risk	Extreme weather events such as typhoons, floods, and heavy rain	• Geely Holding's headquarters and multiple production bases are located in the southeastern coastal areas of China and are susceptible to impacts from extreme weather such as typhoons and heavy rain, which potentially threatens production stability and consequently affects company operations, finances, and performance. Meanwhile, disruptions in key supply chain links due to disasters such as floods or earthquakes will trigger chain reactions, disrupting production plans and delaying product delivery, thereby indirectly impacting revenue.	• Establish a disaster prevention synergy mechanism with value chain partners and stakeholders and implement normalized risk assessments. • Compile and drill specialized emergency prevention plans based on historical meteorological disaster data of each operation site.
Chronic Risk	Changes in precipitation and rising mean temperatures	• Systematic climate evolution, such as persistent high temperatures and sea-level rise, will increase supply chain volatility and operational uncertainty. It also leads to commuting and work disruptions for employees in certain operation sites and raw material supply regions, increasing labor costs.	• Coordinate with domestic and international regulatory agencies and partners across the upstream and downstream of the industrial chain to conduct systematic carbon reduction and supply chain climate resilience construction.
Policy and Legal Risk	Climate change-related regulatory and disclosure requirements	• Climate policies in overseas markets, including the European market, continue to tighten. The EU *New Battery Regulation* mandates that power batteries provide carbon footprint declarations, meet recycled material proportion thresholds, and obtain a "Battery Passport". Simultaneously, green trade barriers such as the Carbon Border Adjustment Mechanism (CBAM) pose cost pressures on high-carbon components. Any failure to meet relevant policies or standards resulting in fines or market access restrictions will impact overseas revenue and the global strategic layout.	• Establish normalized climate policy tracking and impact assessment mechanisms to pre-plan compliance paths. • Monitor the evolution of overseas regulations and synchronize compliance and low-carbon management requirements with the supply chain. • Benchmark against domestic and international industry standards to promote the construction of the "Battery Passport" system.
Technology Risk	Demand generated by technological and production equipment updates	• The transition to low-carbon manufacturing modes requires the introduction of new processes and technologies, which will accelerate the obsolescence cycle of existing production equipment and trigger risks of early asset impairment.	• Establish a lifecycle carbon footprint tracking system for products to implement precise carbon-reduction technical upgrades. • Formulate and deepen corporate climate strategies to strengthen climate transition management.
	R&D investment in new energy technologies	• During the low-carbon transition, demand for the R&D of new energy technologies (e.g., electrification, methanol power) and the iteration of production equipment increases. Any accelerated depreciation or replacement of existing assets may lead to asset impairment losses and extra capital expenditures, posing risks to financial performance and profitability.	• Focus on a diversified new energy layout and conduct new energy technology R&D to build a multi-tier energy structure including BEV, PHEV/EREV, HEV, and green methanol, and construct a multi-tier low-carbon energy R&D and manufacturing system.
Market Risk	Reduced fossil fuel supply	• Tightening fossil fuel supply will exacerbate energy price volatility, directly pushing up production and end-product costs, which in turn reshapes consumer car-buying preferences and market demand structures.	• Accelerate the R&D and promotion of clean energy models based on new energy architectures. • Conduct reserves and commercial exploration of diversified alternative fuel technologies.
	Changes in customer consumption behavior	• The development of intelligent driving and shared mobility technologies, combined with the popularization of low-carbon consumption concepts, is profoundly restructuring user travel habits. Vehicle enterprises that fail to timely meet green and intelligent demands will face medium- to long-term loss of market share and resistance to business transition.	• Coordinate differentiated new energy product matrices across brands to optimize green mobility experiences. • Utilize customer operation systems to conduct low-carbon concept promotion, aligning with and guiding the green consumption trends of the market.
	Rising raw material costs	• Value chain partners may face stricter regulatory requirements regarding pollutant emissions, resource use, and carbon emissions, leading to rising production costs. Low-carbon and eco-friendly raw materials or components may face supply shortages, resulting in increased procurement and operating costs.	• Strengthen supply chain management and empowerment and expand the application of clean technologies among upstream suppliers to build a green value chain.
Reputation Risk	Increased stakeholder concern or negative feedback	• Global expectations for climate action will pose reputation and market competition risks for enterprises. Geely Holding's sustainable development positioning in markets including Europe (e.g., Volvo and Polestar brands) and its climate leadership performance required to gain policy support in emerging markets highly depend on the consistency between its commitments and practices. Any gap in this regard may be amplified into a global reputation risk.	• Adhere to environmental compliance baselines and systematically promote energy saving and emission reduction work. • Deeply participate in *Extended Producer Responsibility* (EPR) pilots to construct a closed-loop economic model covering circular vehicles, circular parts, and recycled materials.

Opportunity Type	Opportunity Description	Potential Impact	Response Measures
Energy Source	Energy Saving in the Production Process	• By implementing energy-saving measures during the production process, the reliance on fossil and traditional energy is reduced, and emissions of greenhouse gases and other environmental pollutants are decreased. This effectively advances climate change mitigation and ecosystem protection, creating more development opportunities in the clean energy technology field.	• Refine the energy management system and leverage intelligent manufacturing and digital tools to achieve intelligent energy management, systematically promoting energy efficiency enhancement and carbon reduction across the entire value chain. • Promote production process optimization and energy-saving technical upgrades, and continuously optimize the energy structure by increasing the proportion of clean energy—such as photovoltaics and energy storage—to reduce reliance on traditional energy from the source. • Deeply integrate the concept of sustainable development into daily operations, committing to building a green and low-carbon working environment and enhancing employees' awareness and practical participation in energy saving and carbon reduction.
Product and Service	Demand for renewable energy development	• With the advancement of the global transition to a low-carbon economy and the tightening of climate change policies, the NEV market—including electric vehicles, hybrid vehicles, and hydrogen fuel cell vehicles—presents significant potential.	• Optimize the energy structure and actively conduct the development and promotion of NEVs.
	Use of New Technologies	• The global automotive industry is gradually transitioning toward electrification and intelligence. Beyond the BEV route, the maturity and commercialization of alternative fuel (such as methanol) and hybrid technology routes provide the industry with differentiated competitive dimensions and new market growth points.	• Leverage first-mover advantages to expand the market scale of methanol passenger and commercial vehicles and promote the joint construction of refueling infrastructure. • Coordinate R&D and supply chain resources for BEV, hybrid, and methanol technologies to achieve technological complementarity and system optimization. • Deepen the R&D of key technologies such as battery energy, electronic control efficiency, and autonomous driving, translating them into market competitive value characterized by low carbon and high performance.
	Circular economy and recycling	• Establishing a battery recycling system will weaken environmental impacts while increasing raw material recovery and reducing resource waste.	• Deepen the development of battery recycling and utilization technologies. • Collaborate with upstream and downstream partners in the value chain to promote the circular economy.
Market	Demand for low-carbon products in emerging markets	• As public attention to climate change issues increases, more consumers tend to choose environmentally friendly automotive products.	• Solidify the new energy transition strategy across all brands and promote the development of green models. • Expand opportunities for more sustainable mobility businesses.
Supply Chain Resilience	Improving supply chain reliability and operational capacity under different conditions	• Digital carbon footprint management and the traceability of key raw materials are becoming key trends in enhancing supply chain resilience.	• Strengthen the management of product full-lifecycle carbon footprints and the traceability of key raw materials through the "GeeCarbon" and "GeeTrace" digital platforms.

In response to the aforementioned climate-related risks and opportunities, we have adopted adaptive measures such as value chain carbon reduction, clean technology development, and new energy power and energy storage development, and are committed to advancing the Full Value Chain carbon neutrality process. For more information regarding these adaptive measures, please refer to the Climate Change Response - Climate Ambition section.

Risk and Opportunity Management

Geely Holding integrates climate change response into the corporate risk management system, reducing the impact of climate-related risks on the Company through refined risk management and providing support for long-term stable operations and sustainable development. The Group coordinates the identification of climate risk categories and business impact assessments, and on this basis, guides subordinate business units to formulate specialized response strategies. Meanwhile, we implement normalized monitoring of major climate risks, continuously refine risk prevention and spread control mechanisms, and deploy corresponding mitigation and adaptation measures.

Identification and Assessment of Climate Risks and Opportunities

Based on industry characteristics, the Group coordinates business layout, operational strategy, and financial planning to conduct the identification and impact assessment of climate risks and opportunities, and constructs response mechanisms accordingly. We have established strategic goals for addressing climate change risks and opportunities in combination with our own business planning, achieving risk adaptation by practicing green and low-carbon transformation.

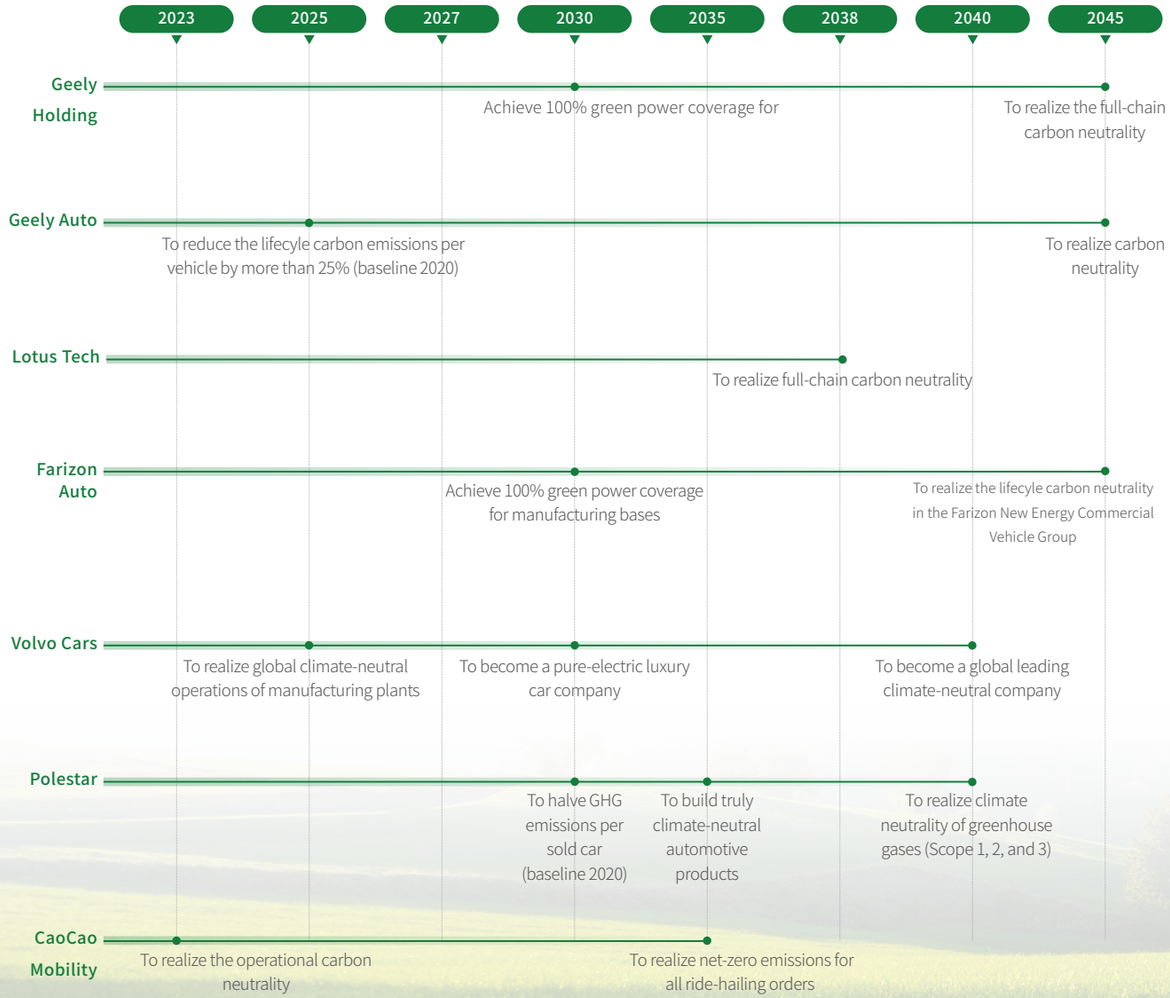
Climate Risk Monitoring and Control

Geely Holding embeds climate risk and opportunity management into the full value chain operation system and has established a collaborative management mechanism covering regular reporting, instant feedback, and periodic review. We stipulate that all business units regularly report major matters to the Group's ESG Working Group, which then implements assessment and judgment, resource allocation, and risk disposal assistance while continuously tracking progress. Furthermore, we regularly review specialized reports through the Sustainability Committee to supervise the implementation of management measures, ensuring the effective operation of the decision-making and execution system.

Metrics and Targets

Geely Holding always adheres to the direction of green and low-carbon development, continuously exploring a carbon-neutral path with Chinese characteristics that fits the features of the automotive and mobility field, while establishing short-term, medium-term, and long-term implementation plans for carbon neutrality, clearly setting the goal of achieving carbon neutrality across the entire value chain by 2045. By integrating internal and external resources, we drive all business units to formulate and implement carbon neutrality targets and metrics around dimensions such as management mechanisms, system construction, specific actions, and performance evaluation. Based on practice and influence within the industry, we actively link up with value chain partners to jointly promote emission reduction, assisting the automotive and mobility industry in gradually transitioning toward a low-carbon direction. During the reporting period, we promoted the deepened application of the independently developed Geely Sustainability Platform. Management modules such as organizational carbon inventory, science based targets, and EU regulation compliance are embedded within the platform, and all indicators have achieved online statistical reporting and management. By integrating fragmented systems, we have effectively improved the level of digital ESG management, ensuring the effective implementation of the Group's sustainable strategic goals.

Carbon Reduction Targets of Brands under Geely Holding



Progress on Carbon reduction Targets

Passenger vehicles

Geely Auto

Compared to the baseline year of 2020

In 2025, The lifecycle carbon emissions per vehicle have been reduced by **25.5%**

exceeded the 2025 target of 25% carbon reduction

Lotus Tech

In 2025, the electricity generated by photovoltaics at the Lotus Global Smart Factory reached

22,263.1MWh

Self-generated and self-consumed electricity

8,112.4MWh

Share of total electricity consumption for factory production and operations:

49.3%

Commercial vehicles

Farizon Auto

Compared to the baseline year of 2021

Full lifecycle carbon footprint per tonne-kilometer reduction in 2025

11.7%

Manufacturing-stage carbon emissions per vehicle reduction in 2025

52.7%

Mobility services

CaoCao Mobility

It has continuously achieved operational carbon neutrality since 2023

In 2025, the company'soperating vehicles are NEVs, with a current fleet of

more than38,000units

Annual green mobility mileage

8.46billion km

Carbon emission reduction

1.2013million tonnes

Greenhouse Gas (GHG) Emissions by Business Unit

Indicator	2025 GHG Emissions (tCO_2e) – Vehicle Businesses			
	Geely Auto	Lotus Tech	Volvo Cars	Farizon Auto
Scope 1	172,828	385	32,000	25,813
Scope 2 (Location-based)	852,266	4,663	155,000	66,322
Scope 2 (Market-based)	96,411	65	2,000	72,090
Scope 1+Scope 2 (Location-based)	1,025,094	5,049	187,000	92,135
Scope 1+Scope 2 (Market-based)	269,239	450	34,000	97,903
Scope 3	85,961,646	192,963	34,645,000	27,697,315
Scope 1+Scope 2 (Location-based) +Scope 3	86,986,741	198,012	34,833,000	27,789,449
Scope 1+Scope 2 (Market-based) +Scope 3	86,230,885	193,413	34,679,000	27,795,218

Indicator	2025 GHG Emissions (tCO_2e) – Ecosystem Businesses and Other Business Entities			
	Units Directly Managed by Geely Holding	ENERGEE	CaoCao Mobility	VASTERO
Scope 1	557	64,919	358	0
Scope 2 (Location-based)	6,105	399,910	110,422	25,786
Scope 2 (Market-based)	6,662	421,204	30	28,141
Scope 1+Scope 2 (Location-based)	6,662	464,829	110,781	25,786
Scope 1+Scope 2 (Market-based)	7,219	486,123	388	28,141
Scope 3	2,864	100,694	500,021	77,352
Scope 1+Scope 2 (Location-based) +Scope 3	9,526	565,523	610,801	103,138
Scope 1+Scope 2 (Market-based) +Scope 3	10,084	586,817	500,409	105,493

Total Greenhouse Gas (GHG) Emissions of Geely Holding

Indicator	Total GHG Emissions (tCO_2e)
Scope 1	296,860
Scope 2（Location-based）	1,620,474
Scope 2（Market-based）	626,603
Scope 1+Scope 2（Location-based）	1,917,334
Scope 1+Scope 2（Market-based）	923,463
Scope 3	149,177,855
Scope 1+Scope 2（Location-based）+Scope 3	151,095,189
Scope 1+Scope 2（Market-based）+Scope 3	150,101,318

Total Energy Consumption of Geely Holding

Energy Type	Units	Energy Consumption
Natural gas	m^3	129,209,280
Gasoline	t	2,473
Diesel	t	143
Acetylene	t	37
Methanol	t	2,890
Electricity consumption	MWh	2,694,934
Of which,renewable electricity use, (including self-generated and self-consumed electricity, purchased green electricity, and purchased green certificates)	MWh	1,778,786
Purchased steam	GJ	842,573
Direct energy consumption	MWh	1,449,633
Indirect energy consumption	MWh	2,928,853
Total energy consumption	MWh	4,378,486

Notes:

- Data collection for GHG data covers the period from January 1, 2025, to December 31, 2025. The scope of data collection includes: Units Directly Managed by Geely Holding, Geely Auto, Lotus Tech, Volvo Cars, Farizon Auto, CaoCao Mobility, ENERGEE, and VASTERO. The data collection criteria for each entity are as follows:

  Units Directly Managed by Geely Holding: Includes a total of 24 entities such as the Jiqiao Company, Finance Segment, Luogic Technology, and Mitime Group.

  Geely Auto: Includes 17 vehicle manufacturing bases producing Geely, ZEEKR, and Lynk & Co brands (Hangzhou Bay Plant 2, Baoji, Jinzhong, Xi'an, Changxing, Dajiandong (Qiantang), Linhai, Guiyang, Xiangtan, Jinan, Yiwu, Lynk & Co Chengdu, Lynk & Co Yuyao, Lynk & Co Zhangjiakou, ZEEKR Meishan, ZEEKR Chunxiao, ZEEKR PMA), 10 power bases, and office premises (Hangzhou Headquarters/Ningbo Hangzhou Bay Research Institute).

  Farizon Auto: Includes Zhejiang Farizon New Energy Commercial Vehicle R&D Co., Ltd., Zhejiang Green Intelligent Link Co., Ltd. and its holding subsidiaries, Sunshine Mingdao Energy Technology Co., Ltd., Tianjin Methanol Hydrogen Eco-technology Co., Ltd., Hanma Technology Group Co., Ltd., Huzhou Zhixin Power System Development Co., Ltd., and 8 manufacturing bases (Shangrao, Tangjun, Chuanshang, Bus, Jinzhong, Huzhou, Xiangtan, and Hainan bases).

  CaoCao Mobility.: Includes 16 operational regions (Suzhou, Hangzhou, East Guangdong, Fujian-Jiangxi, Northern, Sichuan-Guizhou, South Anhui-Hefei, West Guangdong, Chongqing, Northwest, Tianjin-Shanxi-Hebei, Shandong, Shanghai, Ningbo, Hunan-Hubei, and Yunnan-Guangxi).

  ENERGEE (New): Includes ten major bases — Quzhou Jidian New Energy, Quzhou Jidian Electric, Tonglu Base, Jianhu Base, Shangrao Base, Yingtan Base, Ganzhou Base, Ningguo Base, Shandong Jidian, and Geely Sunwoda — as well as the Battery Research Institute.

  VASTERO (New): Includes charging stations for ZEEKR, Geely, and Lotus brands.

  Lotus Tech: Includes offices, directly managed stores, test fleets, Lotus Global Smart Factory, and charging stations.

  Volvo Cars: Covers manufacturing and non-manufacturing operations of Volvo Car Corporation and its subsidiaries.

  The calculation of greenhouse gas emissions refers to the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* issued by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). The emissions data of Volvo Cars are consistent with its own annual report, with rounding differences retained to the thousandth place, while other business units retain discrepancies to the whole number. The electricity emission factor is sourced from the 2022 national average carbon dioxide emission factor for electricity released by the Ministry of Ecology and Environment and the National Bureau of Statistics in December 2024.

- Scope 1 GHG emissions derive from natural gas, gasoline, diesel, and fugitive emissions. Scope 2 GHG emissions derive from purchased electricity, purchased steam, and purchased pressurized gas. The scope of Scope 3 GHG emission statistics includes:

  Units Directly Managed by Geely Holding: Category 3 (Fuel- and energy-related activities) and Category 6 (Business travel).

  Geely Auto: Category 1 (Purchased goods and services), Category 4 (Upstream transportation and distribution), Category 6 (Business travel), Category 7 (Employee commuting), Category 9 (Downstream transportation and distribution), and Category 11 (Use of sold products).

  Farizon Auto: Category 1 (Purchased goods and services), Category 4 (Upstream transportation and distribution), Category 6 (Business travel), Category 9 (Downstream transportation and distribution), and Category 11 (Use of sold products).

  CaoCao Mobility: Category 3 (Fuel- and energy-related activities) and Category 6 (Business travel).

  Lotus Tech: Category 1 (Purchased goods and services), Category 3 (Fuel- and energy-related activities), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 6 (Business travel), Category 7 (Employee commuting), Category 9 (Downstream transportation and distribution), Category 11 (Use of sold products), and Category 12 (End-of-life treatment of sold products).

  Volvo Cars: Category 1 (Purchased goods and services), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 6 (Business travel), Category 7 (Employee commuting), Category 11 (Use of sold products), Category 12 (End-of-life treatment of sold products), and Category 14 (Franchises).

  ENERGEE (New): Category 3 (Fuel- and energy-related activities), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 6 (Business travel), Category 7 (Employee commuting), Category 9 (Downstream transportation and distribution).

  VASTERO: Category 3 (Fuel- and energy-related activities).

- The reporting period for energy consumption data covers the period from January 1, 2025, to December 31, 2025. The scope of data collection includes directly managed units, Geely Auto, Farizon New Energy Commercial Vehicle, Cao Cao Mobility, ENERGEE, VASTERO, and Lotus Tech.

- Direct energy includes natural gas, gasoline, diesel, methanol, and acetylene.

  Indirect energy includes electricity use (renewable and non-renewable energy) and purchased steam.

- Direct energy consumption, indirect energy consumption, and total energy consumption are calculated based on the *General Rules for Calculation of the Comprehensive Energy Consumption* (GB 2589-2020).

Environmental Management

Geely Holding has always upheld the concept of green development, continuously improved its environmental management system, and integrated it throughout the entire process of global production and operations. We adhere to a full-process environmental management approach of "source prevention, process control, and end-of-pipe treatment", comprehensively promote cleaner production, build a standardized and sustainable environmental management model, and earnestly fulfill our mission and responsibilities for green development.

Environmental Management System

Geely Holding strictly complies with environmental laws and regulations such as the *Environmental Protection Law of the People's Republic of China* and released the *Environmental Statement* of Geely Holding to provide guidance for the Group, its business units, branches, and subsidiaries. By formulating multiple guiding and binding documents related to environmental management, we continuously improve and refine the environmental management system, responsibility system, indicator system, and evaluation system. We identify and manage key environmental impacts in a manner consistent with actual business operations and establish procedures for identifying and controlling environmental factors. Starting from various stages of the value chain—such as raw material procurement, manufacturing, factory construction, mobility services, product distribution, and terminal disposal—we comprehensively identify and manage key environmental impact factors and strengthen environmental compliance management.

In terms of production and operations, we promote green factory construction and gradually build an environmental management system covering procedural documents, standards, and evaluation specifications according to the principles of the Health, Safety, and Environmental (HSE) management system. During the reporting period, the compliance discharge rate of industrial wastewater, exhaust gas, and major pollutants at all manufacturing bases, including Geely Auto, Farizon Auto, and the ENERGEE, reached 100%.

ISO 14001 Environmental Management System Certification

As of the end of 2025, Geely Holding's manufacturing bases in China

Total number of "National Green Factory" certifications
26

Total number of "Zero-Waste Factory" certifications
13

Sites certified under ISO 14001 Environmental Management System
39

Pollutants and Waste Management

Geely Holding adheres to full-process environmental management and actively engages in pollution prevention and control. On the basis of achieving 100% compliant emissions and discharges, the Group is committed to realizing its "Three Zeros" green circularity goals of "zero wastewater discharge, zero waste landfill, and zero hazardous substance emissions", striving to build a new pattern of sustainable development in harmony with nature.

Waste Management

Geely Holding strictly follows policies and regulations such as the *Law on the Prevention and Control of Environmental Pollution by Solid Waste,* the *Opinions on Accelerating the Establishment of a Waste Recycling System,* and the *Work Plan on "Zero-Waste City" Pilot Program*. We establish and refine waste management standards by benchmarking against requirements for general solid waste, hazardous waste, and hazardous substance disposal, as well as zero-waste-to-landfill factory standards. Through self-assessment and continuous improvement mechanisms, we continuously standardize the daily management processes for various types of waste, deepen pollution prevention for general solid waste, hazardous waste, and hazardous substances, and reduce the environmental impact of related activities.

In scenarios such as building development, charging infrastructure construction, and operations, we also place great importance on waste management. Waste generated from different stages, including foundation construction, main structure installation, and auxiliary operations, is strictly classified, collected, and managed in accordance with relevant standards, while qualified third parties are engaged for compliant disposal or comprehensive resource utilization.

Source Reduction and Resource Utilization

- Continuously promote green construction technologies on the construction side, such as prefabricated pavement panels, to achieve source reduction.
- Carry out on-site recycling and reuse of waste pavement materials and construction debris. For example, construction spoil is prioritized for site backfilling and balancing, slurry is dried and reused, and the external transportation of surplus soil is subject to a strict permitting system.
- Crush and screen concrete and masonry into recycled aggregates; sort and magnetically separate metal waste for remelting; clean and recycle plastics and wood for remanufacturing or conversion into biomass fuel, the resource utilization rate of construction waste from energy infrastructure projects is no less than 70%.

Waste Reduction Management in Production and Operations

- Implement paperless office practices, with document workflows processed through online systems to effectively reduce per capita paper consumption.
- Digitalize recyclable materials to reduce the generation of physical items.
- For industrial waste with residual value, prioritize internal circular utilization or sell it to third parties for comprehensive resource utilization.
- Reduce waste generation through measures such as material upgrades and extending the service life of materials.
- Advocate healthy and responsible dining practices to reduce the generation of food waste.

Sorted Collection and Compliant Disposal

- Set up sorted collection facilities as needed based on work scenarios such as production and manufacturing, daily operations, and building/facility construction to promote resource recycling and utilization.
- Implement a daily collection and clearing system for domestic waste, with waste uniformly entrusted to environmental sanitation departments for removal or harmless treatment.
- Carry out solid-liquid separation treatment for kitchen waste before compliant discharge.
- Collect general non-hazardous waste and hazardous waste separately and entrust qualified suppliers for compliant disposal.
- Store hazardous waste such as waste oil and used battery casings separately in dedicated containers, entrust qualified institutions to carry out 100% compliant disposal, and strictly implement the hazardous waste transfer manifest system.

Waste Generated (tonnes)

Entity	Hazardous Waste Generated	Non-hazardous Solid Waste Generated
Group Headquarter Operations	0.40	3,244.00
Geely Auto	23,873.00	295,202.00
Lotus Tech[3]	71.30	3,071.40
Farizon Auto	2,786.03	37,004.41
ENERGEE	1,378.79	33,845.67

In 2025

Total non-hazardous waste recycled by Geely Holding

315,295.97 tonnes

With a recovery rate of

84.67%

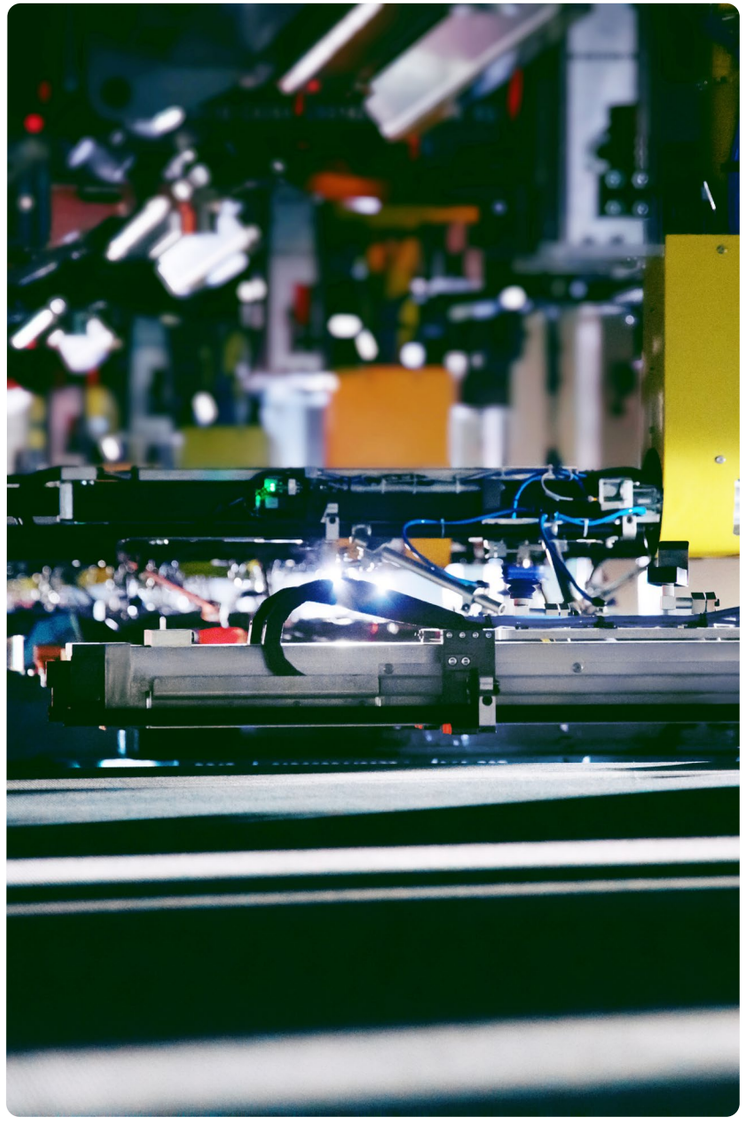
Air Emissions Management

Geely Holding strictly implements laws, regulations, and technical standards such as the *Air Pollution Prevention and Control Law,* the *Specifications and Test Procedures for Volatile Organic Compounds (VOCs) Components Continuous Emission Monitoring System Based on Gas Chromatography Method in Stationary Sources,* and the *Stationary Source Emission—Specifications for Continuous Monitoring of Nonmethane Hydrocarbons*. We focus on emission management of atmospheric pollutants during production and operation, continuously refining the air emissions treatment, monitoring, and O&M system to ensure stable and compliant emissions.

We strictly follow the *Limits and Measurement Methods for Emissions from Light-Duty Vehicles (China VI)* to ensure that all mass-produced models meet the most stringent current national emission standards. Meanwhile, we conduct real-world emission tests under extreme conditions—including high temperatures, extreme cold, and high altitudes—to verify the stability of vehicle emission performance across various usage scenarios.

Regarding atmospheric pollutants such as nitrogen oxides (NO_x), sulfur dioxide (SO_2), and non-methane hydrocarbons (NMHC) generated during the vehicle manufacturing process, we continue to strengthen the O&M and routine maintenance of environmental protection facilities to improve collection and disposal efficiency. Furthermore, to strengthen emission process control, we deployed continuous online monitoring systems for volatile organic compounds (VOCs) to achieve real-time monitoring of VOCs emission data and regularly conduct comprehensive environmental monitoring to timely identify and handle abnormal situations, ensuring the stable compliance of exhaust gas emissions.

[3] The reporting scope for hazardous waste data of Lotus Tech is the Lotus Global Smart Factory, while the reporting scope for non-hazardous waste data covers Lotus Tech's consolidated companies and the Lotus Global Smart Factory.



