

CHANGAN



Changan Automobile | Environmental, Social and Governance Report | 2025

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01

About This Report





1.1 Report Overview

This is the 18th Environmental, Social and Governance (ESG) / Social Responsibility Report of Chongqing Changan Automobile Co., Ltd. (hereinafter referred to as "we," "the Company," or "Changan Automobile"). It demonstrates how Changan Automobile integrates sustainability into corporate strategy and operations. Approved by the Board of Directors before release, this report is available in both Chinese and English. In case of any discrepancy between the two versions, the Chinese version shall prevail.

1.2 Reporting Scope

The reporting period covers January 1, 2025 to December 31, 2025 (with certain disclosures extending beyond this period). The reporting scope covers Chongqing Changan Automobile Co., Ltd. and all its subsidiaries.

1.3 Reporting Standards

Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 17 – Sustainability Report (Trial)

Appendix C2 to the Main Board Listing Rules of The Stock Exchange of Hong Kong Limited – Environmental, Social and Governance Reporting Code

Global Reporting Initiative (GRI) Standards

ISO 26000:2010 Guidance on Social Responsibility

1.4 Reporting Principles

This report complies with the related reporting principles of the Shenzhen Stock Exchange and refers to the reporting principles of the GRI Standards, including:

Accuracy: Provide correct and sufficiently detailed information.

Clarity: Presented in an understandable manner.

Sustainability Context: Impacts of Changan Automobile reported within a broader context of sustainability.

Timeliness: The ESG Report is released annually and provided in a timely manner for stakeholders' decision-making.

Verifiability: Information is collected, documented, compiled and analyzed in a verifiable manner to ensure quality.

Management Integration: Management of sustainability issues is embedded across the entire reporting lifecycle, from preparation to application, thereby enhancing the Company's sustainability management performance.

Materiality: Identify, define, analyze and disclose ESG materiality issues, and clarify the significant impacts of the Company's operation on its stakeholders

Completeness: Provide reasonable and sufficient information for readers to assess the impacts of Changan Automobile during the reporting period

Balance: Report information impartially and present fairly both the negative and positive impacts of Changan Automobile

Comparability: Adopt reasonable methods of information selection, compilation and reporting for readers to analyze the long-term impacts of Changan Automobile.

Readability: The report is clear and understandable for users of sustainability information.

Innovation: Innovation and distinctive features are reflected in content, format, and management.

1.5 Information Sources

Data in this report is derived from official documents and statistical reports of Changan Automobile (including subsidiaries and partners). To enhance comparability, some indicators include historical data.

Unless otherwise specified, all amounts in this report are denominated in RMB.

1.6 Publication Channels

The digital version of this report can be viewed or downloaded from CNINFO (www.cninfo.com.cn) and Changan Automobile's official websites (www.globalchangan.com/cn/, www.changan.com.cn/ccca/).

02

Statement from the Chairman





Chairman, Changan Automobile
Zhu Huarong

Cleaner Mobility. Greener Future.

The Earth is our only home and the foundation for the continuation of human civilization. Protecting this blue planet is not only our mission, but also our responsibility to future generations.

As a responsible major country, China has always actively assumed global responsibilities. By putting forward the goals of "carbon peaking and carbon neutrality," jointly building the Belt and Road, and advancing poverty alleviation efforts, China has contributed China's wisdom and solutions to global sustainable development. As a member of the global automotive industry, Changan Automobile adheres to its mission of leading sustainable mobility and benefiting human life. We drive industrial transformation through technological innovation, build a multi-layered mobility ecosystem, and create a better mobility future for people.

Under this guidance, we have firmly advanced the Third Strategic Transformation Plan, implemented the Green Plan for electrification, Intelligent Plan for smart mobility, and Vast Ocean Plan for global expansion. In 2025, our production and operations maintained a steady progress, with the total sales of 2.913 million units (reaching a nine-year high), and new energy vehicle (NEV) sales exceeding 1.1 million units. We have become the fastest Chinese automobile company to reach the sales milestone of 30 million units, launched the ESG "1165" Strategy (1 Mission, 1 Vision, 6 Domains, 5 Capabilities) with the vision of "Cleaner Mobility. Greener Future," systematically planning 6 domains and 5 capabilities, integrating sustainability into corporate governance, and establishing a global governance system with clearly defined roles and responsibilities and robust support mechanisms.

Guided by the goals of global carbon neutrality and sustainable development, we have committed to accelerating the green transition on all fronts during 2025, contributing Changan's efforts to a cooler planet.

We have further moved forward with the Green Plan. Relying on our global R&D network across ten locations in six countries, we have developed core technologies including Golden Shield Battery and New BlueCore powertrain systems. In the past three years, we have applied for more than 14,000 patents, i.e. 19 applications per day on average, among which invention patents account for 70%. We have firmly promoted the green and low-carbon transition of products. In 2025, we have launched 8 all-new NEV products, with NEV sales increasing by 51.1% year on year.

We have focused on building a full value-chain decarbonization system covering R&D, manufacturing and clean energy utilization. In R&D, we have adopted lightweight design, used renewable materials, and developed vehicle energy-saving technologies to reduce product carbon footprints at the source. In manufacturing, we have implemented green factory upgrades, widely promoted circular packaging, and significantly reduced resource consumption and emissions in production and logistics. In terms of clean energy use, we have built photovoltaic power stations with a cumulative installed capacity of 288 MW, generating 281,502 MWh of electricity annually, reducing carbon emissions by more than 200,000 tonnes. Through a multi-pronged approach, carbon emissions per 10,000 RMB of output value in 2025 have decreased by 28%, as compared with 2020, and overall carbon efficiency has been significantly improved. Among these efforts, the "Green Circular High-Performance Recycled Aluminum Alloy" initiative, recognized as an industry benchmark case was presented at the 30th United Nations Climate Change Conference (COP30), offering Changan's solution for the green and low-carbon transition of the global automotive industry.

In the next decade, we will invest more than RMB 200 billion to continue advancing green manufacturing, promote the innovation and application of green technologies, and provide strong impetus for the low-carbon development of the industry.

With Changan SDA Intelligence at the core, we are committed to providing safe and intelligent mobility solutions and continuously meeting people's evolving expectations for better mobility experiences.

We have accelerated the implementation of the "Intelligent Plan," launched the technology brand Changan SDA Intelligence, pioneered the concept of "Holistic Safety" by extending safety beyond physical protection to driving, health, emotional well-being and privacy. Leveraging the in-house technology system of Changan SDA Intelligence and over RMB 100 billion in R&D investment, we obtained the first official license plate designated for L3 automated driving vehicles in China.

To deliver an exceptional user safety experience, we have built the State Key Laboratory of Intelligent Vehicle Safety Technology, the only such laboratory in the industry, with unmanned, lights-out operations and 24/7 global remote simulation and testing capabilities. The daily simulated mileage of ADAS exceeds 3.3 million kilometers, equivalent to 6 years of real-world road testing, or 80 laps around the Earth's equator.

To deliver an exceptional user safety experience, we have built the State Key Laboratory of Intelligent Vehicle Safety Technology, the only such laboratory in the industry, with unmanned, lights-out operations and 24/7 global remote simulation and testing capabilities. The daily simulated mileage of ADAS exceeds 3.3 million kilometers, equivalent to 6 years of real-world road testing, or 80 laps around the Earth's equator.

We have fulfilled social responsibilities to a high standard, leveraging our role as a leading enterprise in the industrial chain, driving the coordinated development of 1,461 suppliers and 11,632 points of sales in the industry, and supporting the employment of more than 2 million people across upstream and downstream industries. We have built an innovative cross-sector public welfare model, deeply integrating responsibility fulfillment with rural revitalization. In 2025, we donated RMB 14.71 million. We have thoroughly implemented the "Double Care" initiative by launching the "Changan Home, Global Heart" Care Program, further strengthening support mechanisms for overseas employees and their families.

With high-standard business ethics and professional integrity as our bottom line, we strive to be a benchmark for corporate responsibility and comprehensively strengthen the foundation of compliance operation in 2025.

We have fully implemented the Vast Ocean Plan globally, adhering to the principles of "long-term development, localization, systematic capability building, and responsible ESG practices," built a global management system, and promoted the systematic implementation of ESG standards in environmental management, community engagement, and employee care. We have been certified to ISO 14001:2015 and ISO 45001:2018.

We have continuously strengthened corporate risk prevention and control and compliance management, established and implemented a global internal risk control system, carried out routine risk prevention and full audit coverage on a five-year cycle, becoming the first state-owned automotive company to obtain dual certification of ISO 37301:2021 and GB/T 35770-2022 compliance management systems. Adhering to the principle of zero tolerance, we have promoted the Integrity Enhancement Program by setting up a Global Integrity Office and branches in eight key overseas markets, extending high-standard corporate governance and business ethics across our global operations. This has strengthened the integrity foundation for the Company's international development.

Looking ahead, Changan Automobile will focus on intelligent, green and integrated development, continuously advance ESG integration, and join hands with stakeholders to move towards the vision of "Cleaner Mobility. Greener Future." striving for a cleaner, safer and better tomorrow.

03

About Changan



3.1 Corporate Profile

Changan Automobile is affiliated with China Changan Automobile Group Co., Ltd. With a 164-year history and 45 years of automotive manufacturing experience, the Company operates 21 manufacturing bases and 76 factories worldwide. Its portfolio includes three smart NEV brands - AVATR, DEEPAL, and CHANGAN NEVO - as well as CHANGAN and CHANGAN KAICHENG. Changan Automobile became the fastest Chinese manufacturer to reach the 30 million-vehicle milestone. In 2025, Changan Automobile achieved sales of 2.913 million units, up 8.5% year on year and hitting a nine-year high. NEV sales exceeded one million units, reaching 1.109 million units, up 51.1% year on year.

As one of the leading Chinese automotive brands, Changan Automobile has consistently focused on intelligent, green and integrated development. Upholding the mission of "Leading Sustainable Mobility and Benefiting Human Life," we have launched the Third Strategic Transformation Plan via implementing the Green Plan, Intelligent Plan and Vast Ocean Plan. It is accelerating the transformation towards an intelligent low-carbon mobility technology company, developing a world-class automotive group with global competitiveness and independent core technologies, and striving to build world-class automotive brand.

Short name
Changan Automobile

Stock Codes
000625 (A-Share)
200625 (B-Share)

Headquarters
Chongqing

3.2 Brand Matrix



AVATR: An intelligent new luxury brand rooted in original design
for tech-savvy and aesthetically minded consumers



DEEPAL: The tech-sport trendsetter
for young-at-heart NEV users worldwide



CHANGAN NEVO: An intelligent NEV brand
for mainstream families worldwide



CHANGAN: An intelligent ICE vehicle brand
for mainstream consumers worldwide

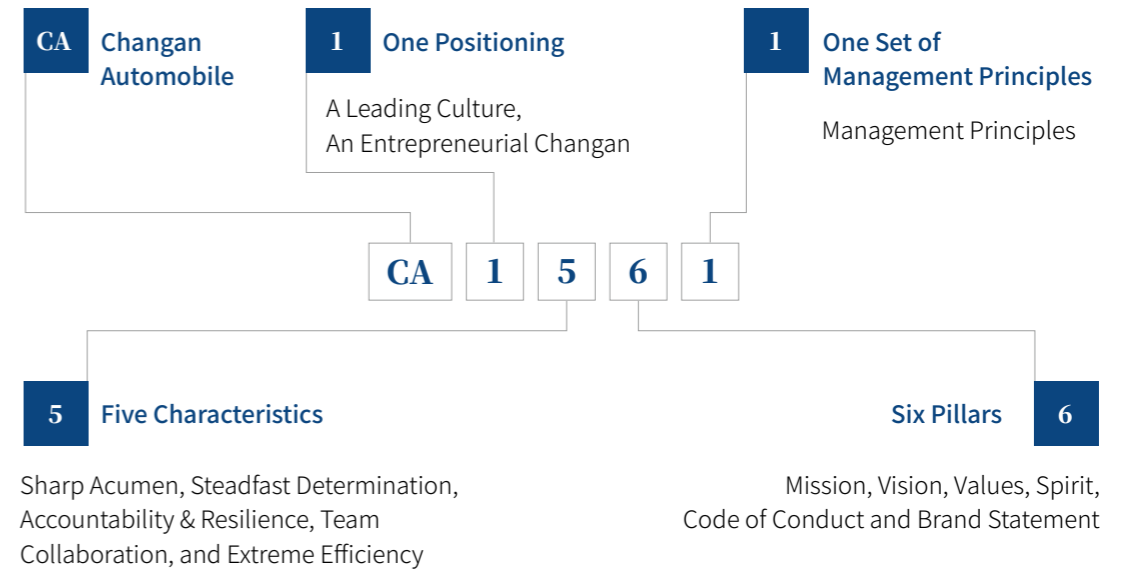
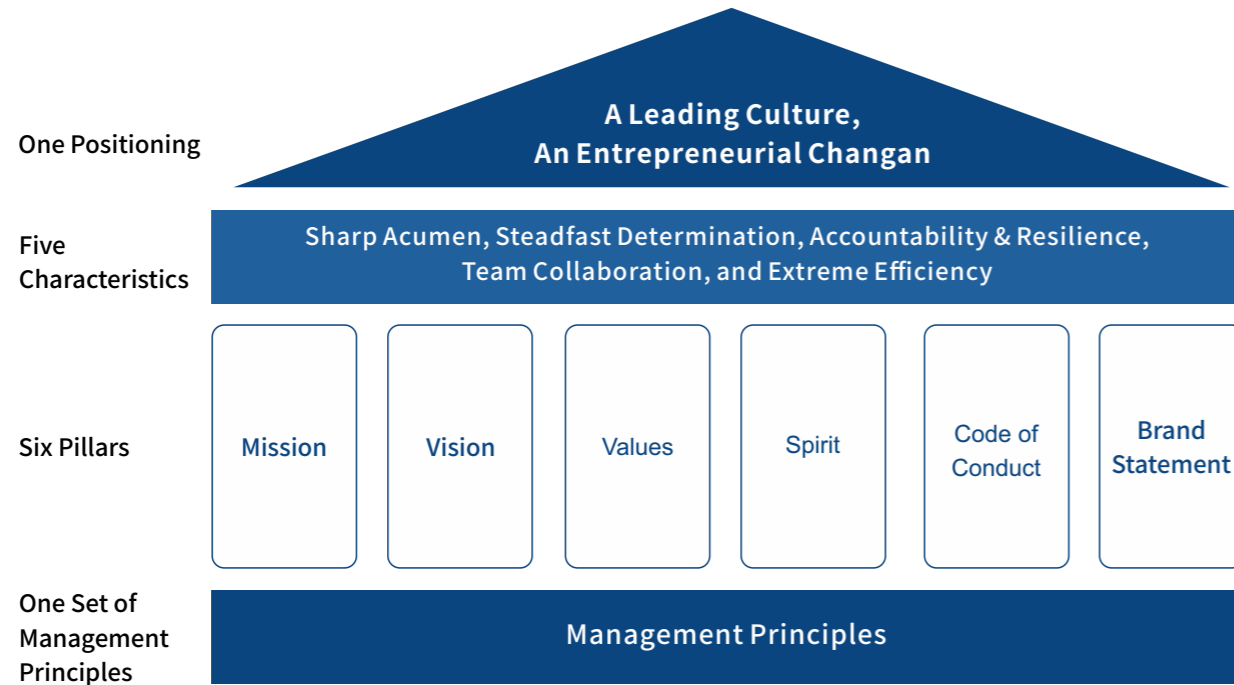


CHANGAN KAICHENG: A smart electrified commercial vehicle tech brand
for everyday heroes



3.3 Corporate Culture

In January 2026, we released Changan Automobile Leading Culture Philosophy (5th Edition), establishing the CA1561 Leading Cultural Philosophy Framework. The framework incorporates a governance structure that links Cultural Pillars, Management Principles and Operational Protocols. It reflects a globally integrated cultural framework, embodying the principle of "global unity with respect for differences."



The CA1561 Leading Culture Philosophy Framework



3.4 Changan Milestones



The launch of Intelligent Plan 2.0

In February, the Company held the launch event of the Intelligent Plan 2.0 and DEEPAL Full-Scenario Intelligent Driving Assistance Solution, jointly with the "China Intelligent Driving Partners, " to kick off the era of intelligent driving for all.

Changan Digital Intelligence Factory won the Best Mobile Innovation for Connected Economy

In March, Changan Digital Intelligence Factory won "Best Mobile Innovation for Connected Economy" at the Mobile World Congress (MWC) 2025 held in Barcelona.

Changan Overseas Partners Conference

In April, the Changan Overseas Partners Conference 2025 was successfully convened, where Changan released the 2030 Vision, announcing it would invest over USD 10 billion to accelerate its globalization process. By 2030, the Company will achieve global sales of 5 million vehicles (including 3 million NEVs and 1.2 million vehicles sold in overseas markets), ranking among the Top 10 global automobile brands.

AVATR and DEEPAL won the China Patent Gold Award from the China National Intellectual Property Administration

In June, the 25th China Patent Award winners were announced. AVATR 11 won the Gold Award for Design, and DEEPAL won the Gold Award for "An Electric Vehicle and Its Power Battery Heating System and Method."

Multiple models excelled in the 2025 JD Power Ratings

In June, JD Power released the 2025 China New Energy Vehicle Initial Quality Study (NEV-IQS). DEEPAL S07 (REEV) and AVATR 07 (REEV) ranked No. 1 in the compact plug-in hybrid (REEV) SUV and midsize plug-in hybrid (REEV) SUV segments, respectively.

Changan Group established

In July, China Changan Automobile Group Co., Ltd., was officially founded. As its core enterprise, Changan Automobile, with its new identity, shoulders the mission of "developing a world-class automotive group with global competitiveness and homegrown core technologies, and building a world-class automotive brand."

First European flagship store grandly opened

In July, Changan Automobile's first European flagship store opened at Motor Forum in Drammen, Norway, with the global strategic model DEEPAL S07 launched simultaneously.

Changan SDA Intelligence launched

In September, at the fifth Changan Automobile Tech Ecosystem Conference, the intelligent brand Changan SDA Intelligence was officially unveiled. We introduced the "Holistic Safety" concept, extending safety from physical protection to all dimensions of driving, health, mental well-being, bringing the promise of "safe journeys home" to every family.

Changan's 30-millionth vehicle rolled off the line

In December, Changan Automobile's 30-millionth vehicle rolled off the production line, making it the fastest Chinese automotive brand to reach 30 million vehicles produced.

Received the first official license plate for L3 automated driving

In December, the first official license plate for L3 automated driving, "Yu AD0001Z," was issued in Chongqing by the Chongqing Public Security Bureau Traffic Police Corps to Changan Automobile, marking Changan's leadership in ushering in the era of L3 automated driving.