Exhaust Gas Management in Production and Manufacturing

- Promote the application of low-volatile raw and auxiliary materials and promote the use of fully automated spraying technology to reduce VOCs emissions from the raw material end.
- Introduce dry spray booths and circulating air technology in painting processes to effectively reduce waste gas generation.
- Add air emissions treatment facilities such as Regenerative Thermal Oxidizers (RTO) to efficiently treat VOCs in production air emissions.
- Add odor collection devices at sewage stations to centrally collect and treat odors and hydrogen sulfide substances generated during wastewater treatment, reducing health and environmental hazards.
- Implement waste heat recovery energy-saving projects, optimizing energy management systems to convert waste heat from exhaust gas into usable thermal energy.

For exhaust gas and dust emissions during engineering project construction and operation, we adopt multi-dimensional measures such as earthwork covering, enclosed transportation, automatic washing, and dust suppression through enclosure barriers to achieve source reduction, real-time monitoring, and end-of-pipe control of exhaust gas and dust emissions.

Air Pollutant Emissions (tonnes)

Entity	Nitrogen Oxides (NO_x)	Sulfur Oxides (SO_x)	Volatile Organic Compounds (VOCs)	Non-methane Hydrocarbons (NMHC)	Particulate Matter (PM)
Geely Auto	167.54	17.99	113.30	121.95	67.87
Lotus Tech[4]	2.02	0.93	2.98	2.98	1.42
Farizon Auto	29.95	5.07	56.98	62.49	54.56
ENERGEE	13.04	1.73	2.22	2.81	3.85

[4] Lotus Tech's data scope is defined as Lotus Global Smart Factory.

Wastewater Management

Geely Holding strictly complies with relevant laws, regulations, and standards such as the *Water Pollution Prevention and Control Law,* the *Technical Specifications for Zero Discharge of Advanced Industrial Wastewater Treatment*. We practice the concepts of rational water use and water conservation, continuously strengthening wastewater management during factory operations. We continue to promote classified collection, water quality-based treatment, reclaimed water reuse, and emission monitoring, constantly improving water resource utilization efficiency and wastewater management levels. Meanwhile, we drive subsidiaries to strengthen the monitoring and control of wastewater discharge indicators, and collaborate to enhance management effectiveness through technological innovation and refined management, aiming for industrial wastewater reduction, resource recycling, and closed-loop management.

Wastewater Management Measures of Geely Holding and Its Subsidiaries

Classified and Cascading Reuse

- Built a circular water reuse system at the Geely Auto Circular Car Factory. Based on the original tap water supply and pool filtration internal circulation, a new rainwater collection external circulation system was added to form internal and external dual circulation. When rainwater collection is normal, rainwater is prioritized as the water supply source. After filtration and purification, the rainwater is pumped to the spray pipelines for vehicle spray testing, achieving the circular utilization of water resources.
- Implemented reclaimed water reuse measures across Geely Auto manufacturing bases. Built and renovated reclaimed water reuse systems to recycle painting concentrated water and pretreatment wastewater for washing, and landscaping, reducing water consumption.

Full-Process Pollution Prevention and Control

- Installed epoxy anti-seepage floors in key locations such as production areas, warehouses, auxiliary production facilities, and wastewater treatment areas. Implemented 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.
- Discharged domestic sewage into municipal networks after treatment. Strictly implemented relevant sewage discharge standards for industrial wastewater and conducted regular water quality testing to ensure stable and compliant discharge.

In addition to production and domestic wastewater, for construction wastewater generated during engineering projects, we set up treatment facilities such as three-stage sedimentation tanks and oil separation tanks, and compliantly reuse the treated wastewater to reduce the environmental impact of construction activities.

Wastewater Discharge (10,000 tonnes)

Entity	Wastewater Discharge
Group Headquarter Operations	22.84
Geely Auto	488.14
Lotus Tech[5]	9.08
Farizon Auto	155.75
ENERGEE	110.60
CaoCao Mobility	0.58

[5] Lotus Tech's data scope is defined as Lotus Global Smart Factory.

Noise Management

Geely Holding strictly complies with laws and regulations such as the *Law of the People's Republic of China on Prevention and Control of Pollution from Environmental Noise* and the *Emission Standard for Community Noise at Construction Site Boundary*. We constructed a full value chain noise prevention and control system covering source reduction, process control, and end-of-pipe monitoring. We adhere to the management strategy of "noise reduction at source and off-peak operations" to ensure that environmental noise emission indicators consistently meet applicable standards, effectively reducing the impact of potential noise scenarios such as production operations and engineering construction on employee health and surrounding communities.

Noise Management in Production and Operations

- Promoted the construction of "full liquid-cooled" supercharging stations by VASTERO. Using liquid circulation cooling to replace traditional air-cooling fans achieves a near-silent effect during the operation of charging equipment.
- Implemented a multi-cycle monitoring mechanism covering monthly, quarterly, and annual periods by Geely Auto. We comprehensively track and record changes in noise intensity in the production environment, prioritize low-noise equipment, set up sound barriers, and strictly implement boundary noise control indicators.

Noise Control in Engineering Construction

- Avoided noise-sensitive areas during planning and site selection and implemented real-time noise monitoring.
- Prioritized low-noise construction equipment, installed sound insulation covers or vibration damping pads on high-noise equipment, and performed regular maintenance.
- Set up high-standard sound barriers around sensitive areas and rationally planned the construction layout to ensure high-noise operation areas are far from sensitive points.

Resource Management

Geely Holding incorporates resource management into the core scope of its sustainable development strategy, driving high-quality enterprise development through intensive resource utilization. By introducing systematic control mechanisms and technological innovation, we continuously optimize resource allocation strategies, improving utilization efficiency while supporting the realization of green and low-carbon transition goals.

Water Resource Management

Geely Holding continuously refines its full value chain water resource control system in accordance with laws and regulations such as the *Water Law of the People's Republic of China*, the *Regulation on Groundwater Management*, and the *Industrial Water Conservation Action Plan*. By introducing advanced water-saving processes and promoting technological upgrades, we reduce the demand for production water at the source. Meanwhile, we establish a regular monitoring mechanism for water resource utilization efficiency, continuously optimizing water use strategies based on data feedback to enhance the systematic nature and operational efficiency of water resource management.

During the reporting period, in the engineering construction stage, we required construction units to implement a dedicated management system for temporary construction water. By clarifying the division of responsibilities and strengthening on-site inspections and control, we reduced unnecessary water consumption during construction and improved the standardization of water resource management during the construction period.

In 2025

Water recycling rate at Geely Auto's vehicle plants reached

97.11%

Process Upgrades for Production Water Use

- Implemented water-saving processes such as reverse sequence water replenishment, dry spray booths, and circulating air technology in core processes such as painting. Directly reduced fresh water consumption at the source by improving nozzles and extending the frequency of tank dumping.
- Realized demand-based water supply and reduced overflow waste through technological means such as installing automatic sensing devices (e.g., rainfall sensing), optimizing automatic replenishment valves, merging water system networks, and optimizing circulating water quality and operation modes, significantly extending the water change cycle.

Optimization of Domestic Water Management

- Promoted the installation of water-saving faucets, which can reduce water flow by 30%–50% compared with ordinary faucets.
- Established a regular inspection mechanism, under which administrative/property management departments inspect key water-use points and introduce water monitoring systems to strengthen control.

Water Consumption (10,000 tonnes)

Entity	Total water withdrawal	Total Water Consumption
Group Headquarter Operations	28.55	5.71
Geely Auto	952.46	464.32
Lotus Tech[6]	24.70	15.62
Farizon Auto	195.04	39.29
ENERGEE	470.42	359.82
CaoCao Mobility	1.30	0.72

[6] Lotus Tech's data scope is defined as Lotus Global Smart Factory.

Material Management

Geely Holding actively promotes the application of green materials, strictly controls the sources of raw materials, and advances the use of environmentally friendly materials in production and operations, comprehensively enhancing the sustainability of its products and buildings.

Product Material Usage

- Prioritized the introduction of environmentally friendly materials such as green-power aluminum ingots in the development of the ShenDun Short Blade Battery.
- In the design of H-series charging equipment for energy replenishment, environmentally friendly and recyclable materials were prioritized, and high-efficiency charging modules were adopted to reduce energy losses during operation.

Green Building Material Application

- Promoted new insulation materials and green masonry materials such as ALC panels in the field of engineering construction, reducing the embodied carbon emissions of buildings through material upgrades.
- Established a strict *Material Brand Library*. During the bidding and construction stages, third parties were required to purchase construction raw materials strictly in accordance with this brand library, striving to build green and environmentally friendly buildings guided by the highest environmental protection indicators.

Circular Economy

Geely Holding advocates circular economy concepts to reduce excessive consumption and dependence on natural resources, achieving green and efficient Full Value Chain resource management. Starting from the product design stage, we integrate the vision of harmonious coexistence between humans, vehicles, and nature. We construct an automotive ecological circular economy system and create eco-friendly products and services, achieving resource conservation and closed-loop production throughout the Full Value Chain from production to decommissioning. We strive to improve resource utilization efficiency, reduce resource consumption and environmental pollution, and drive the circular development of the automotive industry.

Green Materials and Design Optimization

Geely Holding actively promotes the utilization of recycled materials and recyclable design in the manufacturing stage, continuously increasing the proportion of recyclable and renewable materials in products to reduce negative environmental impacts while ensuring excellent product performance.

Recycled Material Application

- Prioritize the selection of high-strength eco-friendly materials for low-cost charging equipment and explore the application of recyclable or bio-based engineering plastics.
- Deeply integrate green concepts into the entire design and manufacturing process of Geely Auto. Recycled aluminum is being gradually introduced for mass production in aluminum parts such as wheel rims.
- Geely Auto 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 aluminum.
- Promote recycled wooden pallets in batches in the after-sales logistics segment of Farizon Auto and achieve the use of recycled materials for basically all shipping packaging.

Design Optimization

- Adopt an innovative riveting structure for cell covers to replace traditional welding processes, effectively improving the ease of disassembly. Simultaneously, pure copper negative terminal posts are used to replace copper-aluminum composite friction-welded posts, achieving the physical separation of copper and aluminum to significantly improve the purity and efficiency of subsequent material recycling and reuse.
- Use AI algorithms from the Geely Wise Star-Dubhe to perform topology optimization on packaging structures and promote combined packaging, reducing material usage and improving loading efficiency while ensuring protection performance.

Comprehensive Utilization and Circular Recycling

The practices of Geely Holding in the field of circular economy have extended from green design at the product end to closed-loop resource management covering the Full Value Chain. We build a closed-loop recycling system covering factory-side waste treatment and decommissioned power battery management. Relying on compliant channels and full-industry-chain recycling technology, we achieve the comprehensive utilization of waste batteries and high-efficiency regeneration of core metal materials. We establish the Circular Packaging Management System to achieve full-process traceability and monitoring of packaging from supplier shipment, factory reception, empty return recycling, and cleaning to reuse through digital means. Currently, Geely Auto's own packaging has achieved 100% use of circular packaging. During the reporting period, Geely Auto's circular packaging covered more than 90% of automotive components, with 84% of suppliers using recyclable packaging materials, and the remaining disposable packaging achieved 100% recycling and reuse.

Compliance Management and Traceability

- Establish a strict recycler access mechanism within ENERGEE in accordance with the *New Energy Vehicle Waste Power Battery Recycling Management Regulations* and the *Provisional Measures* for battery recycling. Select enterprises from the MIIT "White List" through public bidding, sign recycling contracts, and implement full-process traceability management to ensure 100% compliant disposal of factory-side waste and decommissioned batteries.

Comprehensive Utilization in Product Processing

- Reprocess downgraded products and decommissioned batteries with residual value collected from factories through professional third-party institutions. These are transformed into second-life battery products, mainly used in two-wheelers, three-wheelers, and small energy storage equipment to maximize the Full Value Chain value of batteries.
- Geely Auto cooperates with CaoCao Mobility to recycle used compressors replaced from its operating vehicles in batches, restore their performance through professional remanufacturing, and put them back into use.

Material Regeneration and Circular Utilization

- ENERGEE extract and regenerate core metal materials such as lithium, iron phosphate, aluminum, and copper from waste batteries based on the full-industry-chain recycling technology for decommissioned LFP batteries.
- Dismantle and remanufacture end-of-life vehicle parts in Geely Auto to enter the Geely after-sales spare parts system. Simultaneously, perform regeneration treatment for scrapped materials and reuse them as production raw materials for after-sales products such as injection molding.
- Geely Auto collects fragments from dismantled waste bumpers and interior panels, which are crushed and modified to be reshaped into new specialized raw materials for bumpers, building a "Recycle-Regenerate-Reuse" closed-loop chain.
- Screen and categorize scrapped aluminum parts by grade and brand. These are processed through smelting into high-quality recycled aluminum for application in automotive components, achieving resource recycling.
- Collect stamping scrap, mainly galvanized and cold-rolled sheets, from the stamping shops of various Geely Auto bases. These are uniformly recycled and returned to steel mills to be re-smelted into new steel through resource regeneration processes.

Geely Auto Promotes Value Chain Circular Economy Co-building

Geely Auto built a diversified circular recycling cooperation system covering steel, plastics, and components by deeply coupling upstream and downstream resources in the industrial chain.

Steel Recycling

Geely Auto collaborated with large steel enterprises to implement unified planning and point-to-point recycling of stamping scrap from various bases, while simultaneously carrying out scrap steel cycle traceability to ensure the closed-loop utilization of metal materials.

Plastics Recycling

Geely Auto collaborated with professional circular materials organizations to carry out classified disposal and the development of PCR modified plastic particles for various waste plastics including PP, ABS, PC/ABS, and PA, preliminarily completing the construction of a plastic circular supply chain.

Component Recycling

Geely Auto connected with insurance institutions and mobility platforms to explore the "Insurance-Remanufacturing" model for key components such as headlights, wheel hubs, and compressors, and collaborated with CaoCao Mobility for the circular utilization of remanufactured compressors. Geely Auto effectively integrated superior industry resources, ensuring the source supply of recycled materials while driving the low-carbon transition of the Full Value Chain.

Resource-Based Disposal Practices in Circular Vehicle Business

Relying on the Circular Industry Center, Geely Auto implemented systematic resource disposal management for experimental scrapped vehicles during the R&D stage. By establishing the "one vehicle, one file" list, Geely Auto achieved standardized management of scrapped vehicles from pretreatment and refined dismantling to classified storage, ensuring transparency and traceability throughout the entire resource disposal process. Meanwhile, Geely Auto collaborated with professional suppliers to carry out standardized remanufacturing of core assemblies such as engines and motors. This successfully transformed scrapped vehicles from "environmental burdens" into "urban minerals", achieving resource circulation while effectively extending the lifecycle of key components and improving the comprehensive resource utilization efficiency of the industrial chain. During the reporting period, Geely Auto completed the standardized disposal of nearly 6,000 scrapped vehicles and the official standardized preparation of nearly 300 circular vehicles.

Waste Battery Recycling and Comprehensive Utilization

With "Extended Producer Responsibility" as the core philosophy, the Geely Auto Circular Industry Center systematically promoted the closed-loop management of decommissioned power batteries. By establishing a compliant recycling system and comprehensive utilization technologies, the Group recycled over 4,000 waste batteries throughout the year. Through precise screening, module reorganization, and adaptability development, Geely Auto applied second-life batteries to scenarios such as solar streetlights within factory areas, improving resource utilization efficiency while optimizing product performance.

Building a Green E-commerce Platform

Geely Holding innovatively built a one-stop eco-e-commerce platform to explore the upcycling path from "industrial waste to high-quality premium upcycled products". The platform focuses on the circular utilization of renewable resources such as waste tires, PVC tarpaulins, and PET plastics, developing a series of recycled products that balance industrial aesthetics with environmental value. Simultaneously, we established a "Green Points" incentive system to support users in obtaining points through sustainable behaviors to redeem eco-friendly goods. This model effectively transforms public environmental actions into actual consumption rewards, achieving the resource utilization of waste while promoting the formation of a green consumption closed-loop sample for society.

In 2025

Geely Auto

Percentage of end-of-life material recycled
97.9%

Total average vehicle recyclability rate
98.3%

Farizon Auto

Reuse rate of vehicle scrapped materials
97.70%

CaoCao Mobility

Procurement amount of remanufactured components
5.7 million RMB

Number of supply chain circular economy cooperation cases
9

Biodiversity Conservation

In the face of ecosystem pressures such as biodiversity loss, soil erosion, and water scarcity caused by industrialization and urbanization, transitioning to a "Nature Positive" model has become a core path for maintaining ecological balance and ensuring sustainable development. Geely Holding benchmarks against international conventions such as the United Nations Sustainable Development Goals (UNSDGs), the *Convention on Biological Diversity* (CBD), and the *Kunming-Montreal Global Biodiversity Framework* (GBF), establishing the strategic vision of "Building a Nature-Positive Enterprise". Through a progressive strategy of source avoidance, process reduction, impact restoration, and ecological compensation, we have deeply integrated biodiversity conservation into the Full Value Chain and actively explore synergistic mechanisms between ecological protection and industrial development to support the achievement of global biodiversity conservation goals. For more information on biodiversity conservation, please refer to the *Nature and Biodiversity Report* published by Geely Holding.

> In 2025, Geely Holding officially released its *Nature and Biodiversity Report* at the China Corner side event "Technology for Sustainable Development Empowering Business for Good" during COP30, becoming the **first Chinese automotive company to publish a dedicated nature and biodiversity report**.

Biodiversity Management System

Geely Holding deeply recognizes the importance of protecting the natural ecology and continuously strengthens the transparency and standardization of biodiversity management. We strictly comply with laws and regulations such as the *Wild Animal Conservation Law of the People's Republic of China*, the *Wetland Conservation Law of the People's Republic of China*, the *Biosecurity Law of the People's Republic of China*, and the *Yangtze River Protection Law*. Benchmarking against the UNSDGs, the *Convention on Biological Diversity* (CBD), the *Kunming-Montreal Global Biodiversity Framework* (GBF), and other relevant international initiatives, we are committed to building a refined biodiversity management system. During the reporting period, we updated the *Biodiversity Statement*, clarifying the Group-wide strategy and methods for protecting biodiversity and maintaining ecological balance. Simultaneously, we formulated and released the *Zero Deforestation Declaration*, resolutely resisting all commercial activities that damage forest ecosystems and taking practical actions to safeguard the global forest ecology.

Geely Holding has constructed a multi-level governance structure for nature and biodiversity with equal rights and responsibilities. The Board of Directors, as the highest decision-making body for nature and biodiversity-related risk and opportunity management, is responsible for supervising and reviewing nature and biodiversity strategies and management mechanisms. The Board has established a Sustainability Committee, which regularly reports to the Board on nature and biodiversity strategic planning, visions, and targets, and is responsible for risk assessments and policy refinement. The Joint ESG Task Force, ESG working groups of business units, and relevant business departments are responsible for the implementation of strategies and decisions, carrying out daily management and execution related to nature and biodiversity.

Board of Directors

- Oversee sustainability matters related to topics such as nature and biodiversity
- Review matters related to relevant strategies, personnel appointments, and the management of important topics

Sustainability Committee

- Set sustainable development strategic planning, visions, and targets, including nature and biodiversity topics
- Conduct relevant risk assessments and management, and approve policies and reports

Joint ESG Task Force

- Execute the daily management of topics such as nature and biodiversity, and report regularly to the Sustainability Committee
- Ensure that the decisions of the Sustainability Committee are translated into measurable practical work and effectively implemented at the operational level

ESG Working Groups of business units

- Promote the implementation of the Sustainability Committee's decisions and strategic targets within each unit

Business departments of business units

- Coordinate and organize work related to nature and biodiversity within each business unit/department

Diversified Ecological Protection Actions

Geely Holding is committed to transitioning to a nature-positive business model, promoting a virtuous cycle between business development and ecological value. Simultaneously, the Group applies the *Guidance on Identification and Assessment of Nature-related Issues: The LEAP Approach* V1.1 (referred to as the "LEAP Approach") released by the Taskforce on Nature-related Financial Disclosures (TNFD). By conducting analysis around Locate-Evaluate-Assess-Prepare, we systematically identify and assess nature-related risks and opportunities in the value chain, as well as dependencies and impacts on ecosystems. To reduce potential negative impacts on the environment and biodiversity and lower related risk exposure, all operating sites of Geely Holding have formulated and implemented risk mitigation measures. Furthermore, we follow the principles of "source avoidance, strict process control, and end-of-pipe restoration" in construction projects, implementing approvals, monitoring, and responsibility assessments throughout the engineering construction process to minimize the impact on vegetation, soil, and water bodies. During the reporting period, Geely Auto organized nature-positive management maturity evaluations for 100% of its vehicle manufacturing bases and was honored with the 2025 "Golden Lion" Biodiversity Conservation Outstanding Case awarded by China Fortune and Guangdong Guoxin Consulting.

Source Avoidance and Planning Design

- Prioritize the use of idle or inefficient land during the charging station planning stage of VASTERO. Actively avoid ecologically sensitive areas and adopt edge layouts when proximity to greenery is necessary to minimize interference with natural vegetation.
- Prioritize the protection of original mountains, lakes, and other natural ecologies during the construction planning stage of the Geely Auto Guiyang factory. Reduce original disturbances to the land through intensive land use, minimizing direct interference with local species habitats and ecosystems.
- Prioritize the selection of local tree species for planting during the greenery planning and implementation of the Geely Auto Xi'an factory to prevent the risk of invasive alien species and build a sustainable habitat compatible with the local natural environment.

Ecological Protection in Construction Projects

- Conduct vegetation surveys and implement targeted protection before construction. Prioritize non-excavation technology and assembly processes to reduce damage to soil and root systems. Implement topsoil stripping and backfilling, temporary road paving, bare soil covering, and sedimentation facilities to systematically prevent soil erosion.
- Clean the site immediately after project completion and use local plants for ecological restoration.

Protection in Production and Operation

- Create and provide exclusive habitats and safe breeding spaces for birds by scientifically nesting and setting clear protection signs within the vehicle production base of the Geely Auto Guiyang factory.
- Plan and build large areas of greenery around the Geely Auto's ZEEKR Factory and Xi'an Factory to effectively form ecological buffer zones, strengthening the buffering and protection of surrounding ecosystems while optimizing the factory environment.

Enhancing Ecological Protection Awareness

- Organize specialized ecological environment protection training for all personnel involved in construction projects to effectively enhance biodiversity conservation awareness and a sense of responsibility.

Value Chain Integration, Shared Responsibility for Mobility

Value Chain Responsibility and Mobility Ecosystem

As a leader in China's automotive industry, Geely Holding has consistently integrated the concept of sustainable development deeply into its entire value chain, from raw material procurement to after-market services. We adopt a collaborative framework of "upstream responsibility as the foundation, midstream innovation as driver, and downstream ecosystem extension" to systematically advance sustainable practices across the value chain. This approach achieves closed-loop management and value enhancement at each stage, while continuously building a resilient, green, and mutually beneficial automotive industry ecosystem.

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This chapter responds to GRI:

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This chapter responds to the UNGC:

Human Rights - Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.
Human Rights - Principle 2	Businesses should make sure that they are not complicit in human rights abuses.

Sustainable Supply Chain

Amid the wave of industrial transformation, Geely Holding regards its supply chain as a core artery for building industrial resilience and driving high-quality development. We are committed to integrating sustainable concepts into value chain management. From source-level collaboration to co-building an ecosystem, we establish a community of responsibility spanning upstream and downstream operations, driving the supply chain toward evolution that is more efficient, transparent, and sustainable.

Construction of the Supplier Management System

Geely Holding has established a centralized procurement department to coordinate the construction of ESG management systems for supply chains across passenger vehicle and commercial vehicle brands within the Group, achieving efficient synergy in setting supply chain management objectives and managing key matters. The department has established a dedicated ESG team that collaborates with the Group's ESG Working Group and the Compliance Department to conduct ongoing assessments of supply chain performance. In line with relevant regulations on responsible supply chains and industry development trends, the team systematically advances routine risk identification and control. Relevant progress is reported regularly to the Supply Chain Management Committee and the Sustainability Committee.

Geely Holding continues to advance architectural optimization to further strengthen the resilience and efficiency of its global supply chain system. Under this overall strategy, Geely Auto strategically optimized its organizational structure during the reporting period. At the front-end operations, the newly established International Supply Chain Business Unit is responsible for strategic sourcing in global markets, full-cycle supplier management, and localized operations to enhance regional response speed and supply chain resilience. At central supply chain management functions, the Supply Chain Management Center systematically conducts full-lifecycle supplier management, internal control process construction, and system audits, while empowering suppliers to improve their quality management systems, thereby continuously strengthening the foundation of a stable, efficient, and sustainable supplier ecosystem. The back-end support functions of the supply chain focus on building a professional operational support system to provide solid technical and managerial support to the front-end operations and central management functions.

We established the *Supplier Code of Conduct* to specify requirements for suppliers in key areas such as working environment and human rights, health and safety, business ethics, and environmental protection. These requirements have been incorporated into contracts signed by both parties as binding clauses. Suppliers shall conduct their business in accordance with the principles stipulated by applicable laws and regulations and the *Supplier Code of Conduct*. When selecting their downstream suppliers with whom they have business relationships, suppliers shall require such downstream suppliers to comply with the aforementioned principles and conduct appropriate due diligence based on relevant risk areas.

As of the end of 2025, Proportion of Tier 1 Suppliers that have signed the *Supplier Code of Conduct*

Geely Auto	Farizon Auto	Lotus Tech
97.61%	45.83%	81.84%

We independently developed the "AESGC" sustainability indicator system, covering five dimensions: foundational capacity building, environment, society, corporate governance, and carbon. The system encompasses more than 50 management indicators and has been integrated into the sustainable development assessment module of the 5A audit framework to drive structured and systematic improvements in supplier sustainability management. During the reporting period, we further optimized the "AESGC" management model. We prioritized the upgrade of the conflict minerals management module and introduced new functionalities including intelligent carbon reduction management, customizable indicator configuration, and one-click visualization.

"AESGC" Sustainability Indicator System

Indicator Dimensions	Key metrics
Ability	Sustainability related certificates, SAQ scores, and sustainability management system documentation, etc.
Environmental	Pollutant and waste management, water resources, biodiversity, etc.
Social	Employment management, child and underage labor, and occupational health and safety, etc.
Governance	Corporate governance, compliance development, and responsible procurement, etc.
Carbon	Corporate carbon management, product carbon management, clean energy planning, and green electricity, etc.

In 2025, evaluations under the "AESGC" indicator system covered more than 1,000 Tier 1 suppliers of Geely Auto, with 100% coverage of newly admitted suppliers.

Supplier Full Lifecycle Management

The Group is committed to establishing a comprehensive supplier lifecycle management system, integrating sustainability requirements into all stages of supplier onboarding, auditing, and evaluation, while continuously driving the overall improvement of the supply chain. We conduct comprehensive audits and tiered management of suppliers based on the *5A Audit and Evaluation System*. By integrating digital tools such as the "GeeCarbon" carbon management system and the "GeeTrace" traceability platform, we achieve refined control over key processes and establish a closed-loop system characterized by "strict entry, strong supervision, and deep empowerment".

Supplier Admission

During the supplier onboarding phase, we conducted on-site audits based on the "5A Audit and Evaluation System", performing a comprehensive evaluation across five dimensions: sustainability capabilities, R&D technical capabilities, quality control capabilities, manufacturing production capabilities, and operational management capabilities. Specifically, the sustainability capability assessment is based on the "AESGC" sustainability indicator system, incorporates relevant provisions of the *Supplier Code of Conduct*, and references industry initiatives such as Drive Sustainability. The assessment covers key areas including compliance and integrity, trade compliance, information security, occupational health and safety, labor human rights, environment and carbon emissions, and responsible procurement (critical raw material management), ensuring that newly onboarded suppliers meet the Group's requirements in both business capabilities and sustainability levels.

Furthermore, to systematically enhance suppliers' performance in fulfilling environmental responsibilities, ensuring occupational health and safety, and maintaining quality management within the automotive industry, we require suppliers to obtain relevant certificates, including ISO 14001 Environmental management systems certification, ISO 45001 Occupational health and safety management systems certification, and IATF 16949 Automotive quality management system certification. This requirement aims to promote the effective operation and continuous improvement of their respective management systems.

Supplier System Certification

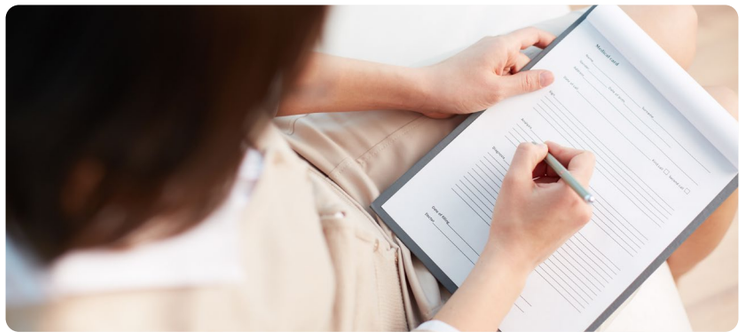
Indicator	Geely Auto	Farizon Auto	Lotus Tech
Percentage of Tier 1 suppliers certified to ISO 14001	84%	66%	85%
Percentage of Tier 1 suppliers certified to ISO 45001	77%	54%	80%
Percentage of Tier 1 suppliers certified to IATF 16949	92%	90%	93%

Supplier Audit and Assessment

Based on the sustainability assessment results during the access phase, we implement a tiered management system for our suppliers. For suppliers identified with non-material risks, we require them to complete rectification within the specified timeframe and provide assistance on key weak links and improvement directions; for suppliers with material risks, onboarding restrictions are implemented. All non-conformities identified during the audit must be signed off by the supplier and incorporated into the subsequent tracking and closed-loop process.

In supplier lifecycle management, we have established a regular quarterly performance tracking mechanism and systematically integrated the "AESGC" indicator system into supplier performance assessments. "AESGC" also serves as an effective risk identification tool. Through closed-loop management, it supports the continuous improvement of supply chain sustainability levels. Based on the assessment results, the Group has established a normalized monitoring and rectification mechanism. During the reporting period, we established the *Supply Chain ESG Risk Classification and Grading Management Measures,* constructing a four-tier classification and grading management structure. Additionally, we developed a multi-dimensional risk model covering conflict minerals, environmental pollution, environmental violations, environmental credit, export site-specific ESG, and labor human rights, tailored to different supplier site types.

On this basis, Geely Auto established a digital platform for sustainable risk management, categorizing risk levels from low to high as extremely low, low, medium, high, and extremely high, and conducting comprehensive assessments based on the quantified scores of risk factors. The platform adopts a hybrid model combining automated system identification with manual supplementation. Integrating the Company's internal controls, supply chain ESG management practices, domestic and international regulations, and global standards, it conducts comprehensive assessments and dynamic monitoring of risk events, achieving seamless integration from performance tracking to risk mitigation.



For non-conformities identified during monitoring and evaluation, we:

- Immediately initiate the rectification assistance process;
- Suppliers are required to submit periodic evaluation reports to enable dynamic tracking of improvement progress, based on which targeted guidance will be provided;
- For major issues, the Group will jointly develop rectification plans and preventive measures with suppliers;
- If a supplier fails to meet standards despite multiple rectifications, we will firmly disqualify the supplier from further cooperation.

2025, the total number of suppliers (Tier 1 and sub-tier) audited by Geely Auto was 922; the number of key Tier 1 suppliers audited was 44; the number of Tier 1 suppliers audited was 784; and the number of sub-tier suppliers audited was 138.

To further enhance supply chain transparency and risk management capabilities, in 2025 we continued to utilize the Drive Sustainability Self-Assessment Questionnaire (SAQ) to conduct external assessments of suppliers. This process aims to identify potential risks regarding working conditions, business ethics, and responsible sourcing, and to categorize suppliers based on their risk levels. For high-risk suppliers, the Group will urge them to formulate and implement rectification plans to drive continuous improvement in the overall sustainable performance of the supply chain.

The SAQ questionnaire serves as an assessment tool to assist the Group in systematically understanding suppliers' sustainability performance and identifying potential risks. This questionnaire is based on information self-reported by suppliers and provides a comprehensive evaluation across dimensions including human rights and working conditions, health and safety, business ethics, environmental performance, responsible supply chain management, and responsible sourcing of raw materials. The third-party verification agency NQC conducted verification and scoring of the questionnaire content. Suppliers can leverage their SAQ scoring results and targeted improvement recommendations to continuously enhance their sustainability performance.

In 2025, Geely Auto facilitated the completion of SAQ questionnaires by 77% of its Tier 1 suppliers.

Supply Chain Due Diligence

Geely Holding has strengthened its supply chain due diligence management system based on relevant international frameworks, including the United Nations *Guiding Principles on Business and Human Rights*, the OECD *Due Diligence Guidance for Responsible Business Conduct*, and the EU *Corporate Sustainability Due Diligence Directive (CSDDD)*. The Group has fully integrated responsible principles into supplier policies and lifecycle management. It has advanced a closed-loop process encompassing supply chain risk identification, due diligence, communication and rectification, and capability enhancement to continuously strengthen sustainable supply chain management capabilities.

We continue to promote the construction of a sustainable supply chain due diligence compliance system within the Group, enhancing supply chain transparency and sustainability. During the reporting period, we issued policies such as the *Sustainable Supply Chain Due Diligence Management Policy* and the *Supply Chain ESG Due Diligence Compliance Policy,* systematically standardizing the supply chain ESG due diligence process and enhancing suppliers' ESG risk management capabilities. To address the increasingly complex regulatory environment, we referenced regulations and international standards such as the EU *Corporate Sustainability Due Diligence Directive (CSDDD)* and the *EU Deforestation Regulation (EUDR)*. We significantly expanded our risk factor library from 44 to more than 200 items and established a classification and grading methodology to deepen both the breadth and precision of supply chain risk identification.

In 2025, Geely Auto promoted the supplier sustainability risk assessment, adding 200 newly assessed Tier 1 suppliers (accounting for approximately 20% of Tier 1 suppliers).

Establish a due diligence management system

- We have integrated responsible supply chain management into our internal policies and management systems. We have established management policies such as the "Geely Supplier Code of Conduct" to clarify our commitments and requirements regarding environmental protection, labor rights, human rights protection, and conflict minerals.
- The Group regularly reports due diligence management outcomes to senior management to ensure active senior leadership engagement in the oversight and promotion of responsible business conduct.

Risk Identification and Assessment

- We identify and assess actual and potential sustainability risks arising from suppliers' business activities in production and operations through methods such as supplier sustainability questionnaires, on-site sustainability audits, and screening against internal and external risk factor databases.
- We regularly review and evaluate our risk identification and assessment methodologies, promptly optimizing and adjusting measures to ensure the effective operation of the risk identification and assessment mechanism.

Risk Prevention and Mitigation

- Based on identified supply chain-related risks, we will promptly initiate supplier rectification, requiring suppliers to eliminate, prevent, and mitigate identified actual and potential adverse impacts within a specified timeframe, thereby ensuring that suppliers' on-site production activities comply with environmental and social standards. Furthermore, the rectification results will serve as a key basis for differentiated supplier management and sustainable evaluation, while promoting the continuous improvement of supply chain sustainability through full lifecycle supplier management measures.

Tracking implementation status and results

- We established a monitoring mechanism to collect and analyze the implementation of due diligence work on a quarterly basis. This includes information from internal audits, external audits, and stakeholder feedback. We continuously adjust and optimize due diligence management practices to ensure the effectiveness of corrective measures and their sustained progress.

Communicate and report on the risk management process and outcomes

- We utilized the Geely Holding website, social media platforms, supplier conferences, and press conferences to share progress and plans regarding due diligence management, thereby enhancing stakeholder trust and support. At the same time, Geely Holding has publicly disclosed grievance channels to collect opinions and feedback from stakeholders regarding supply chain sustainability risks and emergency incidents, ensuring the timeliness and comprehensiveness of risk management.

Conducting Cooperation and Remediation

- In the event of sudden severe risks, we will collaborate with stakeholders to implement remedial measures under the decision-making support of senior management, ensuring that affected parties receive timely and effective compensation. We will provide support and allocate resources to implement remedial measures as necessary. We will also continuously monitor and disclose the implementation of these measures to ensure their effectiveness and long-term sustainability.

Geely Holding Due Diligence Management System

Traceability of Key Raw Materials

To proactively address increasingly stringent compliance requirements in global supply chains, we have deeply integrated sustainable regulatory requirements into front-end business deployment. The Group's Sustainable Shared Center is responsible for providing professional analysis of key regulations such as the EU *New Battery Regulation*, the *Deforestation Regulation (EUDR)*, and the *Conflict Minerals Regulation*. By establishing a dedicated database for EU regulations, we achieved structured organization and dynamic tracking of regulatory requirements. We precisely identified compliance nodes throughout the full lifecycle—from raw material extraction to product end-of-life recycling—and transformed complex legal provisions into clear, actionable task lists to provide compliance guidance for all business units.

To translate regulatory requirements into verifiable and manageable operational practices, this year the Group leveraged the GeeTrace product traceability system and the "GeeCarbon" Platform. Guided by regulatory compliance and business needs, we focused on two key trends: carbon footprint across the full product lifecycle and end-to-end supply chain responsibility tracing. We promoted the cross-verification and unified disclosure of traceability information and carbon data.

During the reporting period, we achieved significant progress in traceability management, establishing a supply chain traceability network covering export brands such as ZEEKR, Lotus, Volvo, and Polestar. This network encompasses more than 15 categories of key raw materials, including nickel, cobalt, and lithium, as well as core components such as tires and lead-acid batteries. Traceability depth extends to over 10 supply chain tiers, with penetrative traceability achieved for certain key materials down to sub-tier suppliers. Among them, Geely Auto has traced 16 types of key raw materials, basically covering the scope of key European and American regulations.

Geely Auto is advancing the construction of the Battery Passport platform from a strategic perspective, establishing a full-chain system characterized by "traceability at the source, standardized indicators, integrated processes, and co-constructed ecosystems". By formulating standardized data collection and cross-system integration solutions, the Company has achieved real-time synchronization, cross-domain sharing, and centralized control of Battery Passport data across the entire chain. This ensures compliance in product lifecycle data management for battery products and safeguards customer rights.

Conflict Minerals Traceability Assessment

Lotus Tech continues to conduct conflict mineral investigations and has engaged the professional third-party firm Assent to implement annual standardized management.

Geely Auto conducted external third-party conflict minerals management for 251 suppliers, and 171 suppliers completed CMRT reporting.

ENERGEE initiated conflict minerals traceability across the entire supply chain, assessing 3TG metals (gold, tantalum, tungsten, and tin), covering over 30 suppliers and facilitating 13 suppliers to complete CMRT data submission.

Supplier Empowerment

Geely Holding upholds the philosophy of win-win cooperation. Through continuous communication and systematic empowerment, it maintains close collaboration with suppliers, shares industry best practices, and provides necessary support and resources to help them enhance their sustainable development capabilities, working together to build a more responsible industrial future.

We value the voices of our suppliers and promote collaborative development through open communication and professional empowerment. We have established a multi-channel supplier feedback mechanism, including compliance complaint email addresses, telephone lines, WeChat, and on-site visits. Leveraging platforms such as work communication groups, roundtable meetings, and the Supplier Relationship Management System, we have formed a two-way real-time communication mechanism to ensure timely response and closed-loop handling of issues. At the same time, we integrate training and empowerment throughout the entire lifecycle of our partnerships. We regularly conduct anti-corruption and business ethics training to continuously enhance suppliers' awareness of integrity and self-discipline, promoting the integration of compliance culture into their business processes. We also regularly organize thematic training sessions on carbon emission management and supply chain due diligence through the "Drive Sustainability" platform, while establishing an exchange platform between suppliers and original equipment manufacturers (OEMs) to facilitate experience sharing and collaborative innovation. We also actively promote the "GeeCarbon" carbon management solution to support key suppliers in batteries, headlamps, and seats in achieving precise carbon management.

Geely Auto

Geely Auto has established a diversified empowerment system encompassing online Q&A sessions, specialized training, on-site diagnostics, and carbon certification through the implementation of its "Green Community" action plan. During the reporting period, Geely Auto conducted **11** empowerment activities, covering **7,572** participant and addressing over **8,000** supplier inquiries. The total number of supplier training hours in 2025 reached **21,348 hours**.

Successfully facilitated suppliers in completing carbon certification	Assist suppliers in meeting entry standards	Promote the adoption of green electricity by suppliers over	Encourage suppliers to apply for designation as National Green Factory certifications
127 suppliers	**124** suppliers	**200** suppliers	**37** suppliers

Lotus Tech

Lotus Tech focused on export compliance and supply chain sustainability, conducting regulatory interpretation and training empowerment around topics such as conflict minerals management, carbon accounting, and supplier codes of conduct. These initiatives effectively enhanced the compliance level and sustainable development practice capabilities of the supply chain.

Lotus Tech organized	the total training time reached approximately
10 specialized empowerment training sessions	**1,400** hours

In 2025

Geely Auto

Supplier compliance training sessions:	Supplier compliance training participants:	Tier 1 supplier coverage:
3 sessions	**2,295** person-times	**100**%

Supplier Collaboration and Communication

We are committed to establishing long-term partnerships with suppliers based on transparency, mutual trust, and shared responsibility. Through continuous dialogue and collaborative innovation, we jointly promote the green transformation of the value chain and enhance its value.

Special Cooperation on the EU *Deforestation Regulation (EUDR)*

Under the support of key institutions and initiatives such as the China-UK Collaboration on International Forest Investment and Trade (InFIT), the China Chamber of Commerce of Metals, Minerals & Chemicals Importers & Exporters (CCCMC), and the Global Platform for Sustainable Natural Rubber (GPSNR), Geely Auto joined leading automotive manufacturers and IKEA, which has substantial demand for natural rubber and timber, in a sustainable ecological research activity involving smallholder rubber farmers in Xishuangbanna, Yunnan. The participants reached a consensus on co-creating a sustainable future: upstream and downstream industries in the supply chain should adopt practical, scalable, and commercially viable models to improve the livelihoods of upstream smallholder natural rubber farmers, while promoting forest protection and supply chain transparency, thereby supporting compliance for companies' products entering overseas markets.

Facilitating Green Transformation of the Supply Chain: "Geely Auto Phase I and Phase II Supplier Carbon Management Capability Building" Initiative

To advance carbon neutrality in the supply chain, Geely Auto partnered with the Shanghai Environment and Energy Exchange to conduct a special training program on supplier carbon management capability building. The program featured courses on policy interpretation, carbon accounting, and decarbonization pathways, collectively covering 158 representatives from 127 suppliers to systematically enhance their carbon management capabilities. The carbon emissions generated by this training have been fully offset through the inclusive carbon benefit mechanism, reflecting the Company's responsibility and practice in promoting collaborative decarbonization across the value chain.

In November 2025, Geely Auto was successfully selected for the "Belt and Road" Green Supply Chain Cases and Recommended Technical Products Catalogue released by the China Association for Environmental Protection. This recognition highlights Geely's achievements in green and low-carbon transformation and value chain collaborative innovation, establishing it as a representative of Chinese automotive enterprises' green supply chain practices.

Product Quality and Safety

Geely Holding upholds rigorous quality standards throughout the value chain, deeply integrates advanced global technologies, and ensures driving safety, striving to provide reliable mobility assurance for every user.

Product Quality

Business units within each automotive segment of the Group strictly comply with applicable laws and regulations in their operating jurisdictions, including the *Product Quality Law of the People's Republic of China*, and fully implement international standards such as ISO 9001:2015 and IATF 16949:2016 to continuously enhance their quality management system. Building on the advanced experience of global industry quality management, Geely Auto has established a distinctive quality management theoretical framework—the *Geely Auto Total Competitiveness Quality System (GTQS)*. It has also set up a pyramid-shaped organizational structure for quality management and a regular meeting system to systematically address risks and opportunities related to product quality and safety, achieving end-to-end proactive quality control from demand insight to final delivery.

We deeply integrate quality control into the entire product lifecycle, from R&D design and raw material procurement to manufacturing and after-sales service, creating a reassuring driving experience for users.

R&D Design Phase

Leveraging modular platforms and intelligent design technologies, we optimize the comprehensive performance of our products in terms of functionality, safety, environmental protection, and comfort, thereby implementing quality control at the source. Geely Auto implements Total Quality Management (TQM), integrating physical, electronic, and information technologies into the design process to achieve proactive error prevention ranging from connectors to vehicle control logic. Through management measures such as digital simulation for process feasibility analysis, pilot production, gate reviews, and initial flow management, Geely Auto ensures the effective development, verification, and transfer of processes. Lotus Tech establishes multi-node reviews during architecture and vehicle integration development, employing virtual simulation and Design Failure Mode Analysis (DFMEA) to identify key control points early in the project lifecycle, thereby realizing prevention from the initial project phase.

Raw Material Procurement

We continue to refine our supplier quality management processes to ensure the efficiency and stability of the supply chain, laying a solid foundation for the creation of high-quality products. Geely Auto implements strict controls at the source of materials and combines its Manufacturing Execution System (MES) to collect and analyze data across the entire process, ensuring stable supply quality. Lotus Tech continuously monitors execution through its Supplier Quality Management IT system to ensure alignment with Group standards.

Manufacturing and Production Process

We are actively advancing the automation and intelligent upgrade of our factories by introducing robots, automated assembly lines, and digital inspection equipment to reduce human error. Simultaneously, we have elevated product quality inspection standards to ensure high consistency and reliability. Geely Auto extensively applies visual inspection, torque monitoring, and the "one-vehicle-one-file" traceability technology. Relying on a digital quality management platform to integrate data across research, production, supply, sales, and service, it achieves rapid analysis of quality anomalies and closed-loop improvements. Additionally, it has developed event work orders and cloud-based intelligent analysis modules to enhance disposal efficiency and accuracy. Lotus Tech introduces 3D visual simulation and AI-based error-proof detection throughout the entire manufacturing process. Combining flexible and lean production concepts, it continuously improves overall vehicle quality.

After-sales service

We strictly implement national regulations such as the *Regulation on the Administration of Recall of Defective Auto Products* and local regulatory requirements, and have established a comprehensive defect management mechanism. Geely Auto has established internal policies such as the *Geely Auto Product Recall Management Regulations* to proactively identify potential risks and promptly initiate recall procedures, while leveraging AI-driven automated notifications to ensure rapid response across global markets. Lotus Tech has formulated the *Global Product Recall Management Measures*, establishing an efficient decision-making and execution structure to safeguard user rights and driving safety.

Quality Control Throughout the Product Lifecycle

During the reporting period, we focused on driving overseas quality transformation, comprehensively enhancing product quality across dimensions including projects, markets, knock-down (KD) components, and logistics.

The Group continues to conduct product safety monitoring. For potential defects identified independently, it will proactively file a record with the regulatory authorities in accordance with the law and promptly initiate recall procedures. If product defects are confirmed through external channels such as regulatory investigations, user feedback, or third-party testing, the Group will strictly comply with regulatory requirements and actively cooperate in executing the recall process. For vehicles involved in the recall, the Group will proactively contact the relevant owners and provide free inspections and necessary repair services for vehicles within the recall scope. This action effectively fulfills the business unit's responsibility and ensures user driving safety.

In 2025, Geely Auto secured CTS CAC-MS-22:2023 New Energy Vehicle Safety Management System certification for 100% of its vehicle manufacturing bases, while 100% of its vehicle manufacturing and powertrain bases passed the IATF16949:2016 Automotive Quality Management System certification. In terms of professional management systems, the Geely Auto Research Institute obtained ISO 17025:2017 Laboratory Management System certification, accredited by the China National Accreditation Service for Conformity Assessment (CNAS), along with ISO 6262:2011 Functional Safety certification for road vehicle electronic systems and ISO 1448:2022 Safety of the Intended Functionality (SOTIF) process certification. These achievements provide professional support for product R&D, test verification, and functional safety management.

Product Safety

Geely Holding has always placed user safety at the core. By establishing a comprehensive safety system covering vehicle structure, battery systems, intelligent connectivity, and healthy environments, it continues to advance technical standards and refine management mechanisms. We drive safety technology innovation through real-world scenarios and verify product reliability via rigorous testing. Actively collaborating with global academic, industrial, and research institutions to participate in standard-setting, we leverage leading safety technologies to establish a reliable benchmark for product safety across the industry.

On December 12, 2025, Geely Holding officially established the Safety Center, whose safety technology system simultaneously set five Guinness World Records. At the same time, Geely also released the "All-Domain Safety 2.0" technology system, which was comprehensively integrated and advanced through "Full-Domain AI", and jointly published the *White Paper on the Development of Comprehensive Safety for Intelligent Vehicles* with top global industry-university-research institutions. This initiative aims to drive the leapfrog development of automotive all-domain safety technologies through systematic planning, contributing expertise and practical experience to building a comprehensive safety system for the industry.

We continue to advance our exploration and innovation in comprehensive safety technologies and have obtained multiple external certifications. In 2025, 9 models on sale under Geely Holding newly received five-star ratings from New Car Assessment Programmes (NCAP). As of the end of the reporting period, more than 20 models under the Group had received five-star NCAP safety ratings and various other authoritative safety certifications.

Product Safety-Related Certifications

- Zeekr X obtained five-star safety certification from ASEAN NCAP.
- Zeekr 7X obtained five-star safety certifications from C-NCAP and Euro NCAP.
- Lynk & Co Z20 (Lynk & Co 02) and Lynk & Co 08 EM-P both obtained five-star safety certification from Euro NCAP, with the Lynk & Co Z20 achieving the highest global SUV score in 2025.
- Geely Galaxy E5 (Geely EX5) obtained five-star safety certifications from Euro NCAP, ANCAP and ASEAN NCAP.
- Geely Galaxy Starship 7 EM-i (GEELY STARRAY EM-i) obtained five-star safety certification from Euro NCAP .
- Zeekr MIX obtained five-star safety certification from C-NCAP.
- Polestar 4 obtained five-star safety certifications both from Euro NCAP and A-NCAP.
- Volvo EX 90 obtained five-star safety certification from Euro NCAP.

Vehicle Safety

In the field of vehicle safety, Geely Holding has always prioritized user life safety. Through systematic technological innovation and rigorous safety verification, the Group has built a comprehensive safety system covering active protection, passive safeguarding, and response to extreme operating conditions. We have solidified our security foundation through architectural innovation, verified reliable quality via extreme testing, and expanded protection boundaries with intelligent systems. We continue to advance security technology to provide steadfast protection for every journey.

The Zeekr 9X has received the 5A certification for high-speed crosswind safety performance

In 2025, the Zeekr 9X successfully obtained 5A-level certification in the industry's first high-speed crosswind safety performance test. Traveling at a speed of 150 km/h through a level-11 crosswind, the vehicle demonstrated a lateral displacement of less than 1 meter and a roll angle of less than 1 degree, fully validating its driving stability and safety reliability under extreme crosswind conditions.

Volvo Safety Center's 25th Anniversary: Three Electric Vehicles Undergo Public First Crash Tests

In the field of safety technology, Volvo Cars has consistently built safety standards based on real-world accident data. Its testing requirements strictly exceed industry regulations and comprehensively cover complex scenarios such as side-pole collisions and whiplash tests. On the 25th anniversary of the establishment of the Safety Center, Volvo conducted its first-ever public crash test involving three electric vehicles under identical conditions. Through the scenario-based replication and systematic verification of extreme operating conditions, the Company continues to iterate on overall vehicle safety design and protection strategies, providing key technical support and practical evidence for the improvement of the electric vehicle safety performance system.

Battery Safety

As a critical component of NEVs, the safety performance of power batteries has a decisive impact on the overall vehicle safety. Geely Holding has always placed battery safety at the core of its technological research and development. By optimizing cell design, refining manufacturing processes, and strengthening the intelligent control of battery management systems, the Group has comprehensively built a highly reliable battery safety system. This approach effectively alleviates consumer concerns regarding the safety of NEVs and provides support for industry advancement.

In terms of battery safety management, the Group has established a full lifecycle safety closed-loop management system covering "R&D, Production, Usage, and Decommissioning", dedicated to ensuring the safety and reliability of batteries across all stages from source to recycling.

Battery R&D	Adopting a full-temperature-range safe design with no thermal runaway, we have developed and applied eight core thermal safety technologies. These cover real-time monitoring and prevention, multi-layer insulation, high-efficiency heat absorption, unobstructed heat dissipation, millisecond-level power cutoff, automatic warning, active cooling, and cloud-based monitoring. This ensures that the battery system experiences no thermal runaway or fire under extreme conditions.
Manufacturing and Production	Strictly adhering to international quality management standards such as ISO 9001 and IATF 16949, we implement full-link quality data monitoring and traceability management for batteries to ensure end-to-end quality control from raw materials to finished products.
Usage and Operations	Establish a precise evaluation and iterative warning system for battery health status; implement a four-tier emergency response mechanism for battery safety capable of initiating voice calls, user care, and on-site support within 10 seconds at the fastest; promote the standardization of power battery repair processes and build an extensive service network.
Decommissioning and Recycling	Established the *Regulations on the Management of Recycling of Waste Power Batteries for New Energy Vehicles* and signed recycling agreements with compliant recycling enterprises included in the Ministry of Industry and Information Technology's white list. This initiative standardizes battery recycling and traceability management to fulfill the obligations of extended producer responsibility.

Regarding battery safety testing, we strictly adhere to national standards and conduct comprehensive verification and assessment. During the reporting period, we adopted a full-temperature-range safety design with no thermal runaway. Through eight key safety protection technologies—prevention, isolation, absorption, exhaust, interruption, alarm, cooling, and cloud connectivity—we achieved 24 hours without thermal runaway (with all monitoring points maintaining temperatures at or below 60°C), meeting the stringent requirements of the new national standard for at least two hours of no thermal runaway.

To further verify the safety of batteries under extreme conditions, we conducted a serial test involving six extreme operating scenarios on the Golden Battery during the reporting period. These scenarios included immersion in water, fire exposure, freezing, dragging, crushing, and high-drop impact. The external fire exposure test lasted for 240 seconds, significantly exceeding the duration required by national standards.

The Zeekr 9X Super Electric Hybrid Battery Pack

In terms of innovations in battery safety structure, the Zeekr 9X Super Electric Hybrid Battery Pack establishes a three-dimensional fortress structure through a configuration of "9-layer side impact protection + 8-layer bottom protection + 5-layer top support". Coupled with an "8-horizontal, 9-vertical, 10-grid" anti-collision design and multi-functional composite sandwich high-strength energy-absorbing materials, it delivers maximum physical protection against both underbody scraping and side impacts. The battery supports 6C ultra-fast charging, with a recharge from 20% to 80% SOC (State of Charge) taking only 9 minutes.

Leveraging long-term accumulated technical expertise and systematic verification results, we actively promote the establishment and improvement of industry safety standards. During the reporting period, as a core drafting unit, we actively participated in the development of the following national and industry standards, contributing our professional expertise to enhance the safety level of the industry.

- GB 38031-2025: Safety Requirements for Power Batteries of Electric Vehicles
- GB/T 31486-2024: Requirements and Test Methods for Electrical Performance of Power Batteries for Electric Vehicles
- QC/T 1206.1-2024: Thermal Management System for Power Batteries of Electric Vehicles - Part 1: General Requirements

Travel Health and Safety

The health and safety environment inside vehicles is increasingly becoming a core focus for consumers. With the continuous enhancement of public health awareness, fresh in-cabin air, a low-noise driving and riding environment, and comfortable seating experiences have evolved from being basic user requirements for healthy travel to becoming a tangible manifestation of corporate social responsibility. Geely Holding continues to invest in research and development and innovation in this field, committed to building a healthier and safer travel experience for users and co-creating a better mobile life.

Regarding user health and safety, Geely Innovation Design Institute and Hunan University jointly established the "Chinese-Specific Cabin Dimension System". This initiative achieved the first-ever construction of this system from zero to one, precisely addressing a 20% discrepancy in dimensions between Chinese and Western populations that causes driving discomfort. It has established the first quantifiable and executable design benchmark for "Chinese-style comfort", thereby enhancing long-term riding comfort and health.

Regarding health certification, multiple vehicle models have obtained authoritative certifications related to health and safety. They meet high standards in aspects such as in-cabin air quality and environmental friendliness of materials, providing quantifiable and verifiable health and safety guarantees for occupants.

Health and Safety Related Certifications

Galaxy Starlight 8, Lynk & Co 10 EM-P, and Zeekr 9X have been awarded the China Automotive Technology and Research Center's Zero Formaldehyde Vehicle Certification.

Lynk & Co 900 has been awarded the China Automotive Engineering Research Institute's Mother-and-Infant Grade Healthy Vehicle Certification (the industry's first), the China Automotive Technology and Research Center's Comfortable Ride Certification, the China Quality Certification Centre's Premium Comfort Seat Certification for Vehicles, and the German TÜV Low Blue Light Certification.

Geely Galaxy M9 has been awarded the China Automotive Engineering Research Institute's Maternal and Infant Health Car Certification, the China Automotive Technology and Research Center's Comfortable Non-Nausea Car Certification, and the China Automotive Technology and Research Center's Zero Formaldehyde Car Certification.

During the reporting period, the Group jointly led the formulation of the national standard *Safety Requirements for Automotive Door Handles*, promoting a comprehensive optimization of the safety design of internal and external door handles and the EEA3.5 electrical architecture, while continuously strengthening the safety defense for users. At the same time, we focused on specific safety scenarios to promote the research and application of multiple innovative technologies:

Airbag-style child restraint system

Collaborated with child seat and airbag suppliers to jointly develop a child protection system integrating both airbags and child seats. This solution effectively enhances the protective performance of forward-facing seats while addressing the pain point of inconvenience for parents caring for children in rear-facing seats, achieving a unified balance between protection and convenience.

Integrated Active and Passive Pedestrian Protection

We are developing an integrated active and passive pedestrian protection technology based on Automatic Emergency Braking (AEB) scenarios. The system conducts a comprehensive analysis of injury risks to pedestrians' heads and legs under AEB braking conditions, identifies key design optimization points for styling and structure, and provides critical data and guidance for the safety development of future vehicle models.

Illuminated seatbelt buckle

Some vehicle models have introduced illuminated seatbelt buckles to assist passengers, particularly the elderly and children, in quickly locating and unlocking them, thereby enhancing escape efficiency.

Intelligent Recognition and Proactive Care

Establish and expand the in-cabin OMS proprietary dataset to cover common visual tasks such as human detection, object detection, face recognition, child detection, and dangerous action detection. Introduce new OMS child care perception capabilities that not only accurately identify children but also detect potential dangerous actions in real time, such as extending hands or heads out of the vehicle windows, and issue warnings within 3 seconds to timely safeguard children's safety.

Enhancement of Visual Capabilities and Personalized Experience

Launched the Face ID-based full-cabin attendance recording feature with an identification accuracy rate of $\geqslant$ 95%, enabling automatic seat adjustment to the user's exclusive position upon boarding. Additionally, deployed the CLIP vision foundation model to expand the boundaries of atomic visual capabilities and empower multi-task scenario recognition.

Proactive Care and Intelligent Guidance

Launch the proactive guidance and care capabilities for initial AI incidents or failures. Upon detecting an incident or system failure, proactively provide reassurance prompts and disposal guidance, achieving an upgrade from passive security to "proactive care + intelligent guidance".

Network and Privacy Security

The Group regards connected vehicle security as the core of product safety and is committed to comprehensively enhancing security protection capabilities through systematic technical and management measures to ensure the reliability of connected vehicle systems, data confidentiality, and the safety of drivers and passengers. We have established a security system covering the full lifecycle of connected vehicles and continuously validate the effectiveness of our protections through specialized governance initiatives and practical drills.

Safety Management and Compliance Certification

We have established a comprehensive organizational structure and system for connected vehicle security management and are actively advancing compliance assessments of relevant policies and standards. From enterprise-level certifications (CSMS, SUMS, etc.) and vehicle type approvals (VTA) to the classification protection certification and filing for cloud services and digital applications, we have systematically solidified the foundation for secure, stable, and compliant operations of connected vehicle business.

Refined Data Security Protection

We established a Data Security Operations Center (DSOC), integrating technologies such as data classification and grading, traffic mirroring, access control, and behavioral modeling. This enables precise identification, management, and anomaly alerting for data usage and storage, while establishing a closed-loop management process from risk detection to remediation to safeguard core data assets.

Full-process control of R&D safety

To ensure product safety, we have established the Vehicle Safety Development Lifecycle Control Platform (VSDLC) to achieve comprehensive control over the entire vehicle lifecycle, covering requirements, supplier safety management, and compliance testing. Simultaneously, by integrating the cloud-based software security development control platform (SDLC) with DevOps processes, we have achieved end-to-end security control for proprietary cloud services and digital applications from requirements to delivery, ensuring that security requirements are embedded into the DNA of research and development.

Security Operations and Automated Response

We have established a comprehensive emergency response and continuous monitoring system. By deploying in-vehicle probes and coordinating with the Vehicle Security Operations Center (VSOC) and Cloud Security Operations Center (SOC), we enable rapid alerting and handling of cyber attacks and behavioral anomalies. Simultaneously, we integrated threat intelligence with SOAR technology and coordinated with security products such as firewalls and WAFs to reduce the security closed-loop time from days to seconds, significantly enhancing attack blocking efficiency and mitigating risk propagation.

At the technical implementation level, during the reporting period, the Group carried out the following specialized vehicle control system and related data security governance work around key business scenarios:

Specialized investigation of the vehicle control system	Conduct risk assessments on data security and network security for the cloud-based vehicle connectivity and control information system and its supporting systems. Security testing and hardening capabilities are mandated to be integrated into the APP development lifecycle, ensuring that all APPs released by the Group externally undergo security testing. This coverage extends to all owner-facing and charging service APPs for the Geely, Galaxy, Livan, and Yiyi Interconnect brands.
Cross-border Data Closed-loop Inspection	Centered on the core objective of cross-border data compliance, we established a closed-loop security mechanism covering identity, access, audit, data, and infrastructure. This successfully enabled verifiable, controllable, and auditable cross-border data transmission for vehicle-to-vehicle and vehicle-control services, comprehensively safeguarding business security and compliance.
Product-side Vehicle Safety	Establish a vehicle-side cybersecurity management mechanism based on the CSMS framework. Through the synergy of three lines of defense, systematic audits, and spot checks on high-risk projects, we ensure the effective implementation of vehicle-side data security functions.
Industrial Control System Security	Through the advancement of the industrial control security special project, we have enhanced the industrial control security management capabilities across all bases, clarified the responsibilities of relevant parties, ensured the operation of various mechanisms, reduced the risk of manufacturing business circuit-breaking risks, and improved the business continuity capability of vehicle manufacturing. The Group's 29 units submitted self-assessment results in the form of the *Industrial Control System Information Security Checklist*. The Information Security Department, in collaboration with the Automotive Group's Digital Center, conducted spot checks on business units.

To address increasingly stringent global data regulatory requirements, such as China's *Several Provisions on the Management of Automobile Data Security* and the European Union's *General Data Protection Regulation (GDPR)*, the Group has established a dedicated regulatory management team to continuously monitor and internalize domestic and international regulatory requirements. At the same time, we established the *Zhejiang Geely Holding Artificial Intelligence Service and Application Security Compliance Management Policy* to regulate the development and application of AI technologies.

The Group is committed to deeply integrating privacy and data protection principles into its product development framework. We have established a Privacy Impact Assessment (PIA) stage within the user-facing product launch process to ensure that all data processing activities comply with regulatory requirements in target markets throughout their lifecycle. Simultaneously, we established a closed-loop management mechanism covering the entire data lifecycle. Within a framework of pre-event prevention, in-process control, and post-event response, we implemented granular access controls and privacy-enhancing technologies to provide systematic protection across all stages of data collection, storage, processing, and usage, ensuring the continuous safeguarding of user privacy and data security. During the reporting period, the Group and its business units did not experience any significant violations or penalties related to privacy and data matters.

CaoCao Mobility's 95129 Privacy Intermediate Number Fully Covers Safety Protection

CaoCao Mobility has fully covered the 95129 privacy intermediate number nationwide. All calls between drivers and passengers are routed through virtual numbers to conceal the real phone numbers of both parties. This initiative reduced privacy breach complaints by 90%, increased the call answer rate to 95%, mitigated fraud risks, and established a robust privacy security barrier for passengers.

Diverse Mobility and Shared Services

In the process of building a future mobility ecosystem, Geely Holding actively expands diverse mobility and shared service models through technological innovation and ecosystem integration. We place users at the center of our strategy. Collaborating with our mobility platforms and partners, we have developed an integrated mobile solution that covers multiple scenarios and layers. This initiative promotes the efficient utilization of mobility resources and enhances operational efficiency, supporting the continuous evolution of urban transportation toward a greener, more convenient, and more shared future.