3.5 2025 Sustainability Highlights

Climate and Environmental Action

NEV sales **1.109** million units

Share of total sales **38%**

Lifecycle carbon footprint assessment coverage of passenger vehicles on the market:

100%

Green electricity share

15.4%

Cumulative installed capacity of grid-connected photovoltaic systems

288 MW

National-level green factories

4

Provincial-level green factories

4

Zero-waste factories

3

Changan Digital Intelligence Factory received Chongqing's first A-grade certification for air pollution prevention performance in the automotive manufacturing industry

A grade

Awarded a five-star rating in the 2025 Automotive Enterprise Carbon Management System Evaluation by the Automotive Industry Energy Conservation and Green Development Evaluation Center

Five-Star Rating

Safe and Responsible Mobility

R&D personnel **12,417**

Annual R&D investment RMB **12.576** billion

Percentage of operating revenue **7.67%**

New NEVs launched

8

Number of newly granted patents

2,224

Number of valid patents held

12,683

IATF16949 certification coverage of vehicle production facilities

100%

ISO 26262 (Road Vehicles – Functional Safety) certification achieved the highest Automotive Safety Integrity Level

highest

25 core technologies in predictive safety, active safety, and limit safety

25

Industry's **only** recipient of the

"Product Safety Management System Innovation Practice Award"

from the State Administration for Market Regulation

Responsible and Resilient Supply Chain

Proportion of new suppliers that signed the Changan Auto Business Partner Code of Conduct and Changan Automobile Clean Supply Chain Notification

100%

Coverage of tier-1 suppliers certified with ISO 14001

98.5%

Coverage of supplier quality and anti-corruption training

100%

Collaborative carbon reduction by suppliers

732,000 tonnes

Overdue payments to SMEs

0

Diversity, Inclusion and Talent Development

Labor contract signing rate

100%

Union membership rate among employees

100%

Cumulative employee training

1,675,200

person-times

Coverage of employee occupational health & safety training

100%

Mental health lectures held

174

Community Engagement and Shared Value

Dedicated investment in rural revitalization

RMB **10.6** million

Donations

RMB **14.71** million

Donations to the Thai Red Cross for relief of floods in Thailand

THB **500,000**

Business Ethics and Compliance

Annual operating revenue

RMB **164** billion

Total annual sales

2.913 million units

Overseas sales

637,000 units

Proportion of independent directors

37.5%

Coverage of employee training on business ethics & anti-corruption

100%

Coverage of supplier training on anti-corruption and compliance

100%

Number of major corruption and bribery-related litigation cases in the year



0

Response rate on the Shenzhen Stock Exchange interactive platform

95%






Environment

-  Nanjing Changan and Chongqing Lingyao awarded the certification of 2025 National-Level Green Factory General Office of the Ministry of Industry and Information Technology
-  Liangjiang Factory won the Circular Economy Contribution Award under the Sustainable Development and Social Responsibility Category China Equipment Management Association Surface Treatment Technology Branch

Society

-  AVATR Digital Intelligence Factory rated as 2025 National Excellent Smart Factory Ministry of Industry and Information Technology
-  DEEPAL high-frequency pulse heating technology patent won the China Patent Gold Award China National Intellectual Property Administration and World Intellectual Property Organization (WIPO)
-  Changan Automobile product safety and recall management system selected as an Innovative Practice Case at the 6th China Quality Conference State Administration for Market Regulation (SAMR)
-  Changan Technology won the Gold Award and Excellent Project Award in the "AI Track" at the BRICS Industrial Innovation Contest International Economic and Technical Cooperation Center, MIIT
-  AVATR 11 won the Gold Award for Design at the 25th China Patent Awards China National Intellectual Property Administration
-  Warm service withU by Changan Automobile was selected as a 2025 China Automotive Industry Sustainable Development Practice Case China Association of Automobile Manufacturers
-  The 4th Generation CHANGAN CS75 PLUS won the 2025 China Automobile Quality Award China Automotive Quality Committee
-  DEEPAL S05 won the iF Design Award 2025 iF Industrie Forum Design
-  DEEPAL L07 won the Gold Award at the A' Design Award OMC Design Studio

Corporate Governance

-  Rated as "Best Practice in Investor Relations Management for Listed Companies" China Association for Listed Companies
-  Selected into "China Top 100 ESG Listed Companies – Central State-Owned Enterprise Pioneers," ranking 41st Economic Program Center, China Media Group
-  ESG practice cases selected into the first Chongqing ESG Innovation Practice Green Paper Chongqing Municipal Commission of Commerce & Chongqing SASAC



04

Sustainability at Changan

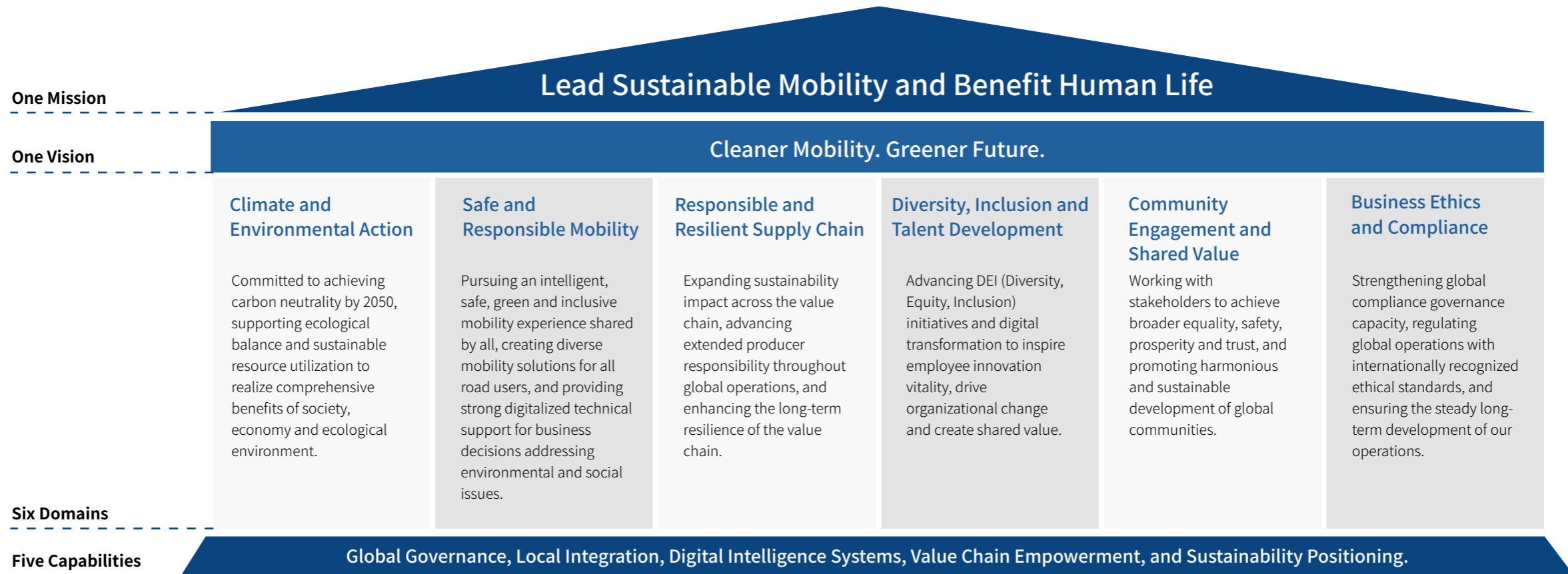
Changan Automobile has always upheld the vision of "building a world-class automotive brand" and explored to establish a proper ESG management model. We work with stakeholders to jointly improve the Company's ESG management and drive sustainable development across the upstream and downstream of the industrial chain.



4.1 Sustainability Strategy

Changan Automobile integrates sustainable development into the Third Strategic Transformation Plan 9.0, adheres to "business integration and long-termism," and constructs the ESG "1165" strategic framework to focus on enhancing the Company's governance level and risk resilience.

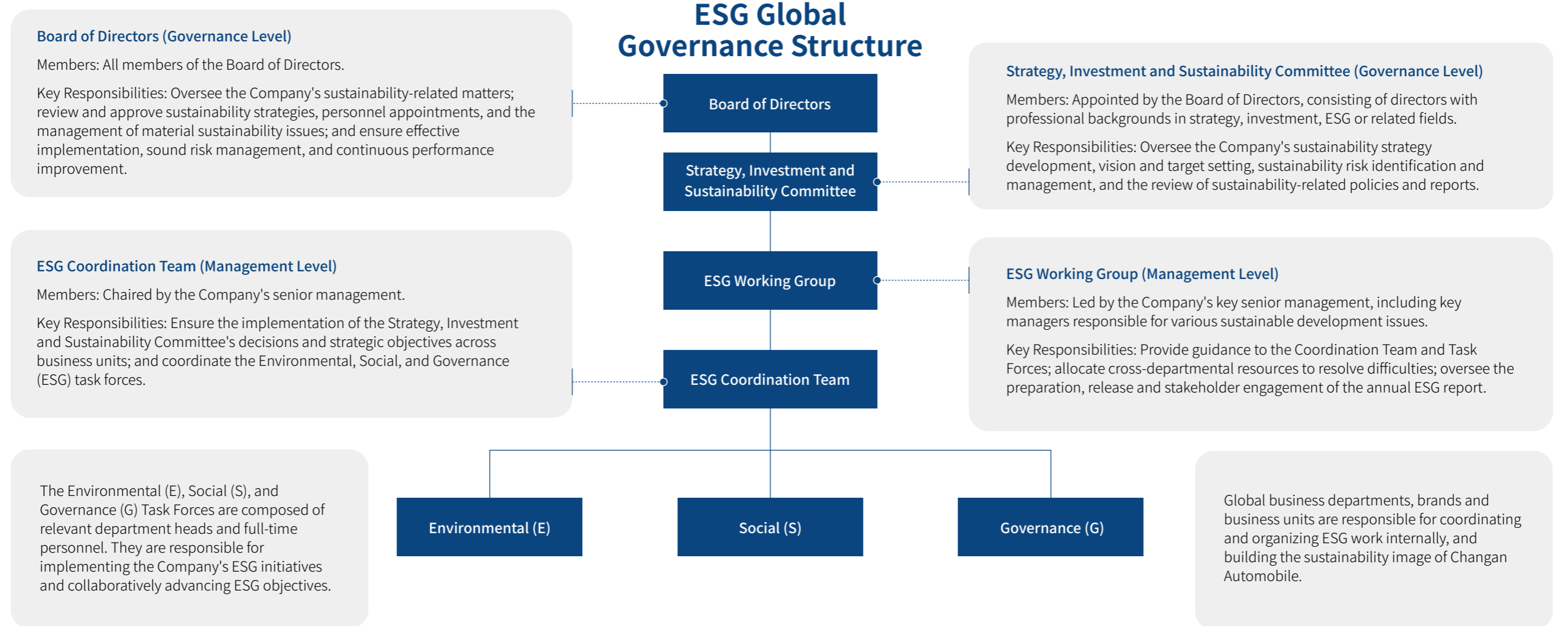
Guided by the ESG vision - "Cleaner Mobility. Greener Future." - we focus on six domains: Climate and Environmental Action; Safe and Responsible Mobility; Responsible and Resilient Supply Chain; Diversity, Inclusion and Talent Development; Community Engagement and Shared Value; and Business Ethics and Compliance. We systematically implement various initiatives in environmental, social and governance aspects to achieve the coordinated development alongside the environment, society and our partners.



Changan Automobile ESG "1165" Strategic Framework

4.2 Sustainability Governance

Changan Automobile has established a sound and effective sustainability governance structure, clearly defining the organizational framework, roles and responsibilities and coordination mechanism for ESG management. This governance structure provides strong organizational support for the effective implementation, robust risk management and continuous performance improvement of ESG strategies.



To ensure the effective operation, smooth information flow and timely decision-making of the sustainability governance structure, the Company has established a three-level regular ESG meeting mechanism, which defines the positioning, responsibilities and connection of each level of meetings to ensure the vertical integration and horizontal collaboration relating to ESG management strategy and execution.

Regular ESG Meetings

A monthly meeting is convened and chaired by the head of the ESG Department as a regular operational coordination mechanism, and attended by members of the ESG Task Forces. The meeting focuses on monthly tracking of the annual ESG work plan and performance indicators, shares internal and external ESG updates, coordinates cross-departmental implementation challenges, and identifies major issues for review by high-level management.

Semi-Annual Work Report

The ESG Coordination Team, together with the Task Forces, reports ESG progress to the Company's senior management semi-annually, and coordinates to resolve major challenges in resource allocation and policy mechanism.

In addition, the Company has established an immediate reporting mechanism for ESG-related matters. The meeting is convened promptly by the ESG Coordination Team in response to emergencies, and attended by the ESG Coordination Team, ESG Task Forces and stakeholders. This establishes a rapid response channel for major ESG impacts, risks or opportunities, ensures the Company can promptly identify, assess and properly address relevant issues, and enables effective linkage between risk early warning and emergency decision-making.

4.3 Double Materiality Assessment

In 2025, Changan Automobile conducted its first double materiality assessment on ESG-related topics. With reference to the Shenzhen Stock Exchange Guidelines, MSCI indicators, and GRI Standards, the Company formulated a topic update mechanism, assessment process and methodology to evaluate its impacts on the environment, society and economy, as well as the financial risks and opportunities it faces.

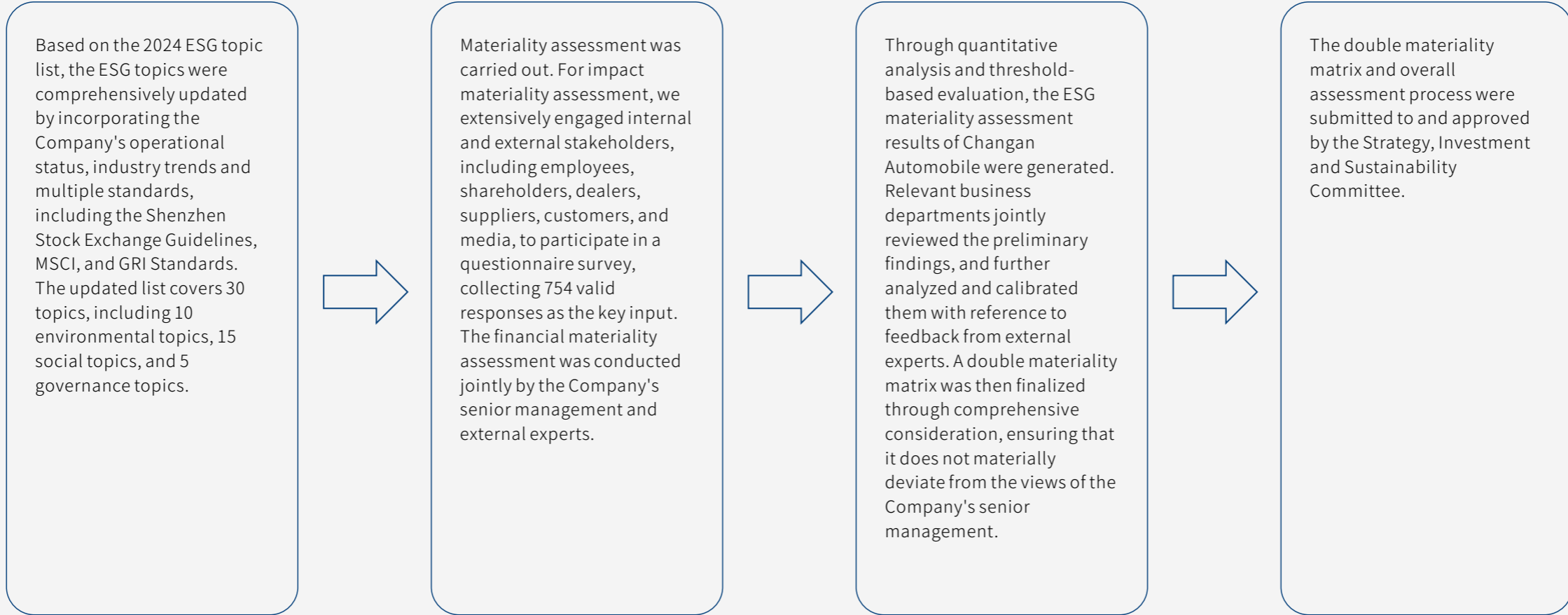
4.3.1 Topic Assessment Process

We have established a dynamic management mechanism for the double materiality assessment to ensure the scientific and timely management of ESG topics. The Company conducts an annual review in the context of ESG reporting and disclosure, and initiates a formal assessment update procedure in the event of major adjustments to the corporate strategy, significant changes in key stakeholder expectations, major updates to relevant laws and standards, or the occurrence of major ESG risks or opportunities. The assessment is proposed by the ESG Coordination Team, assisted by the ESG Task Forces, and reviewed and approved by the Strategy, Investment and Sustainability Committee.

The assessment strictly follows the double materiality framework. In terms of impact materiality, we consider the scale, scope, likelihood and irremediability of a topic's impacts on the economy, society and the environment. In terms of financial materiality, we analyze the likelihood and magnitude of a topic's short-, medium- and long-term impacts on the Company's business model, operations, strategy, financial position, operation performance, cash flows, financing structure and costs. Based on the Company's actual operations and strategic direction, we set clear thresholds for determining materiality. Topics scoring above the specified threshold are identified as material topics.



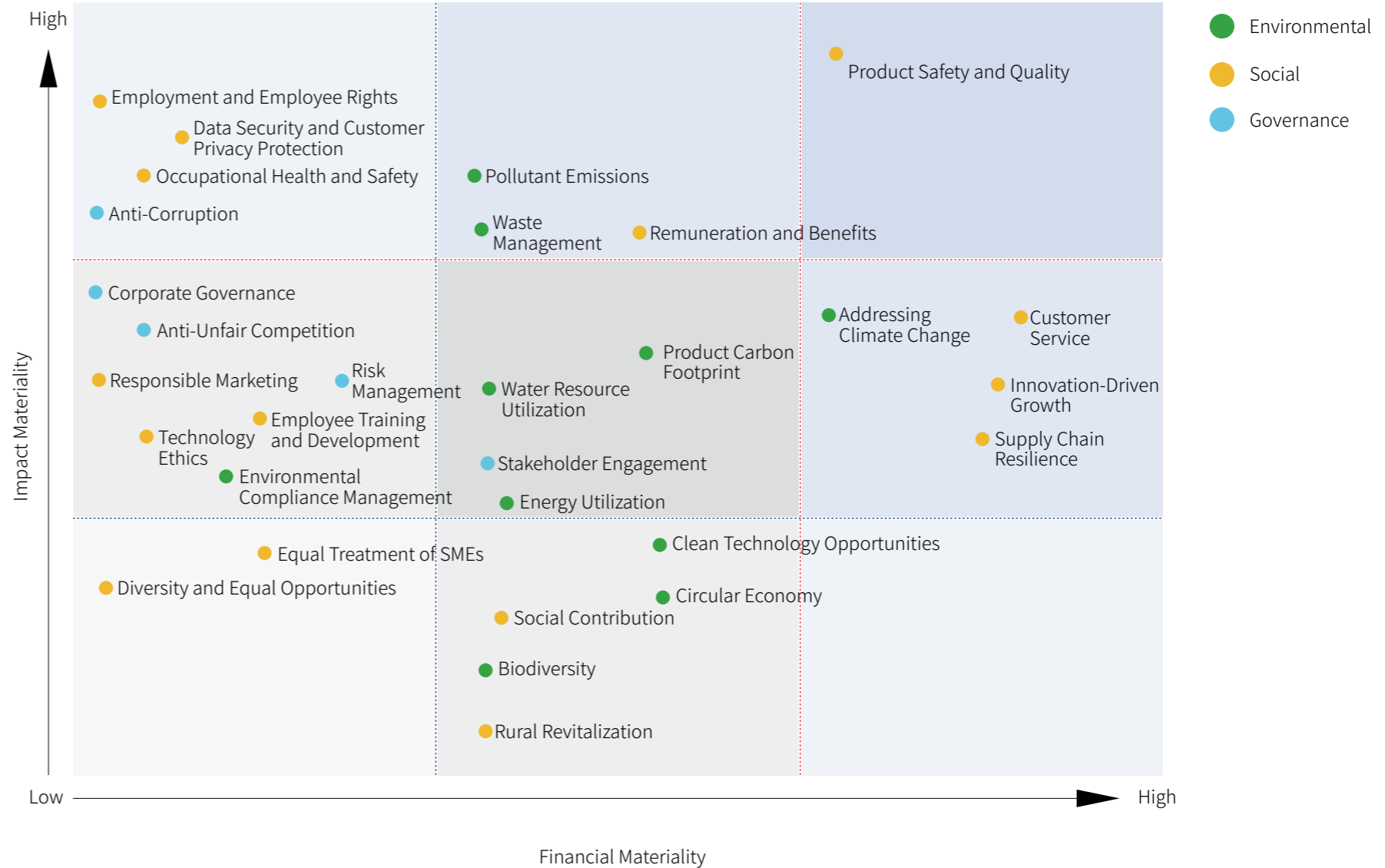
In 2025, we systematically implemented the above mechanism and methodology:



4.3.2 Double Materiality Matrix

Based on the findings of the double materiality assessment, we have developed the double materiality matrix as below. The red dotted line represents the thresholds set during the assessment. Topics with high financial materiality include Product Safety and Quality, Addressing Climate Change, Customer Service, Innovation-Driven Growth, Supply Chain Resilience. Topics with high impact materiality include Employment and Employee Rights, Data Security and Customer Privacy Protection, Occupational Health and Safety, Anti-Corruption, Corporate Governance, Anti-Unfair Competition, Responsible Marketing, Risk Management, Employee Training and Development, Technology Ethics, Environmental Compliance Management, Water Resource Utilization, Stakeholder Engagement, Energy Utilization, Clean Technology Opportunities, Circular Economy, Social Contribution, Biodiversity, Rural Revitalization. For topics with high financial materiality, this report provides systematic disclosure in accordance with the four-pillar framework of Governance, Strategy, Impacts, Risk and Opportunity Management and Metrics and Targets.

Changan Automobile Double Materiality Matrix



05

Climate and Environmental Action

Changan Automobile takes green development as the Company's key strategy, integrates the national dual carbon goals into its overall development, and systematically builds a clean and low-carbon production and operational system driven by industrial transformation and energy structure optimization. The Company promotes the transformation of the entire value chain toward resource conservation and environmental sustainability, continuously enhancing its green competitiveness and sustainable development capabilities.

Contributions to the UN Sustainable Development Goals (SDGs)



5.1 Addressing Climate Change




Addressing climate change represents a shared challenge for humanity and a core issue for the sustainable development of the automotive industry. As a leading enterprise in China's automotive industry, Changan Automobile actively responds to the national dual carbon strategy and fully integrates climate change considerations into its corporate development strategy. The Company continuously strengthens its climate change management across four dimensions: Governance, Strategy, Impacts, Risk and Opportunity Management and Metrics and Targets, in order to more effectively address climate-related risks.

5.1.1 Governance

In active response to the national dual carbon strategy, Changan Automobile established a Carbon Peaking and Carbon Neutrality Joint Task Force in 2021. The Company has deeply integrated climate governance functions into its ESG governance structure and built a dual-carbon governance system consisting of a Leadership Team, a Coordination Team, and Specialized Task Forces, with clearly defined responsibilities for supervision, management, and execution at each level. Through a three-tier meeting mechanism and regular reporting procedures, the Company conducts ongoing discussions on climate-related topics and continuously enhances its carbon management capabilities.

To ensure the effective implementation of the dual carbon strategic goals, the Company incorporates reductions in carbon emission intensity as a binding indicator into the performance appraisal system of relevant vice presidents, directly linking it with performance evaluation and compensation incentives. This establishes an implementation and incentive mechanism featuring cascaded targets and responsibilities, as well as closed-loop performance management, and continuously drives all levels of the organization to jointly implement climate actions and steadily move towards the achievement of dual carbon targets.

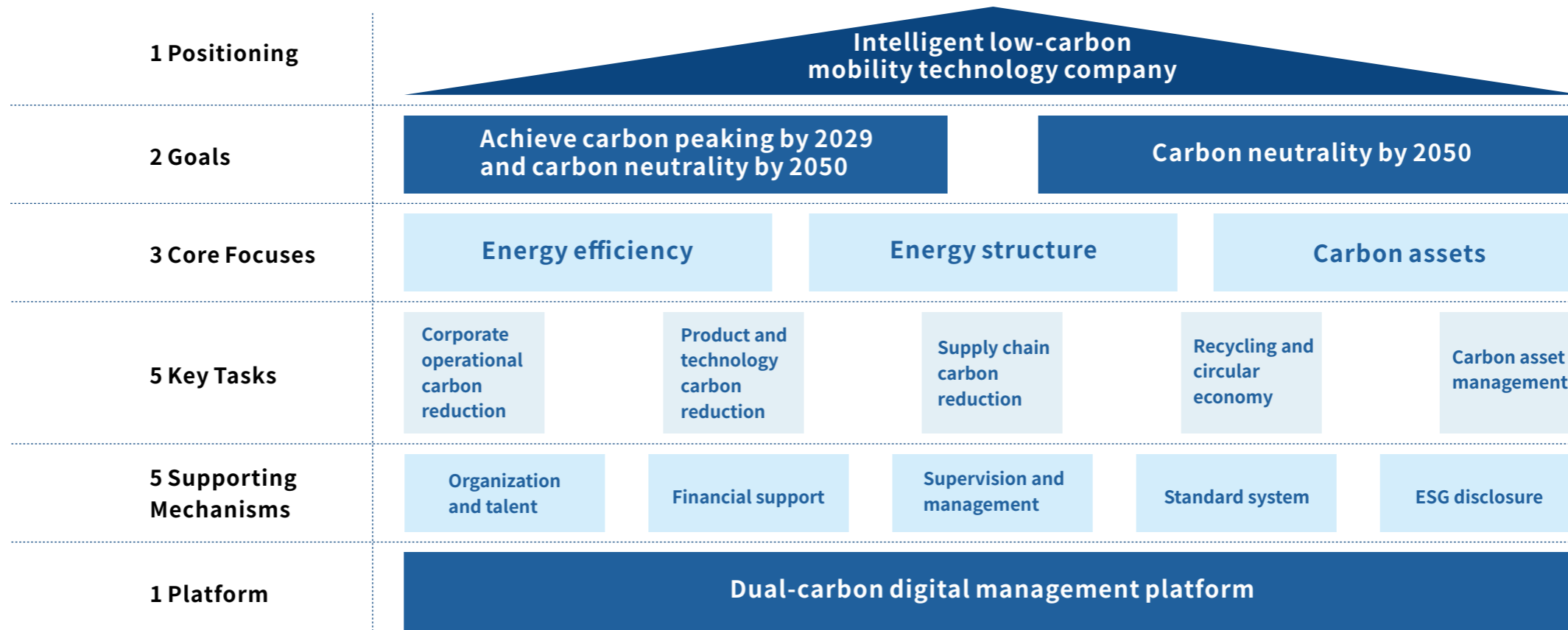
Changan Automobile Governance Framework for Carbon Peaking & Carbon Neutrality

Climate Change Governance Groups	Roles and Capabilities	Responsibilities
Leadership Team Carbon Peaking and Carbon Neutrality Joint Task Force	 Decision-making level Composed of Chairman and senior management team	1. Approve the overall plan of the Carbon Peaking and Carbon Neutrality Joint Task Force; 2. Make decisions on major issues; 3. Coordinate major resources.
Coordination Team	 Management level Composed of chief experts and full-time personnel of Specialized Task Forces	1. Formulate the overall plan of Dual Carbon initiatives; 2. Support the Leadership Team, coordinate the overall implementation, and report progress to the Leadership Group regularly; 3. Coordinate the work of all Specialized Task Forces; 4. Coordinate resource allocation during task implementation.
Specialized Task Forces Low-Carbon Policy Low-Carbon Product Low-Carbon Technology Low-Carbon Manufacturing Low-Carbon Supply Chain Low-Carbon Standardization Low-Carbon Digitalization Low-Carbon Cost and Profit Carbon Asset Management	 Execution Level Group leader: Department heads in charge of relevant specialized businesses Members: 118 key personnel from related business functions, including five individuals certified in Carbon Asset Management by the Ministry of Human Resources and Social Security (MOHRSS), and 5 individuals certified by China Beijing Green Exchange.	1. Keep abreast of and research global and domestic dual-carbon policies and automotive industry policies, and analyze their implications and industry trends; 2. Cascade the Company's annual carbon reduction targets, formulate carbon reduction measures and plans, and drive implementation; 3. Develop multi-scenario product portfolio solutions, and define implementation pathways and deployment timelines; 4. Promote R&D and application of advanced low-carbon technologies, explore frontier technological breakthroughs, and build a pipeline of forward-looking strategic technologies; 5. Establish a green supply chain evaluation system, and study supply chain carbon reduction roadmap; 6. Develop low-carbon technology standard systems covering the entire business chain, and promote the formulation and revision of low-carbon standards; 7. Build a platform of data collection, analysis, and evaluation relating to product lifecycle carbon emissions; 8. Monitor and analyze international and domestic green finance policies, and conduct multi-scenario assessment of the Company's profitability, costing structure, and financial risks; 9. Track and analyze national and local carbon emissions trading policies and regulations, coordinate the Company's carbon allowance trading and compliance activities, and develop carbon asset management strategies.



5.1.2 Strategy

The Company has set the overall strategic goal of achieving carbon peaking by 2029 and carbon neutrality by 2050. It has established the "123551" carbon management system and formulated a carbon peaking and carbon neutrality action plan covering a two-dimensional indicator system, four pathways, and 16 measures. Through top-level design, technological innovation, and industrial chain collaboration, the Company systematically promotes low-carbon transformation.



¹Notes on Target Revision: China Changan Automobile Group was established on July 29, 2025. Based on its new strategic mission, the company has made necessary optimizations and adjustments to its dual carbon targets and implementation pathways. The timeline of carbon peaking has been revised from 2027 to 2029, and carbon neutrality from 2045 to 2050. Such adjustments fully take into account the current business development and practical needs of future strategic planning, ensuring the targets are scientific and operable.

Climate-Related Opportunities, Potential Impacts and Response Measures

Climate-Related Opportunities	Potential Impacts	Financial Impacts	Scope	Time Horizon	Management Initiatives and Response Measures
Products and services	Growing consumer focus on environmental protection and low-carbon mobility drives rising demand for low-emission NEVs, resulting in higher market share; favorable policy support and incentives for NEVs and low-carbon technologies.	Medium	Corporate operations Value chain downstream	Short-to-medium term	Accelerate the Green Plan; NEVs will exceed 60% by 2030; Increase R&D investment in NEVs, energy-saving, and emission reduction, to boost technological innovation.
Resource efficiency	Higher resource efficiency reduces waste of raw materials and energy, lowers production costs, improves profitability; carbon emission reductions enhance sustainability image of the Company.	Low	Corporate operations	Short-to-medium term	Establish a "3+2+N" circular system; Develop low-carbon materials and increase the share of recycled materials.
Energy source	Reduces reliance on fossil fuels and improves energy supply stability; expands opportunities for clean technologies and renewable energy applications.	Medium	Corporate operations	Short-to-long term	Develop distributed PV; participate in green power transactions; strengthen innovation support for green transformation and build a low-carbon technology label.

Based on dynamic updates in international and domestic climate-related laws, regulations, and policies, international standards, and leading industry practices, the Company identifies and evaluates climate-related risks and opportunities. In alignment with corporate strategy, operational realities, and financial planning, we effectively manage and address climate-related risks arising from business operations.

Climate-Related Risks, Potential Impacts and Response Measures

Risk Category		Risk Description	Potential Impacts	Financial Impacts	Scope	Time Horizon	Management Initiatives and Response Measures
Transition risks	Policy and legal risks	Climate change-related regulatory and disclosure requirements	Increased government regulation on carbon emissions may pose risks for overseas operations, requiring stronger climate governance capabilities and climate-related talent pool.	Low	Corporate operations	Short-term	Establish and improve the carbon management system to enhance carbon management capabilities; Formulate a climate strategy to strengthen climate change governance and response capacity.
	Policy and legal risks	Product compliance and certification requirements	To address concerns and requirements of major markets (e.g., the EU) and global brand customers on products of high carbon emissions, the Company needs to establish a lifecycle carbon accounting and certification system, resulting in higher cost of product compliance and certification.	Medium	Upstream and downstream value chain, corporate operations	Short-to-medium term	Continuously monitor changes in policies, laws and regulations, and assess impacts in advance and develop response plans; Track product carbon footprint and implement lifecycle carbon reduction measures; Build a green and low-carbon supply chain system and strengthen requirements for collaborative carbon reduction.
	Technological risks	Requirements driven by technological innovation and production iteration	To support net-zero transition, continuous investment in technology innovation and process upgrades relating to low-carbon production is required, which may lead to increased costs and potential asset impairment.	Medium	Corporate operations	Medium-to-long term	Continuously promote green and low-carbon upgrading of traditional industries; Cooperate with universities on technological innovation and carbon reduction processes; Empower green development through digitalization and intelligent technologies.
	Market risks	Reduced supply of fossil fuels	Scarcity of non-renewable resources and energy may lead to significant price volatility.	Low	Corporate operations	Short-to-long term	Build in-house PV to increase the share of renewable energy; Explore low-carbon technologies using alternative fuels; and develop vehicle models powered by non-fossil and clean energy sources.
	Reputational risks	Increased concerns or negative feedback from stakeholders	Global climate change has now grown into a potential source of corporate reputational risks.	Low	Upstream and downstream value chain, corporate operations	Long-term	Improve climate governance capacity and competitiveness; Build a low-carbon supply system and strengthen requirement for collaborative carbon emission reduction.
Physical risks	Acute risks	Extreme weather events	Extreme weather events (e.g. rainstorms, hailstorms, etc.) may result in frequent floods, local power outages, leading to production and supply chain disruptions, as well as potential loss of life and property damage, and higher operating costs.	Low	Upstream and downstream value chain, corporate operations	Short-to-medium term	Develop a sound extreme weather emergency plan, clarify responsibilities and procedures of all departments and personnel, and conduct regular drills; Urge suppliers to enhance their risk management and emergency response capabilities.
	Chronic risks	Sustained heatwaves	Chronic risks such as sustained heatwaves may negatively affect operational stability and employee health.	Low	Corporate operations	Medium-to-long term	Establish a sound occupational health management system and conduct regular occupational health training.

On top of identifying the above climate-related risks and opportunities, the Company has established three strategic directions and response measures to address major uncertainties including sudden changes in policies and regulations, supply chain vulnerabilities, and risks in technological iterations.



Accelerate the optimization of energy structure by fully promoting the construction of distributed photovoltaic power plant, participating in market-based green electricity transactions, increasing the electrification level of equipment, and reducing reliance on fossil fuels; continuously improve energy efficiency by conducting in-depth analysis of each manufacturing base and developing differentiated low-carbon technology pathways, while steadily promoting energy conservation and carbon reduction initiatives focusing on energy efficiency optimization, process optimization, lean start-stop operations, and production scheduling optimization.



Accelerate the supply of green and low-carbon products, speed up the implementation of the Green Plan and the development of three NEV brands, i.e. AVATR, DEEPAL, and CHANGAN NEVO;

Strengthen support for green and low-carbon technologies, focus on breakthroughs in key NEV technologies, actively conduct research on green and low-carbon material technologies, and continuously plan and evaluate innovative green and low-carbon technologies.



Strengthen the development of a green, low-carbon and sustainable supply chain, actively guide suppliers in carbon reduction planning and low-carbon product research, and improve energy conservation and environmental performance;

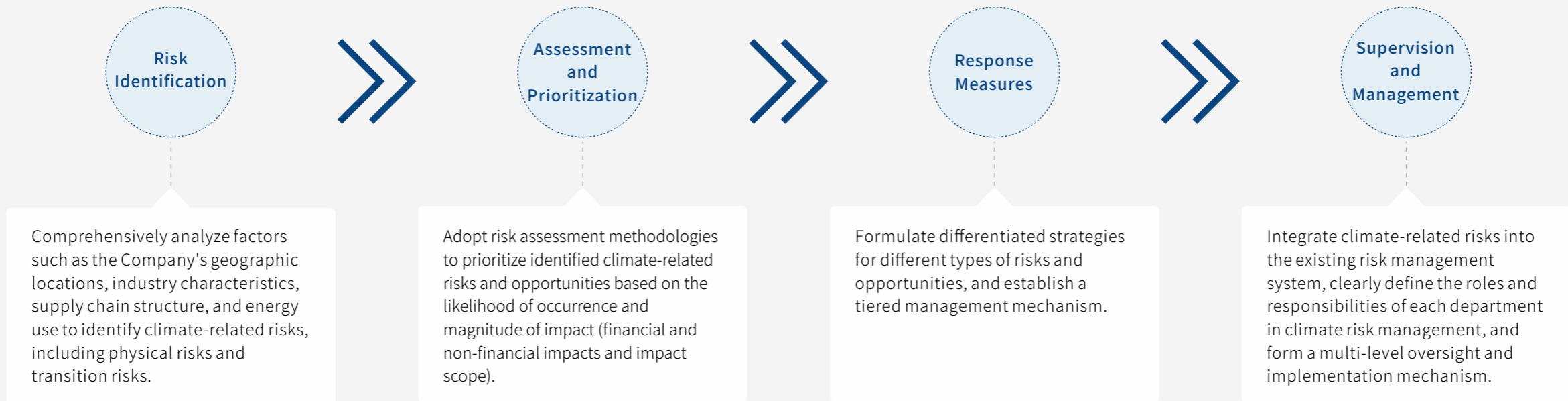
Carry out supply chain empowerment, implement supplier training, gradually conduct supplier due diligence and audits on resource consumption, energy consumption, and pollutant emissions; improve the quality of supplier data reporting, encourage suppliers to obtain national green manufacturing system certification, occupational health and safety certification, and environmental credit ratings, and promote the application of green energy and recycled materials.