Energy Innovation: Driving the Green Transition

By enhancing charging efficiency and innovating energy replenishment models, Geely Holding is committed to addressing the challenges of energy replenishment and range in NEV travel, alleviating users' range anxiety, and providing solid support for long-distance travel.

Efficient Energy Replenishment and Reliable Driving Range

In the field of battery technology innovation, we focus on a full industry chain layout spanning from cell manufacturing to battery pack integration, dedicated to building a new-generation battery technology system that is safe, reliable, high-performing, and environmentally friendly.

In the areas of high-voltage architecture and super-fast charging, the Group has achieved full-stack R&D of a 900V high-voltage platform. In 2025, the Group launched the ShenDun Golden Battery 12C super-fast charging product, which features a peak charging power of 1.32 megawatts. This enables rapid energy replenishment from 10% to 80% in just 7 minutes, enabling long-distance driving with just a short charging time.

We continue to promote the efficient adoption of green energy through technological innovation, building a complete ecosystem spanning from green energy infrastructure to intelligent public transportation, driving urban mobility toward a cleaner, more efficient, and smarter future.

Yuanchun Methanol Refueling Network: Methanol Energy Infrastructure and Digital Operations

In February 2025, the methanol-hydrogen refueling brand "Yuanchun", under Farizon Auto, was officially launched. Yuan Chun has collaborated with Sinopec and CNPC to retrofit existing refueling stations, achieving efficient revitalization and value enhancement of traditional energy infrastructure. "Yuanchun" has now established a network of over 1,000 refueling stations in key regions across China and plans to expand this capacity to 4,000 stations by the end of 2027, building an extensive green refueling network. At the same time, Yuanchun leverages its digital platform to establish a "Nationwide" membership system and fleet backend management tools, providing convenient and transparent methanol refueling services for commercial transportation, truly realizing the vision of "refueling with methanol being as convenient as refueling with gasoline."

Farizon Interstellar Coach Creates Urban Green Transportation Solutions

As an integral component of Geely's future smart and multi-dimensional mobility ecosystem, the Farizon Interstellar Coach is committed to providing solutions for green urban public transportation. The Farizon Interstellar Coach U12M is equipped with the world's first methanol-electric technology. Under full-methanol and full-electric operating conditions, it achieves a range exceeding 700 kilometers, effectively meeting operational demands for high-frequency, long-distance, and complex road conditions. Currently, Farizon Interstella methanol electric buses have achieved sales and operations of nearly 1,700 units across multiple cities in China. Leveraging their outstanding economic efficiency and comfort, they provide a reliable and efficient technical pathway and product support for green urban mobility.

Full-Domain AI: Driving Intelligent Mobility

Driven by a new wave of technological innovation, intelligent connected vehicles have transitioned from conceptual exploration to a new stage characterized by technological breakthroughs and scenario applications. Geely Holding has initially established a Full-Domain AI technology foundation driven by the "three pillars" of computing power, algorithms, and data. It has deeply integrated AI technology into the entire value chain, including architecture, powertrain, chassis, and cockpit, promoting the evolution of automobiles from "feature phones" to "smart living entities".

Geely's full-domain AI technology has achieved mass production implementation across the entire stack

Geely's full-domain AI technology achievements have been fully realized in large-scale mass production and application, covering multiple core areas including the cockpit, powertrain, chassis, architecture, and driving. These include Flyme Auto 2, the next-generation AI cockpit operating system; NordThor AI Electric Hybrid Powertrain 2.0; AI Digital Chassis; and AI Intelligent Architecture. Among them, the Geely Afari Smart Driving System in the driving domain, leveraging industry-leading hardware and software bandwidth design, has been the first to be equipped with the H9 intelligent driving solution on the Zeekr 9X model. This system is not only an L3 intelligent assisted driving solution capable of mass production but also the initial form leading to the next-generation intelligent mobility entity.

Geely's full-domain AI technology achievements are fully empowering the vehicle architecture, intelligent three-electric systems, human-machine interaction, assisted driving, and in-vehicle chip domains. The widespread adoption of AI agents across vehicles has been achieved, delivering an innovative intelligent safety mobility experience for users.

Cockpit Domain	Powertrain Domain	Chassis Domain	Architecture Domain	Driving Domain
Flyme Auto 2 AI Cockpit Operating System	NordThor AI Electric Hybrid Powertrain 2.0	AI Digital Chassis	AI Intelligent Architecture	Geely Afari Smart Driving System

Scenario-based Intelligent Services: Creating an Accessible and Inclusive Experience

Geely Holding is committed to driving mobility transformation through technological innovation and responding to diverse needs with humanistic care. CaoCao Mobility, a subsidiary of the Group, leverages its digital capabilities to continuously enhance service inclusivity. Focusing on the diverse needs of various demographic groups, it has launched scenario-based solutions tailored for the elderly and persons with disabilities. Furthermore, through a carbon inclusion mechanism, it effectively connects users' travel behaviors with green lifestyles, comprehensively building a future mobility ecosystem that is more compassionate and sustainable.

Design for Diverse Groups Care

CaoCao Mobility continues to focus on the differentiated needs of various groups. Relying on technology and driven by scenarios, it is committed to creating a more inclusive and reassuring travel experience.

Elderly Care Services: Launched an "Elderly Mode" to optimize the interface for older users by retaining core functionalities while enlarging font sizes and buttons, thereby enhancing interaction usability. The service also supports children in placing orders and making payments on behalf of their parents via the "Elderly Ride-Hailing Companion" feature, enabling seniors to enjoy convenient travel with ease.

Maternity Care Services: For pregnant users, we launched the "Good Pregnancy Vehicle", service, supporting appointment-based warm travel assistance with customized options such as "drop-off at residential compounds" and "front passenger seat forward adjustment". All drivers of the "Good Pregnancy Vehicle" have undergone specialized training to provide caring and safe travel assurance for pregnant passengers.

Barrier-Free Travel Services: Providing barrier-free vehicles equipped with wheelchair ramps and spacious interiors for individuals with mobility impairments. These vehicles support direct wheelchair boarding and alighting, effectively addressing physical barriers faced by persons with disabilities in their travel and facilitating their autonomous and convenient mobility.

Nighttime Guardian Service: To address safety needs for nighttime travel, we launched the "Exclusive Safety Officer" service. This initiative ensures full-process journey protection through a combination of "Safety Officer Teams + Intelligent In-Vehicle Devices". By leveraging real-time video and vehicle data, we actively monitor nighttime orders to provide greater peace of mind for travelers.

CaoCao Mobility Barrier-Free Public Welfare Activities

In 2025, CaoCao Mobility rolled out 12 barrier-free public welfare activities nationwide, providing dedicated transportation support for people with disabilities, the elderly, and patients. The initiative facilitated various scenarios, including sporting events, weddings, medical care, and art experiences. CaoCao Mobility collaborated with social organizations to co-develop barrier-free bases and medical access channels, eliminating transportation barriers through inclusive services.

Inclusive Incentive System for Green Carbon Assets

CaoCao Mobility has established an inclusive incentive system for "Green Carbon Assets". Based on digital accounting standards, the company automatically converts users' new energy travel mileage into quantifiable carbon reduction assets. Users can redeem carbon points accumulated through low-carbon travel for tangible benefits such as ride-hailing discounts and mall-related perks, or participate in digital public welfare initiatives like "Save the Polar Bears". The platform displays emission reductions on the trip completion page and designs interactive mechanisms to promote the widespread dissemination of low-carbon concepts, establishing a closed-loop ecosystem of "low-carbon travel - assets accumulation - reward redemption".

Space-Ground Integration: Building a Multi-dimensional Mobility Ecosystem

Geely Holding is actively promoting the commercialization of autonomous driving. Its subsidiary CaoCao Mobility has launched the "Ten-Year, Hundred-City, Trillion-Yuan" strategy to advance Robotaxi from technical validation to scaled commercial operations, providing safe, efficient, and inclusive solutions for future urban mobility.

The low-altitude economy is one of China's strategic emerging industries. Geely Holding actively responds to the national call by exploring the future of low-altitude travel and is committed to building a new aerial mobility format represented by eVTOLs through technological synergy and industrial ecosystem integration.

Promote the commercialization and implementation of Robotaxi

The commercial application of autonomous driving technology is the core direction for future smart mobility. CaoCao Mobility unveiled the "Ten-Year, Hundred-City, Trillion-Yuan" strategy and the "Green Intelligent Mobility Island", advancing Robotaxi from technical validation to scaled commercial operations. The Company is committed to building a new intelligent mobility service ecosystem that is safe, efficient, and inclusive. As a critical pillar for strategic implementation, the world's first "Green Intelligent Mobility Island" was officially launched in Hangzhou. The first Green Intelligent Mobility Island integrates functions such as automatic battery swapping, automatic cleaning, vehicle interior organization, intelligent scheduling, and automatic settlement. It also reserves a landing pad and charging interface for eVTOLs, preliminarily establishing the prototype of infrastructure for future urban mobility. This initiative establishes replicable construction standards that embody Geely Holding's vision to lead the green intelligent mobility ecosystem.

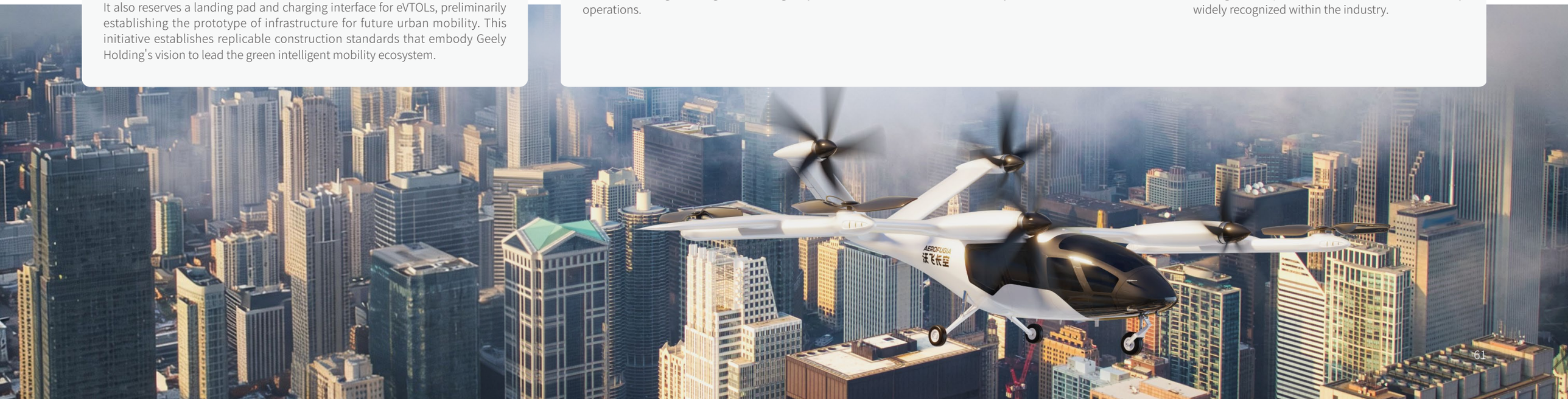
The first AEROFUGIA AE200 aircraft rolls off the production line

The first AE200-100, a large passenger-carrying eVTOL (electric vertical take-off and landing) aircraft developed by AEROFUGIA of the Group for low-altitude travel, was officially rolled off the production line in Chengdu, marking the transition to the final sprint for airworthiness certification and the pre-production phase for mass-production models. The AE200's 200-kilometer range, the economic efficiency of its all-electric propulsion, and its leading technological maturity provide a new feasible path for future scenarios such as "inter-city travel" and "air-to-ground connectivity."

A range of 200 kilometers enables effective coverage of diverse urban scenarios, including inter-city travel, airport transfers, direct access to scenic areas, low-altitude sightseeing, and emergency rescue operations.

Powered by an all-electric drive system, its operating costs are significantly lower than those of helicopters with comparable capacity, laying a solid foundation for commercial viability.

The AE200 is China's first and the world's second eVTOL product to have completed full tilt-transition flight testing. Its type certification process also leads among similar products, with its technical maturity widely recognized within the industry.



In the era of smart mobility, stable and continuous communication capabilities serve as a critical foundation for driving safety and intelligent user experiences. Geely Holding has independently built and operates the satellite IoT constellation-Geely Future Mobility Constellation. Phase I network deployment has been completed, with 64 satellites currently in orbit. This constellation is China's first low-orbit satellite constellation to complete constellation networking and possess the capability for scaled commercial applications. It marks significant progress in the private commercial aerospace sector and represents a key outcome of the Group's "Space-Ground Integration" strategy. Currently, the satellite communication chip and in-vehicle satellite communication terminal independently developed by the Group have achieved mass production and are being gradually applied to multiple vehicle models under its brands. The relevant technology has successfully supported traffic assurance for major events including the Hangzhou Asian Games, the Harbin Asian Winter Games, and the Chengdu World Games.

Geely Future Mobility Constellation Onboard Satellites Contribute to Building a Safer and Smarter Mobility Network

The Geely Future Mobility Constellation On-Board Satellite Communication System leverages satellite IoT communication capabilities to inject new momentum into intelligent connected vehicles across multiple dimensions.

Empowering Comprehensive Communication: In environments without terrestrial networks, users can achieve two-way satellite communication functionality via the in-vehicle APP. Satellite communication is deeply integrated with terrestrial mobile networks. Through AI-driven intelligent algorithms, automatic switching is achieved to ensure uninterrupted connectivity, thereby enhancing the overall user experience and travel safety.

Multi-terminal Ubiquitous Connectivity: Geely Future Mobility Constellation breaks the communication boundaries of individual vehicles. The in-vehicle terminal can extend satellite network capabilities to surrounding devices within a 50-meter range via short-range Bluetooth communication, enabling ordinary mobile phones and other terminals to access the satellite network and achieve "one vehicle connected, enabling multiple access".

Multi-dimensional Incident Reporting: In environments without ground-based networks, vehicles can transmit large-capacity data. Beyond basic MSD information (time, location, event), vehicle status data is uploaded in real-time to the Internet of Vehicles platform, assisting in remote fault diagnosis and improving rescue efficiency.

CaoCao Mobility, a key commercialization platform for Robotaxis under Geely Holding, is actively exploring the feasibility of leveraging the Geely Future Mobility Constellation network to provide stable and reliable real-time satellite IoT communication services for its Robotaxi fleet. This initiative aims to continuously enhance emergency response capabilities in extreme scenarios and expand operational safety boundaries.

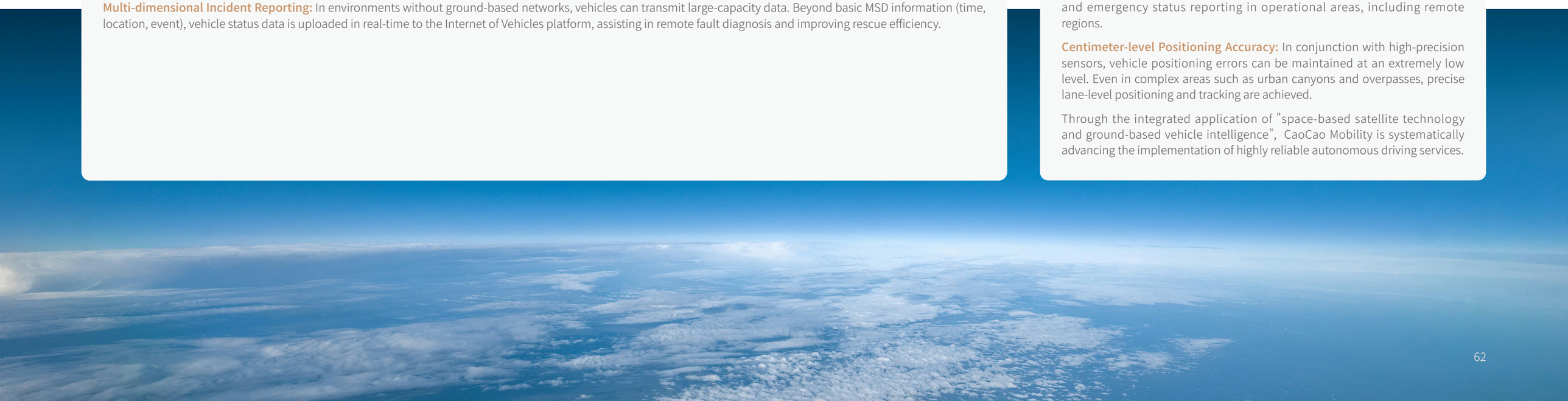
CaoCao Mobility Launches the Era of "Integrated Sky-and-Ground" Safety

CaoCao Mobility will leverage the satellite services of "Geely Future Mobility Constellation" to further enhance autonomous driving safety standards and ensure that service vehicles remain "always online and never disconnected". Currently, CaoCao Mobility is actively carrying out demonstration operations for autonomous driving services and steadily expanding its fleet size. CaoCao Mobility is committed to breaking through two key capabilities based on the hardware safety redundancy of its vehicles:

Satellite Communication Security Redundancy: Vehicles are integrated with satellite communication capabilities to ensure real-time data transmission and emergency status reporting in operational areas, including remote regions.

Centimeter-level Positioning Accuracy: In conjunction with high-precision sensors, vehicle positioning errors can be maintained at an extremely low level. Even in complex areas such as urban canyons and overpasses, precise lane-level positioning and tracking are achieved.

Through the integrated application of "space-based satellite technology and ground-based vehicle intelligence", CaoCao Mobility is systematically advancing the implementation of highly reliable autonomous driving services.



Responsible Marketing

Geely Holding strictly complies with the *Advertising Law of the People's Republic of China* and the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, as well as other applicable laws and regulations in its operating jurisdictions, fulfilling its corporate responsibility to safeguard consumer rights. The Group has established a standardized responsible marketing management system and implemented responsible marketing policies to firmly eliminate false marketing and misleading commercial practices. We consistently uphold the authenticity and transparency of product and service information, strictly regulate promotional language, eliminate exaggerated or false advertising, and continuously safeguard consumers' right to know and their legitimate rights and interests.

Dealer Management

The dealer network serves as a critical bridge connecting products with users and fulfilling brand commitments. Through the establishment of a standardized management system, we continuously drive global dealers to achieve synergistic improvements in brand communication, compliant operations, service quality, and business ethics. This ensures that end-user experiences resonate with the Group's sustainable development strategy, collectively maintaining a responsible market ecosystem. During the reporting period, passenger vehicle brands under Geely Holding, including Geely Auto and Lotus Tech, conducted over 2,700 dealer training sessions. These initiatives comprehensively enhanced the professional capabilities and market competitiveness of dealers, thereby establishing a closer, more efficient, and mutually trusting partnership.

Geely Auto

- The Company released the *Geely Auto International Communication Guidelines* and conducted specialized training on brand and communication standards for overseas communications and agencies.
- Established the *Principles of Responsible Marketing*, explicitly requiring dealers and partners to adhere to business ethics, strictly comply with local laws, regulations, and industry standards, eliminate false advertising and misleading practices, effectively protect user data and privacy, respect diverse cultures and different communities, and actively fulfill social and environmental responsibilities.
- Specialized briefing sessions were conducted for core distributors across global regions to reinforce the sense of responsibility and sustainability commitments among internal and external teams. Training and briefing sessions on the *Responsible Marketing Principles* and *Code of Conduct* were delivered to 100% of domestic and international distributors, covering key areas such as product promotion, brand communication, and marketing initiatives. This ensures that distributors adhere to principles of truthfulness, accuracy, and compliance in their marketing practices, effectively avoiding any potential misleading of consumers.
- Through sales satisfaction management mechanisms, BOC verification mechanisms, and official website channels, the Company supervises the distribution process regarding responsible marketing matters.
- In 2025, Geely Auto conducted a total of 2,664 training sessions for domestic and overseas dealers through various channels, including offline training and seminars, online live streaming, and online learning platforms. The training content focused on key topics such as customer service quality, privacy protection, integrity compliance, and responsible marketing, thereby comprehensively enhancing the professional competence and sense of responsibility of the dealerships.

Lotus Tech

- Establish the *Media Placement Management Measures* to conduct systematic evaluation and review of media communication plans, ensuring the compliance and effectiveness of both communication content and channels.
- Publicly disclose supplier information, product traceability paths, recyclability labels, and product certification model numbers in product labeling to ensure the transparency and traceability of product information.
- In 2025, Lotus Tech conducted over 50 training sessions both online and offline, reaching approximately 25,000 person-times.

Farizon Auto

- We established the *Dealer Training Management Guidelines* and the *Dealer Operations Evaluation Guidelines*. By building a standardized training system and a normalized evaluation mechanism, we assist dealers in continuously enhancing their team's professional competence and comprehensive operational efficiency.
- The *Detailed Rules for the Administration of Dealer Market Order* was formulated to clearly stipulate the reporting process for acts disrupting market order, and a corresponding dealer assessment and handling mechanism was established.

User Service and Experience

Geely Holding adheres to a customer-centric approach and is committed to creating long-term value for its customers. We continuously refine our product and service systems, optimize user interaction models, and expand into innovative business areas based on the automotive ecosystem, dedicated to creating a more enjoyable and fulfilling travel experience for users.

After-sales Service

Business units under Geely Holding have established a comprehensive and responsive service network, continuously providing users with efficient and convenient after-sales service support.

Geely Auto

- Adhering to the philosophy of "Caring in the Details", we provide thoughtful and comprehensive after-sales services to safeguard user travel.
- We are building a digital intelligent service ecosystem that integrates "direct user connectivity", "intelligent diagnosis", and "big data" into a unified framework. We are committed to establishing a more efficient, transparent, proactive, and intelligent after-sales service system.
- Comprehensively implement the standards for all stages of the service journey—including service launch, appointment scheduling, in-store reception, diagnosis and work order creation, maintenance quality inspection, vehicle handover, settlement, and follow-up services—in accordance with the *Geely Automotive Standard Service Process*.

Lotus Tech

- Established a series of management policies, including the *After-Sales Vehicle Monitoring Management Procedure*, to standardize and regulate the after-sales vehicle monitoring service process.

Farizon Auto

- Launched the "Super Heart" commercial vehicle service standard system featuring "super caring", "super reliable", and "super convenient".
- Established service commitments including "Rapid Response: 1-Hour Rescue", "First-Class Technology: 1-Day Repair", and "All-Day Service: One-Stop Resolution".

Complaint Handling

Business units under Geely Holding utilize diversified communication mechanisms to proactively collect user feedback and drive the closed-loop resolution of issues. Each business unit strictly complies with relevant laws and regulations, including the Consumer Rights Protection Law of the People's Republic of China. The units have established and implemented customer complaint handling processes to ensure that user complaints are promptly accepted and properly resolved, thereby effectively safeguarding users' legitimate rights and interests.

Geely Auto

- Users may submit complaints through private channels such as the 400 hotline, user APP, N+1 user groups, and Weibo accounts of the Group or its leadership, as well as public channels including DCar, Rednote, Douyin, and Car Quality Website.
- The 400 hotline dispatches work orders to the corresponding service stations via the Sonar system based on dispatch standards. Upon receiving a work order, the service station must contact the user within two hours and determine the handling plan. After the user completes the on-site processing, they shall record the progress in Sonar.
- The 400 hotline will conduct follow-up visits for product quality complaints three working days after submission and for service-related complaints one working day after submission. A follow-up satisfaction confirms closed-loop processing; if the user is dissatisfied, an audit is conducted to determine whether closed-loop conditions are met. If conditions are met, the case is closed; otherwise, it must be reprocessed until the issue is resolved.
- Overseas consumers may submit complaints through the headquarters' customer complaint email address, the official app, and the complaint channels of each market subsidiary or dealer, including hotlines and email addresses. The Company will intervene as appropriate to drive the closed-loop resolution of issues.

Lotus Tech

- The Company has established the *Customer Complaint Handling Management Measures*, which stipulates clear requirements for complaint receipt, processing, feedback, and closed-loop tracking to ensure that customer requests are responded to promptly and resolved effectively.

Farizon Auto

- The Company has established the *Farizon Service Subsidiary Customer Complaint Handling Management Policy* to clarify complaint handling processes and departmental responsibilities, set time limits for complaint response and closure, and establish an assessment and supervision mechanism. Continuous improvement in service quality is achieved through rectification and filing.

CaoCao Mobility

- Established the *Complaint Handling Standards and Procedures* to clarify complaint sources, classification, functional responsibilities, and operational specifications, ensuring that complaints are effectively resolved within the prescribed time limits.

Customer Satisfaction

Geely Holding has always prioritized enhancing the user experience as a core objective. Its business units have continuously improved quality management and service systems, actively responded to user needs, driven steady growth in user satisfaction, and further strengthened the brand's market reputation.

Geely Auto

- In accordance with the *Customer Satisfaction Monitoring and Control Procedure*, annual targets for Customer Satisfaction Index (CSI) and Net Promoter Score (NPS) have been established.
- Conduct monthly satisfaction surveys, update the survey questionnaires every six months, and carry out surveys for users receiving maintenance services at the station as well as sample-based follow-up surveys via the 400 hotline.
- Implement a third-party evaluation mechanism to externally verify customer satisfaction, establishing a comprehensive customer satisfaction management closed loop that encompasses goal setting, process tracking, feedback collection, and external verification.
- Geely Auto's Geely, Lynk & Co, and ZEEKR brands have established sales and service networks covering multiple overseas markets. As of the end of the reporting period, they had more than 1,000 sales and service outlets worldwide.
- In 2025, domestic user satisfaction reached 97.23 points[7].
- In 2025, the Geely brand ranked first among mainstream fuel vehicle brands in the China Automotive Brand Reputation Index (NPS).

Lotus Tech

- In accordance with policies such as the *User Satisfaction Management Measures*, a monthly satisfaction monitoring mechanism covering key touchpoints including test drives, sales, delivery, and after-sales services has been established. Survey and evaluation results are integrated into the entire business process to drive operational improvements.

Farizon Auto

- Continuously advance the construction of the Eco-Service System 3.0 by systematically building a comprehensive service ecosystem that covers the entire user lifecycle and spans the full value chain across four dimensions: scale, standardization, platformization, and digital intelligence.

[7] The Customer Satisfaction Index is defined as the arithmetic mean of customer satisfaction across Geely Auto's key brands (Geely, Lynk & Co, and ZEEKR).

Build a User Community

Geely Holding actively promotes co-creation and sharing with users, dedicated to establishing a user-centric interactive platform and a vibrant user community. Business units within the Group leverage dedicated mobile applications, user communities, forums, service centers, and offline co-creation exchange sessions through multiple channels to continuously provide customers with diverse, innovative, and valuable service offerings.

Geely Auto

In October 2025, the "Hi, Us" 2025 Geely Auto User Conference and the launch event for the 2026 Geely Xingyuan concluded successfully. This event centers on the core theme "Together, We Journey Toward a Better Future", fully implementing a user-centric philosophy to build a comprehensive system for deep user engagement across the entire value chain, spanning event planning, content co-creation, and outcome presentation. Through systematic emotional resonance design, this activity deepened the multi-dimensional role connection between the brand and users, evolving from travel tools to life partners.

Lotus Tech

During the 2025 Shanghai Auto Show, Lotus Tech launched China's first free advanced public welfare driving training program— the "Lotus Track-Level Safety Driving Training Camp". This project, in collaboration with the Shanghai Motorcycle Sports Association, is instructed by certified instructors from the FIA and Lotus Engineering experts. It conveys the philosophy that "the bottom line of speed is life, and the peak of driving control is reverence", precisely addressing safety capability gaps among drivers while strengthening the emotional bond between the brand and its users.

Automotive Ecosystem Development

Geely Holding continues to expand the ecological boundaries of the automotive industry. Building on its core business, it has constructed an ecosystem covering service equity, sustainable consumption, and global collaboration. Through resource integration, model innovation, and cross-border synergy, Geely Holding consistently creates broader social value.

Our subsidiaries such as Beijing Wisdom Puhua Commercial Factoring Co., Ltd. (Wisdom Puhua Commercial Factoring) and Zhejiang Wisdom Puhua Leasing Co., Ltd.(Wisdom Puhua Leasing) have continued to deepen their green finance layout. They focus on supporting the development of NEV leasing enterprises and suppliers within the green transformation supply chain, facilitating the low-carbon transition of the industry. In the leasing business segment, to enhance service responsiveness and safeguard customer rights, we optimized and upgraded the *Consumer Rights Protection Management Policy* and the *Customer Complaint Handling Manual* during the reporting period. These measures contributed to a year-over-year increase of 23.5% in the efficiency of handling regulatory complaints. Additionally, through means such as public opinion monitoring, we proactively identified and resolved potential disputes. In the insurance sector, we have established a comprehensive intelligent driving insurance product solution and an accompanying claims settlement and liability determination operational process system, providing systematic risk protection for intelligent mobility scenarios.

Automotive Finance Business Model

Geely Holding leverages its Geely Financial Services to build a comprehensive, full-cycle financial service ecosystem covering automotive finance, supply chain finance, and insurance services, addressing the needs of car consumption and industrial chain development. We continue to optimize inclusive financial services and expand green financial instruments by providing customized financial solutions to support the green transformation of industrial chains, thereby promoting the development of an ecosystem that benefits nature.

Optimization of Automotive Financial Services

Genis AFC is committed to a comprehensive upgrade of the user experience and strives to build a service system that integrates intelligence and inclusivity. Genis AFC has embedded an intelligent customer service system, enabling customers to self-serve through high-reach channels such as WeChat Official Accounts and the 400 hotline. During the reporting period, over 1.85 million customer interactions were handled via self-service. In terms of customer group services, Genis AFC emphasizes differentiated support: providing relief measures such as loan extensions for customers facing short-term liquidity difficulties; and establishing a priority channel for human customer service for clients aged 55 and above, offering communication support characterized by "slower speech and more explanations."In addition, Genis AFC has established a complaint handling mechanism that combines a tiered rapid response system with diversified mediation. The efficiency of dispute resolution ranks among the top in the region.

- Wisdom Puhua Commercial Factoring achieved green factoring financing of **RMB 4.49 billion** in the full year.
- Wisdom Puhua Leasing: The Wisdom Puhua Leasing Galaxy Phase **6** Asset-Backed Special Plan was recognized as Zhejiang Province's first tagged "Two New" project, with an issuance size of **RMB 1.37 billion**.
- Genis AFC has successfully arranged multiple domestic and overseas sustainability-linked syndicated loans, with a total financing amount of nearly **RMB 6.5 billion** as of the end of 2025.
- Genis AFC has issued two green asset-backed securities, with a cumulative issuance amount of approximately **RMB 4.2 billion**.

Overview of the Scale of Automotive Financial Services

	2023	2024	2025
Consumers served (million)	3.43	3.92	5.187
B2B customers served	3,378	5,047	6,942
Cities covered	321	319	334

Service Capacity Expansion and Equitable User Experience

Geely Holding continues to advance the practice of equity in the charging service sector through technological inclusivity, open services, and cost optimization, thereby building a more fair and accessible charging service ecosystem. Through technological innovation and service openness, the Group is committed to eliminating disparities in charging experiences among different users. In terms of smart empowerment, the Group achieved mass production application of automatic charging functionality in 2025 and plans to establish demonstration stations in approximately 10 core cities in 2026. In terms of equitable access to experience, the Group will extend its premium online charging service capabilities to a broader range of internal brand owners. By unifying charging protocols, vehicle models from other brands will also be able to enjoy efficient charging services. As of December 31, 2025, the Group had integrated over 1.67 million third-party public charging terminals, covering 100% of prefecture-level administrative divisions in mainland China, including 6,269 expressway service area stations. In terms of market equity, the Group launched low-cost H-series equipment, lowering the construction threshold and user charging costs in lower-tier markets. As of the end of the reporting period, the Group had installed home charging units for over 1.08 million car owners and built 2,074 charging stations nationwide, including 1,213 ultra-fast charging stations. The Group plans to establish 3,000 self-built stations and 15,000 self-built charging piles nationwide by 2027, continuously expanding its own network density, thereby effectively benefiting a broader range of user groups.