5.1.3 Impact, Risk and Opportunity Management

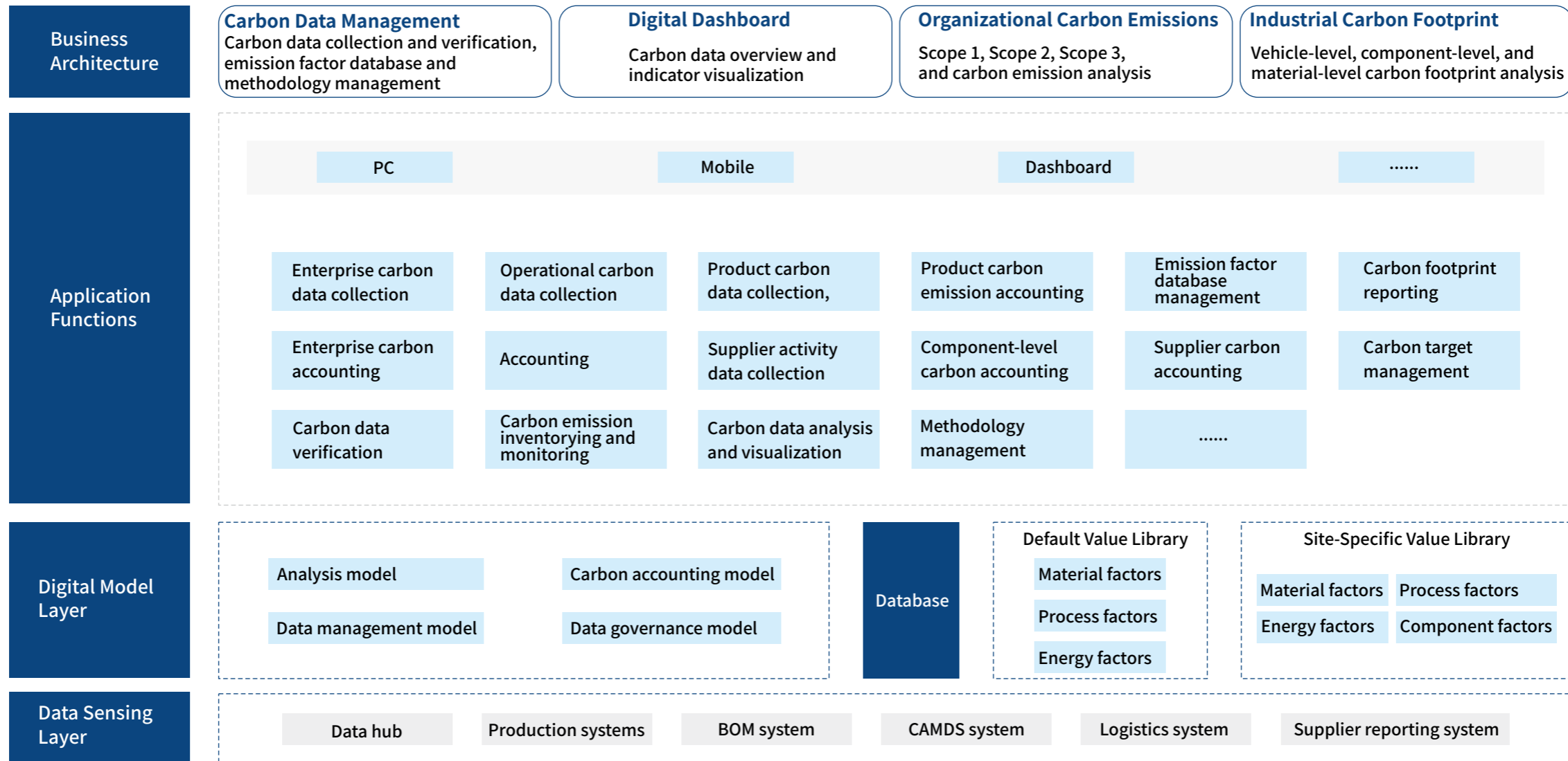
The Company fully integrates climate-related risks into its existing risk management system, and clearly defines the roles and responsibilities of each department in climate risk management. As a result, a multi-level oversight and implementation mechanism is in place, passing down from the Board of Directors and senior management to all business units, ensuring the collaborative management of climate-related risks.

The Company has established a standardized process for identifying, evaluating, and managing climate-related risks and opportunities. It systematically identifies climate-related risks, classifies and prioritizes them, and provides a basis for the subsequent formulation of targeted management strategies. This helps ensure the steady progress of the Company in addressing climate challenges, and achieve its sustainable development goals.

Climate Risk and Opportunity Management Process



To achieve refined energy management and deeply tap the energy-saving potential of factories, the Company launched the Dual Carbon Management Digital Platform initiative in January 2025, which entered trial in December 2025 and is scheduled for final acceptance in June 2026. The system covers the full-chain management of "organizational carbon – product carbon – supply chain carbon," integrating core modules such as carbon emissions accounting, product carbon footprint analysis, supplier collaboration, and data visualization, enabling a closed loop from carbon accounting to monitoring and optimization. The system not only supports compliance with domestic and overseas regulatory requirements but also enables data-driven carbon reduction across R&D, procurement, and production, building a key digital management foundation for the Company in the low-carbon competitive era.



5.1.4 Metrics and Targets

In 2025, to fully advance the goals of achieving carbon peaking by 2029 and carbon neutrality by 2050, the Company strictly followed the requirements of the national assessment mechanism for green and low-carbon energy development, set binding targets for reduction of carbon emission intensity to regulate and improve carbon emission management. Meanwhile, the Company strictly complied with the policies of local carbon markets and promoted carbon trading and carbon allowance management. During the reporting period, the Company was awarded a "Five-Star Enterprise" rating in the 2025 Carbon Management System Evaluation of Automotive Enterprises from the Energy-Saving and Green-Development Assessment Center for Automobile Industrial.

2025 Greenhouse Gas Emission Targets and Performance

Key Metrics	Unit	2025	Target	Performance
CO ₂ emissions per RMB 10,000 of output value	tCO ₂ e per RMB 10,000	0.0575	≥18% reduction compared with 2020	A 28.48% reduction compared with 2020 was achieved, exceeding the target.
Vehicle lifecycle carbon footprint	gCO ₂ e/km	210.35	≥15% reduction compared with 2020	A 18.8% reduction compared with 2020 was achieved, exceeding the target.



Targets

Corporate Level

2030

Reduce CO₂ emissions per RMB 10,000 of output value by 35% by 2030 compared with 2020



Product Level

2030

Reduce vehicle lifecycle carbon emissions by 30% by 2030 compared with 2020



Supply Chain Level

2030

Reduce supply chain carbon emissions by 30% by 2030 compared with 2020



Greenhouse Gas Emissions

In 2025, the Company systematically conducted a greenhouse gas emission inventory covering Scope 1 and Scope 2, and further expanded the inventory boundary to include Scope 3 emissions. The inventory methodology remained consistent, and continued to follow the internationally accepted GHG Protocol standards, ensuring full consistency between the organizational boundaries and the financial consolidation scope, and thereby safeguarding data accuracy and comparability.

Greenhouse Gas Emissions					
Metric Type	Unit	2023	2024	2025	
Scope 1	tCO ₂ e	201,437	151,868	190,728	
Scope 2	tCO ₂ e	722,453	742,676	752,014	
Scope 3 ²	tCO ₂ e	/	/	46,638,132	
Total GHG emissions (Scope 1 and Scope 2)		923,890	894,544	942,742	

Carbon Trading and Carbon Allowance Management

Changan Automobile, Chongqing Lingyao, and Beijing Changan, were included in the list of key emission units in their respective municipalities (Chongqing and Beijing) for 2024. During the 2025 compliance period, the Company actively participated in the construction of the national carbon market, systematically completed carbon emission accounting, reporting, verification, and allowance surrender, and achieved an overall surplus of allowances. Chongqing Changan recorded a surplus of 40,357 tonnes, Chongqing Lingyao 4,724 tonnes, and Beijing Changan 4,629 tonnes.

To standardize and activate carbon asset management, the Company issued the Procedures for Carbon Allowance Sales, establishing an internal approval and trading mechanism. The Company plans to sell surplus allowances on the market when conditions are favorable, thereby converting emission reduction achievements into tangible economic benefits.



5.2 Life Cycle Traceability

Changan Automobile regards product carbon footprint management as a key lever to address climate change and achieve sustainable development. We are committed to continuously reducing the environmental impact of products through life-cycle carbon footprint accounting and optimization, and to driving the green and low-carbon transformation of the product portfolio.

5.2.1 Life Cycle Traceability

The Company has integrated the low-carbon philosophy throughout the product life cycle, identified key factors affecting carbon emissions at each stage, including product design, material selection, manufacturing, logistics, product usage and recycling, and established a carbon footprint tracking and accounting system covering each stage of "R&D, procurement, production, usage, and recycling." This system accurately quantifies the environmental impact of products and drives collaborative carbon reduction across the value chain.

Development of Product Carbon Footprint Accounting System

The Company has defined the life-cycle system extent and conducted product carbon footprint accounting for vehicles and key components in accordance with QC/T 1249-2025 Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Passenger cars and with reference to GB/T 24067-2024 Greenhouse gases - Carbon footprint of products. Life-cycle system extent: Covers stages of raw material sourcing, vehicle production, and product usage throughout the product life cycle. Data sources: Vehicle material data are extracted from the China Automotive Material Data System (CAMDS); background life-cycle data for materials and energy are sourced from the China Automotive Life Cycle Database (CALCD).

Carbon Footprints of Core Products			
Model	Life-Cycle Carbon Emissions (tCO ₂ e)	Carbon Footprint per Kilometer (gCO ₂ e/km)	CPP Platform Rating
CHANGAN NEVO Q07 PHEV	34.56	230.42	Level 1
CHANGAN NEVO A07 BEV	26.07	173.83	Level 1
DEEPAL S07 520 Max	29.64	197.61	Level 1
DEEPAL L07 230 Ultra	32.54	216.95	Level 1
AVATR 06 PRO REEV	35.92	239.47	Level 1
AVATR 12 Ultra REEV	38.41	256.08	Level 1

CAFC and NEV Credits, and NEV Sales (2023–2025)				
Metric	Unit	2023	2024	2025
Corporate Average Fuel Consumption (CAFC) Credits	Points	2,067,193	2,675,518	2,896,474
NEV Credits	Points	621,388	698,901	1,179,010
Average Fuel Consumption of Passenger Vehicles	L/100 km	4.08	3.44	3.15
NEV Sales (BEV + PHEV)	Units	453,716	672,986	880,685

Leadership in Product Carbon Footprint Accounting Standards

The Company has actively engaged in product carbon footprint accounting and is evolving from a follower to a leader in this field. Changan Automobile has been actively involved in the formulation and revision of international, national, and industrial standards related to automotive product carbon footprints, proactively explored pathways for mutual recognition of carbon footprint accounting methodologies and market practices. The Company continues to enhance its influence in the low-carbon sector, contributing to the overall improvement of China's automotive industry.

In 2025, Changan Automobile took the lead in developing the national standard Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Passenger cars, which provides an important basis for carbon footprint accounting of electric vehicle. The Company participated in the formulation and revision of nine national and industry standards, of which three national standards and three industry standards have been published.

No.	Type	Standard Name	Competent Authority	Standard Status
1	National Standard	Road vehicle - General requirements for greenhouse gas management - Part 1: Terms and definitions	National Technical Committee of Auto Standardization	Issued
2	National Standard	Road vehicle-General requirements for greenhouse gas management-Part 2: Carbon footprint labels of road vehicle products	National Technical Committee of Auto Standardization	Issued
3	National Standard	Greenhouse Gases - The Quantification method and requirement for carbon footprint of products - Internal combustion engines	National Technical Committee on IC Engines Standardization National Technical Committee on Carbon Emission Management Standardization	Issued
4	National Standard	Greenhouse gases - Quantification methods and requirements for carbon footprint of products - Electric vehicles	China Automotive Standardization Technical Committee National Carbon Emission Management Standardization Technical Committee	Under Consultation
5	National Standard	Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Traction batteries used in electric vehicles	National Technical Committee of Auto Standardization National Technical Committee on Carbon Emission Management Standardization	Under Consultation
6	National Standard	Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Driving motors used in electric vehicles	National Technical Committee of Auto Standardization National Technical Committee on Carbon Emission Management Standardization	Under Consultation
7	Industrial Standard	Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Passenger cars	National Technical Committee of Auto Standardization	Issued
8	Industrial Standard	Greenhouse gases - Quantitative methods and requirements of product carbon footprint - Traction batteries of vehicles	National Technical Committee of Auto Standardization	Issued
9	Industrial Standard	Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Road vehicle products	National Technical Committee of Auto Standardization	Issued
10	Industrial Standard	Greenhouse Gases - Quantitative methods and requirements of product carbon footprint - Air conditioner of vehicles	National Technical Committee of Auto Standardization	Under Consultation

Case

Mutual Recognition of Sino-European Automotive Carbon Footprint Accounting Methodologies

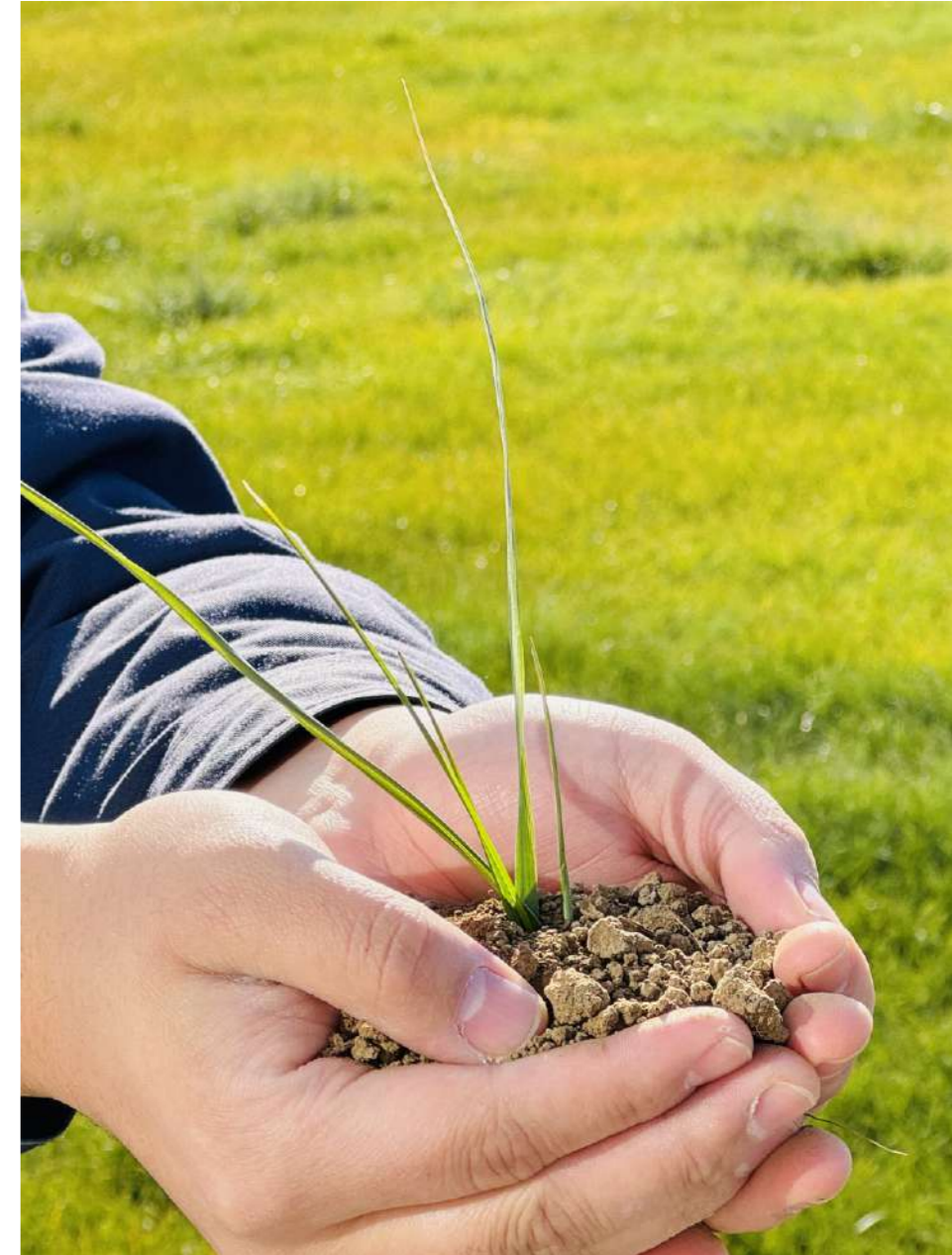
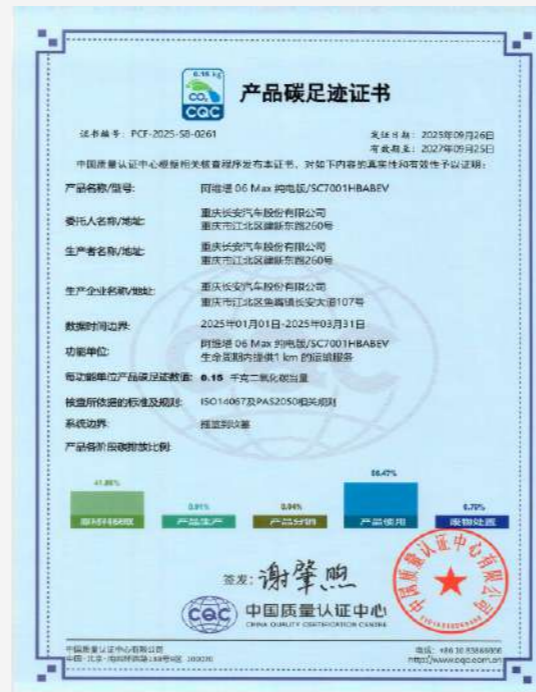
In June 2025, Changan Automobile, together with CATARC, Green NCAP, and DEKRA, engaged in the mutual recognition of EUChina automotive carbon footprint accounting methodologies and issued the Guidelines for Sino-European Automotive Carbon Footprint Accounting, Verification, and Mutual Recognition, laying the foundation for mutual recognition of Sino-European carbon footprint accounting.



Case

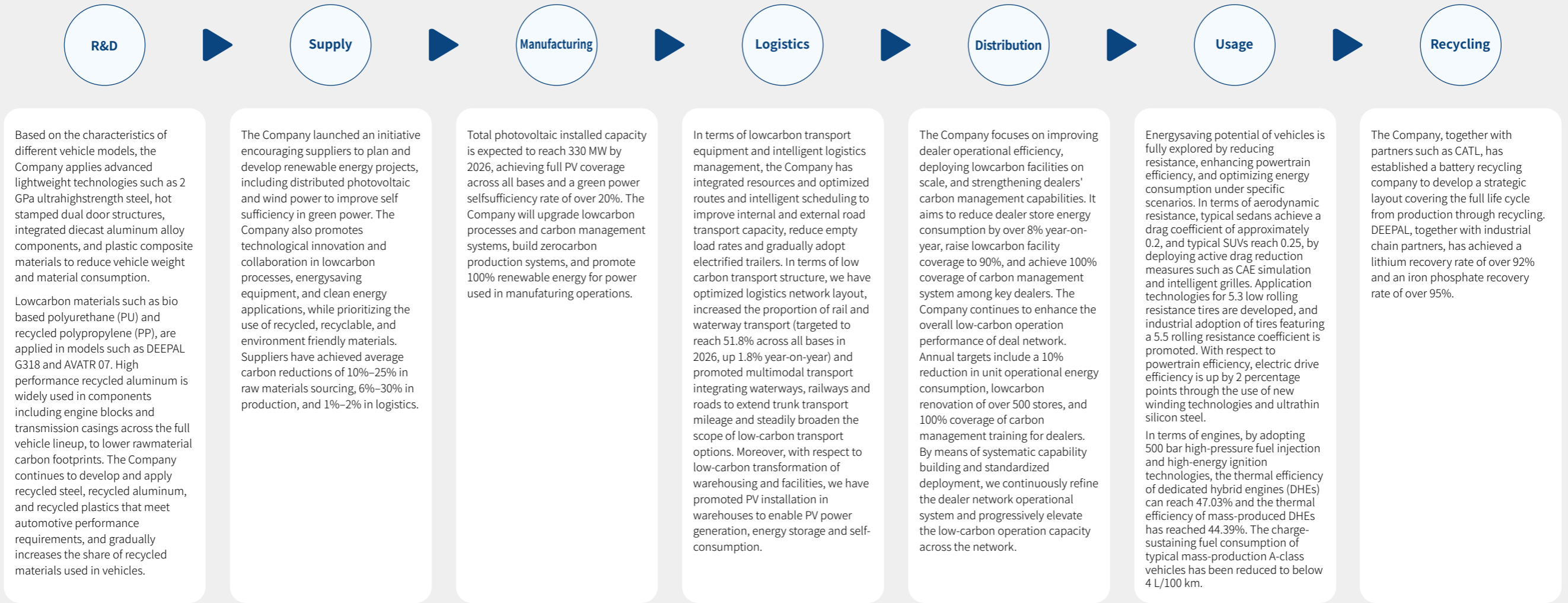
Pilot Certification Program of NEV Product Carbon Footprint Accounting and Carbon Labeling

In December 2025, Changan Automobile launched a pilot certification program of NEV product carbon footprint accounting and carbon labeling. AVATR 06, the pilot model, was awarded a product carbon footprint certificate by the China Quality Certification Centre (CQC).



5.2.2 Carbon Reduction in Key Stages

The Company promotes the green transformation of the automotive industry across the product life cycle, building a closed-loop carbon reduction system covering R&D, production, logistics, distribution, usage, and recycling. Through technological innovation and process optimization, it systematically reduces carbon emission intensity per vehicle.



Case

Carbon Reduction Pathways for Logistics and Distribution

To effectively reduce the carbon footprint of its vehicles, the Company continues to enhance its strategic framework for carbon emission reduction. By formulating carbon reduction pathways for logistics and distribution, the Company is building a complete green value chain from upstream supply to downstream service terminals to support its goal of carbon neutrality by 2050.

As far as distribution is concerned, we conducted thorough researches on the existing dealer operation models and energy structures. Adhering to the principle of phased implementation, we developed a dealer carbon reduction plan covering management, operations, business collaboration, and structural optimization to promote energy efficiency of dealer operations, low-carbon facility and carbon management capabilities of dealers, and enhance the overall low-carbon operation performance of dealer network.

Regarding logistics, we have conducted a systematic assessment of its current transportation structure based on transportation distance and mode. All vehicle logistics are completed via road, railway and waterway, with no air transportation involved, resulting in zero carbon emissions from air freight. We identified the practical constraints and management challenges in logistics-related carbon reduction, hence formulated and implemented a dedicated carbon reduction plan for vehicle logistics. By optimizing transportation routes, improving transport efficiency, and steadily expanding the application of low-carbon transportation modes, we are committed to reducing the carbon emission intensity per unit of transportation volume.

Case

AVATR 06 Max Sets a Benchmark for Life-Cycle Low Carbon Management

The Company has continuously promoted product life-cycle carbon management and achieved an innovative breakthrough in AVATR 06 Max. Key initiatives include: the application of 100% recycled cast aluminum and integrated die-casting technology in R&D, the procurement of green electricity and on-site photovoltaic power generation, and continuous technical renovations in energy conservation, as well as the optimization of vehicle weight and aerodynamic drag to reduce energy consumption. Through these measures, we have achieved precise control over carbon emissions during product life cycle.

The AVATR 06 Max model has realized systematic carbon reduction through material innovation, production optimization, and improvement of usage efficiency. Its product carbon footprint has been reduced to 142.46 gCO₂e/km. It has obtained a product carbon footprint certificate issued by the China Quality Certification Center (CQC), and provided a quantifiable and replicable example of low-carbon product development in the industry.

Achievements of 2025

Completed life-cycle carbon footprint accounting for **143** passenger vehicles on sale

Product carbon footprint calculation coverage **100%**

Participated in the formulation and revision of **9** national/industrial standards of product carbon footprint accounting

Among which **3** national standards and

3 industrial standards have been issued

5.3 Opportunities in Clean Technology

Against the backdrop of global energy and industrial transformation, Changan Automobile places green and low-carbon technological innovation at the core of its development strategy. Through forward-looking planning, systematic investment and open collaboration, we are committed to making breakthroughs in key fields such as new energy, intelligent technologies, lightweighting and materials science. By accelerating the transformation of clean technologies from R&D to large-scale application, Changan Automobile is leading the industry toward a more efficient, cleaner and smarter future of mobility.

5.3.1 Clean Technology Planning

Led by the Green Plan, Changan Automobile systematically promotes electrification and strives to build a new development paradigm for the NEV industry. Focusing on developing world-class dedicated platforms of NEV, we will improve generalization rate and achieve annual production and sales scale of one million vehicles for mainstream platforms, to support the large-scale application of clean technology innovations. In key technological fields such as next-generation batteries and third-generation wide-bandgap (WBG) semiconductors, we are actively expanding industrial planning and tracking emerging opportunities in digital energy and battery recycling. By systematically exploring commercialization and large-scale development, we are turning opportunities in clean technology into sustainable core competitiveness which provides systematic support for achieving the "dual carbon: goals.

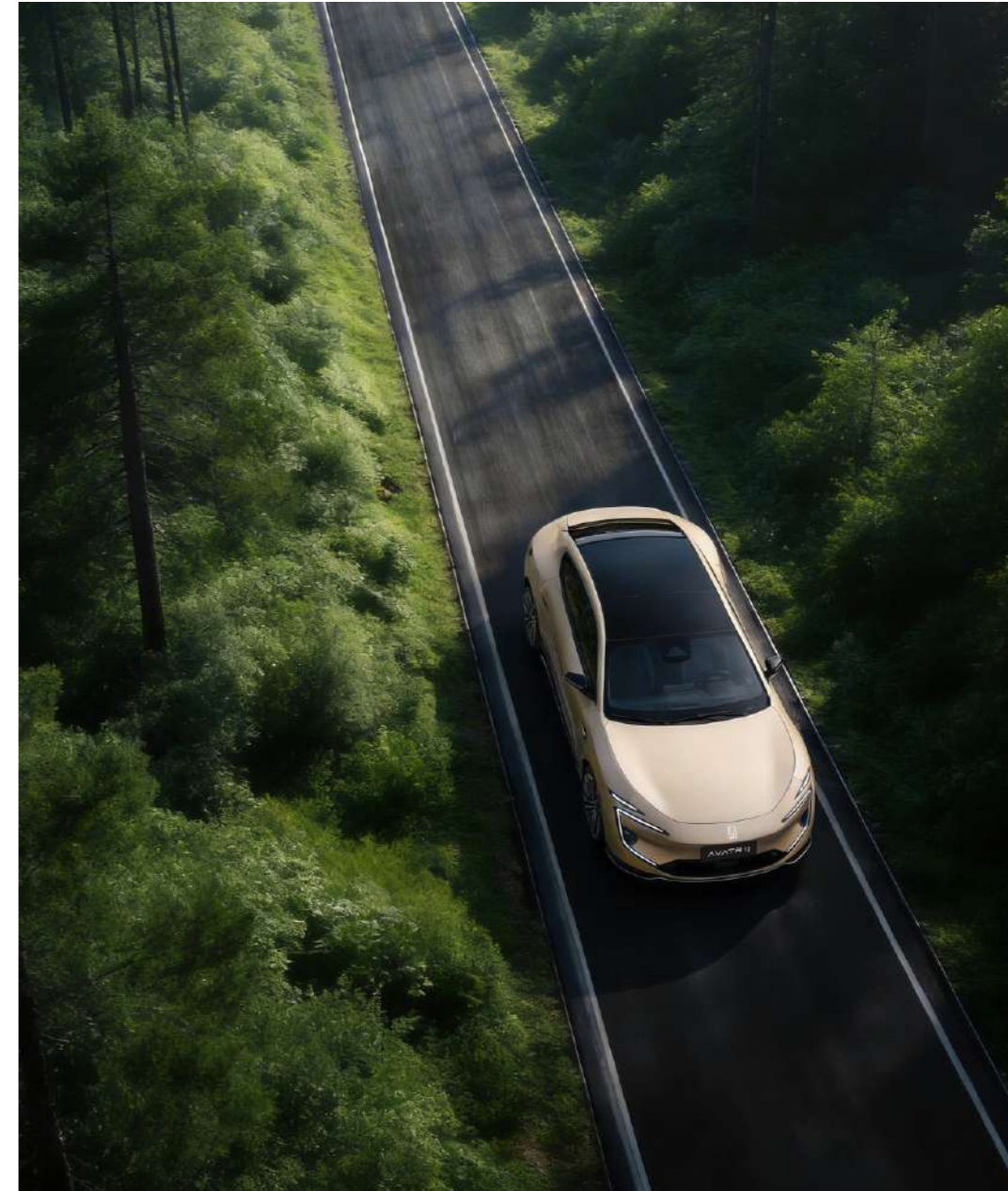
The year 2025 marks a critical period for the Green Plan to enter a new phase. The Company accelerated its transformation into an intelligent, low-carbon mobility technology company, achieving full coverage of energy-saving fuel vehicles and annual sales of NEV of 1.109 million units, with a year-on-year increase of 51.1%, accounting for 38% of total sales.

Brand Portfolio

We have built a matrix of three NEV brands: AVATR, DEEPAL, and CHANGAN NEVO, all of which have delivered outstanding performance in authoritative green and energy efficiency evaluations. This reflects our continuous efforts in improving product energy efficiency and life-cycle carbon management.

Industrial and Technical Strategy

We are committed to forming a closed-loop new energy industrial chain. To this end, we have established the CATL-Changan EV Battery Co., Ltd., a joint venture with CATL. We planned an annual battery production capacity of one million units at the New Power Factory, the Smart Factory, Nanjing Changan, the Longxing Factory and the Rayong Factory. We have set up the Battery Research Institute and the Chenzhi Anqi Battery Recycling Company. The company has established a life-cycle industrial ecosystem covering cell manufacturing, battery production and battery recycling.



5.3.2 Green Product Technologies

The Company focuses on lightweight design and vehicle energy efficiency improvement, continuously promoting technological iteration and industrial collaboration. These efforts drive the engineering application of clean technologies in mass production and build green product competitiveness for future. Balancing cost and performance, key models including DEEPAL S05, CHANGAN NEVO A07 and Q07, and AVATR 07 rank among the top 10% in the industry in terms of energy consumption, taking a lead in the domestic market.

Lightweight Design and Materials

Integrated Design and Manufacturing

Adopting technologies such as integrated die-casting and integrated hot stamping, the Company realized high integration of components. The die-cast aluminum alloy installed in front cabin and rear floor are integrated from 163 parts into two integrated components. The hot-stamped dual door rings are integrated from 13 parts into one. As a result, material consumption is reduced by 30.5 kg in total.

Application of High-Strength and High-Toughness Materials

High-strength steel makes up to over 80% of vehicle materials, including 34% hot-formed steel, with maximum strength reaching 2,200 MPa. The application of high-strength and high-toughness materials helps reduce material consumption by 15 kg per vehicle.

Innovation in Vehicle Energy Efficiency Technologies

Reducing Driving Resistance

By deploying active drag reduction solutions featuring CAE simulation support and intelligent grille integration, the Company's sedans achieve a drag coefficient of approximately 0.2, and SUVs reach 0.25. We have also developed 5.3 low-rolling-resistance tire technology and promoted the engineering application of tires with a 5.5 rolling resistance coefficient.

Improving Powertrain Efficiency

By using new winding technologies and ultra-thin silicon steel sheets, the overall efficiency of electric drives is further increased by 2%.

Improving Engine Thermal Efficiency

By adopting 500 bar high-pressure fuel injection and high-energy ignition technologies, the thermal efficiency of HE and models in mass production reach 47.03% and 44.39%, respectively. Fuel consumption of typical A-class vehicles in mass production is reduced to below 4 L/100 km.

Case

CHANGAN NEVO A07 and DEEPAL S05 Successfully Approved for Energy Efficiency Rating Certification

According to the ratings of the first batch BEVs released by the China Automotive Energy Efficiency Development and Certification Alliance in April 2025, CHANGAN NEVO A07 delivered outstanding performance in four core energy efficiency dimensions: driving, air conditioning, drivetrain and charging, and became one of the first batch BEVs awarded Level 1 comprehensive energy efficiency certification.

According to the ratings by the Alliance released in December 2025, DEEPAL S05, a self-owned BEV brand, obtained "Level 1 Energy Efficiency" certification in all four core indicators.



Case

DEEPAL S07 among the First Batch Awarded International EPD Certification

In the 2025 annual awards by Rutamotor, Chile's leading automotive media, the DEEPAL S07 won the honor of "Best NEV of the Year" with its life-cycle green practices including all-round dual power solutions and outstanding performance and configuration. It is among the first batch awarded international EPD (Environmental Product Declaration) certification, demonstrating Chinese intelligent manufacturing strength and leading global mobility with quality.



Case

AVATR 06 Honored as a "Five-Star Healthy Vehicle" in 2025

In the China Automotive Health Index (C-AHI) test, AVATR 06 achieved an all-five-star rating, with excellent scoring in in-car allergen risk and air conditioning particulate filtration tests. Featuring eco-friendly materials and clean air, AVATR 06 excels in controlling VOCs and odors, particulate purification, antibacterial and mildew resistance, establishing a solid health protection system for mobility.



Target

By **2030**

NEV sales to exceed 60% of total sales



2025 Highlights

NEV sales

1.109 million units

Share of NEV sales in total sales

38%

Share of NEV revenue

48.95%

Power consumption of models including DEEPAL S05, CHANGAN

NEVO A07/Q07 and AVATR 07 ranks among the top **10%** in the industry, and takes the lead in the domestic market.

5.4 Energy Utilization

Changan Automobile attaches great importance to energy efficiency. By continuously improving the energy management system, optimizing its energy mix, and implementing scientific energy saving and emission reduction initiatives, it steadily delivers breakthroughs in both environmental and economic benefits.

5.4.1 Energy Management System

Adhering to ISO 50001:2018 and GB/T 23331-2020 energy management systems, the Company has established a factory-level energy management system and engaged qualified third-party organizations with credentials to conduct assessments and certification for its subsidiaries. By the end of 2025, all nine bases of the Company had completed certification, achieving 100% coverage.

Energy Management Organization Structure

We have established a three-tier energy management system, with the Board of Directors, the Manufacturing Center and the subsidiaries responsible for decision-making, management and execution, respectively. The Manufacturing Center takes the lead in coordinating the Company's energy management initiatives. The Company has created dedicated in-house positions for energy management and technology, with a mandate to lead energy initiatives and provide technical support.

Energy Management Supervision Procedures

We implement a closed-loop mechanism based on standardized procedures, targeted measures and performance-based evaluations. The Company takes on the carbon intensity goal (per 10,000 RMB output carbon emissions) assigned by higher authorities. By breaking it down to its subsidiaries and conducting monthly tracking and supervision, the Company ensures accountability for any unit or personnel failing to meet their targets. In 2025, all subsidiaries achieved their annual targets.

Energy Management Maturity Assessment

We keep promoting the evaluation of energy management maturity, comprehensively optimizing the evaluation standards under five dimensions: organizational structure, performance target management, energy management, technologies, and energy security, to close the gap in energy management maturity among production bases. In 2025, we conducted on-site assessments at our subsidiaries. The goal was to help them close the gaps by benchmarking against stronger performers and enhance their energy management capabilities.

Energy Management System Development

The Company has been comprehensively promoting the digital transformation of energy management. We have installed energy management systems in all factories. Among them, the Digital Intelligence Factory was put into operation in 2025 as a pilot project. That Factory has installed 949 smart energy meters to build a factory-wide energy data network with IoT connectivity. This enables real-time monitoring of high-energy-consuming equipment and increases the accuracy of production scheduling and energy consumption forecasting to over 95%. Going forward, we aim to drive the development of intelligent energy agents to reduce the energy consumption of single-vehicle manufacturing by 15% by 2030.

Energy Conservation Awareness and Training

In 2025, during the National Energy Awareness Week and the National Low-Carbon Day, we organized online and offline communication and quiz activities, with 83,699 participants in total. Company-wide, we recognized best practices and outstanding individuals in energy conservation and emission reduction, honoring 9 winners of excellent cases and 10 outstanding employees, which further drove employee engagement in green initiatives.

5.4.2 Optimizing Energy Structure

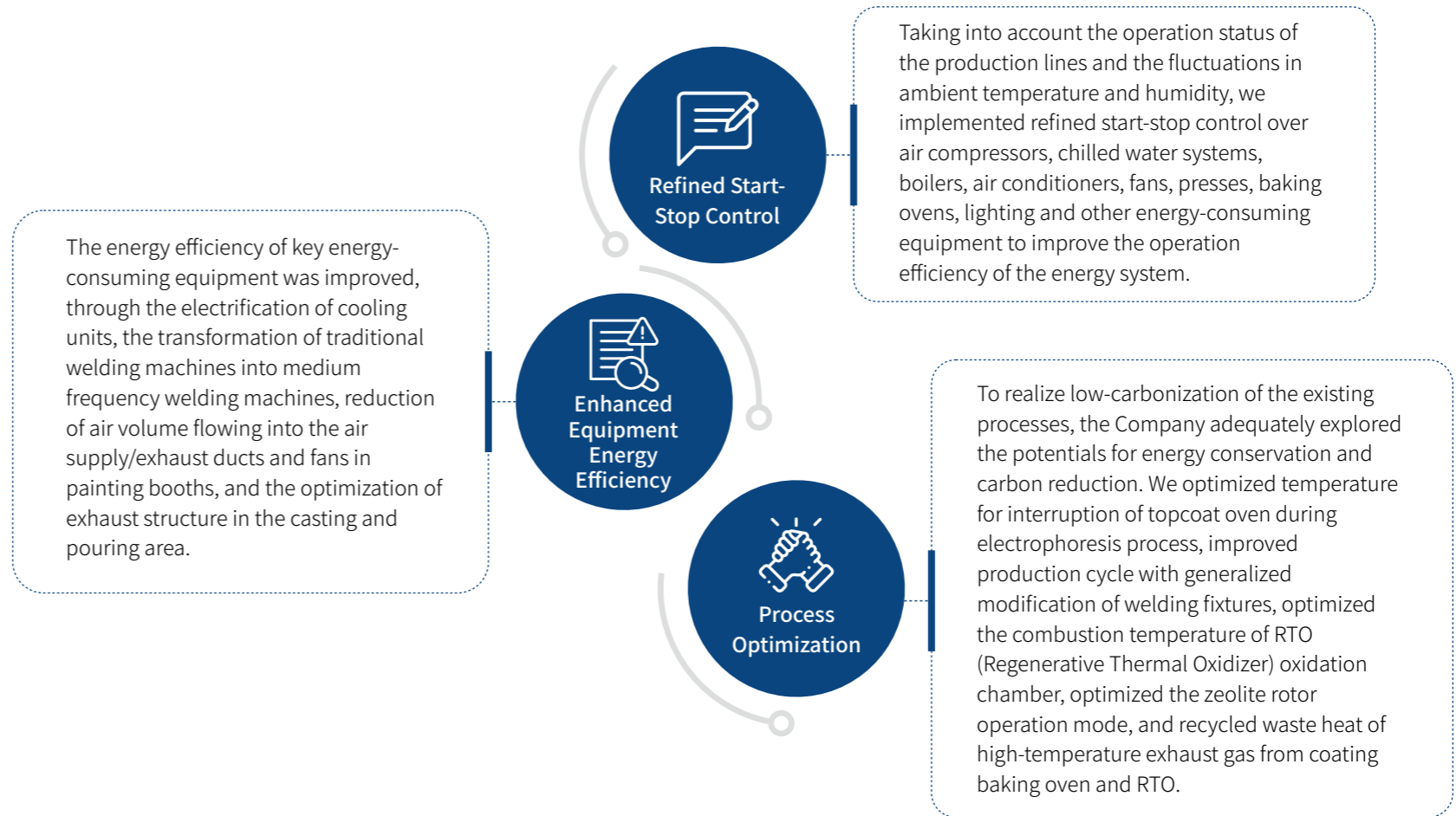
As required by the Three-Year Action Plan of photovoltaic solar energy projects, the Company has developed a development strategy under the core concept of power generation for self-use and surplus for grid connection. Through scale substitution of clean energy, we effectively optimized our energy mix, improved the local energy self-sufficiency, reduced the dependence on external conventional energy, and promoted the green transformation of the energy system.