Furthermore, leveraging Geespace's satellite constellation resources, Geely Holding continues to strengthen the integration of intelligent cockpit end-to-cloud memory and fully integrated map navigation capabilities, facilitating the implementation of "human-machine co-driving" and third-life space scenarios. This satellite connectivity ecosystem operates in synergy with ecosystems for computing power, operating systems, chips, and intelligent driving. It not only promotes the mass production of smart cockpit technologies but also practices the ESG-driven collaborative value creation through open-source sharing and co-construction of the ecosystem, providing global users with all-weather, all-region smart mobility services.

Sustainable E-commerce Platform

To advance the green circular economy, we have innovatively developed an integrated e-commerce platform combining "environmental protection" and "consumption", establishing a sustainable consumption closed loop based on "behavior–points–products" model. Users may directly purchase eco-friendly products at discounted prices on the platform's marketplace or earn "Green Points" by participating in sustainable activities. These points can be redeemed for designated eco-friendly products in the "Points Marketplace" either through full redemption or a combination of "Points + Cash", transforming intangible participation into tangible incentives and effectively enhancing user engagement and the sense of fulfillment derived from green consumption. In 2025, the platform attracted its first batch of seed users through two series of core eco-friendly products, establishing a green and environmentally responsible brand identity.

Selected Tire Ply Pack

Retired tire inner tubes are recycled and professionally reshaped to retain their wear-resistant properties, reducing waste and extending the material lifecycle. Cumulative sales reached 2,000 units in 2025, resulting in a reduction of approximately 3,000 kg of retired tire materials.

Selected RPET Material · Eco-friendly Recycled Bag

Waste plastic bottles are processed through crushing, washing, and fiber drawing to produce RPET fabric, achieving a transformation from "bottle" to "fabric". Cumulative sales reached 1,600 units in 2025, reducing approximately 14,000 waste plastic bottles.

Industry Engagement

As a key participant in the automotive industry ecosystem, Geely Holding actively engages in industry dialogue, joint standard-setting, and knowledge sharing. Partnering with stakeholders, we drive technological innovation, the development of standards and regulations, and the implementation of social responsibility practices, dedicated to contributing positively to the sustainable development of the industrial value chain.

Industry Association Membership (Partial)

Geely Holding	Member of the Board of Directors of the "Sustainable Markets Initiative" China Council International Automotive Task Force (IATF) "Drive Sustainability" Project National Big Data Alliance for New Energy Vehicles China Association of Automobile Manufacturers China Machinery Industry Enterprise Management Association Yangtze River Delta New Energy Vehicle Industry Chain Alliance
Geely Auto	Safety Technology Branch of the China Society of Automotive Engineers China Road Traffic Safety Association Intelligent New Energy Vehicle All Domains Safety Association Informal Working Group on Child Left Inside Vehicles (IWG-CLIV)
Lotus Tech	SBTi Automotive Sector Standard Project Expert Advisory Group (EAG)

As of the end of the reporting period, Geely Holding and its subsidiary business units had led or participated in the formulation of 1,026 standards, of which nearly 600 had been officially released.

Cumulative number of standards led/participated in (items)	
National Standards (Items)	485
Industry Standards	110
Local Standards	20
Group Standards	411

Cumulative number of standards led/participated in-officially released (items)	
National Standards (Items)	253
Industry Standards	44
Local Standards	17
Group Standards	280

Value Chain Empowerment, Shared Prosperity for All Stakeholders

Employees and Communities

Talent is the core driving force of corporate development, and the community is a vital platform for value realization. We uphold the philosophy that "everyone is talent, and everyone can become talented" and implement the principle of "deploying talent according to ability and making the most of each person's capabilities", continuously optimizing the talent cultivation and growth system to build a development ecosystem that spans the full talent lifecycle. We are committed to establishing a globally competitive hub for high-level talent, promoting diversity in talent structure and specialization in capabilities, and providing solid support for Geely Holding's "Talent Forest". At the same time, we give back to society through precise and pragmatic philanthropic initiatives, achieving synergistic resonance among employee growth, corporate development, and community well-being, and fostering a sustainable ecosystem of mutual prosperity between the enterprise, employees, and the community.

Main Contents

This chapter responds to the UNSDGs:

GRI Content Index

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403	Temporary or part-time employees
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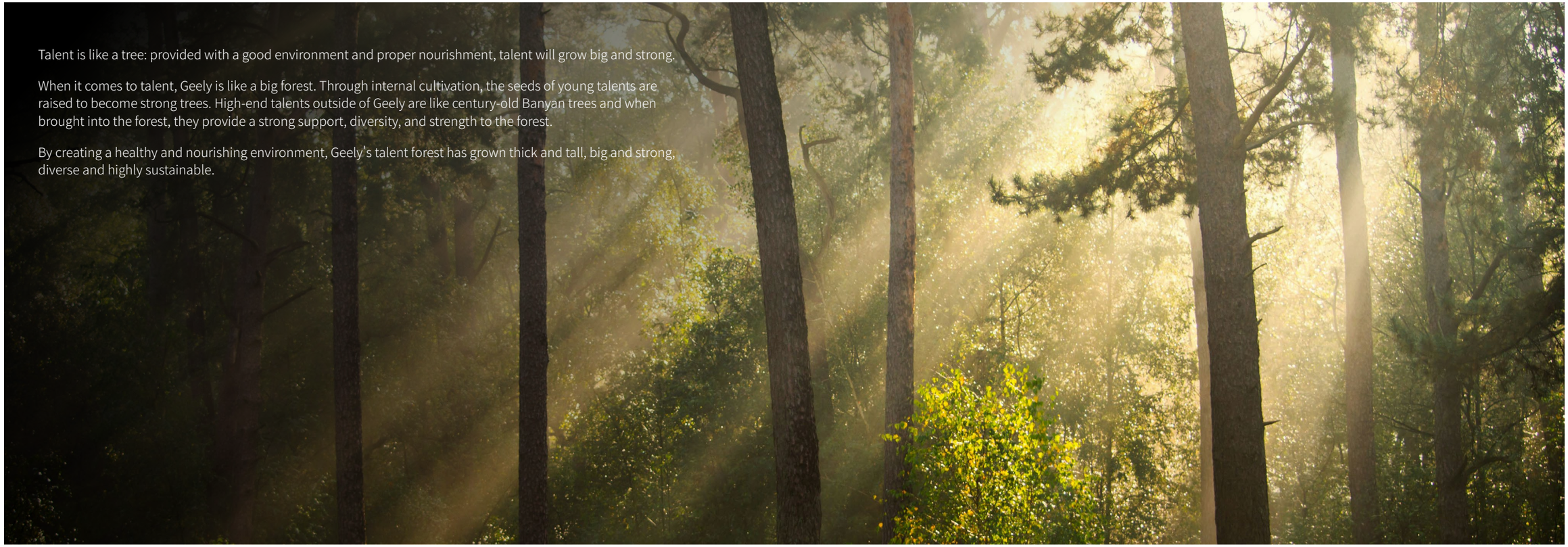
UNGC Content Index

Human Rights—Principle 1	Businesses should respect and uphold internationally recognized human rights
Human Rights—Principle 2	Businesses should not participate in any activities that disregard or violate human rights
Labor Standards—Principle 3	Businesses should uphold freedom of association and recognize the right to collective bargaining
Labor Standards—Principle 4	Businesses should eliminate all forms of forced labor
Labor Standards—Principle 5	Businesses should abolish child labor
Labor Standards—Principle 6	Businesses should prevent any discrimination in employment and occupation

Geely Talent Forest Concept



Talent is like a tree: provided with a good environment and proper nourishment, talent will grow big and strong.

When it comes to talent, Geely is like a big forest. Through internal cultivation, the seeds of young talents are raised to become strong trees. High-end talents outside of Geely are like century-old Banyan trees and when brought into the forest, they provide a strong support, diversity, and strength to the forest.

By creating a healthy and nourishing environment, Geely's talent forest has grown thick and tall, big and strong, diverse and highly sustainable.

During the reporting period

Group continued to receive external recognition for our employer brand:

- LinkedIn—"Global Talent Attraction Employer"
- Liepin—"Extraordinary Employer of the Year"
- Maimai— "Most Desirable Employer of the Year"
- Zhilian Recruitment—"China Best Employer of the Year"
- Niuke—"NFuture Socially Responsible Campus Recruitment Employer, NFuture AI Recruitment Practice Pioneer Award"

Labor Rights Protection

Employee Rights

Geely Holding strictly complies with labor laws and regulations in all regions of its global operations and is committed to adhering to international human rights standards, including the *Universal Declaration of Human Rights*, the *UN Guiding Principles on Business and Human Rights*, and the *International Labour Organization Conventions*, to comprehensively safeguard employee rights. The Group publicly issues the *Employee Rights Statement* and the *Human Rights Policy Statement*, solemnly committing to respect human rights, firmly oppose forced labor and child labor, and adopt a "zero tolerance" stance toward any form of harassment, abuse, or violence. During the reporting period, we continued to implement these commitments, ensuring full labor contract coverage and social insurance for all employees, while regularly conducting human rights training to ensure that employees fully understand their rights and responsibilities.

In 2025

Labor contract coverage rate

100%

Social insurance coverage rate

100%

Supplementary commercial insurance coverage rate

100%

Business units under the Group carry out targeted human rights risk identification and assessment based on their operational characteristics and applicable laws and regulations, and disclose in their sustainability reports detailed implementation measures, including due diligence mechanisms, response and remediation measures, internal grievance channels, and compliance review and management of suppliers. The Group's labor union, as the representative of employees, signs collective agreements and multiple special agreements with the enterprise, reaching consensus on key matters such as compensation, working hours, safety, and benefits, and ensuring that decisions affecting employees' significant interests are lawful and transparent.

At the same time, the Group integrates human rights management and assessment into the regular employee effectiveness survey mechanisms. We conduct systematic surveys for all employees on dimensions such as sustainability, diversity and inclusion, and career development, and additionally carry out targeted surveys for employee groups vulnerable to human rights risks (e.g., expatriates, pregnant employees, ethnic minorities) and relevant informed stakeholders (e.g., union representatives, HR business partners) to more accurately identify risks, assess the effectiveness of management practices, and inform improvements in human rights management measures.

Grievance and Remediation Mechanism

We have established formal, accessible, and confidential grievance channels, encouraging employees to report incidents of discrimination, harassment, or unfair treatment in a timely manner. We are committed to maintaining strict confidentiality of both report content and reporters' identities, ensuring independence and fairness in investigations and handling. Through regular feedback from surveys, we continuously review and optimize the accessibility and effectiveness of grievance channels, aiming to provide timely remediation for affected parties.

Medium- and Long-Term Planning

Building on our existing work, we have developed a systematic plan to safeguard employee rights:

Medium-Term Planning

- Deepen multi-level and multi-dimensional rights protection measures based on the existing policy framework
- Establish and improve diverse employee communication channels, strengthen cultural development, drive organizational issue resolution, and enhance employee trust
- Continuously protect the rights and interests of employees, customers, partners, and other stakeholders, while maintaining investment in education and socio-economic development
- Further advance the construction of corporate democratic management mechanisms

Long-Term Planning

- Enhance full-cycle talent experience, improving employees' overall experience in service, development, and value realization
- Develop the employer brand with a people-centered approach, respecting differences and promoting recognition, continuously aligning with international human rights conventions and best practices

Diversity, Equity and Inclusion

An inclusive culture serves as the fertile ground for continuous talent growth and innovation, and is a core driver for the Company's sustained progress. The Group continuously fosters an open, diverse, and equitable work environment, fully respecting and leveraging the backgrounds, perspectives, and capabilities of every employee.

At the policy level, the Group adheres to principles of fairness, equality, and transparency, continuously implementing the *Recruitment Management System (2025 Edition)* to attract outstanding talent from diverse global backgrounds. At the practical level, the Group embraces employees' international backgrounds, facilitating cross-border talent mobility through a mature global assignment system, and regularly organizes cross-cultural integration activities and targeted training to promote mutual understanding and deep collaboration among employees from different cultural backgrounds in both mindset and work habits.

As of the end of 2025 Employee Composition[8]

Total employees

138,436

By employment type

Full-time

126,045

Interns

12,360

Retired rehired

31

By gender[9]

Male

110,866

Female

27,566

Other

4

By region

Domestic (China)

100,865

Overseas

37,571

As of the end of 2025[10]

Researchers

20,697

New hires

50,144

Ethnic minority employees

5,320

Expatriates

2,384

To implement the philosophy of diversity and inclusion, the Group has launched a series of targeted initiatives aimed at attracting, integrating, and empowering talent from different groups:

01 Support for Female Talent

- Policy Protection: Strict implementation of the *Special Agreement on the Protection of Female Employees' Rights and Interests* and the "*Double Love" Joint Commitment*
- Equal Opportunities: Ensure fair recruitment and promotion channels, provide dedicated career development support
- Special Protection: Implement legal protections and benefits during pregnancy and breastfeeding, equipped with maternal and child facilities
- Empowerment Activities: Organize female workplace-themed programs such as "Her Power, New Breakthrough" to develop targeted skills and leadership

02 Integration of International Talent

- Environmental Support: Build a language-friendly work environment, provide cross-cultural communication training and local living guidance
- Cultural Integration: Operate Geely Global Radio "Geely Moments" to share multicultural festival greetings
- Platform Development: Develop overseas cultural courses, promote initiatives such as the "Shu Fu Award", fostering deep communication and cultural recognition

03 Employment Protection for People with Disabilities

- Equal Employment: Provide open and fair employment opportunities
- Facility Enhancement: Continuously improve workplace accessibility
- Support Measures: Establish comprehensive assistance management to ensure job stability and dignity

04 Support for Ethnic Minority Employees

- Cultural Respect: Fully respect religious beliefs and customs
- Atmosphere Building: Provide understanding and support in daily work and team activities to foster a harmonious and united team environment

[8] The statistical scope of the data is consistent with the scope of the consolidated financial statements in the *2025 Annual Report of Zhejiang Geely Holding Group Co., Ltd.*

[9] Apart from male and female employees, the Group has 4 employees identified as Other in terms of gender.

[10] Due to differences in statistical methods, the following data excludes Volvo Cars.

Training and Development

Talent Training

In promoting an equitable, diverse, and inclusive work environment, the Group explicitly prohibits any discriminatory behavior based on gender, appearance, physical or mental disability, age, marital or parental status, ethnicity, race, religious belief, sexual orientation, place of origin, household registration, nationality, political affiliation, educational background, or accent across all HR processes, including recruitment, onboarding, training, promotion, and rewards. The Group has established a comprehensive internal reporting mechanism, providing employees with a safe and confidential channel to report any suspected discrimination and strictly protecting the privacy of whistleblowers. Verified instances of discrimination are subject to strict disciplinary action in accordance with regulations.

During the reporting period, the Group continued to implement the above policies and measures, actively fostering a mutually respectful work environment, and received no formal reports related to discriminatory behavior.

Employee growth is closely tied to the future of the enterprise. Geely Holding is continuously energizing employee career development through a systematic, multi-level, and fully integrated talent training and development framework, building a thriving talent ecosystem that underpins the Group's strategic advancement. During the reporting period, the Group's employee training coverage rate reached 100%, with male employees receiving an average of 43.9 training hours and female and other employees receiving an average of 40.8 training hours.

The Group designs personalized development programs for different career stages and functional areas. Under the coordination of Geely Academy, we continuously optimize multiple learning platforms, including "Insight, Vision, Encounter" and "Three Forces", enabling all employees to easily access a vast array of high-quality learning content. In 2025, we advanced the development of professional academies, delivering nearly 80 capability-building sessions throughout the year, covering over 11,000 participants with an average satisfaction rate of 94.1%. Geely Academy continues to play a strategic role in supporting the development of core functional areas and fostering organizational capabilities, serving as a key driver for talent incubation.

Senior Management—Navigator Program

Focused on strategic vision and business pain points, this program leverages external expert sharing and internal strategic discussions to broaden perspectives and build consensus. The resulting *Geely Internationalization Strategy Interim Achievements Manual* has become an important internal reference for the Group's leadership in researching overseas expansion strategies.

High-Potential Talent—Zhangshu Excellence Program

To support the global strategy, we launched initiatives such as the Zhangshu Plan Excellence, which, through rigorous selection and a four-stage capability upgrade model—Cultural Foundation, Strategic Execution, Cognitive Elevation, and Business Consolidation—rapidly cultivates a reserve leadership team with strategic vision and exceptional leadership potential.

Emerging Talent—Wild Goose Development Program

In 2025, we coordinated 93 units or systems across the Group to complete the centralized training of 1,638 fresh graduates under the *Wild Goose* program. Through a four-phase structured plan "Preparation, Intensive Training, Challenge, Growth" we facilitated their transition from campus to workplace while deepening cultural integration and skill development.

Professional Talent—Digital and AI Academy

In response to digital transformation, we established a tiered and categorized AI training system, offering management salons, intelligent agent competitions, and other diverse activities. Over the year, training covered more than 4,500 participants, with 848 new intelligent agents created, achieving layered capability development from conceptual understanding to practical application, and effectively promoting internal technology products.

Geely Holding's Layered Development System

At the same time, the Group places great emphasis on the accumulation and transmission of organizational wisdom, believing that the true driving force behind organizational progress comes from each employee's cognition, collaboration, and professional potential. To this end, Geely Academy developed the "Three Perspectives" column series, designed to stimulate individual intelligence and consolidate team consensus, enabling the organization to respond to constantly evolving industry challenges and drive business value innovation. In 2025, we closely collaborated with various business units to conduct 49 sessions of the "Three Forces" training series, covering over 5,000 participants. Among these, the "Management Forum" targets senior managers, broadening strategic perspectives through external sharing and internal discussions; the "Management Co-Creation" focuses on core business topics, organizing targeted workshops to foster consensus and collaboration; and the "Management Salon" is aimed at professional staff, using internal sharing to inspire thinking and drive concrete improvements.

Promoting Development Through Competitions and Systematically Consolidating Organizational Knowledge Assets

To effectively stimulate internal intelligence and consolidate organizational experience, we successfully held the third Premium Course Competition during the reporting period. The competition produced a total of 59 completed courses, among which 18 award-winning courses were further refined in depth and gradually transformed into organizational boutique courses available for all employees. At the same time, we actively introduced external intellectual resources, resulting in the addition of 6 high-quality courses. To ensure standardized management and sustainable operation of the course system, we formally established and published the *Holding Group Course Management Measures*, providing a solid policy foundation for the systematic construction, standardized management, and continuous iteration of knowledge assets.

Beyond a systematic, multi-level talent development framework, the Group is committed to building a high-level talent "reservoir" for the future. We issued the *Industry-Education Integration Work Management Measures (2024 Edition)*, which integrates a systematic industry-education collaboration platform with cutting-edge specialized projects, connecting the value chain from academic research to industrial application and reserving core intellectual capital for the Company's long-term strategic development.

Industry-Education Collaboration Platform Construction

We have established a multi-level, systematic industry-academia-research cooperation platform, forming a stable talent output and evaluation mechanism.

- High-Level Applied Talent Development: Relying on the Zhejiang Automotive Engineering Advanced Research Institute, we built a tri-dimensional training model of Degree + Professional Title + Professional Capability, cultivating a total of 938 graduate students.
- Industry Talent Standards Development: Deeply engaged in industry talent evaluation, leading the formulation of professional title assessment standards for automotive engineering technology and natural sciences, with 1,550 talents successfully evaluated.
- Cutting-Edge Technology R&D Cooperation: Through its postdoctoral research station, we collaborated with 27 universities including Tsinghua University, Zhejiang University, and Tongji University, recruiting a total of 128 postdoctoral researchers to focus on frontier automotive technologies, providing strong talent support for corporate R&D and sustainable development.

Industry-Education Specialized Project Practice

The Group encourages and supports business units to carry out flexible and in-depth specialized industry-academia-research cooperation aligned with strategic needs, achieving forward-looking talent reserves and practical skill development.

- Geely Automotive Innovation Design Camp: Led by the Geely Auto Innovation Design Institute, this is the first elite automotive design summer camp and innovation competition in China, held consecutively for two editions. Its pioneering "accompaniment-style" development mechanism brings together universities, enterprises, and international resources, systematically cultivating globally competitive young design talent and injecting core momentum for global design influence.
- Sanya College Industry-Academia-Research: To address the shortage of design talent, the Geely Innovation Design Institute co-established the Automotive Innovation and Design Industry Academy with Sanya College, creating a "Super Laboratory" that deeply integrates corporate practical projects into teaching. During the project period, 9 courses were offered, producing approximately 6,234 student design drawings and recording over 30,839 practical work hours, successfully achieving seamless integration from classroom learning to corporate R&D, exemplifying the "training talent through practice" philosophy

Compensation and Incentives

The Group is committed to establishing a transparent, fair, and reasonable compensation and incentive system, closely linking employees' individual contributions and capability development with corporate performance to achieve value co-creation and shared outcomes. We strictly comply with applicable laws and regulations in operating regions and consider local market conditions to ensure competitive and equitable remuneration. The Group has formulated and implemented the *Compensation Management Policy* and *Benefits Management Policy*, ensuring that employee compensation meets or exceeds statutory standards, while providing full statutory benefits and paid leave in accordance with the law.

The Group comprehensively considers job value, capability, performance, and internal and external equity to provide clear and transparent remuneration. During the reporting period, we continuously optimized the compensation structure, and through the annual adjustment mechanism, focused on enhancing the fixed income of core positions and high-performing employees to strengthen pay stability and incentive effectiveness.

To promote overall employee income growth, the Group actively explores and implements medium- and long-term incentive mechanisms, including equity and stock options, to align employees and the Company in shared growth, shared responsibility, and shared benefits. During the reporting period, Geely Auto established an instant incentive bonus pool and implemented stock option incentives for more than 200 employees, aiming to enhance their retention intention and sense of belonging. Business units under the Group have also established differentiated long-term incentive mechanisms according to their characteristics.

Complementing the compensation and incentive system, the Group advocates and practices a high-performance culture centered on value creation. All employees participate in goal management assessments with clear, measurable performance objectives. We fully implement the "Double 100" evaluation system: one "100 points" rigorously assesses employees' performance contributions based on actual value creation for the organization, while the other "100 points" focuses on capability development, systematically linking skills assessment with performance, promotion, and bonus management. This approach drives comprehensive capability growth for employees and managers, achieving synchronized development of individuals and the organization.

In 2025

100%

of employees underwent regular performance evaluations

In 2025

Total employee training hours

5,908,487.07 hours

Employee training coverage rate

100%

Average training hours per employee

42.7 hours

Total investment in employee training[11]

RMB 5.49 million

[11] Due to differences in statistical methodology, training investment data excludes Volvo Cars.

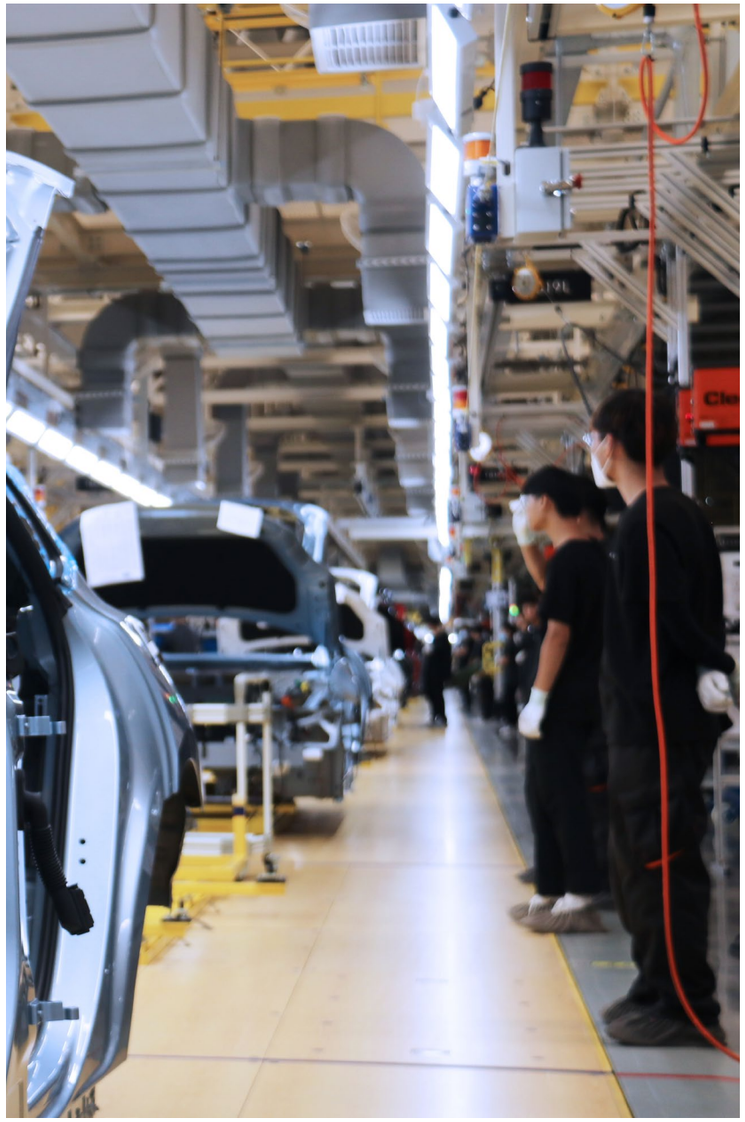
Development and Promotion

The Group provides three parallel career development pathways—management, professional, and skills—aimed at continuously expanding employees' career growth boundaries. Through systems such as the *Employment Qualification Management System (2024 Edition)*, we continuously improve fair and just evaluation mechanisms and systematically enhance talent competency to build a career development system deeply aligned with the Group's strategy.

At the same time, the Group actively promotes healthy internal talent mobility to stimulate organizational vitality. Through the Vibrancy Plan internal rotation program and the supporting *Internal Talent Rotation Management Measures*, business units are encouraged to break organizational barriers and facilitate internal talent mobility. This program not only supports diversified employee development but also effectively cultivates cross-functional talent. To ensure smooth operation, the Group launched an internal recruitment platform, integrating internal job resources and opening them to all employees, using intelligent matching technology to enable efficient and transparent alignment of talent with positions, creating an active internal talent ecosystem.

The Group places great emphasis on employee growth and adaptation during organizational transformation. We have established a talent development platform aligned with talent training programs and set up regular evaluation and feedback mechanisms to monitor career paths, providing clear growth support and fair development opportunities. In transitioning to new energy, digitalization, and intelligent sectors, we systematically cultivate and reserve talent for the "New Four Modernizations", supporting current employees' capability reshaping and role transitions through specialized training, practical projects, and international development programs, fostering shared growth and a fair, inclusive organizational transformation.

We support continuous learning and academic advancement, collaborating with renowned domestic and international universities to build an integrated high-skilled talent development system combining academic education, professional skill levels, and professional title certification. Employees are encouraged and rewarded for pursuing advanced education, professional qualifications, and title assessments during work. Through regular skill assessments and *Craftsman* recognition programs, we cultivate highly skilled talent capable of adapting to industrial transformation and upgrading. Leveraging internal educational resources, the Group continuously broadens employees' pathways for on-the-job learning and professional development, providing strong support for personal growth and the Company's strategic development.



Health and Safety

Occupational Health and Safety

Geely Holding always places employee health and safety as a top priority, adhering to the core philosophy of "Respecting People, Empowering People, Enriching People", and is committed to building a comprehensive, full-cycle health and safety management system covering prevention, monitoring, support, and promotion, safeguarding the physical and mental well-being of every employee.

The Group strictly follows international standards and regulations, continuously improving its production safety and occupational health and safety management systems. To strengthen systematic control, the Group has formulated and implemented the *Stakeholder Safety Management Guidelines*, clarifying the safety responsibilities of all parties and promoting collaborative safety management. Subsidiary business units are required to continuously enhance critical risk management by strengthening production safety supervision, deepening hazard identification and remediation, and improving protective measures, systematically preventing accidents and occupational injuries. Additionally, annual safety and environmental protection targets are cascaded to business units, with achievement incorporated into the performance evaluation system. In the event of a production safety incident, responsible management personnel are held accountable, with implications for performance assessment, annual awards, and promotion eligibility, further reinforcing principal responsibility for safety and ensuring the effective operation of the management system.

To effectively implement principal responsibility for production safety, we continuously advance the identification and remediation of safety hazards. During the reporting period, Geely Auto conducted seven specialized inspections covering grating platforms, AGVs, and automated line interlock protection, and provided on-site support at 15 high-risk production sites, completing the remediation of 3,092 key hazards. Moreover, business units, based on hazard identification and risk classification control mechanisms, promote participation in risk point management and hazard inspections from management to frontline employees, continuously enhancing on-site safety levels.

Through technological innovation, strict management, comprehensive protection, and continuous education, the Group has established a multi-level, comprehensive occupational health and safety risk prevention system. Labor contracts with all employees, including part-time, temporary, and outsourced staff, explicitly stipulate labor protection, working conditions, and occupational hazard prevention, ensuring equal health and safety protection for all workers. On this basis, business units continuously improve production processes and environments, implement occupational health monitoring and individual protection, strengthen emergency response mechanisms, and strictly enforce incident management and feedback, collectively fostering and maintaining a safe and healthy occupational environment.

In 2025

Specialized inspections organized and conducted covering gratings, ladders and platforms, AGVs, and interlock protection

7 times

On-site support for high-risk production sites

15 times

Key hazards remediated

3,092 items

Occupational Hazard Monitoring and Health Surveillance

Professional agencies are commissioned annually to conduct occupational hazard factor testing, and specialized equipment is provided for routine self-monitoring. For positions exceeding safety thresholds, immediate corrective measures are implemented to optimize the work environment. Occupational health management policies are strictly enforced, with entry, on-duty, and exit health examinations conducted for employees exposed to occupational hazards. Targeted health follow-ups are carried out based on monitoring results to comprehensively control occupational health risks.

Production Process and Environmental Improvement

Through technological upgrades, we continuously improve the working environment, aiming to eliminate risks at the source. For example, automated stamping and painting production lines are used to reduce manual labor risks; low-toxicity and non-toxic materials are prioritized, and electric tools replace pneumatic tools to reduce noise hazards. All new projects strictly adhere to the "Three Simultaneities" Principle for safety and occupational disease protection facilities, with regular specialized inspections to ensure 100% closure of identified issues.

Personal Protection and Emergency Preparedness

Based on the identification of hazard sources and occupational hazard factors, standards for personal protective equipment (PPE) allocation are formulated and strictly enforced. Employees participate in first-aid training, and the allocation of first-aid personnel is included in EHS management indicators. The deployment of AED devices is encouraged and promoted to enhance on-site emergency response capabilities.

Operational Behavior Safety Control

Risk control of dynamic work processes is strengthened through a combination of technology and management. For high-dynamic-risk operations such as test drives, Geely Auto deploys the "Human-Vehicle Integrated" intelligent management system, achieving full-process online closed-loop control over operator qualifications, vehicle permissions, driving trajectories, and driving behavior. The system automatically verifies risks through multi-data connectivity and provides behavior analysis and violation alerts. Since implementation, traffic safety and testing risks in related operations have decreased by over 40% year-on-year, and manual management costs have been reduced by approximately 75%, driving a transition to data-driven safety management.

Accident Management and Continuous Improvement

The Group has formulated and strictly enforces EHS accident management procedures, investigating and analyzing work-related injuries and applying the "Four No-Let-Go" principle to ensure corrective actions. Monthly safety incident review meetings are held with management to develop and implement corrective measures, producing accident investigation reports and handling notifications. Through the Group's EHS system meetings, findings are shared across all sites to promote systematic hazard inspections and remediation. In 2025, accident sharing led to the rectification of 2,271 similar hazards, effectively facilitating experience sharing and improving safety management levels across all sites

As of the end of 2025, Geely Holding's manufacturing bases in China

Certified to ISO 45001 Occupational Health and Safety Management System

39

We cultivate safety awareness through routine training, strengthen emergency response skills through practical drills, and deepen employee safety recognition through themed cultural activities. The Group and its subsidiary business units regularly organize emergency response drills and specialized production safety training to continuously reinforce employees' risk identification capabilities and emergency handling skills.

"Safety Production Month" Deepening Safety Culture

In 2025, we continued and deepened the "Safety Production Month" themed activities. By organizing emergency evacuation drills, safety knowledge competitions with prizes, targeted risk prevention education, and safety culture roadshows, we fostered a strong culture of "everyone talks safety, everyone knows emergency response" across the Group.