In 2025, we steadily expanded the photovoltaic power capacity, and implemented key projects in an orderly manner, such as the Photovoltaic Project (Phase II) of Yuzui Base, the Global R&D Center Project (Phase II) and the Base in Thailand. The Company expects to complete all projects in 2026, with the total installed photovoltaic capacity reaching 330 MW. Meanwhile, we started sourcing green electricity to increase the proportion of green power in our factories, increasing the share of clean energy and reducing carbon emissions.



5.4.3 Improving Energy Efficiency

The Company systematically promoted energy efficiency throughout its manufacturing processes. We improved energy utilization, reduced energy consumption and achieved green production transformation with refined start-stop control, equipment efficiency improvements and process optimization.



Case

The New Powertrain Factory improved energy efficiency through compressed air pressure reduction.

In 2025, in response to large pressure fluctuation, excessive gas supply pressure and low efficiency of frequency conversion control of the air compressor station in the NE plant of the New Powertrain Factory, we independently designed and implemented transformation based on PID control of the main pipe pressure to link the two frequency converters. Specifically, we installed PID controllers and signal isolation gratings and optimized the joint control system of the air compressor station and the process parameters of PID frequency conversion control. The gas output of the air compressor station increased from 9.41 m³/kWh to 9.65 m³/kWh. As a result, the annual power savings were estimated to reach 640,000 kWh, equivalent to carbon emission reduction by 380 tonnes.

Case

The New Powertrain Factory took measures to reduce the energy consumption of single electronic control product.

As the Company ramped up its new energy strategy, the New Powertrain Factory has increased the production capacity of the three core EV systems rapidly. We collected and analyzed the data to understand the actual energy consumption in the production lines. We identified that the energy consumption per unit of electronic control products is significantly higher than that of batteries and electric drives. To reduce the per unit energy consumption, we formulated eight measures for energy conservation and cost reduction focusing on technical cost reduction, mode innovation and management improvement. As a result, the manufacturing energy consumption per unit of electronic control products decreased by 62.3% year-on-year in the first quarter to 20.25 kWh.

In 2025, the Company promoted the development of its green manufacturing system. By the end of 2025, the Company had four green factories at the national level, four at the provincial level and three waste-free factories. The Company also advanced its digital and green transformation. By building smart factories featuring intensive land use, use of non-hazardous raw materials, clean production, waste resource utilization and low-carbon energy in accordance with the green factory standards, the Company kept exploring and integrating digital and green technologies into its intelligent, green and low-carbon transformation and upgrade.

2025 Highlights

35 MW added for photovoltaic power generation projects

Annual power generation
281,502.87 MWh

Carbon reduction
201,808 tonnes

Photovoltaic power consumption
231,737.90 MWh

Carbon reduction
1,784.01 MWh

Share of green electricity increased to
15.42%

25 Key energy conservation projects implemented

Cumulative carbon reduction
14,000 tonnes

Annual comprehensive energy consumption
256,606 tonnes of standard coal equivalent

Comprehensive energy consumption per 10,000 RMB output value
0.0110 tonnes of standard coal equivalent

A year-on-year decrease of
1.39%

5.5 Water Resource Utilization

Water is an indispensable resource in the production and operation of enterprises. Facing growing global water challenges, Changan Automobile adheres to a principle of prioritizing water conservation, recycling, and systematic governance. The Company continuously improves water use efficiency, and commits to saving, recycling and protecting water resources through its entire production and operation processes.

5.5.1 Water Resources Management

Changan Automobile attaches great importance to water resource protection. Strictly abiding by the Water Law of the People's Republic of China, the Company upholds the policy of scientific optimization of water use and continuously strengthens water resources management. Through efficient water usage and recycling, we ensure that our production does not exacerbate water scarcity.

The Company's water comes from the municipal supply and is used for stamping, welding, painting, general assembly, and other manufacturing processes. We established a three-level energy metering mechanism by installing meters throughout the water use processes to monitor our daily water consumption, formulating standards based on historical data, identifying anomalies by comparing the actual usage, and reviewing rectification through factory morning meetings. For key water use units such as painting workshops, we established guide groove standards and engaged in ongoing benchmarking to refine our water use practices.

In addition, the Company actively organizes publicity activities and trainings to promote water conservation and sustainable use among employees and the public.



5.5.2 Improving Water Use Efficiency

In 2025, we promoted the application, management and optimization of water-saving technologies. By upgrading metering devices, leakage control and reclaimed water reuse, we effectively improved water use efficiency and minimized the possible impact of production and operation on the water environment.

Upgrading Metering Devices



We upgraded devices and introduced smart meters to build a real-time water data collection and analysis platform, realizing full-process control from water monitoring, abnormal alarm, to optimization and regulation, which improved the management of refined water resources. In accordance with GB/T 24789-2022 General Rules for Equipping and Managing of the Water Measuring Instrument in Water-Use Organization, we equipped the main water equipment (i.e. single unit consumption > 1 m³/h) with meters connected to the energy management system, enabling intelligent monitoring and quick positioning of water leakage.

Leakage Control



In accordance with GB/T 24789-2022, we equipped the main water equipment (i.e. single unit consumption > 1 m³/h) with meters connected to the energy management system, enabling intelligent monitoring and quick positioning of water leakage.

Reclaimed Water Reuse



Chongqing Lingyao, Beijing Changan, the Digital Intelligence Factory and Nanjing Changan have designed and built reclaimed water treatment systems in their sewage stations. Using "multi-media filtration + ultrafiltration + reverse osmosis," wastewater was treated and reused after meeting the process water standards for non-potable water and industrial reuse water. The annual reused water volume reached 305,400 tonnes, greatly reducing freshwater intake and wastewater discharge.

2025 Highlights

Total water consumption

519,224,483 m³

Water consumption per 10,000 RMB output value

0.4677 m³

Freshwater consumption

10,865,771 m³

Recycled water volume

508,358,712 m³

Water reuse rate

97.91%



5.6 Pollutant Emissions

In accordance with applicable laws and regulations including the Environmental Protection Law of the People's Republic of China, Changan Automobile adheres to a principle of source prevention, process control and end-of-pipe treatment. Through continuous optimization of production processes, upgrading environmental protection facilities and strengthening monitoring, we have been systematically reducing and precisely controlling pollutant emissions to protect the ecological environment.

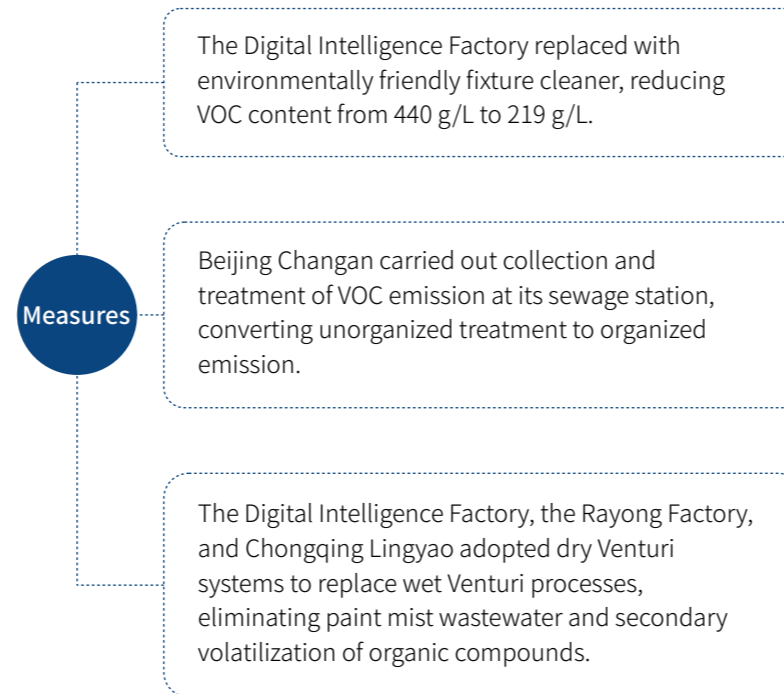
5.6.1 Waste Gas Treatment and Control

The Company strictly abides by the Atmospheric Pollution Prevention Law of the People's Republic of China, the Integrated Emission Standard of Air Pollutants. We control pollution at the source, collect all emissions as required, and conduct efficient treatment. Organic waste gas, dust, and the pollutants generated during production are treated with corresponding purification equipment and the concentration of atmospheric pollutants after purification is continuously monitored to ensure compliance with discharge standards.

In 2025, all our bases achieved compliant waste gas discharge without violations of excessive or over-capacity emissions. The Digital Intelligence Factory successfully obtained the certification as a Grade-A Performance Enterprise for heavy pollution weather response in the automotive industry, and was one of enterprises in the industry with the best environmental protection performance, and the first Grade-A automotive enterprise in Chongqing.



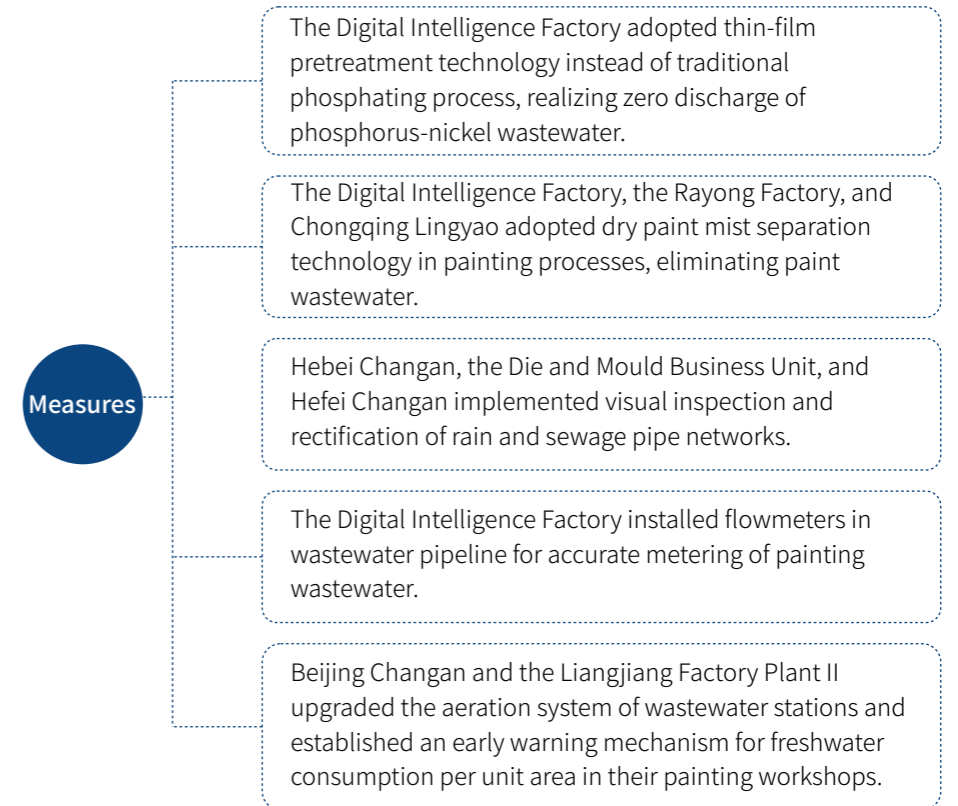
In 2025, we achieved the target of VOCs emissions per unit area for the major atmospheric pollutants, through source control and process upgrading.



5.6.2 Compliant Discharge of Wastewater

The Company strictly abides by applicable laws and regulations including the Water Pollution Prevention Law of the People's Republic of China. We have established a wastewater management system, and realized standardized control of wastewater collection, treatment, reuse and discharge. Each factory engages with professional third-party testing agencies to inspect wastewater and conduct long-term tracking on water quality to ensure compliant discharge. In 2025, all our bases achieved compliant discharge without violations of excessive or over-capacity emissions.

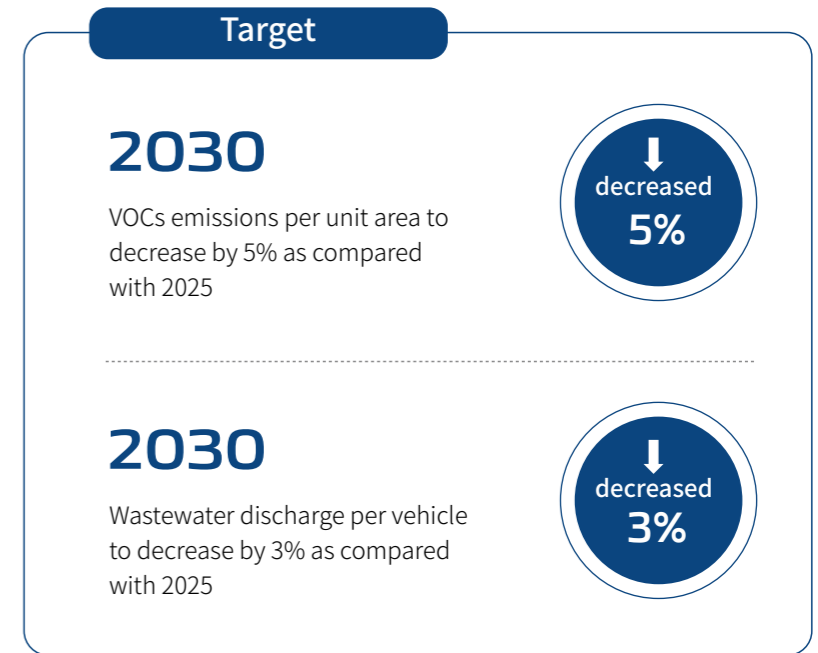
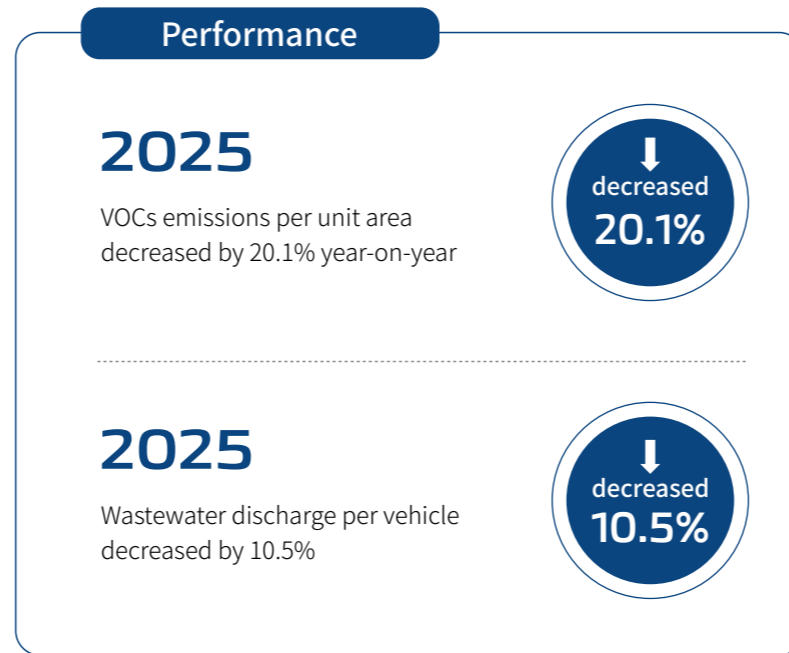
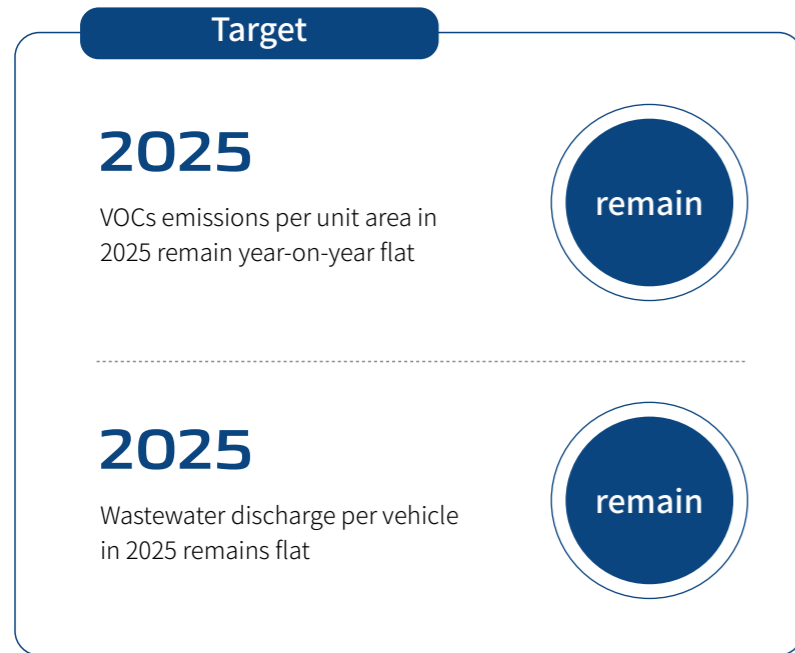
In 2025, the Company was committed to minimizing the impact of water pollution on the environment. By strengthening control at the source, applying new processes and technologies, we effectively reduced water load, and achieved the target of wastewater discharge per vehicle.



5.6.3 Preventing Noise Pollution

The main noises are from the operation of production equipment, fans, water pumps, chillers, boilers, air compressors, and environmental protection facilities in the workshops. We strictly abide by national and local noise emission standards to reduce the impact of noise on the external acoustic environment by giving priority to low-noise equipment, building sound insulation, foundation vibration isolation, reasonable layout, silencing, and distance attenuation.

In 2025, each production base regularly entrusted professional third-party testing companies to conduct factory boundary noise monitoring. All testing results met the requirements of emission permits. There were no excessive emissions, nor cases filed for investigation due to noise complaints, nor obvious impact on the regional acoustic environment.



5.7 Waste Management

The Company strictly adheres to the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste and all other applicable legal requirements. We have formulated a management framework, which includes the Solid Waste Management Procedure and the Chemical Packaging Management Procedure. It governs the traceability and management of solid waste across the entire cycle from source reduction and process control to end-use utilization and disposal. The Company continuously optimizes processes and recycles resources to reduce solid waste-related environmental risks and to support the development of a "zero-waste city."

In 2025, the Company set hazardous waste reduction targets and pathways, with continuous tracking and monitoring. We introduced advanced technologies and equipment to reduce emissions at the source. Hefei Changan launched a waterbased waste solvent recycling project for its Phase II painting workshop. Using twostage membrane filtration, the project recycles solvents for cyclic reuse, reducing waste by 350 tonnes annually.

In 2025, the Company engaged qualified and certified third-party agencies to carry out compliant utilization and disposal of solid waste. Over 95% non-recyclable, hazardous waste was disposed via incineration and other safe treatment methods. Only minimal wastewater sludge and phosphating slag was landfilled, fully in compliance with regulations. Recyclable waste such as paint barrels, solvents and waste oil was transferred to qualified third parties for resource utilization. The New Powertrain Factory, Hefei Changan and Nanjing Changan have obtained provincial and municipallevel Zero-Waste Factory certifications, while the Digital Intelligence Factory has also completed its assessment.

Case

"Zero-waste" transformation of the Digital Intelligence Factory

The Digital Intelligence Factory is committed to setting a benchmark for zero-waste factories. Leveraging three core strategies - source reduction, digital empowerment, and resource recycling - the Company has significantly reduced solid waste intensity. This brought about both environmental and economic benefits, establishing a replicable model for green transformation in traditional manufacturing.

Source Reduction: Through process upgrades, including thin film pretreatment, dry paint mist capture, quick color change systems, and robotic precision dispensing, the Factory reduced paint sludge from 454.02 tonnes to 4.303 tonnes annually and eliminated phosphating slag entirely from 138.44 tonnes. As a result, hazardous waste intensity per unit product dropped sharply.

Digital Empowerment: A digital system is adopted to manage information on classifying, metering, and tracing general industrial solid waste and hazardous waste. Combined with an intelligent logistics system, it improved efficiency and standardization in collection, storage, and transfer of solid waste.

Resource Recycling: The Factory promoted the compliant recycling of raw material packaging, cutting disposable packaging waste by 1,604 tonnes annually. Around 1,000 supply chain partners were encouraged to reduce and recycle solid waste, driving green transformation across the industrial chain.

Case

Releasing the Intelligencedriven Green Manufacturing: Technical Specifications for Intelligent Automotive Painting System

At the China Automotive Corporate Social Responsibility Summit (CARES), Changan Automobile released the Technical Specifications for Intelligent Automotive Painting System. Based on intelligent algorithms, the system enables fully automatic operation and optimized regulation of painting processes, effectively cutting consumption of coatings, solvents and other materials, reducing paint sludge and other solid waste. It enables waste reduction at the source and precise process control, delivering both environmental and operational benefits.



Target

2025

Hazardous waste generation per unit area in 2025: $\leq 110\text{g/m}^2$

Performance

2025

Actual hazardous waste generation per unit area in 2025:

90g/m^2

Compliant utilization and disposal of solid waste at all bases:

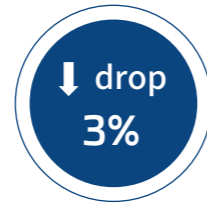
100%

Zero non-compliance incidents related to waste disposal

Targets in 2030

2030

Hazardous waste generation per unit area to drop by 3% as compared with 2025



2030

100% compliant utilization and disposal of hazardous waste across all bases

Achieve zero landfill for general industrial solid waste



5.8 Environmental Compliance Management

Changan Automobile strictly complies with ecological and environmental protection laws and regulations in all the countries and regions where it operates, making environmental compliance the bottom line and cornerstone of its green development. We continuously improve the environmental management system by integrating compliance requirements into every process from product R&D, manufacturing to supply chain management. Through active environmental awareness training and publicity, the Company aims to embed green principles into the shared mindset and daily actions of all employees, thereby minimizing the environmental footprint of its operations and providing a solid foundation for its Ecological Changan vision.

5.8.1 Environmental Management Framework

The Company strictly abides by the Environmental Protection Law of the People's Republic of China, the Evaluation Law on Environmental Impact of Construction Projects of the People's Republic of China and all other applicable legal requirements. Based on GB/T 24001-2016 Environmental Management Systems – Requirements with Guidance for Use, the Company established the CA-EOS framework, which includes 34 environmental management systems including the Ecological Environment Protection Responsibility System, the Ecological Environment Protection Management Regulations and the Product Life Cycle Environmental Protection Management Measures. This framework provides institutional assurance for the Company to fully deliver on its environmental responsibilities and achieve green and sustainable development.



Environmental Management Organization and Supervision

The Company has a Safety and Environmental Protection Committee in place, which operates with an office in the Safety and Environmental Protection Department and overseas eight professional groups including one focused on ecological environment protection. In accordance with the Safety and Environmental Protection Incentive and Disciplinary Measures and the Safety and Environmental Protection Performance Evaluation Rules, the Company maintains ongoing supervision and assessment of its ecological and environmental protection performance.

Environmental Risk Assessment and Prevention

The Company has established the Procedure for Identification and Evaluation of Environmental, Occupational Health and Safety Risks and Opportunities and the Procedure for Investigation and Management of Potential Accidents of Environmental, Occupational Health and Safety. Through these instruments, the Company continuously strengthens its ecological and environmental risk prevention and control system. Annual identification and evaluation of environmental factors and risks are conducted, and corresponding management and response measures are formulated to ensure that environmental risks remain under control.

Emergency Response Mechanism for Unexpected Environmental Incidents

The Company follows an emergency response mechanism covering prevention, in-process control and post-event review to prevent environmental incidents. We assess risks, formulate corresponding emergency plans, and conduct regular training and drills. In the event of an incident, we apply a tiered response to prevent escalation and minimize adverse impacts on the ecological environment. After an incident, we carry out investigations, implement corrective and preventive measures to prevent recurrence.

5.8.2 Environmental Awareness Training

In 2025, the Company carried out a series of themed activities such as the June 5th World Environment Day and the National Ecological Day to raise employee awareness of environmental issues. Additionally, we organized trainings for technical managers to improve their environmental literacy and management competencies. The trainings cover a wide range of areas including interpretation of new regulations, emergency preparedness and response, new environmental technologies, operation and maintenance of wastewater treatment facilities, enterprise environmental impact assessment, simultaneous environmental protection for construction projects, and integrated management of pollution discharge permits.

On World Environment Day 2025, Changan Automobile and its subsidiaries organized 81 activities under the theme of "Beautiful China Starts with Me." These initiatives include open days at environmental protection facilities, an environmental painting event themed "AI Draws a Green Automotive Dream," and a suggestion drive entitled "My Idea for a Greener World." These activities attracted over 70,000 participants. More than 1,500 posters and brochures were produced and distributed, embedding the "Beautiful China Starts with Me" concept into every employee's mind.

On National Ecological Day (August 15, 2025), Changan Automobile held its Drive the Future, Embrace Eco-Civilization campaign for the first time. Through VR technology, the Company simulated important scenarios and typical hidden hazards, tasking 11 teams to identify and investigate within a specified timeframe. Through competition and practice, employee competencies in environmental risk identification and emergency response were significantly strengthened. The exercise also enables all departments to benchmark and optimize their management practices. With over 1,000 employees actively participating, the event effectively enhanced the Company's environmental management system.

Case

Safety and Environment Day at Rayong Plant, Thailand

In September 2025, the Southeast Asia Business Unit held the first Safety and Environment Day at the Rayong Plant in Thailand. The program featured a range of interactive sessions such as safety and environmental protection puzzles, waste sorting games and a short video competition on workplace safety. By turning environmental protection knowledge into interesting experiences, the activities transformed employee participation from passive obedience to active engagement, thereby effectively strengthening environmental awareness and habits.



Key Data during the Reporting Period

All bases (except the newly built Rayong Plant in Thailand) **obtained** ISO 14001 Environmental Management Systems certification

Zero environmental incidents and administrative penalties
No major community complaints related to environmental pollution

Manufacturing bases including the Liangjiang Plant, the New Powertrain Plant, Chongqing Lingyao, Hefei Changan, the Digital Intelligence Factory and the Die and Mould Business Unit were rated as

Environmental Integrity Enterprises.

Environmental awareness training

143 sessions

Training hours

235 hours

Training participants

4,105 persons

5.9 Circular Economy

Changan Automobile leverages technological innovation to embed circular economy principles into the full life cycle from product design and manufacturing to use and recycling. By establishing a closed-loop resource management system that covers raw materials, production and end-of-life recycling, the Company maximizes resource utilization, minimizes environmental footprint, and works with supply chain partners to build a greener, more efficient automotive circular ecosystem.

5.9.1 Application of Recycled Materials

The Company actively advances the R&D and industrial application of recycled materials, focusing on high-volume vehicle material areas and prioritizing R&D of key technologies for low-carbon materials including recycled interior PP and steel. Internal technical specifications for low-carbon materials have been established and automotive-grade performance verification has been completed. These efforts provide systematic technical support and quality assurance for the large-scale and standardized application of recycled materials.



Case

R&D and application of green high-performance recycled aluminum alloy

The Company is committed to researching, developing and applying cost-effective, high-performance recycled aluminum materials. By optimizing the smelting process and alloy formula, we have resolved the technical bottlenecks in strength, toughness and formability. As a result, we have successfully expanded the application of recycled aluminum alloy from engine blocks to transmission casings, steering columns and other components, achieving up to 25% recycled aluminum content per vehicle.

The R&D and Application of Green High-Performance Recycled Aluminum Alloy was selected into the Excellent Practice Cases of Green and Low-Carbon Development Enterprises in 2025 by the China Enterprise Confederation, and was unveiled at the 30th United Nations Climate Change Conference (COP30). It provides an important pathway for the automotive industry to achieve carbon peaking and neutrality, offering a replicable Chinese solution for global ecological civilization and climate governance.

Meanwhile, the Research and Application of Green High-Performance Recycled Aluminum was also selected into the Collection of Excellent Cases of Pilot Projects for Extended Producer Responsibility of Automotive Products issued by the Automotive Industry Energy Conservation and Green Development Evaluation Center, providing replicable and scalable best practices and innovative solutions for the automotive industry.



Case

Mass production and application of recycled PP

Waste plastics pose severe environmental challenges due to their slow degradation. To address this, Changan Automobile recycles post-consumer waste PP plastics. Through pre-treatment processes including crushing, cleaning, sorting, modified granulation, drying and deodorization, the Company obtains recycled PP raw materials. 30% of the recycled PP is added in the component manufacturing process. Through strict process control, both material and component performance meet the Company's technical requirements. At present, 30% of recycled PP is applied to cabin decorative covers, air deflectors, and underbody of DEEPAL G318, DEEPAL S09, and AVATR 07. The Company will continue to increase the proportion of recycled materials to support the circular economy.



5.9.2 Resource Recycling

Through technological innovation and supply chain collaboration, the Company has broadened the scope of its producer responsibility to encompass power battery recycling, end-of-life vehicle utilization and green packaging. Furthermore, it has established a closed-loop system that integrates design, production, recycling and regeneration to achieve efficient resource circulation and comprehensive utilization.

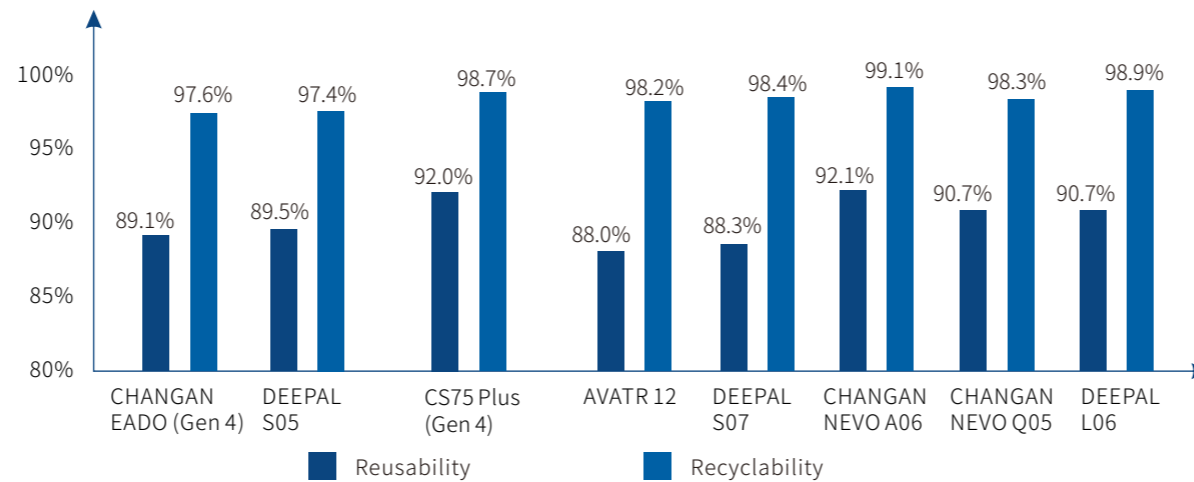
Recycling of Production Waste

We promote solid waste and wastewater recycling through two models: the large-scale industrial chain circulation and the on-site small cycle recycling. This approach improves resource efficiency and achieves waste utilization, recycling and emission reduction. In the casting process, aluminum alloy scrap from engine blocks, cylinder heads, transmission casings and integrated die-cast body parts is re-melted and recycled in plant. After deducting process losses, the actual recycling rate exceeds 93%. We have also introduced a waste disposal model that combines average pricing with competitive bidding, unlocking the value of renewable resources while ensuring compliant disposal.

End-of-Life Vehicle Material Recycling

We strictly implement the extended producer responsibility system and have established a sound end-of-life vehicle recycling service network. Consumers can locate Changan Automobile's authorized recycling outlets via the China Automobile Green Dismantling System, ensuring vehicles are processed through compliant dismantling channels. We require our partners to comply with the Administrative Measures for the Recovery of Scrapped Motor Vehicles and relevant technical specifications. Reusable components and various materials are professionally sorted and processed for resource recovery, steadily improving the overall vehicle material recycling rate.

We actively promote the use of green, recyclable materials. This includes high volumes of recyclable steel and aluminum alloy components, as well as thermoplastic materials developed to replace traditional thermosetting materials, significantly enhancing the recyclability of vehicles. Based on GB/T 19515-2023 Road Vehicles – Recyclability and Recoverability Rate – Requirement and Calculation Method, we calculate the reusability and recyclability of all vehicle models. All our models meet the EU ELV Directive (2000/53/EC) requirements: reusability $\geq 85\%$ and recyclability $\geq 95\%$.



Power Battery Recycling

Anticipating the imminent NEV power battery retirements, the Company has proactively deployed a life-cycle management system. In collaboration with strategic partners including the Miracle Automation and the Changan Group, we co-invested in the Chenzhi Anqi Project, a comprehensive waste lithium battery utilization facility with an annual processing capacity of 20,000 tonnes, thereby achieving end-to-end traceability from battery manufacturing to use and recycling. Adopting a dual-path model of cascade utilization and recycling, we prioritize the reuse of eligible decommissioned batteries for energy storage and low-speed vehicle applications. Batteries unsuitable for cascade reuse are processed via clean technologies including hydrometallurgy to recover valuable metals such as lithium, cobalt and nickel. Both recovery rates have reached industry-leading levels.

Green Packaging

Through the Chemical Packaging Management Procedure, the Company has established a closed-loop system covering packaging recycling, cleaning, repairing and reuse. This system promotes the compliant recycling and resource utilization while minimizing packaging waste. In 2025, the coverage of self-made recyclable packaging has reached 98%, reducing the consumption of disposable wooden packaging by more than 1,604 tonnes.

2025 Highlights

The maximum proportion of recycled aluminum per vehicle reached

25%

30%

Recycled polypropylene materials are applied to cabin decorative covers, air deflectors, and underbody covers

The reusability of entire vehicle materials for all models is

≥ 85%

Recyclability is

≥ 95%

The coverage of self-made recyclable packaging has reached

98%

The consumption of disposable wooden packaging was reduced by

more than **1,604** tonnes for the year



5.10 Biodiversity

Biodiversity is the foundation for human survival and development, as well as a key pillar for ecological civilization. Changan Automobile deeply recognizes its responsibility and mission in ecological conservation. The Company honors its commitment to biodiversity protection across its manufacturing and operations, striving to achieve harmonious balance between industrial development and natural ecosystem.

5.10.1 Ecological Impact Assessment

From the very beginning of project planning, the Company conduct rigorous ecological and environmental impact assessments for all new construction, reconstruction and expansion projects. Ecological protection is established as a mandatory red line, a binding constraint on project site selection. We take proactive measures to avoid statutory ecological protection areas such as nature reserves, drinking water source reserves, forest parks and geoparks, as well as priority protection areas rich in biodiversity or with critical ecological functions, to minimize the risk of biodiversity loss. During manufacturing and operations, we address our direct and indirect impacts on nature by avoiding non-renewable materials and biological materials, ensuring compliant discharge of wastewater, waste gas and solid waste while pursuing emission reductions, minimizing impacts on surrounding ecosystems, and protecting biodiversity and ecosystem integrity.

Changan Automobile is systematically building ecological and environmental impact assessment and management capabilities across its entire production chain. In 2026, the Company plans to publish an environmental statement on its official website, which will include biodiversity conservation objectives. Concurrently, the Chongqing Liangjiang Plant will serve as a pilot for the Company's first biodiversity baseline assessment. To support this initiative, targeted capacity building efforts, including organizing biodiversity conservation training and compiling biodiversity assessment guidelines, will be rolled out. These actions will establish a foundation for systematic and standardized biodiversity impact assessment and management.

5.10.2 Ecological Conservation Initiatives

The Company actively fulfills its ecological conservation responsibilities and safeguards regional biodiversity through systematic environmental practices in its operating locations and across its value chains. We promote green operations alongside ecological conservation, contributing to a harmonious coexistence between humanity and nature.

Case "A Greener Way with Changan" tree-planting campaign

In March 2025, together with the Committee of Communist Youth League of Jiangbei District, we held a tree-planting activity themed "A Greener Way with Changan" at the Tieshanping Forest Park. This marked the 12th consecutive tree-planting campaigns by Changan Automobile. Nearly 100 customers and their families, volunteers and employees planted over 40 Hall Crabapple trees, bringing renewed greenery to the mountain city of Chongqing. As one of the four major "green lungs" in downtown Chongqing, the Tieshanping Forest Park provides habitat for more than 200 species of wildlife.



Case Ecological Conservation Initiatives of Southeast Asian Elephants

During the public welfare road trip "Traveling Around the World with Changan, A Journey of Love in Southeast Asia," the Company, together with users and partners, conducted in-depth ecological protection practices at the Koh Chang Elephant Eco-Park in Thailand. Participants learned about elephant ecology, prepared supplementary food, and assisted with bathing and daily care. These activities helped deepen their understanding of biodiversity conservation and inspired them to take actions to protect biodiversity.



06

Safe and Responsible Mobility

Changan Automobile has always been customer-oriented, prioritizing customer interests and needs. We implement a life-cycle quality management process to safeguard customers' mobility safety. Guided by the customer service concept of "New Services, New Connections, New Value," the Company continues to build win-win partnerships for mutual benefit.

Contributions to the UN Sustainable Development Goals (SDGs)



6.1 Product Safety and Quality

Product safety and quality are the lifeline of a company's survival and sustainable growth, as well as Changan Automobile's solemn commitment to its customers worldwide. We remain customer-centric, upholding high standards and strict requirements throughout the product life cycle. We have established a product safety and quality governance system that covers R&D, procurement, manufacturing, and after-sales services. Through technological innovation and management upgrading, the Company delivers safe, reliable and high-quality mobility products, building an unbreakable safety shield for mobility.