During the reporting period, the Group headquarters and various campuses conducted multiple safety enhancement activities. Geely Auto held 12 "EHS Consultation Day" events, covering approximately 15,000 participants. The activities included EHS knowledge competitions for all employees, attracting 21,810 participants. Additionally, the sixth Safety Professional Skills Competition was held, involving 17 units in preliminary rounds covering 8,153 participants, and selecting 20 engineers and team leaders for the finals. This competition-based learning effectively enhanced the professional safety skills of frontline personnel.

Employee Physical and Mental Health

Guided by the principle of "Integrated Body and Mind, Proactive Care", the Group continuously advances the optimization and implementation of its health management system. We provide employees with annual health check-ups and offline health service stations, covering over 70,000 participants. Special emphasis is placed on extending health management to frontline employees through the innovative "Health Services into the Bases" initiative, which applies a standardized model across 32 sites, cumulatively serving over 2,000 participants, significantly enhancing the health experience and sense of well-being for frontline staff.

We also implement an inclusive health insurance plan covering employees' families, designed to provide comprehensive protection and establish a solid risk barrier:

Broad Coverage

We provide comprehensive protection for employees and their core family members, covering the employee, spouse, children, and parents, extending care to the entire family and effectively alleviating employees' concerns regarding household security.

Comprehensive Benefits

We have designed multi-tiered, high-coverage benefit plans, encompassing accidental death, illness-related death, major diseases, hospitalization allowances, and supplementary medical insurance. Some benefits reach up to one million RMB, aiming to provide employees and their families with a solid financial safety net to address unexpected health issues and accidents.

Convenient Support

To ensure that employees can smoothly understand and access their benefits, we have launched an online dedicated service platform and offline service counters, providing 24/7 consultation and support. Additionally, we organize annual benefit briefings, offering face-to-face answers to employees' questions, helping employees and their families use the available resources clearly and conveniently, truly achieving "comprehensive protection and attentive service".

Leveraging the JiKangKang digital platform, the Group has established a 7×12-hour for continuous psychological support mechanism, integrating health management, online consultation, and knowledge dissemination functions, gradually building a widely accessible and responsive digital health ecosystem.

"Echo Community" Employee Mental Health Care Program

We value the overall physical and mental well-being of employees and have specially established "Echo Community" as an internal mental health support platform. This platform provides employees with a safe and convenient channel to express concerns, offering regular themed discussions, online psychological counseling, and resource sharing to help employees relieve work stress and improve emotional management skills. The operation of "Echo Community" further enriches the employee care system, demonstrates attention to employees' psychological needs, and provides continuous support for creating a positive, inclusive, and healthy work environment.

Care and Support

Democratic Communication and Engagement

To continuously improve mechanisms for employee democratic participation, Geely Holding has formulated and implemented the *Regulations on the Employees' Representative Congress*, *Collective Consultation Work Framework Measures*, *Collective Contract*, *Wage Agreement*, and *Special Collective Contract on Labor Safety and Hygiene*, effectively safeguarding employees' rights to information, participation, expression, and supervision. During the reporting period, 100% of employees were covered by effective collective bargaining agreements. We ensure that collective consultations are conducted at least once every three years, effectively protecting employee rights while promoting policy optimization, problem resolution, and management enhancement. At the same time, we have established diverse communication channels, regularly holding employee congresses, themed forums, and other activities to ensure employees are promptly informed about company developments, enabling two-way communication and information transparency.

Democratic Participation Channels

Through organizations such as labor unions, employees' representative congresses, and employee forums, a structured platform is provided for employees to participate in democratic management and safeguard their legal rights.

Regular Interaction Platforms

We have established multiple ongoing interaction platforms, including the Employee Feedback Echo Community, leadership mailboxes (covering the Chairman, Union Chair, Discipline Committee Secretary, etc.), and General Manager Reception Days, encouraging employees to freely express their opinions and suggestions.

Themed Communication Activities

Regularly hold employee key-stage discussion meetings, quarterly employee dialogue sessions, and similar forums, focusing on topics such as career development and collaboration efficiency, to engage in in-depth dialogue and jointly seek solutions.

In addition, for 12 consecutive years, we have conducted global employee effectiveness surveys, using questionnaires, forums, and in-depth interviews to widely collect employee feedback across more than 20 dimensions, including sustainability, engagement, corporate culture, compensation and benefits, and training and development. During the reporting period, the survey covered all business units and employees of Geely Holding. We place great importance on translating survey results into action; responsible departments conduct in-depth analysis of identified issues and develop and implement targeted improvement plans, forming a management closed loop from "problem identification through survey" to "implementation of improvements", effectively converting employee feedback into tangible measures that optimize employee experience and enhance organizational effectiveness.

In 2025

Group Employee Satisfaction Score on ESG Dimensions

87

Trade union participation rate in Mainland China

100%

Welfare and Care

We have always regarded employees as a valuable asset of the Group. In 2025, we comprehensively upgraded the employee care system, focusing on three directions: systematic operation, precise delivery, and digital support. We continuously optimized digital service platforms such as *JiHaoDe*, efficiently delivering employee benefits and care, creating a richer and warmer workplace experience for every employee.

Adhering to the philosophy of "diverse care, experience first", we continue to advance employee benefits from standardized provision to branded experiences. Centered on the core approach of systematized touchpoints, productized experiences, and intelligent services, we aim to build a welfare ecosystem rich in cultural connotation and emotional warmth.

Themed Welfare Brand Upgrade to Enhance Employee Experience and Cultural Recognition

To deepen employee care and transform benefits delivery from traditional models to experiential and branded approaches, we innovatively launched a series of themed welfare activities. By deeply integrating the corporate "Cultural Elf" IP and its derivatives into benefit design, and adopting novel formats such as "unboxing videos" and online live interactions, we significantly enhanced the rituality, engagement, and cultural resonance of benefit distribution.

In 2025, we conducted 18 such themed welfare distribution activities, covering over 860,000 participants. These activities not only greatly enhanced employees' sense of gain and participation but also transformed the process of benefit delivery into a key scenario for corporate culture promotion and emotional connection, effectively strengthening employees' sense of belonging and organizational identity.

In terms of care activities, the Group focuses on building a "Culture-Led, Business-Coordinated" activity system, promoting a shift from purely organized events to experience-driven operations. By establishing a standardized "menu-style" resource library and execution mechanism, we support business units in conducting cultural activities flexibly and efficiently.

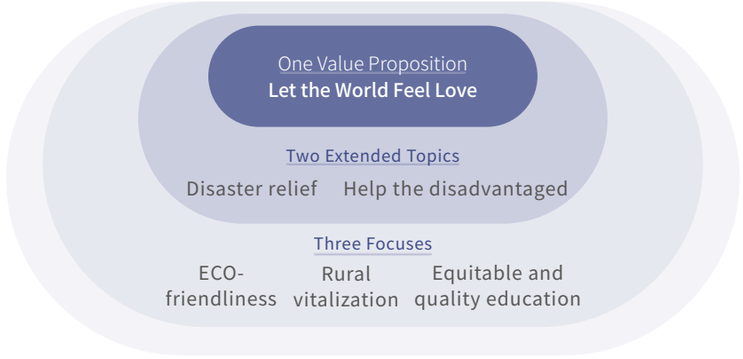
"626 Employee Care Day" Themed Activity to Deepen Emotional Connection and Team Cohesion

During the reporting period, to continuously foster a warm and caring organizational atmosphere, we carefully planned and held the "626 Employee Care Day" themed series of activities. Through innovative thematic planning and rich interactive sessions, the event successfully stimulated broad employee participation. Data shows that employee participation rates increased significantly year-on-year.

The event not only focused on providing direct care for employees but also, through team collaboration and cultural experience activities, effectively promoted interaction and cohesion among colleagues, enhancing team unity. This further deepened employees' recognition of corporate culture, transforming the concept of "care" into a tangible and participatory collective experience.

Community Shared Value

Guided by the philanthropic philosophy of "Let the World Feel Love", Geely Holding has systematically established a public welfare action system covering areas such as ecological friendliness, emergency disaster relief, equitable education, rural revitalization, and support for vulnerable groups. The Group leverages its brands, industry expertise, technology, and platform advantages, integrating core corporate capabilities with social needs, and is committed to promoting harmonious coexistence between people and nature, fostering inclusive community development, and fulfilling corporate citizenship through sustainable philanthropic practices.



In 2025

Total charitable donations by Geely Holding together with the Li Shufu Public Welfare Foundation

RMB 24.8536 million

Of which:

cash donations

RMB 20.9184 million

Non-cash donations

RMB 3.9352 million

Ecologically Friendly

The Group actively practices green development principles, deeply integrating ecological protection into corporate operations and product services, and is committed to safeguarding biodiversity and creating a harmonious coexistence between people and nature through innovative models and technological capabilities.

Exploring New Scenarios for the Circular Use of End-of-Life Vehicles

Geely Holding actively explored pathways for resource recycling across the full lifecycle of automotive products, promoting the reuse of end-of-life vehicle resources in public welfare scenarios. On the occasion of the 14th Global Accessibility Awareness Day, Geely Holding, together with the Li Shufu Public Welfare Foundation, donated 20 electric nursing wheelchairs converted from recycled ride-hailing vehicles to the Xihu District Disabled Persons' Federation. The initiative combined end-of-life vehicle dismantling, parts reuse and low-carbon public welfare practices, further expanding application scenarios for automotive resource recycling.

Electric nursing wheelchairs made from recycled ride-hailing vehicles are put into use.

"Blue Star Guardians" Biodiversity Exploration Journey

Geely Holding continued to advance its "Blue Star Guardians" public welfare project, providing innovative support for biodiversity conservation through satellite technology, ocean clean-up initiatives, science education and other diversified approaches, while enhancing public awareness of sustainable development. In October 2025, the"Blue Star Guardians" project visited Baoxing County, Sichuan Province, the site where the giant panda was first scientifically discovered, to carry out a biodiversity exploration activity.

During the activity, participants gained an in-depth understanding of ecological conservation and wildlife monitoring through immersive experiences such as museum guided tours, infrared camera installation and monitoring, field ecological patrols, and observation of rare species. The project also invited a professional documentary team to produce the public welfare micro-documentary Signals from the Wilderness, further recording and communicating ecological conservation practices and contributing to harmonious coexistence between humanity and nature.

Participants of the"Blue Star Guardians" public welfare project conduct field ecological patrols and observe rare species in Baoxing, Sichuan Province.

Support for Vulnerable Groups

Upholding the philanthropic principle of "Let the World Feel Love", the Group continuously supports socially vulnerable groups, leveraging its expertise in mobility and services to improve the lives of individuals such as children with thalassemia and people with mobility challenges through precise public welfare projects and innovative service models.

Geely Supports the "2025 Han Hong Love Charity Campaign: 100 Volunteers Supporting Xinjiang"

Geely Holding continues to pay attention to the healthcare needs of disadvantaged groups. In 2025, Geely Holding, together with the Li Shufu Foundation, supported the"2025 Han Hong Love Charity Campaign: 100 Volunteers Supporting Xinjiang", a large-scale medical assistance initiative. The Group donated 35 Geely Galaxy Starship 7 EM-i vehicles as dedicated medical outreach vehicles, supporting expert teams in providing free medical consultations and health services in Xinjiang.

After the campaign, the donated vehicles continued to be used in local medical service scenarios, including mobile consultations, free clinics, and health education. Since 2013, Geely has supported the Han Hong Love Charity medical assistance initiative for the eighth time, with a total of 230 vehicles donated, continuing to deliver care and support for public health through concrete actions.

Medical outreach vehicles donated by Geely Holding support the"2025 Han Hong Love Charity Campaign: 100 Volunteers Supporting Xinjiang".

"Magical Journey" Caring for Thalassemia Children in Baise

Geely Holding, together with the Li Shufu Foundation, has long been committed to supporting the health and growth of children with thalassemia in Baise, Guangxi, providing medical assistance and compassionate care for children facing health challenges. Since 2021, the project has allocated a dedicated fund of RMB 10 million to help create conditions for children to receive standardized treatment in their hometown. As of the end of the reporting period, the fund had supported 75 children in successfully completing hematopoietic stem cell transplantation, helping them regain hope for a healthier future.

In March 2025, Geely Holding organized the"Magical Journey" spring care activity in Baise, Guangxi, integrating CaoCao Mobility's accessible travel service resources. A caring fleet of 10 professional vehicles equipped with accessibility facilities transported the children to a park, where they explored nature, experienced handicraft activities and enjoyed outdoor interaction. By combining medical assistance, accessible mobility and companionship-based care, the project helps children facing health challenges broaden their life experiences, feel the warmth of society and receive continued care and support.

Baise Thalassemia Children Enjoying Activities with Care Support

Rural Revitalization

Geely Holding actively responds to the national rural revitalization strategy, leveraging its unique advantages in industry, channels, logistics, and products. The Group engages directly with rural communities, using innovative models and practical actions to precisely support the sales of specialty agricultural products, rural industry development, and cultural promotion, injecting sustainable momentum into comprehensive rural revitalization.

ZEEKR Supports Lychee Industry Income in Guangdong

Amid abundant lychee harvests facing sales pressure in Guangdong, ZEEKR actively participated in the "Our Guangdong Has Lychee" media-assisted agricultural initiative, taking concrete actions to help farmers alleviate difficulties. ZEEKR procured large quantities of high-quality lychees from Zengcheng through agricultural support channels and distributed them to brand centers across Guangdong, Hainan, and other regions.

In stores, staff enthusiastically invited customers and visitors to taste fresh Lingnan lychees on-site, integrating the fruit-tasting experience with innovative brand services. This initiative not only expanded lychee sales channels and helped farmers achieve stable income growth, but also communicated the philanthropic concept of rural revitalization to a wider audience, exploring a sustainable new path of "brand consumption + farmer income support".

ZEEKR Helps Increase Income for Guangdong's Lychee Industry

"Green Path" Illuminates a Hundred Beautiful Villages

In September 2025, with support from Farizon Auto, DiShangTie collaborated with the China Rural Development Foundation to launch the "Green Path: Hundred Beautiful Villages Public Welfare Tour". A fleet of new energy logistics vehicles departed from Shenzhen, embarking on a 5,000-kilometer public welfare journey through rural southwestern China.

The project leveraged green logistics advantages to establish an "Transport + Link + Promotion" empowerment model. The fleet visited multiple villages, helping broaden agricultural product sales channels, promoting rural cultural and tourism resources through performances, and conducting community care activities to spread warmth. This initiative showcased the practical value and potential of new energy commercial vehicles in promoting urban-rural integration and serving rural development.

Farizon Auto Loaded with Supplies Begin Southwest Public Welfare Journey

Equitable Education

Geely Holding actively practices the principle of educational equity, leveraging its brand platforms to continuously provide support and convenience to students, helping those facing critical life junctures to pursue their dreams successfully.

CaoCao Mobility "Caring Exam Transport" Supports Students

During the 2025 college entrance examination, CaoCao Mobility launched the "Caring Exam Transport" public welfare initiative for the ninth consecutive year, providing free transportation services for students in Hangzhou, Wuhan, Xi'an, and other cities. The project fully utilized platform advantages to offer personalized services. Students could book free rides online with their exam admission ticket or reserve customized routes in advance.

Additionally, the platform opened the 95129 caring hotline, providing accessible vehicles equipped with ramps and rotating seats for students with disabilities, ensuring that every student could reach their exam venue smoothly and safely. This nine-year continuity has become a warm commitment of CaoCao Mobility to fulfill social responsibility and promote educational equity.

Caring Fleet Escorts Students During College Entrance Exams

Farizon Auto "Snowy Plateau Technology Journey"

In June 2025, Farizon Auto, together with the Hangzhou Branch of Huaxia Bank and multiple technology companies, participated in the "Zheli Pomegranate Red, Huaxia Mountain and Sea Love" public welfare activity, visiting Yalong Township Primary School in Seda, western Sichuan, at an altitude of 4,500 meters.

The activity delivered urgently needed supplies to plateau students and brought cutting-edge technology lessons directly to them. The methanol-electric light truck Xingzhi H9M provided by Farizon Auto served as a "Green Mobile Classroom", with volunteers vividly explaining methanol clean energy, new energy commercial vehicles, and intelligent logistics, inspiring children's curiosity in scientific exploration and a green future.

Green Mobile Classroom on the Plateau

Emergency Support and Disaster Relief

In the face of disasters and crises, Geely Holding always responds swiftly and takes proactive action. Together with the Li Shufu Public Welfare Foundation, the Group provides timely and effective support to affected regions, fulfilling corporate social responsibility and helping disaster-impacted communities overcome difficulties and rebuild their homes.

Thousands of Miles to Aid Tibet, Protecting Homes Together

In 2025, a magnitude 6.8 earthquake struck Dingri County, Shigatse, Tibet, causing significant casualties and property damage. Geely Holding and the Li Shufu Public Welfare Foundation immediately donated RMB 10 million through the China Charity Federation to support emergency rescue, procurement of relief supplies, and post-disaster reconstruction, fully assisting affected communities in overcoming the crisis and rebuilding their homes.

Hong Kong United, Emergency Assistance

In 2025, a severe fire broke out at Hongfu Court, Tai Po, Hong Kong, causing widespread concern. Geely Holding and the Li Shufu Public Welfare Foundation urgently donated 10 million HKD to support rescue operations and subsequent recovery efforts. We express our deepest condolences to the victims and our highest respect to frontline rescuers, standing in solidarity with the people of Hong Kong to overcome the crisis together.

Value Chain Compliance, Shared Integrity for Business Conduct

Compliance and Business Ethics

Compliance underpins sustainable development across the value chain and is central to Geely Holding's pursuit of its "Sustainability Across the Value Chain" strategy. We embed compliance governance throughout the value chain; strengthen operations through a sound governance system; build consensus through standardized compliance management; and promote compliance and integrity across the industrial ecosystem, laying a solid foundation for the coordinated development of the Group and our partners. We continue to improve our governance and accountability system by integrating compliance requirements into procurement, production, cooperation, and other key processes, while strengthening end-to-end risk prevention and control, safeguarding data security and intellectual property value, and reinforcing the foundation for steady corporate development to empower the sustainable and high-quality development of the industrial ecosystem.

Main Contents

This chapter responds to the UNSDGs:

GRI Content Index

2-9	Governance structure and composition
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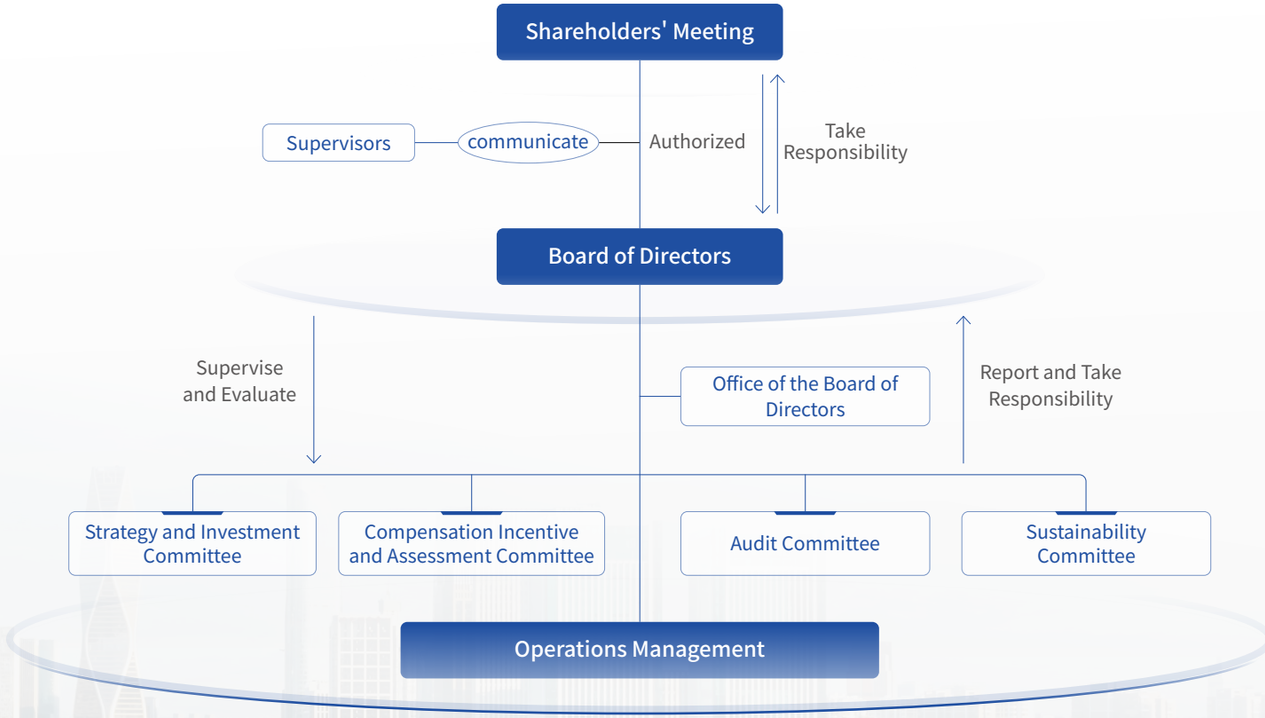
UNGC Content Index

Anti-corruption Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

Corporate Governance

Governance Structure

Geely Holding strictly complies with applicable laws and regulations such as the *Company Law of the People's Republic of China* and upholds the management principles of "full authorization, compliance with laws and regulations, clear assessment, fairness and transparency". We establish a three-tier governance structure consisting of the Shareholders' Meeting, the Board of Directors and Management, and continue to strengthen our corporate governance system and governance capabilities. By formulating the *Rules of Procedure for Board Meeting, the Board Performance Assessment Management System (Trial)*, and the working rules of each Board Committee, we have clearly defined and standardized the rules of procedure, decision-making processes, and performance assessment mechanisms of the Board of Directors and Board committees, providing solid support for the achievement of our strategic objectives and long-term sustainable development.



Governance Structure and Working Mechanism of Geely Holding

Responsibilities of the Board of Directors and Board Committees

Strategy and Investment Committee

- Research into the Group's medium- and long-term development strategy
- Serve as the professional review authority for investment decision-making, reviewing the Group's investment projects, cross-business-group investment projects, and strategic projects of each business group, and submitting recommendations or proposals to the Board of Directors

Compensation Incentive and Assessment Committee

- Research and formulate the selection criteria and appointment procedures for directors and senior executives, and provide recommendations and pre-appointment review opinions
- Review the remuneration policies and benefits plans for the Group's directors and senior executives, supervise and evaluate the implementation of remuneration systems, and advance remuneration and assessment standards
- Review the annual business performance assessment plans, long-term incentive plans, and employee stock ownership plans of each business group under the authorization of the Board of Directors of the Group and each business group, and oversee key matters during implementation

Audit Committee

- Oversee and evaluate the Group's internal audit system and its implementation
- Supervise and evaluate the Group's financial information, financial systems, and accounting policies
- Supervise and evaluate the Group's internal control system
- Supervise and evaluate external audit work, and submit opinions or recommendations to the Board of Directors on the appointment or replacement of external auditors
- Supervise and evaluate the Group's compliance management system

Sustainability Committee

- Evaluate the Group's sustainability responsibility status, as well as related risks and opportunities
- Formulate the Group's sustainability vision, goals, and strategies
- Review the Group's sustainability strategy, annual sustainability reports, and annual sustainability work plans, etc.

The Board of Directors, serving as the core decision-making body in corporate governance, is accountable to the Shareholders' Meeting. It coordinates major business decisions, is responsible for the appointment, removal, oversight, and evaluation of the operations management, and maintains regular communication with shareholders. To enhance professionalism, objectivity, and efficiency of decision-making, the Board of Directors has established four board committees: the Strategy and Investment Committee, the Compensation Incentive and Assessment Committee, the Audit Committee, and the Sustainability Committee. Each committee consists of at least three directors, supports the Board's decision-making, studies relevant matters and provides opinions and recommendations, and performs its duties in accordance with the *Articles of Association* and the authorization of the Board of Directors. Major matters, including medium- and long-term strategic planning, significant investment and financing, long-term incentive plans, management performance assessment, ESG system development, internal control and risk management, and financial budget and final accounts reports, are reviewed by the relevant specialized committees before being submitted to the Board meeting for final deliberation and approval, so as to make Board decisions more forward-looking, sound, and timely.

The Board of Directors is responsible for supervising and evaluating the operations management. Based on the mission and strategy approved by the Board of Directors, the operations management is responsible for formulating and implementing annual business plans and sustainability action plans. The Group has established mechanisms such as the *Board Performance Assessment Management System (Trial)* to clarify that management's business performance and sustainability performance are both subject to systematic assessment by the Board of Directors. Based on the annual business performance assessment, this system also incorporates sustainability evaluation indicators and links ESG performance to management incentives, thereby reinforcing strategic guidance and promoting the Group's comprehensive and balanced development.

In 2025

Board Meetings	Meetings of Strategy and Investment Committee	Meetings of the Compensation Incentive and Assessment Committee	Meetings of the Audit Committee	Meetings of the Sustainability Committee
3	29	7	4	2

Board Diversity and Independence

The Group consistently upholds the principle of Board diversity. In the nomination and appointment of directors, we consider multiple factors, including professional experience, knowledge structure, skill sets, regional representation, and gender balance, aiming to build a decision-making team with broad vision and forward-looking perspectives. Board members have expertise in key areas such as business management, finance, legal affairs, strategic investment, and ESG, ensuring the knowledge and capabilities required to guide the Group's development. As of the end of the reporting period, the Board comprised six members, including one female director and two independent directors. We place particular emphasis on enhancing Board independence and objectivity, ensuring that non-executive directors constitute an absolute majority and introducing experienced independent directors to strengthen oversight and safeguard the long-term interests of all shareholders and the Group.

To ensure fairness in decision-making and protect the Group's interests, the Board has established comprehensive mechanisms to prevent and mitigate conflicts of interest. We strictly comply with laws such as the *Company Law of the People's Republic of China*, refine relevant provisions in the Articles of Association, and maintain a rigorous director conflict-of-interest disclosure system requiring all directors to fully and promptly declare any potential or actual conflicts of interest. By optimizing Board composition, actively implementing the independent director system, and strengthening internal communication and oversight mechanisms, we ensure that the Board acts in the best interests of the Group and fulfills its duties objectively and fairly.

As of the end of 2025

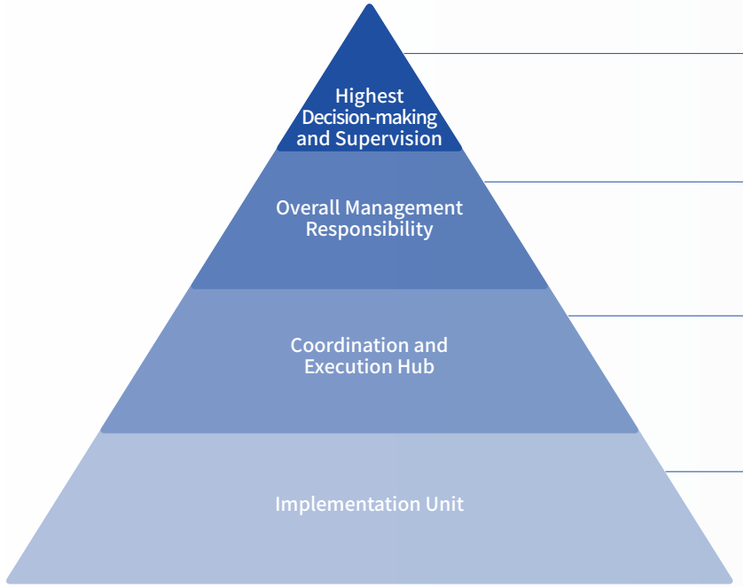
Board of Directors consists of	Female director	Independent directors
6 directors	1	2

Compliance Management

Compliance Management System

Geely Holding regards legal and compliant operations as a fundamental safeguard for the Group's steady growth and sustainable development. We consistently uphold and deepen the concept of "proactive compliance management". Beyond adhering to the laws and regulations of the regions where we operate, we proactively monitor regulatory trends, plan response paths in advance, and embed compliance requirements deeply into business operations and strategic decision-making. Through proactive governance, we ensure responsible business conduct and continuously protect the interests and long-term trust of all stakeholders.

The Group has established a four-tier organizational framework "decision-making, management, execution, and supervision", aiming to achieve clear responsibilities, comprehensive coverage, and efficient operation, ensuring compliance principles are implemented top-down while management requirements feedback bottom-up.



Board of Directors

The highest leadership and decision-making body for integrity and compliance within the Group. Responsible for approving the Group's compliance strategy, fundamental policies, and annual reports; reviewing and deciding on major compliance matters; and supervising the effectiveness of the overall compliance management system.

Chief Compliance Officer

Appointed by the Group, fully responsible for leading, organizing, and coordinating compliance management across the Group and its business units, reporting directly to the CEO and the Board, ensuring independence and authority of compliance operations.

Group Legal Affairs Compliance Center

The core execution and coordination department of the compliance management system. Responsibilities include building and improving a unified compliance framework for the Group; leading comprehensive compliance risk identification, assessment, and monitoring; managing legal, intellectual property, information security, and ESG-related compliance matters; and organizing investigations and handling of major compliance incidents.

Compliance Departments / Liaisons in Business Units

Each business unit has designated full-time or part-time compliance liaisons or departments responsible for implementing the Group's compliance policies and requirements locally, organizing compliance training and culture promotion, and executing frontline business risk identification, assessment, and daily monitoring, serving as the "nerve endings" rooting the compliance management system in operations.

Group Compliance Management Structure

The Group has established a compliance system centered on the *Compliance Code of Conduct* as its guiding document, providing all employees and business partners with clear core behavioral norms and ethical standards in business conduct. In addition, we have developed supporting policies such as the *Supplier Code* and a series of specialized management systems covering anti-corruption, anti-bribery, anti-monopoly, trade compliance, and data compliance, forming a multi-layered, integrated institutional safeguard network. To translate these policies into daily management practices, we have implemented a systematic "5-4-3-2-1" compliance framework, ensuring the dynamic and efficient operation of the compliance management system.

5 Meetings – Decision-making and Communication

Through regular Sustainability Committee meetings, joint sessions of risk control departments, research and discussion sessions with business units, briefings on typical cases, and compliance system conferences, the Group achieves closed-loop management covering strategic deployment, information synchronization, risk assessment, alert-based education, and recognition of excellence.

4 Trainings – Capability Building

A differentiated training system covers all staff, including compliance training for senior executives, training for middle management, onboarding compliance training for new employees, and professional training for compliance personnel, continuously enhancing compliance awareness and execution capabilities at all levels.

3 Procedures – Procedural Assurance

Through the *Compliance Consultation,Whistleblowing Investigation and Reward Policy, Employee Misconduct Disciplinary Policy*, and *Sustainable Development and Strategic Execution Performance Evaluation Framework*, the full process from issue identification and investigation to performance evaluation is standardized, providing clear procedural guidance and incentive constraints for compliance management.

2 Dialogues – Risk Preemption

Mechanisms such as "Interviews with Major Project Winning Bidders" and "Key Supplier Visits" allow for early intervention and alerts regarding potential high-risk matters and critical business activities, proactively managing risk at source.

1 Reporting – Organization-wide Supervision

An annual organization-wide conflict-of-interest disclosure system requires employees to proactively declare any interests that may affect impartial performance, serving as a foundational supervisory measure to prevent corruption and misconduct.

Anti-corruption and Anti-bribery

Geely Holding maintains a zero-tolerance stance to corruption and bribery in its business operations. The Group has issued a series of policies, including the *Anti-Bribery Compliance Management System*, the *Prohibition of Internal Corruption Compliance Management Syste*m, and the *Interest Conflict Management Regulations*, providing a clear institutional framework and code of conduct for anti-corruption and anti-bribery efforts. In terms of organizational management, the Group has established a supervision and investigation mechanism jointly operated by the Legal Affairs and Compliance Center and the Discipline Inspection and Supervision Office, ensuring effective coverage of internal and external compliance risks through coordinated oversight.

To systematically strengthen anti-corruption and anti-bribery defenses, the Group adopts a comprehensive governance strategy emphasizing "prevention, supervision, coordination, and punishment", aiming to build a comprehensive, multi-level integrity operation system that ensures the Group's compliant operations and sustainable development.

Prevention

By improving internal systems, conducting regular integrity and compliance training for all employees, and continuously enhancing the transparency of key business processes, employee integrity awareness and bottom-line thinking are continuously reinforced, and risks are prevented at the source from both the institutional and cultural levels. During the reporting period, warning education was delivered to relevant personnel in units involved in cases based on case investigations, and five special warning education sessions were organized around business areas exposed to major case risks, covering nearly 1,000 participants, including relevant senior management teams and key business personnel.

Oversight

Routine supervision and inspection are carried out on an ongoing basis, including reviews of gifts and hospitality management, spot checks on key engineering projects, conflict of interest screening, and tender project reviews, in order to proactively identify and promptly rectify potential integrity risks in operations. During the reporting period, coverage of anti-corruption clauses in commercial partner agreements reached 100%.

Collaboration

Business partners are incorporated into the compliance ecosystem, with suppliers, distributors, agents, and other partners required to strictly comply with anti-corruption requirements. Through due diligence, post-award interviews, compliance interviews, on-site inspections, and joint training, a clean and integrity-based "compliance ecosystem" is jointly fostered.

Disciplinary Action

For substantiated fraud and bribery cases, corresponding actions are taken in strict accordance with the severity of the misconduct. For employees, such actions include but are not limited to warnings, demerits, dismissal, recovery of economic losses, and referral to judicial authorities. For business partners, such actions include but are not limited to restrictions on or termination of cooperation, freezing of payments, deduction of liquidated damages, and referral to judicial authorities, thereby creating a strong deterrent both within and outside the Group.

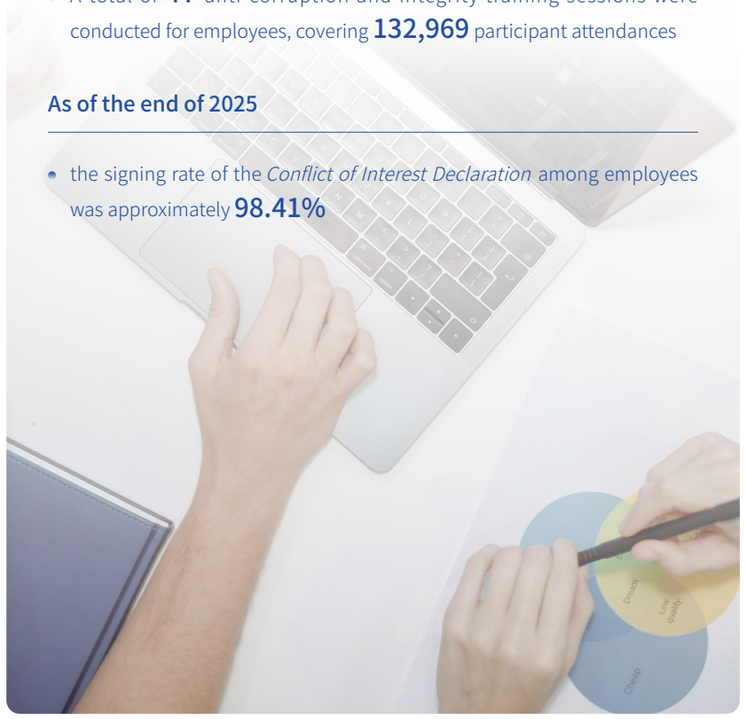
In 2025

Confirmed corruption incidents within the Group: **51** in total, of which:

- including **10** employees dismissed or placed on the recruitment restricted list due to corruption
- and economic losses recovered through the handling of corruption cases totaled approximately **RMB 1.49 million**
- A total of **47** anti-corruption and integrity training sessions were conducted for employees, covering **132,969** participant attendances

As of the end of 2025

- the signing rate of the *Conflict of Interest Declaration* among employees was approximately **98.41%**



Anti-monopoly and Fair Competition

Geely Holding strictly complies with applicable laws and regulations such as the *Anti-Monopoly Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*, and has established a comprehensive institutional system centered on the *Anti-Monopoly Compliance Management System*, supported by multiple specialized guidelines and 12 operating procedures. In terms of organizational support, the Group has formed a three-tier management structure of "strategic decision-making, coordinated execution, and business-level implementation", led and directed by the Group Compliance Committee, coordinated and executed by dedicated compliance departments, and implemented by designated contacts in each business unit, ensuring that anti-monopoly requirements are effectively embedded throughout the Group's operations.

The Group has established a dynamic anti-monopoly risk management mechanism covering the entire business process. Focusing on four core areas—production, research and development, supply chain, and sales, the Group systematically conducts compliance risk screening and assessment, and continuously tracks domestic and international enforcement developments through a closed-loop mechanism of "risk identification, assessment, response, and review", with the risk inventory updated in real time. In key areas, special studies are carried out and pre-event and in-process reviews are conducted for high-risk matters such as filings for concentration of undertaking, cross-border mergers and acquisitions, and resale price management. During the reporting period, the accuracy rate of filings for concentration of undertaking remained at 100%.

Great importance is attached to the promotion and deepening of anti-monopoly compliance awareness across the Group. During the reporting period, six special training sessions on fair competition were conducted, covering more than 530 employees. Closely aligned with business practices and regulatory updates, the training was designed to enhance risk identification and prevention capabilities among all employees, especially the management of overseas subsidiaries and personnel in key business positions.

During the reporting period, the Group was not involved in any anti-monopoly-related legal proceedings or major non-compliance incidents.

In 2025

Organized training sessions related to fair competition

6

Total duration

604.5hours

Number of employees participating

530

Organized training on fair competition among suppliers, with an average training duration per supplier

1.5hours

Number of suppliers participating

918

Trade Compliance

Against the backdrop of global operations, the Group regards trade compliance as a key area of risk management. Applicable trade laws and regulations are strictly observed, and efforts are made to build a proactive and forward-looking trade compliance management system that is risk-oriented, process-based, and digitally enabled. Continuous improvement is achieved through a closed-loop mechanism of "planning, execution, review, and optimization", ensuring the steady and compliant operation of the Group's global business.

The Group has established a clear trade compliance governance structure and institutional system. As the centralized management department, the Group Compliance Department is responsible for overall coordination, while each business department serves as the first line of responsibility for fulfilling compliance requirements. Based on the *Trade Compliance Management System* and the *Guidelines for Trade Compliance Review of Transaction-Related Parties*, the Group has defined unified risk assessment standards and management procedures, providing solid institutional support and clear standards of conduct for trade compliance across the Group.

The Group's risk management system runs through the full lifecycle of products and business activities, with particular emphasis on embedding compliance control throughout the product lifecycle. During the reporting period, the export control and trade compliance mechanism was further improved, with risk control strategies clarified for every stage including product research and development, design, procurement, production, sales, and after-sales service. This includes ongoing reviews of products, business partners, and end use, so that potential compliance risks can be identified and controlled at the front end of business activities.

In addition, export control and trade compliance challenges arising from global operations are actively addressed through system development and the application of digital tools.

Automated Compliance Screening

A proprietary Trade Compliance Blacklist Screening System has been developed and integrated with core business systems including procurement, tendering, contracts, and sales, and embedded into key business processes such as counterparty onboarding and contract approval, enabling lifecycle-wide automated screening, real-time monitoring, and traceable review of trading partners, and significantly enhancing the automation of risk interception.

Deep Supply Chain Control

For parts procurement, a dedicated Control items Export Management Platform has been established and deeply integrated with the procurement system, ensuring the timely and accurate maintenance and review of control-related information for procured materials. The system has been widely applied in the supply chain management of vehicle models launched in overseas markets, effectively preventing controlled items from flowing into prohibited or sanctioned jurisdictions.

The Group has continuously enhanced trade compliance awareness and capabilities across the workforce through diversified approaches. Throughout the year, more than 40 updates on regulatory developments and case interpretations were released through internal platforms, and 13 specialized training sessions were conducted for key positions including R&D, engineers, procurement, and sales, covering more than 1,509 participants and effectively strengthening business personnel's ability to independently identify risks. In addition, trade compliance content was incorporated into two sessions of Supplier Code of Conduct training delivered to suppliers. The training covered approximately 900 suppliers, effectively enhancing partners' compliance awareness and jointly contributing to a more resilient and responsible supply chain system. As of the end of the reporting period, the Group had not been involved in any non-compliance litigation related to trade or export controls.

In 2025

Organized training sessions related to export control

13

Total duration

2,146hours

Participants

1,509

Data Compliance

Against the backdrop of deepening digitalization, Geely Holding places great importance on data security and privacy protection and is committed to building a forward-looking data compliance governance system to ensure strict compliance with the laws and regulations of all jurisdictions where it operates throughout business operations and product innovation, while fully protecting the data rights and interests of users, employees, and partners.

The Group has established a multi-tiered data compliance governance structure to provide strategic direction and organizational support. The Group Compliance Committee is responsible for leading the overall development of the compliance system, the compliance department is responsible for day-to-day execution and supervision, and the compliance teams of each business unit ensure policy implementation at the frontline of operations, forming a closed-loop management system from strategy to execution.

At the institutional level, a data governance framework aligned with international standards has been established. The Group actively adopts the IEC/ISO 27701 Privacy Information Management System standard and integrates its eight privacy protection principles into internal management practices. At the same time, to address the new compliance challenges arising from artificial intelligence technologies, the Group has formulated and implemented the *AI Service and Application Security Compliance Guidelines*, which governs the security and compliance of the entire process of AI development, training, deployment, and application. Together, these systems and standards form a solid foundation for the Group's data compliance management and guide all data processing activities to be conducted lawfully, compliantly, and appropriately.

To ensure the effective implementation of data security and privacy protection requirements, the Group has, on the basis of its institutional framework, implemented a series of comprehensive measures covering proactive risk control, digital enablement, and awareness enhancement. During the reporting period, no major data compliance violations or penalties occurred within the Group.

In 2025

Employees participating in data compliance and privacy protection training

1,072

Total training hours

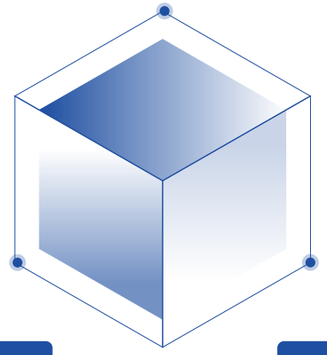
1,284hours

Coverage rate of data compliance training for professional positions involving sensitive data/commercial secrets or responsible for information security management/technical duties

100%

Data Compliance Risk Identification

A closed-loop data compliance risk management mechanism covering the full process of "identification, assessment, response, and improvement" has been established. Data compliance risks in operating jurisdictions are proactively identified, and high-risk impacts are assessed based on the likelihood and severity of occurrence and incorporated into annual priority work. In view of the potential impact of overseas and domestic data compliance requirements, data compliance has also been further embedded into business processes. For scenarios such as vehicle exports, dedicated initiatives have been carried out on the EU Data Act, facial recognition technology filing, and personal information protection audits. Following these special audits, relevant risk response measures have been further refined in a targeted manner, with a view to translating overseas localization compliance requirements into practical corporate solutions.



Data Compliance Management Platform Development

To improve data management efficiency, a Data Compliance Management Platform of Geely Holding has been independently developed and launched. The platform integrates core functional modules including vehicle model compliance, app compliance management, cross-border data transfer, and regulatory interface management, enabling online submission of compliance requests, process-based approvals, and systematic management. This has significantly improved compliance operations efficiency and provided solid digital support and risk control tools for agile business development.

Data Compliance Awareness Building

Great importance is attached to cultivating data compliance awareness and capabilities among all employees. During the reporting period, regular privacy protection training was carried out, achieving 100% coverage for employees in key data compliance positions.

Tax Compliance

Geely Holding complies with the tax laws and regulations of all jurisdictions where it operates and fulfills its tax obligations in accordance with the law. We firmly oppose the use of any opaque structures, unconventional transactions, or "tax havens" for improper tax planning, uphold integrity in business operations, and are committed to being a responsible global corporate citizen.

To ensure compliant tax management across the Group, a clear governance structure and a sound institutional framework have been established. Organizationally, the Tax Management Department under the Group Financial Management Center is responsible for overall coordination, planning, and supervision; the shared service centers focus on standardized operations; and member companies are responsible for local implementation, forming a coordinated and efficient closed-loop management system with internal oversight. At the institutional level, the Group has formulated and implemented policies including the *Global Tax Management System*, the *Tax Risk Management Measures*, and the *Risk Management and Internal Control Management System*, providing clear standards of conduct for tax compliance.

At the same time, to prevent tax risks, a tax risk management system covering the full business lifecycle has been established, under which tax risk identification, assessment, and response are carried out. Through clearly defined control checkpoints before, during, and after events, as well as efficient internal coordination, tax compliance is embedded into every stage of business operations.

Pre-engagement Planning

- Tax departments are proactively involved in the early-stage planning of major business decisions, investment and M&A activities, and business model design, so as to identify and control tax risks at the source and provide professional tax support for business development.

In-process Monitoring and Optimization

- Ongoing monitoring and dynamic optimization are carried out for transaction pricing and tax-related matters in operations through measures such as regular transfer pricing monitoring and review of tax clauses in major contracts, ensuring the tax reasonableness of business processes.

Post-event Compliance Review

- Annual tax reconciliation and settlement, tax-related document filing, and tax health checks are carried out in strict accordance with requirements to ensure that all tax filings are accurate, complete, and timely. Special reviews are conducted for major matters to further strengthen tax compliance.

Coordination and Enablement

- A cross-functional coordination mechanism has been established to ensure the effective upward and downward communication of tax strategies and information across the Group. Through specialized training, compliance spot checks, and professional enablement, the Group's tax department continuously enhances tax compliance awareness among all employees and the risk management capabilities of member companies.

Compliance Culture and Whistleblowing

Geely Holding firmly believes that a strong compliance culture is the cornerstone of sustainable development. Compliance culture continues to be treated as a central theme of corporate culture development. Through systematic training, regular activities, and rigorous performance assessment, compliance awareness is promoted to take root internally and be reflected in daily conduct, thereby strengthening the ideological defense line of all employees.

The Group issued the *Compliance Training Foundation Course (2025)*, requiring all employees to participate in compliance learning and examinations to reinforce compliance awareness across the workforce. Through a layered and targeted training system spanning the entire employee lifecycle, compliance requirements are accurately communicated to and internalized by different groups. Tailored training is provided for senior executives, middle management and key positions, new employees, and compliance professionals. In addition, compliance training and review mechanisms cover the full employee lifecycle, with compliance procedures embedded in key stages such as onboarding, promotion, exit audits, and transfers, enabling ongoing risk reminders and a closed-loop management process.

During the reporting period, a wide range of activities was carried out under themes such as "Upholding Law-based Compliance and Adhering to Ethical Standards". At the Group level, two large-scale integrity and compliance warning education sessions, 16 online open classes under the "Compliance Classroom", and 68 special training sessions were organized, with participations across online and offline channels exceeding 130,000. Business units also responded actively, with more than 200 units conducting 330 communication activities across 26 formats. Through case analysis, policy interpretation, interactive discussions, and other approaches, these activities continuously fostered a strong atmosphere in which compliance is valued by everyone and rules are observed in every matter.

To ensure that compliance requirements are embedded in concrete management actions, the Group strictly implements the mechanism of incorporating compliance and integrity into management performance assessment. In accordance with the *Sustainability and Strategy Execution Performance Framework (2025)*, management personnel are comprehensively assessed on the fulfillment of their compliance responsibilities, the effectiveness of compliance culture development in their units, and the management of non-compliance incidents, with assessment results directly affecting performance evaluation and thereby ensuring top-down accountability for compliance management.

In 2025

Compliance training coverage for all employees
97.53%

Total compliance training hours
142,658hours

Specialized training sessions for key positions
33sessions

The Group is committed to fostering an open, transparent, and trusted integrity environment. To this end, whistleblowing mechanisms and robust whistleblower protection policies for all stakeholders have been established and continuously improved. To ensure that whistleblowing reports are handled professionally and impartially, the Group has put in place a centralized intake and investigation mechanism. Since 2024, the Information and Investigation Department under the Legal Affairs and Compliance Center, together with a dedicated Whistleblowing Review Task Force, has been responsible for the centralized receipt, assessment, triage, and follow-up of whistleblowing reports across the Group, forming a closed-loop handling mechanism. This mechanism strictly follows confidentiality principles. All whistleblowing materials are managed as "confidential", and retaliation in any form is expressly prohibited, with violations subject to serious disciplinary action. The compliance and discipline inspection and supervision departments conduct independent investigations based on the nature of the report and handle substantiated misconduct in accordance with policies including the *Employee Misconduct Disciplinary Measures*.

Multiple convenient and confidential whistleblowing channels are provided for employees, customers, suppliers, and other business partners to ensure that concerns can be raised safely by any party. The main channels include:

- 24-hour whistleblowing hotline: 400-0571-840
- Official website whistleblowing platform: http://zgh.com/whistleblowing/
- Dedicated whistleblowing email: coc@geely.com
- Mailing address: Information and Investigation Department, Legal Affairs and Compliance Center, 19/F, Geely Tower, 1760 Jiangling Road, Binjiang District, Hangzhou, Zhejiang Province

In 2025

Confirmed valid whistleblowing reports received by the Group: **226**, involving corruption or fraud, information security, intellectual property, safety and environmental protection, and other categories

Cases investigated and addressed during the year
191

Economic losses recovered for the Group
RMB68.9605million

Individuals subject to disciplinary action for violations and misconduct
89

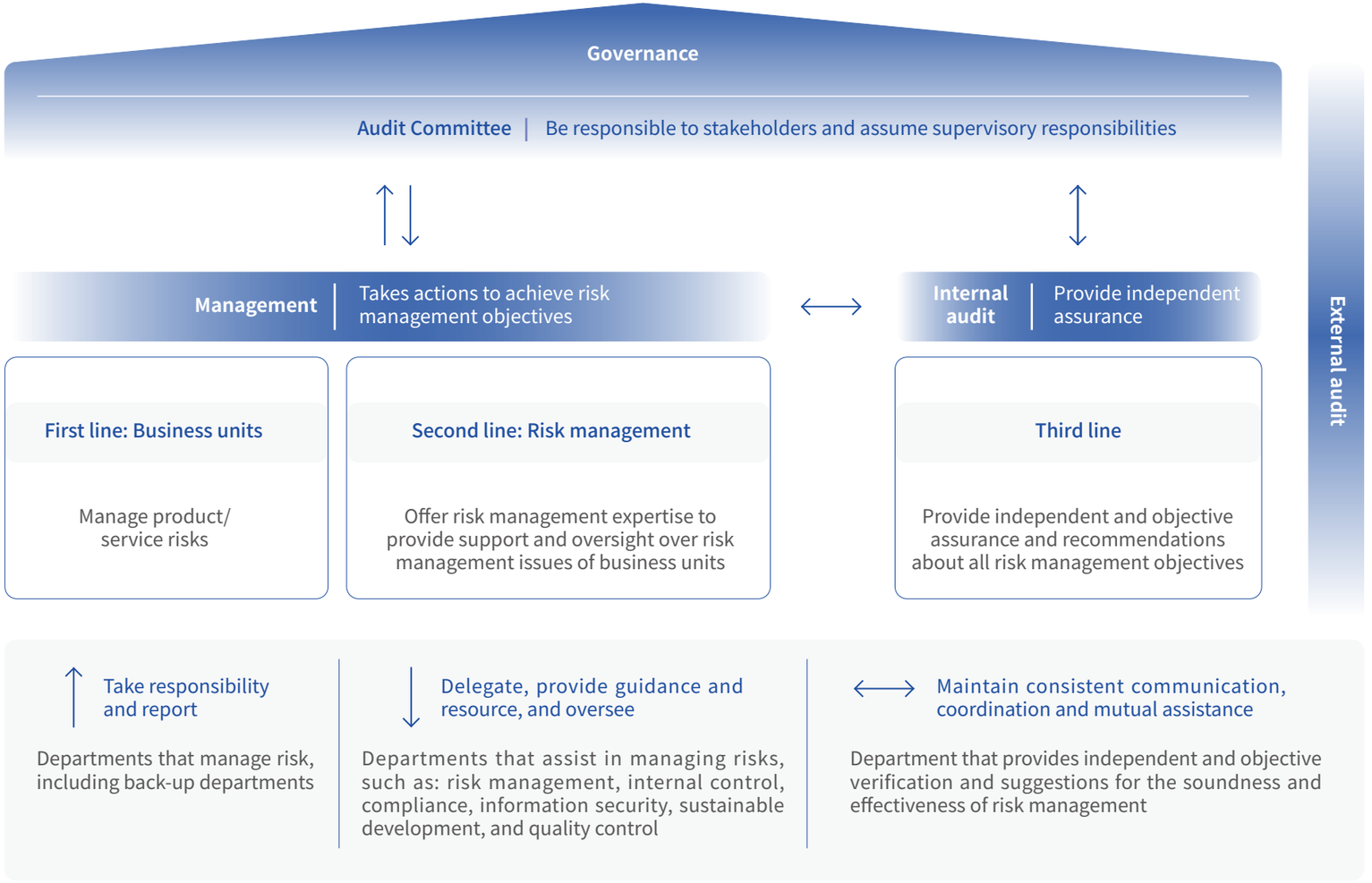
Risk Management

Risk Management System

Geely Holding upholds a systematic approach to risk management and is committed to proactively identifying, scientifically assessing, and effectively mitigating internal and external risks arising from business operations and sustainable development. To ensure the effective operation of the risk management system and clear accountability, Geely Holding has established a three-tier governance structure consisting of the governance level, the management/functional level, and the execution level. The Audit Committee under the Board of Directors serves as the highest body for risk management and is deeply integrated with the "Three Lines of Defense" model to form a multi-dimensional risk management framework featuring sound decision-making, strong execution, and independent oversight. At the organizational implementation level, the Internal Control and Risk Management Department of Geely Holding coordinates and promotes the establishment of risk management committees across business units. At present, Geely Auto, Lotus Tech, Farizon Auto, and CaoCao Mobility have all established risk management committees and convene regular meetings to systematically carry out risk management.

The Group's risk management work is carried out in strict accordance with a comprehensive institutional framework centered on the *Risk Management Measures*, the *Internal Control Evaluation Management Measures*, and the *Internal Control Management Measures*, while also promoting the consistent implementation of relevant systems across business units. In addition, during the reporting period, to enable coordinated management of risks across business units and enhance risk management effectiveness, we issued the *Internal Control Deficiency Remediation Closed-Loop Management Rules*, which provide clear and standardized criteria for assessing various types of risks, including financial and non-financial risks, as well as qualitative and quantitative risks.

A systematic process of "Risk Identification - Assessment and Prioritization - Response and Monitoring" is applied to carry out routine and dynamic risk management practices. During the reporting period, a conflict-of-interest risk management platform was launched. Through data integration with internal management systems and external business platforms, the platform enables ongoing monitoring and screening of conflict-of-interest risks involving employees and suppliers, promotes risk control activities throughout the business chain, and enhances the overall ability to keep risks visible, manageable, and within tolerance.



Group Risk Management Structure and Process

Risk Management Measures

To thoroughly identify risks in key areas and verify the effectiveness of the management system, the Group conducts regular special audits and inspections and has achieved notable results.

Pre-engagement Interviews for Major Projects

Risk-based pre-engagement interview mechanisms have been established for high-risk business activities. In 2025, the Compliance Department guided and urged relevant units to conduct pre-award interviews with potential partners for 28 major projects, effectively moving compliance review and risk control forward to the front end of business decision-making.

Engineering Audit and Cost Control

During the reporting period, special engineering audits were conducted to identify various typical issues in key areas such as engineering quality, processes, and costs, and corrective actions were advanced accordingly, strengthening compliance while achieving significant cost optimization.

In-depth Compliance Screening of Tendering and Bidding

Compliance management of procurement activities has been continuously strengthened. Special inspections have been carried out on tendering and bidding for key categories such as production materials, equipment, and services, with tens of thousands of procurement projects systematically reviewed to comprehensively identify and prevent potential compliance risks such as bid rigging, thereby safeguarding fairness and transparency throughout the procurement process.

Governance of Gifts and Hospitality

Special inspections on gifts and hospitality management were carried out across the Group, covering 110 units, with on-site spot checks conducted at 31 units. Through measures such as promoting the separation of gift records from physical items and improving approval procedures, daily supervision mechanisms were systematically strengthened, and a closed-loop rectification process was achieved for identified issues, effectively enhancing integrity risk prevention and control.

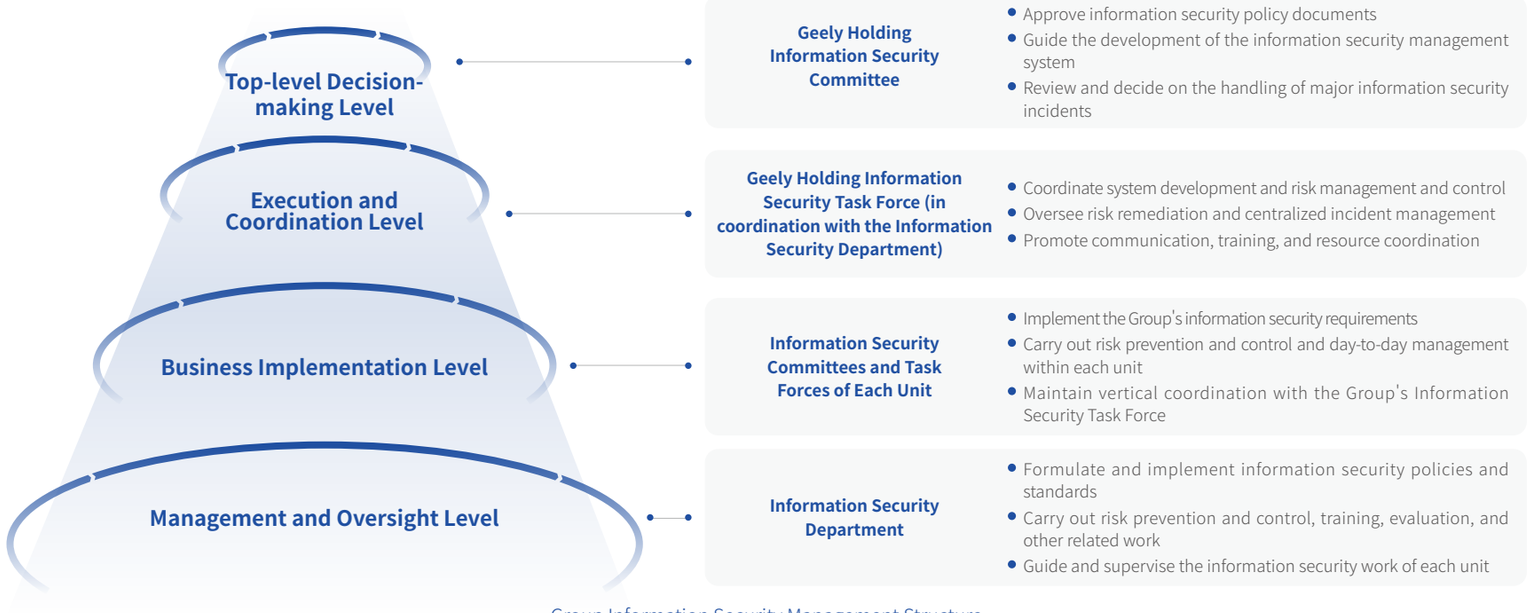
Through the dual drive of "culture-led development and technology enablement", the Group has deepened the development of a proactive risk control culture. Layered training programs have been implemented for all employees. In 2025, five special training sessions and four internal control meetings were organized for different groups, including senior management, department managers, and new employees, and risk control responsibilities were incorporated into the assessment of key positions, driving risk management beyond compliance toward value creation. In addition, an AI-powered compliance Q&A chatbot was innovatively deployed to provide 24/7 online service, and its self-learning and automated information generation functions significantly enhanced the intelligence level of risk management and the efficiency of workforce-wide engagement.

Information Security

Against the strategic backdrop of intelligent and digital transformation, Geely Holding regards data as a core factor of production and a critical resource for innovation. We firmly believe that robust information security and data governance capabilities are the cornerstone of sustainable development. During the reporting period, the Group established the "Geely Safety Center", comprehensively upgrading information security into a holistic digital security framework covering vehicle products, cloud services, user data, the application ecosystem, and the supply chain; overseas data centers were established, with personal data prohibited from being transferred back unless necessary, and Data Processing Agreements were signed or localized closed-loop processing of personal data was carried out in accordance with the instructions of the Group's data compliance team; in addition, Geely Auto took the lead in publishing the industry's first *White Paper on the Development of Comprehensive Safety for Intelligent Vehicles*, marking our systematic deployment and industry leadership in digital security. The Group is committed to building a security protection system covering the full lifecycle of data, providing solid safeguards for business operations, innovation, and user privacy. During the reporting period, the Group did not experience any major information security incidents arising from infringement of customer privacy or loss of customer data. Upon verification, the Group also received no related complaints.

Information Security Management System

To ensure the effective implementation and execution of its information security strategy, the Group has established a three-tier organizational structure featuring coordinated decision-making, execution, and professional support, with clear roles and responsibilities.



Group Information Security Management Structure

Starting from top-level strategic commitment, the Group has systematically established a standardized and well-structured information security management system. We issued the *Geely Holding Data Vision*, clearly defining the strategic objective of comprehensively enhancing data security governance capabilities across the full data lifecycle. With the *Data Security Management* as the core guiding document, we have built a comprehensive four-tier information security policy framework, establishing clear principles and operating standards for the secure management of data throughout the entire process, including collection, transmission, storage, use, sharing, and destruction. During the reporting period, in accordance with the revised *Information Security Risk Assessment Guidelines,* we further advanced risk management efforts. While strengthening foundational security, we also sharpened our management focus on core business application scenarios such as APP privacy, system log security, outbound data transfer, and access rights management, enabling deeper integration of risk control with business operations.

As of the end of 2025

Geely Holding and its business units
Entities certified to ISO 27001:2022

50

Systems completing Multi- Level Protection Scheme (MLPS) Level 3 assessment

56

Information Security Risk Response

The Group adopts a systematic approach to managing information security risks. In strict accordance with international standards such as ISO 27005:2022, a risk management process covering the full data lifecycle has been established and put into operation. Through regular risk assessments, threats are continuously identified, response plans are formulated, security risk inventories are established and maintained, and residual risks are tracked.

During the reporting period, ISO 27001:2022 internal audits were conducted for 37 units, with no major non-conformities identified. Root cause analysis was carried out for identified issues, and closed-loop rectification was completed. At the same time, external audits were conducted by certification bodies for the same batch of units, confirming that the information security management system was operating effectively and met the relevant standard requirements. Positive feedback was received particularly in areas such as outbound data transfer control, proactive defense mechanisms, and workforce-wide security awareness training. These audit results further validated the continuous improvement of the management system and the effectiveness of risk control. In addition, regular information security inspections were conducted for suppliers. In 2025, special audits were carried out on connected vehicle suppliers, including on-site spot checks of 2 suppliers. No high-risk suppliers were identified, and the relevant control measures were implemented as planned.

In 2025

Information security investigation cases conducted and concluded

55

Investigation closure rate

100%

In strict accordance with core policies including the *Information Security Incident Management Regulations (2025)*, the *Information Security Alert Handling Procedures*, and the *System Security Incident Emergency Response Procedures*, the Group has established a normalized security defense and emergency management system integrating proactive testing, practical drills, and rapid response. Through high-frequency and full-coverage penetration testing, risks are proactively identified. During the reporting period, security testing was carried out for systems across 100% of business areas, including R&D, supply chain, and manufacturing. At the same time, the Group actively participated in external practical attack-and-defense exercises and was recognized as an "Outstanding Defense Unit" in the Zhejiang Province "Zhijiang Cyber Shield 2025" exercise for its strong defensive performance.

During the reporting period, the Group carried out a series of special governance initiatives focusing on core assets and key scenarios, with the aim of systematically strengthening security defenses and enhancing overall protection capabilities.

Core R&D Data Isolation

To protect core intellectual property, a dedicated initiative on "office network and R&D network segregation" has been comprehensively implemented. Through both physical and logical segregation, core highly confidential data related to vehicle software and hardware development is strictly confined within the R&D network. This is further supported by technical measures such as application controls and sandboxing, ensuring R&D efficiency on the basis of security.

Production Environment Hardening

Supplier access control has been strengthened through a supplier personnel management platform, enabling automated full-lifecycle management of outsourced personnel account permissions from activation to deprovisioning, thereby preventing third-party data risks at the source. At the same time, industrial control system security governance has been deepened through the development and verification of security checklists, with security responsibilities and operating mechanisms clearly defined, effectively reducing disruption risks in manufacturing and safeguarding production continuity and the security of core manufacturing data.

End-to-End Data Leakage Prevention

A defense-in-depth protection system has been established from endpoints to the core. At the endpoint and network layers, computer network access control has been fully implemented, the capabilities of the Data Loss Prevention DLP system have been continuously upgraded and deployed overseas, and unified control over global data flows has been achieved. At the database layer, credential custody and automated invocation mechanisms have been introduced, and privileged account permissions have been managed with greater precision, providing comprehensive protection for core data assets.

The Group combines "technology enablement" with "awareness first" to strengthen workforce-wide security through a dual-driven approach. At the technical level, the Holding Data Compliance Management Platform was launched, integrating four core modules covering vehicle model compliance, app compliance, cross-border data management, and regulatory interface management, enabling efficient online and process-based management of business compliance requirements. At the awareness level, the Group established a training system covering all employees. During the reporting period, privacy protection training was conducted for 100% of all employees, with average training time for key positions reaching 2 hours. Throughout the year, 51 information security training sessions were conducted, covering information assets, data security, sensitive positions, office security, phishing email prevention, and other topics.

In 2025

Information security training participant attendances

over 379,444 person-times

Total information security training hours for all employees

217,093 hours

Total AI security training hours for all employees:

approximately 130 hours

Information security training coverage rate for employees in professional positions[12], including management

100%

Suppliers covered by information security training

1,274 suppliers

Information security training

26 sessions

Total training hours

5,780 hours

[12] Professional positions refer to roles that frequently handle sensitive data, critical business secrets, or are responsible for information security management and technical duties.

Intellectual Property Protection

Intellectual property protection is a key foundation for building a strong R&D base, expanding global presence, and sustaining innovation momentum. The Group strictly complies with applicable laws and regulations in the jurisdictions where it operates and continues to improve its internal management system. During the reporting period, building on existing policy frameworks such as the *Intellectual Property Management Measures*, the *Patent Management Measures*, and the *Trademark Management Measures*, the Group successively issued specialized guidelines including the *Geely Holding Domain Name Use Management Guidelines*, and the *Vehicle Project Open Source Software Management Measures*, further strengthening refined management in key areas of intellectual property. In addition, the Group continued to optimize its online intellectual property management system, enabling efficient coordination across risk management, intelligence analysis, and intellectual property protection, and enhancing the precision and overall efficiency of intellectual property management.

Intellectual Property Risk Management

In its own operations, the Group has deeply embedded intellectual property risk management throughout the full business chain, including R&D, procurement, manufacturing, sales, and after-sales service. Through regular identification and assessment of infringement risks, potential risks are promptly flagged and addressed. At the same time, an external dynamic prevention and control network has been established to conduct monthly tracking and monitoring of global trademark and registration developments, respond quickly to trademark squatting, similar trademarks, and malicious domain name resolution, and safeguard rights through legal means such as oppositions and litigation. For overseas business, vehicle brand and model export plans are further reviewed on a regular basis, trademark use risk analysis is conducted for key markets, use of high-risk trademarks is optimized, and prior trademark searches, reviews of overseas publicity materials, and reviews of dealer authorization agreements are strictly carried out to control risks at the source. In addition, new approaches to overseas intellectual property protection are being actively explored. Through research on customs recordation systems in multiple countries, promotion of coordination between customs recordation and infringement interception, and strengthened copyright registration, an integrated protection matrix covering trademarks, domain names, and copyrights has been built to comprehensively enhance overseas risk resilience.

In supply chain management, the Group has established a supplier intellectual property compliance management system and incorporated intellectual property compliance requirements into key supplier evaluation indicators to control supply chain risks. During the reporting period, the Group actively responded to litigation involving standard-essential patents in overseas markets and, in line with the principle of respecting intellectual property, promoted dispute resolution through reasonable means.

In 2025

Dismantled counterfeit manufacturing facilities
1

Investigated and penalized counterfeit distribution outlets
25

Value of infringing goods seized approximately
RMB 6.9466 million

Management of non-compliant suppliers strengthened, with suppliers blacklisted during the year
38

To proactively address intellectual property risks, the Group has established a diversified and systematic intellectual property training system. During the reporting period, more than 120 specialized intellectual property training sessions were organized, covering approximately 6,500 participant attendances. Through a tiered training system covering management, R&D personnel, and general employees, intellectual property protection awareness and risk prevention capabilities were significantly enhanced across the workforce.

Intellectual Property Incentive Mechanisms

While addressing intellectual property risks, we also encourage innovation across the workforce and continue to improve innovation incentive mechanisms. Reward systems such as the *Patent Incentive Implementation Rules* have been formulated and implemented, and recognition mechanisms including Outstanding Inventor and Outstanding Innovation Team have been established to recognize and reward employees' innovation contributions.

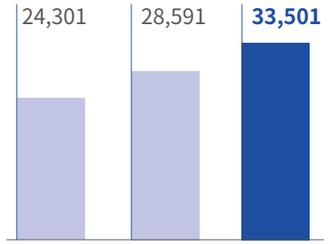
Supported by a sound management system and a strong culture of innovation, the Group has achieved fruitful intellectual property outcomes. As of the end of the reporting period, the Group had filed more than 7,000 new patent applications, including 1,659 overseas applications, further strengthening its global innovation protection network. At the same time, the Group remains committed to innovation-driven development and actively promotes the commercialization and application of patents. Among these efforts, a subsidiary was successfully selected as one of the first outstanding cases of patent commercialization and utilization by the China National Intellectual Property Administration, effectively driving coordinated development across the upstream and downstream industrial chain.

In 2025

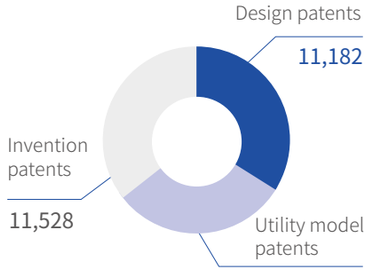
New patent applied
7,792

New patents granted
5,903

Valid patents



As of the end of 2025



Valid Patent Distribution (items)

Appendix I: Index of Content to the GRI Sustainability Reporting Standards

Statement	Geely Holding reported information referenced in this GRI content index during the period from January 1, 2025, to December 31, 2025, in accordance with GRI standards.
GRI Standards	GRI 1: Foundation 2021
Applicable GRI Industry Standards	None

Indicators	Disclosures	Reference Chapter/Note
GRI 2: General Disclosures		
2-1	Organizational details	Group Overview
2-2	Entities included in the organization's sustainability reporting	About This Report
2-3	Reporting period, frequency and contact point	About This Report
2-4	Restatements of information	Explained in the corresponding part of the report.
2-5	External assurance	Appendix V: Independent Assurance Statement
2-6	Activities, value chain and other business relationships	Sustainable Supply Chain
2-7	Employees	Labor Rights Protection
2-8	Workers who are not employees	Automotive Ecosystem Development
2-9	Governance structure and composition	Corporate Governance
2-10	Nomination and selection of the highest governance body	Corporate Governance
2-11	Chair of the highest governing body	During the reporting period, Mr. Li Shufu continued to serve as the Chairman of the Board of Geely Holding.
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Governance
2-13	Delegation of responsibility for managing impacts	Sustainability Governance
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance
2-15	Conflicts of interest	Compliance Management
2-16	Communication of critical concerns	Stakeholder Engagement
2-17	Collective knowledge of the highest governance body	Sustainability Strategy
2-22	Statement on sustainable development strategy	Sustainability Strategy
2-23	Policy commitments	Please refer to each chapter.
2-24	Embedding policy commitments	Labor Rights Protection
2-25	Processes to remediate negative impacts	Labor Rights Protection
2-26	Mechanisms for seeking advice and raising concerns	Compliance Management
2-27	Compliance with laws and regulations	Please refer to each chapter.
2-28	Membership associations	Automotive Ecosystem Development
2-29	Approach to stakeholder engagement	Stakeholder Engagement
2-30	Collective bargaining agreements	Care and Support
GRI 3: Material Topics		
3-1	Process to determine material topics	Double Materiality Analysis
3-2	List of material topics	Double Materiality Analysis
3-3	Management of material topics	Please refer to each chapter.
GRI 101:Biodiversity		
101-1	Policies to halt and reverse biodiversity loss	Biodiversity Conservation
101-2	Management of biodiversity impacts	Biodiversity Conservation
101-4	Identification of biodiversity impacts	Biodiversity Conservation
101-5	Locations with biodiversity impacts	Biodiversity Conservation
101-6	Direct drivers of biodiversity loss	Biodiversity Conservation
101-7	Changes to the state of biodiversity	Biodiversity Conservation
101-8	Ecosystem services	Biodiversity Conservation
Economy		
GRI 201: Economic Performance		

Indicators	Disclosures	Reference Chapter/Note
201-1	Direct economic value generated and distributed	Please refer to the *2025 Financial Statement of Zhejiang Geely Holding Group*.
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Response
GRI 203: Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	Diverse Mobility and Shared Services Automotive Ecosystem Development Community Shared Value
203-2	Significant indirect economic impacts	Community Shared Value
GRI 204: Procurement Practices		
204-1	Proportion of spending on local suppliers	Sustainable Supply Chain
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	No operating points with corruption risks were identified during the reporting period.
205-2	Communication and training about anti-corruption policies and procedures	Compliance Management
205-3	Confirmed incidents of corruption and actions taken	Compliance Management
GRI 206: Anti-competitive Behavior		
206-1	Legal actions for anti- competitive behavior, anti- trust, and monopoly practices	Compliance Management
GRI 207: Taxation		
207-1	Approach to tax	Compliance Management
207-2	Tax governance, control, and risk management	Compliance Management
Environment		
GRI 301: Materials		
301-2	Recycled input materials used	Circular Economy
301-3	Reclaimed products and their packaging materials	Circular Economy
GRI 302: Energy		
302-1	Energy consumption within the organization	Climate Change Response
302-4	Reduction of energy consumption	Climate Change Response
302-5	Reductions in energy requirements of products and services	Climate Change Response

Indicators	Disclosures	Reference Chapter/Note
GRI 303: Water and Wastewater		
303-1	Interactions with water as a shared resource	Resource Management
303-2	Management of water discharge-related impacts	Resource Management
303-3	Water withdrawal	Resource Management
303-5	Water consumption	Resource Management
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	Climate Change Response
305-2	Energy indirect (Scope 2) GHG emissions	Climate Change Response
305-3	Other indirect (Scope 3) GHG emissions	Climate Change Response
305-5	Reduction of GHG emissions	Climate Change Response
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Management
GRI 306: Waste		
306-1	Waste generation and significant waste-related impacts	Environmental Management
306-2	Management of significant waste-related impacts	Environmental Management
306-3	Waste generated	Environmental Management
GRI 308: Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply Chain
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain
Society		
GRI 401: Employment		
401-1	New employee hires and employee turnover	Labor Rights Protection
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Labor Rights Protection Care and Support
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety
403-3	Occupational health services	Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety

Indicators	Disclosures	Reference Chapter/Note
403-5	Worker training on occupational health and safety	Health and Safety
403-6	Promotion of worker health	Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
403-10	Work-related ill health	Health and Safety
GRI 404: Training and Education		
404-1	Average hours of training per year per employee	Training and Development
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Development
404-3	Percentage of employees receiving regular performance and career development reviews	Training and Development
GRI 405: Diversity and Equal Opportunity in the Workforce		
405-1	Diversity of governance bodies and employees	Labor Rights Protection Corporate Governance
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Labor Rights Protection
GRI 408: Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	Labor Rights Protection Sustainable Supply Chain
GRI 409: Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Labor Rights Protection Sustainable Supply Chain
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Community Shared Value
GRI 414: Social Assessment of Suppliers		
414-1	New suppliers that were screened using social criteria	Sustainable Supply Chain
414-2	Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain
GRI 415: Public Policy		
415-1	Political contributions	Compliance Management

Indicators	Disclosures	Reference Chapter/Note
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Safety
GRI 417: Marketing and Labelling		
417-1	Requirements for product and service information and labeling	Responsible Marketing
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Compliance Management

Appendix II: Index of UNSDGs Content

United Nations Sustainable Development Goals (SDGs)	Reference Chapter
1 NO POVERTY	Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
2 ZERO HUNGER	Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
3 GOOD HEALTH AND WELL-BEING	Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
4 QUALITY EDUCATION	Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
5 GENDER EQUALITY	Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
6 CLEAN WATER AND SANITATION	Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation
7 AFFORDABLE AND CLEAN ENERGY	Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation
8 DECENT WORK AND ECONOMIC GROWTH	Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Value Chain Integration, Shared Responsible for Mobility: Value Chain Responsibility and Mobility Ecosystem

United Nations Sustainable Development Goals (SDGs)	Reference Chapter
10 REDUCED INEQUALITIES	Value Chain Integration, Shared Responsible for Mobility: Value Chain Responsibility and Mobility Ecosystem Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
11 SUSTAINABLE CITIES AND COMMUNITIES	Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation Value Chain Integration, Shared Responsible for Mobility: Value Chain Responsibility and Mobility Ecosystem Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Value Chain Integration, Shared Responsible for Mobility: Value Chain Responsibility and Mobility Ecosystem Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation
13 CLIMATE ACTION	Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation
14 LIFE BELOW WATER	Value Chain Empowerment, Shared prosperity for All Stakeholders: Employees and Communities
15 LIFE ON LAND	Value Chain Decarbonization, Shared Benefit for Nature: Climate Action and Resource Conservation
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Value Chain Compliance, Shared Integrity for Business Conduct: Compliance and Business Ethics
17 PARTNERSHIPS FOR THE GOALS	Value Chain Integration, Shared Responsible for Mobility: Value Chain Responsibility and Mobility Ecosystem

Appendix III: UNGC Content Index

	Principles	Reference Chapter
Human Rights 	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Labor Rights Protection Sustainable Supply Chain
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	Labor Rights Protection Sustainable Supply Chain
Labor Standards 	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Labor Rights Protection Care and Support
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	Labor Rights Protection
	Principle 5: Businesses should uphold the effective abolition of child labor.	Labor Rights Protection
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Labor Rights Protection
Environment 	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Climate Change Response Environmental Management Resource Management
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	Climate Change Response Environmental Management Resource Management
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	Climate Change Response
Anti-corruption 	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Compliance Management

Appendix IV: Definitions

Green Intelligent Mobility Island

Refers to the world's first future urban transportation hub physical project, launched by CaoCao Mobility. The facility integrates functions such as automated battery swapping, automated cleaning, vehicle interior maintenance, smart dispatching, and automated billing.

Geely Future Mobility Constellation

Refers to the low-earth orbit satellite constellation system constructed and operated by Geespace, a subsidiary of Geely Holding.

Geely LNG Dual-fuel Ro-Ro Vessels

Refers to the large-scale LNG (liquefied natural gas) and fuel oil dual-fuel driven vehicle carrier vessels operated by JISU Logistics, a subsidiary of Geely Holding.

Geely safety Center

Refers to the world's largest automotive safety R&D facility, constructed with an investment of 2 billion RMB in Hangzhou Bay. It was officially inaugurated in December 2025 and opened for sharing with the entire industry.

Proactive compliance management

Proactive compliance management is characterized by "trend prediction", which tracks and predicts changes in laws, regulations, and product services. It analyzes the actual and potential impacts of such changes on the company and helps relevant business lines and compliance management personnel to develop and implement appropriate solutions in advance. By checking and evaluating the effectiveness of response measures, the risk management system will be constantly improved.

ShenDun Golden Battery Brand

This refers to the unified battery brand established by Geely Holding through the integration of its battery businesses. The Group consolidated the original Golden Battery and ShenDun Short Blade Battery under the ShenDun Golden Battery brand, bringing together its self-developed and self-produced battery safety system and battery cell products to create strong technological synergy.

"Full-Domain AI" technology system for intelligent vehicles

Refers to the artificial intelligence technology system covering all scenarios of intelligent vehicles, developed by Geely Auto, a subsidiary of Geely Holding. The system has been applied to innovative achievements under the Group, including the Geely Afari Smart Driving (G-ASD) assisted driving system, Xingrui Intelligent Computing Center 2.0, NordThor AI Electric Hybrid Powertrain 2.0, and Flyme Auto 2.

Geega

Refers to the Geega industrial internet platform, developed by GYMD Digital Technology Co., Ltd., a subsidiary of Geely Holding. This platform is the first industrial internet platform launched by the automotive industry to provide digital transformation services for the industry.

Robotaxi

Refers to driverless taxis. Geely Holding promotes the commercial operation of Robotaxi through its subsidiary, CaoCao Mobility.

Z-Green Project

Refers to an online low-carbon community platform launched and operated by ZEEKR, which calculates users' carbon reduction actions based on the carbon inclusion mechanism as a policy basis. It serves as the core platform for co-creating a low-carbon lifestyle between the ZEEKR brand under Geely Holding and its users.

National Green Factory

Refers to an factory that achieves intensive land use, non-hazardous raw materials, clean production, waste resource utilization, low-carbon energy and is a core implementation unit of green manufacturing, selected and published by the Ministry of Industry and Information Technology of the People's Republic of China.

Zero-Carbon Factory

Refers to a factory that, within a specific time period and greenhouse gas emission boundary, measures its greenhouse gas emissions generated during the production process. After implementing as much autonomous carbon reduction as possible, any remaining emissions are offset through mechanisms such as carbon credits and carbon quotas. Such factories are certified by standards like the the *Evaluation Specification of Zero-carbon Factory* (T/CECA-G 0171-2022) and *General Principles for Implementation and Assessment of Zero-carbon Factory* (T/CIECCPA 030-2023).

Zero-Waste Factory

Refers to a factory that implements measures to achieve source reduction, resource recovery, and harmless treatment of solid waste, thereby maximizing the reduction of landfill volumes and minimizing the environmental impact of solid waste. This approach promotes the formation of green development, green production, and green lifestyle practices. Such factories are selected by relevant departments, such as the Bureau of Economy and Information Technology and/or the Ecological Environment Department.

Zero-Waste City

Refers to a new urban management model practicing China's green development philosophy. It aims to minimize solid waste landfill and control environmental impacts through source reduction, resource utilization, and harmless disposal.

Drive Sustainability

Refers to an automotive partnership facilitated by CSR Europe that brings together major original equipment manufacturers (OEMs) to lead the transformation towards a circular and sustainable automotive value chain.

Drive Sustainability SAQ

Refers to a standardized tool used by the automotive industry to assess the sustainability performance of suppliers in areas such as social and environmental sustainability, business ethics, and responsible sourcing.

Double Materiality

Refers to a concept under the *Corporate Sustainability Reporting Directive (EU CSRD)* requiring companies to report on both how sustainability issues affect their business (financial materiality) and how their business impacts people and the environment (impact materiality). We conducted a double materiality assessment on sustainability issues for the first time in 2025.

Circular Economy

Refers to a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible to extend their life cycle and minimize waste.

Nature-positive

Refers to a development pathway that enhances the resilience of the Earth and human society to halt and reverse the trend of nature loss. Today, this has become a movement in which leaders of governments, enterprises, and civil society have committed to taking action.

NCAP

Refers to the New Car Assessment Programme, a government-backed or independent consumer program that evaluates the safety performance of new car designs through standardized crash tests and safety assessments.

Euro NCAP

Refers to the European New Car Assessment Programme, an independent organization that provides consumers with a realistic and independent assessment of the safety performance of cars sold in Europe.

ANCAP

Refers to the Australasian New Car Assessment Program, mainly crashing test cars and conduct on-track and on-road performance assessments on safety features and technologies, and publishing a simple star rating or grading to indicate relative safety performance.

ASEAN NCAP

Refers to the New Car Assessment Program for Southeast Asian Countries, is an independent vehicle safety initiative dedicated to enhancing road safety across Southeast Asia. This program evaluates the safety performance of vehicles that are available in the ASEAN market through rigorous crash tests and assessment on the advanced safety assist technologies that are equipped in the vehicles.

C-NCAP

Refers to China New Car Assessment Program, which is a vehicle safety evaluation system issued by China Automotive Technology & Research Center, covering occupant protection, pedestrian protection and active safety test items. The system provides consumers with vehicle safety information through star rating, and promotes the development of domestic automobile safety technology.

CNAS

Refers to the China National Accreditation Service for Conformity Assessment, the national accreditation body of China responsible for the accreditation of certification bodies, laboratories, and inspection bodies.

CMRT

Refers to the Conflict Minerals Reporting Template, a free, standardized reporting template developed by the Responsible Minerals Initiative (RMI) to facilitate the transfer of information regarding mineral country of origin and smelters/refiners.

LEAP Approach

Refers to an integrated assessment process developed by the TNFD (Locate, Evaluate, Assess, and Prepare) for businesses to manage and report on nature-related dependencies, impacts, risks, and opportunities.

Information Security Protection Level 3 Certification

It is also known as the National Information Security Protection Level 3 Certification, an authoritative qualification certification for the information product security level in China. It is recognized and assessed by public security organs based on the national regulations on information security protection and related regulations. According to management norms and technical standards, it evaluates the information system security protection status of various organizations.

IATF 16949:2016

The full name of the IATF 16949-2016 technical specification is Quality Management System Requirements for Automotive Production and Relevant Service Parts Organizations for the Application of ISO 9001:2015. It is issued by the International Automotive Task Force (IATF).

ISO 9001

ISO 9001 *Quality management systems* is a globally recognized standard for quality management. It helps organizations of all sizes and sectors to improve their performance, meet customer expectations and demonstrate their commitment to quality. Its requirements define how to establish, implement, maintain, and continually improve a quality management system (QMS).

ISO 14001

The ISO 14000 *Environmental management systems* series of standards, developed by ISO/TC 207 (the Technical Committee 207 of the International Organization for Standardization) as from 1993, is a series of environmental management standards. The ISO 14000 series navigate the following global environmental management issues: environmental management systems (EMS), environmental auditing (EA), environmental labels (EL), life cycle assessment (LCA), environmental performance evaluation (EPE), and terms and definitions (T&D). ISO 14000 provides governments and organizations worldwide with uniform and consistent environmental management systems, international product standards, and rigorous and standardized audit and certification processes.

ISO 14067

ISO 14067 *Greenhouse gases — Carbon footprint of products — Requirements and guidelines for quantification Standard* is an international standard on the carbon footprint of products. It specifies principles, requirements and guidelines for quantifying the carbon footprint of products.

ISO 21448

ISO 21448 *Road vehicles — Safety of the intended functionality Standard* is an international standard on the safety of the intended functionality (SOTIF) of road vehicles. It provides a general argument framework and guidance on measures to ensure SOTIF.

ISO 26262

ISO 26262 *Road vehicles — Functional safety Standard* is an international standard on functional safety for road vehicles. It applies to safety-related systems that include one or more electrical and/or electronic systems installed in series-production road vehicles.

ISO 27001:2022

ISO 27001:2022 *Information security management system* is an international standard that specifies the requirements for information security management systems, providing companies of any size and from all sectors of activity with guidance for establishing, implementing, maintaining and continually improving an information security management system.

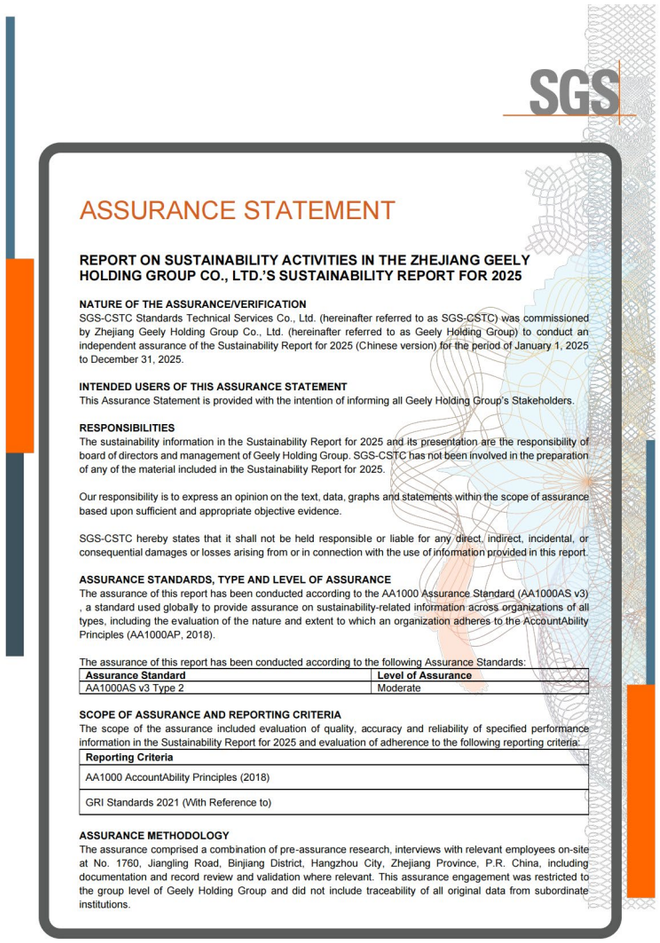
ISO 27701

ISO 27701 *Privacy information management systems* is an international standard that sets out requirements for establishing, implementing, maintaining, and continually improving a Privacy Information Management System (PIMS).

ISO 45001

ISO 45001 *Occupational health and safety management systems* is evolved from the OHSAS 18001 Occupation Health and Safety Assessment Series. This new standard is designed to help organizations around the world ensure the health and safety of their workers.

Appendix V: Independent Assurance Statement



SGS

ASSURANCE STATEMENT

REPORT ON SUSTAINABILITY ACTIVITIES IN THE ZHEJIANG GEELY HOLDING GROUP CO., LTD.'S SUSTAINABILITY REPORT FOR 2025

NATURE OF THE ASSURANCE/VERIFICATION
SGS-CSTC Standards Technical Services Co., Ltd. (hereinafter referred to as SGS-CSTC) was commissioned by Zhejiang Geely Holding Group Co., Ltd. (hereinafter referred to as Geely Holding Group) to conduct an independent assurance of the Sustainability Report for 2025 (Chinese version) for the period of January 1, 2025 to December 31, 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT
This Assurance Statement is provided with the intention of informing all Geely Holding Group's Stakeholders.

RESPONSIBILITIES
The sustainability information in the Sustainability Report for 2025 and its presentation are the responsibility of board of directors and management of Geely Holding Group. SGS-CSTC has not been involved in the preparation of any of the material included in the Sustainability Report for 2025.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

SGS-CSTC hereby states that it shall not be held responsible or liable for any direct, indirect, incidental, or consequential damages or losses arising from or in connection with the use of information provided in this report.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3) , a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP, 2018).

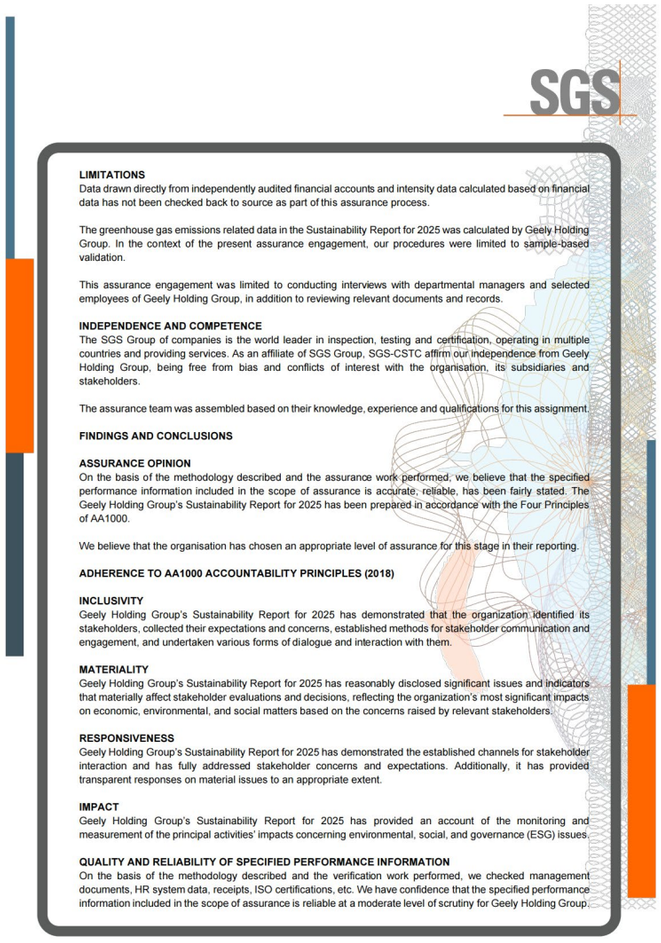
The assurance of this report has been conducted according to the following Assurance Standards:

Assurance Standard	Level of Assurance
AA1000AS v3 Type 2	Moderate

SCOPE OF ASSURANCE AND REPORTING CRITERIA
The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information in the Sustainability Report for 2025 and evaluation of adherence to the following reporting criteria:

Reporting Criteria
AA1000 AccountAbility Principles (2018)
GRI Standards 2021 (With Reference to)

ASSURANCE METHODOLOGY
The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at No. 1760, Jiangling Road, Binjiang District, Hangzhou City, Zhejiang Province, P.R. China, including documentation and record review and validation where relevant. This assurance engagement was restricted to the group level of Geely Holding Group and did not include traceability of all original data from subordinate institutions.



SGS

LIMITATIONS
Data drawn directly from independently audited financial accounts and intensity data calculated based on financial data has not been checked back to source as part of this assurance process.

The greenhouse gas emissions related data in the Sustainability Report for 2025 was calculated by Geely Holding Group. In the context of the present assurance engagement, our procedures were limited to sample-based validation.

This assurance engagement was limited to conducting interviews with departmental managers and selected employees of Geely Holding Group, in addition to reviewing relevant documents and records.

INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and certification, operating in multiple countries and providing services. As an affiliate of SGS Group, SGS-CSTC affirm our independence from Geely Holding Group, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment.

FINDINGS AND CONCLUSIONS

ASSURANCE OPINION
On the basis of the methodology described and the assurance work performed, we believe that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated. The Geely Holding Group's Sustainability Report for 2025 has been prepared in accordance with the Four Principles of AA1000.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY
Geely Holding Group's Sustainability Report for 2025 has demonstrated that the organization identified its stakeholders, collected their expectations and concerns, established methods for stakeholder communication and engagement, and undertaken various forms of dialogue and interaction with them.

MATERIALITY
Geely Holding Group's Sustainability Report for 2025 has reasonably disclosed significant issues and indicators that materially affect stakeholder evaluations and decisions, reflecting the organization's most significant impacts on economic, environmental, and social matters based on the concerns raised by relevant stakeholders.

RESPONSIVENESS
Geely Holding Group's Sustainability Report for 2025 has demonstrated the established channels for stakeholder interaction and has fully addressed stakeholder concerns and expectations. Additionally, it has provided transparent responses on material issues to an appropriate extent.

IMPACT
Geely Holding Group's Sustainability Report for 2025 has provided an account of the monitoring and measurement of the principal activities' impacts concerning environmental, social, and governance (ESG) issues.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION
On the basis of the methodology described and the verification work performed, we checked management documents, HR system data, receipts, ISO certifications, etc. We have confidence that the specified performance information included in the scope of assurance is reliable at a moderate level of scrutiny for Geely Holding Group.

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ADHERENCE TO GRI STANDARDS 2021
The assurance team concludes that the Geely Holding Group's Sustainability Report for 2025 has been prepared with reference to the requirements of GRI Standards 2021.

RECOMMENDATIONS
All observations pertaining to commendable practices, sustainable development activities, and managerial recommendations identified throughout the assurance process have been thoroughly communicated with relevant management divisions of Geely Holding Group to serve as a reference for their ongoing efforts towards continuous improvement.

Signed:

For and on behalf of SGS-CSTC

David Xin
Sr. Director – Business Assurance
16/F Century Yuhui Mansion, No. 73, Fucheng Road, Beijing, P.R. China

May. 6th, 2026
WWW.SGS.COM

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Feedback Provision

Dear Reader:

Thank you for taking the time to read the "Geely Holding 2025 Sustainability Report".

We aim to elaborate in detail on Geely's sustainability vision and performance to you and other stakeholders in the future. We sincerely invite you to share your valuable opinions on Geely Holding's sustainability performance and report, thereby assisting us in further enhancing our sustainability management capabilities.

You may provide your valuable feedback via email.

Our contact information:

Email: sustainability@geely.com