6.1.1 Governance

Changan Automobile seeks outstanding quality with a philosophy of "Continuous Improvement, Customer Satisfaction, and Pursuit of Excellence." We have established a product safety and quality governance system centered on the CCMG (Critical Concern Management Group) Committee, which is the supreme decision-making body for quality management, comprising the President and executives in charge of quality, technology, branding, sales, customer experience management, and overseas regional business units. Meanwhile, the Quality Department oversees corporate product quality management. Across the entire value chain from R&D, design, production, supply chain management, sales to transportation and delivery, the Department is responsible for formulating quality management systems, monitoring quality system operations, identifying and mitigating product safety risks, and conducting quality control and supervision activities including problem traceability and continuous improvement. Upon identifying quality risks, the Quality Department prepares risk reports for review and decision-making by the CCMG Committee.

6.1.2 Strategy

The Company regards product safety and quality as the cornerstone of its sustainable operations and brand reputation. It has elevated quality management to a core strategic position, secured through the development of robust systems, capability building, compliance certifications and advancement in overseas operations.

Sound System Operation

The Company implements the IATF 16949 quality management system across all vehicle production bases, with system compliance and effectiveness verified through third-party audits. In response to the increasing intelligence and software intensity of its products, the Company has developed targeted system for software quality and functional safety. Aligned with international standards including ISO 26262 Road Vehicles Functional Safety, ISO 21448 Road Vehicles – Safety of the Intended Functionality, and ISO/PAS 8800 Road Vehicles – Safety and Artificial Intelligence, we have established a management framework covering both hardware and software product safety.

Accelerating Capability Building

The Company regards systematic testing and validation as a pillar of its product safety strategy. We have conducted multi-dimensional vehicle validation that covers structural safety, functional safety and environmental adaptability through comprehensive proving grounds, laboratories, and special testing systems, to provide technical support for product launch.

Consistency Certification

All models of the Company have achieved product certifications with excellent performance, including announcement certifications by the Ministry of Industry and Information Technology (MIIT), 3C certifications by China Quality Certification Center (CQC), and environmental protection certifications. We also undergo MIIT on-site inspections for manufacturing enterprise access, as well as CQC initial factory and annual factory inspections for 3C certification.

Advancing Overseas Operations

The Company advances the development of quality management systems for overseas manufacturing facilities in parallel with its domestic operations, to ensure that systems, processes and standards remain consistent across all production bases. This provides institutional assurance for global quality management. During the reporting period, Changan Auto Southeast Asia Co.,Ltd. successfully obtained the ISO 9001 and IATF 16949 certifications.



6.1.3 Impact, Risk and Opportunity Management

Quality Control System

The Company has established a life-cycle quality control system covering R&D, manufacturing, procurement, sales, and logistics. Through front-end prevention and in-process control, we reduce the risk of mass quality issues occurring at the customer end.

R&D

In accordance with the New Product OK-To-Buy Scorecard Quality Index Management Process, the Company strictly manages key quality indicators and deliverables at critical milestones during the new product development process. Specific quality requirements are established for the scheme design, engineering development and validation phases. The quality assurance capability during the R&D stage is systematically evaluated to ensure stable product performance upon product launch and during the early post-launch period.

Manufacturing

Under the Incoming Quality Management Procedure, the Company identifies and prevents abnormalities in the manufacturing process through a data monitoring and quality early-warning mechanism. Real-time systematic monitoring of key processes and quality status is conducted to distinguish conforming and non-conforming products. And with data analysis, potential risks can be detected in advance. The Company has also formulated the Complete Vehicle Ex-Factory Inspection Specifications to strengthen full-inspection requirements for off-line vehicles, ensuring that all assembled vehicles undergo comprehensive inspections and tests.

Procurement

The Company manages suppliers in accordance with the Key Process Quality Procedure for Supplier Evaluation and Management. All suppliers must pass documentation review and on-site audit prior to access approval, and meet required quality scores to enter the procurement system. After mass production launch, we continuously manage the quality stability of suppliers' products through STA (Supplier Technical Assistance) and PSW (Part Submission Warrant) processes.

Sales

In accordance with the Domestic Commercial Vehicle PDI Inspection Process, the Company conducts pre-delivery quality checks to minimize risks during the delivery phase.

Logistics

The Company implements strict quality management over logistics, including in-transit transportation and port entry operations. Standardized operational procedures at key logistics steps are established to minimize vehicle damage during transit and upon arrival. Corresponding damage management processes are put in place to prevent any adverse impact on product quality and safety from logistics activities.

In accordance with the New Product Market Quality Special Management Procedure, the Company has formulated dedicated quality control measures for new vehicle models. Based on the Changan Automobile Product Development System (CA-PDS), mandatory quality reviews are taken at key milestones including project approval, design freeze and mass production preparation. The Quality Department is deeply involved in critical decisions during new product development and mass production, and reserves the right of one-vote veto over projects failing to meet quality requirements. This ensures all established quality and safety standards are met before products enter subsequent development phases.



Safety Testing and Validation

Adhering to its "No Safety, No Changan" philosophy, the Company strictly benchmarks authoritative safety standards such as the China New Car Assessment Program (C-NCAP) and the European New Car Assessment Program (E-NCAP). Focusing on body structure safety, intelligent driving assistance safety and battery safety, it continuously improves vehicle safety performance to protect user mobility safety.

Body Structure Safety

Changan Automobile designs its products to achieve a service life of 10 years or 260,000 kilometers. Every new vehicle undergoes rigorous testing totaling four million kilometers, including 2.4 million km of reliability road tests at comprehensive proving grounds, 400,000 km of environment adaptability tests (high temperature, high altitude and extreme cold), and 1.2 million km of national road tests. In addition, all products also pass 12,400 test validations and over 60 crash tests.

ADAS Safety

Based on the UN R171 regulation on driver control assistance systems, Changan Automobile has independently developed SDA Intelligence, its Advanced Driver Assistance System (ADAS). Equipped with LiDAR, the system delivers exceptional perception capability for more accurate and stable environmental sensing, enabling effective collision avoidance even in pitch-dark or extreme weather conditions to safeguard every journey. Beyond protecting drivers and passengers, SDA Intelligence also optimizes its technology to enhance the safety of all road users outside the vehicle, especially vulnerable groups. It has introduced the industry's first rider identification and protection function. In accordance with all applicable laws, regulations and technical specifications, targeted verification tests covering emergency obstacle avoidance, tire blowout stability and more scenarios are conducted for the driver assistance system, supporting the safe and reliable application of intelligent automotive functions.

Battery Safety

Equipped with machine learning-based intelligent diagnosis algorithms, Changan Golden Shield Battery achieves a safety early warning accuracy of over 99.9%, enabling precise detection of potential hazards in advance. The intelligent battery crash safety monitoring technology precisely identifies crash locations and impact intensity, delivering tiered early warnings and securing precious response time for drivers and passengers. In terms of structural protection, the cell-to-body integrated design, with a maximum integration efficiency of 86%, balances anti-deformation and energy absorption performance under impact. Combined with a composite sandwich structure, the bottom protection strength reaches three times the standard specified by the China Insurance Automotive Safety Index (C-IASI), effectively resisting external impacts. Balancing between performance and safety, the battery also features the world's first wide-temperature-range micro-core high-frequency pulse heating technology, ensuring stable operation in diverse environments. It only takes 10 minutes for charging from 30% to 80% State of Charge (SOC).

Comprehensive Proving Ground Reliability & Crash Validation

Every model must complete extensive reliability and crash tests during development. These include reliability road tests at comprehensive proving grounds, environmental adaptability tests under high-temperature, high-altitude and extreme-cold conditions, nationwide real-road driving tests, as well as crash simulations under various scenarios. The accumulated test mileage and extensive verification across diverse real-world environments provide solid evidence for the overall safety performance of the Company's vehicles.

Extreme Environment Validation

To validate vehicle reliability under extreme conditions, the Company conducts vehicle tests in extreme-cold areas such as Yakeshi, Inner Mongolia, and high-temperature regions including Turpan, Xinjiang. These tests validate the reliability and safety of vehicles in both low-temperature and high-temperature environments.

ADAS Safety Verification Test

Focusing on the safety of driver assistance systems, the Company carries out targeted tests on intelligent driving functions in accordance with relevant regulations and technical standards. Scenario-based verifications including emergency obstacle avoidance and tire blowout stability are completed to support the safe application of intelligent functions.

Health and Wellness

The Company prioritizes ride health of users, starting with the five senses, namely smell, touch, sight, hearing and temperature. We adopt low-odor, low-emission healthy materials and processes. In addition, we are the first to use a three-zone purification system combining a nano-water ionizer, high-efficiency filter, and forest-grade negative oxygen ion fabrics. This system delivers efficient purification and sterilization, reducing VOCs and unpleasant cabin odors. Furthermore, in collaboration with professional research centers, we have innovatively developed an acoustic-scene synergy system. By pairing natural soundscapes with multi-dimensional elements such as zero-gravity seats and intelligent ambient lighting, the system provides users with an effective sleep aid solution when the vehicle is stationary.

Case

Unmanned lights-out, 24/7 global remote testing capabilities

Changan Automobile operates an industry-leading State Key Laboratory of Intelligent Vehicle Safety Technology and the Changan SDA Intelligence Laboratory. Together, they form a top-tier laboratory cluster featuring three globally leading facilities, i.e., the Global Remote Simulation Experiment Cluster, the Physiological and Cognitive Laboratory, and the Global Voice Intelligence Laboratory, as well as globally exclusive facilities such as the Spatial Acoustics AI Laboratory, the Visual Safety Laboratory, and the Digital Twin Intelligent Connectivity Experiment Cluster. This infrastructure enables unmanned, lights-out and 24/7 global remote testing. In addition, the Company has independently developed 59 advanced safety technologies, including night backlight braking system, active hydraulic suspension technology, active acceleration anti-rear-end collision function, tire blowout stability control, and active crosswind resistance stabilization system.



Case

Changan Automobile is the fastest Chinese automaker to reach the production milestone of 30 million units

In December 2025, Changan Automobile rolled off its 30 millionth vehicle under its core brand portfolio. Starting as China's first microcar maker in 1984, it took 30 years to produce 10 million vehicles, another 7 years to exceed 20 million, and only 4.5 years to hit 30 million. This milestone and the trust and recognition from 30 million customers is a testament to Changan Automobile's persistent commitment to product safety and quality.



Continuous Improvement Mechanism

Changan Automobile attaches great importance to quality issues and has established a closed-loop management mechanism to address them. Taking market quality feedback as a key input, the Company identifies root causes through systematic analysis and drives targeted improvements across R&D, manufacturing and the supply chain. Meanwhile, the entire quality issue handling process is codified into formal procedural documents to ensure complete records for problem identification, analysis, rectification and verification.

In compliance with the Regulations on the Administration of Recall of Defective Motor Vehicle Products and the Measures for the Implementation of the Regulations on the Administration of Recall of Defective Motor Vehicle Products, the Company has formulated and implemented the Global Defective Automotive Product Recall Management Process. The regulations and procedures clarify the processes for defect identification, risk assessment, internal decision-making, recall implementation and information disclosure, and are dynamically updated to align with regulatory changes and industry best practices. Additionally, drawing on the Safety of Motor Vehicle Product – Guidelines for Risk Assessment and Risk Control, we have optimized the mechanisms of risk monitoring, early warning and assessment to ensure legitimate and timely response to identified potential safety risks.

We continuously promote the use of technical tools, such as Six Sigma and TRIZ, to enhance the professional capabilities of our quality management personnel. The Company currently has over 8,000 Six Sigma Green Belts and 51 Six Sigma Black Belts, with a coverage exceeding 60%.

During the reporting period, there were not major safety/quality liability accidents related to products or services, and no product recalls were initiated.

6.1.4 Indicators and Targets

Key Indicators	Performance in 2025	Targets of 2026
Major safety/quality liability accidents related to products & services	0	0
Mandatory vehicle recalls	0	0

During the reporting period

IATF 16949 coverage for vehicle manufacturing bases

100%

ASPICE capability level

Level 3

ISO 26262 functional safety certification

ASIL D (highest)

EU cybersecurity and software update regulations

**EU 2022/2155,
EU 2022/2156
compliance**

Certified

Product safety test coverage

100%

Quality training participants

>54,000

Scope of employee training on product quality

100%

Quality activity participants

>37,000



6.2 Customer Service

Changan Automobile attaches great importance to customer service and user experience, integrating customer experience management as a key component into its product safety and quality management system. Through an institutionalized governance structure, a standardized service network and a tiered response mechanism, the Company continuously protects customers' legitimate rights and reasonable expectations throughout the vehicle life cycle, enhancing their sense of safety and satisfaction.

6.2.1 Governance

Changan Automobile has established a decision-making mechanism composing the Company's leadership and the head of Customer Experience Department. This mechanism oversees issue resolution and service quality enhancement, with progress reported to the Chairman at quarterly thematic meetings. This ensures efficient, closed-loop resolution of customer concerns, continuously strengthening customer trust for the Company's sustainable development.

The Customer Experience Department is responsible for formulating customer service policies, operating and managing the service network, coordinating in handling customer complaints, and overseeing service quality. It collaborates with the Quality Department, Brand & PR, Legal & Compliance, the Automotive Engineering Research Institute and other relevant functions to establish a coordinated mechanism. Together, they exercise unified management and supervision over the national service network, service standard implementation, and major customer complaints and service risk incidents.

To address customer complaints that may severely harm personal safety, property or brand reputation, the Company has set up the Major Customer Complaint Rapid Response Team (MCRT). This cross-departmental team centralizes information sources, clarifies risk levels, and forms unified decisions.

6.2.2 Strategy

Changan Automobile fully implements its customer-centric operation strategy and systematically advances Changan Premium Service Experience. With four major priorities—shifting from post-event rectification to two-way optimization, from passive response to proactive services, from information system development to digital intelligence empowerment, and from domestic management to global operations—the Company promotes the implementation of its customer service strategies and delivers an unparalleled customer experience.

6.2.3 Impact, Risk and Opportunity Management

Customer Service System Development

The Company has established a nationwide network of authorized service providers, with the Customer Experience Department responsible for the management of service standards and operational rules. Offline service outlets deliver services including vehicle maintenance, quality issue handling and on-site customer communication, serving as a critical front end for identifying and reporting product safety hazards.

The Company attaches great importance to service provider governance. Through corporate policies, regulations and process audits, it clarifies compliance obligations of service providers regarding spare parts application, information entry, pricing implementation and customer notification.

In accordance with internal regulations including the Integrity Management Measures for Service Operations of Customer Experience Department (Service Operation Center), the Standard Procedures for Handling Spare Parts Shortages at Dealerships, and the Emergency Response Plan for Public Sentiment Prevention at Dealerships, the Company has specified requirements on service providers' operations, emergency disposal practices and customer rights protection. On-site inspections and rechecks are conducted by regional operation offices to standardize customer experience management of service providers.

The Company undertakes customer consultations, maintenance requests, complaints and feedback through official channels, service hotlines and digital information platforms, enabling centralized disposal and traceable management of customer demands. An integrated online-offline information sharing mechanism is established, building a dual-channel service system to avoid problem omissions resulting from fragmented information.

Centering on frequent scenarios including daily vehicle operation and maintenance, the Company takes customer satisfaction as the core goal and redefines its service product development logic. Guided by five commitments featuring intelligence, proactivity and innovation, Changan Automobile has fully upgraded its intelligent proactive service system. It provides customers with worry-free, reassuring services and marks a shift from customer-initiated to proactive service delivery.

Five Major Commitments of Intelligent Proactive Service

<p>Intelligent & Reassuring Service</p> <p>Intelligent Butler</p> <p>24/7 instant online response; exclusive one-stop life-cycle service.</p> <p>Intelligent Protection</p> <p>Intelligent reminders for vehicle use scenarios, proactive intervention and rapid response in case of accidents.</p> <p>Our Commitment</p> <p>5,000 bonus points compensation will be provided if the Intelligent Butler fails to respond within the agreed timeframe.</p>	<p>Proactive & Caring Service</p> <p>Proactive Rescue</p> <p>Arrival on time, real-time track visibility, on-site valet service, and worry-free travel.</p> <p>Caring Service</p> <p>Premium benefits for Super Wednesday; free full vehicle inspection in summer and winter.</p> <p>Our Commitment</p> <p>A compensation of 12,000 bonus points for delayed rescue arrival, plus an additional 12,000 points for each extra hour of delay, capped at 96,000 points.</p>	<p>Professional & Reassuring Service</p> <p>Intelligent Maintenance</p> <p>Scheduled customers receive exclusive routine maintenance services, including zero wait upon arrival, 30-minute vehicle placement, 120-minute maintenance delivery, and full transparency on progress and costs.</p> <p>One-time Fix</p> <p>Free rework for the same non-human-caused failures occurring within 30 days.</p> <p>Our Commitment</p> <p>Scheduled customers waiting more than 30 minutes for vehicle placement will receive 10,000 bonus points as compensation. Scheduled customers whose routine maintenance takes longer than 120 minutes will receive 50,000 points. Any falsely added maintenance items will result in ten times compensation. If a repair fails at the first attempt, the customer will receive 50,000 bonus points for the first return visit and 300,000 points for the second.</p>	<p>Convenient & Comfortable Service</p> <p>Door-to-door Proactive Service</p> <p>Complimentary door-to-door test drives and free vehicle pick-up & delivery for maintenance, available twice per quarter.</p> <p>Efficient Delivery</p> <p>New vehicles are delivered within the timeframe as stipulated in the contract. For eligible locations, charging piles shall be installed within 72 hours or within 5 to 10 days in certain regions.</p> <p>Our Commitment</p> <p>New vehicle delivery delay will be compensated at 12,000 points/day (up to 1,000,000 points), and charging pile installation delay at 12,000 points/day (up to 100,000 points)</p>	<p>Transparency & Worry-free Service</p> <p>Reliable Parts</p> <p>100% authentic original parts with unified pricing.</p> <p>Transparent Charges</p> <p>New vehicle prices remain transparent across online and offline channels. All additional vehicle purchase charges are clearly marked, allowing customers to make independent and free choices.</p> <p>Our Commitment</p> <p>Ten times compensation will be provided for counterfeit spare parts. We shall pay tenfold indemnity for any price above the official retail price of spare parts and new vehicles.</p>
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Communication & Feedback Mechanism

Relying on the Changan Global Smart Interaction Center, we receive customer inquiries, complaints, suggestions and rescue requests via hotlines, online platforms, apps, official websites and Weibo. We have transformed from a passive, transactional approach to one-stop, proactive and intelligent operations. A collaborative joint operation system between factory and outlet customer managers has been established, enabling timely response to customer demands and potential risk identification within 24 hours.

We continuously optimize internal management systems and processes by clarifying the scope and classification of customer complaints, specifying the roles and responsibilities and collaboration requirements of all brands and functions, and improving the full-process monitoring system for customer demands. We have built a closed-loop life-cycle management process covering problem tracking, hierarchical escalation, review and feedback, to develop standardized and traceable problem handling procedures. In addition, we have established a comprehensive, regular supervision and audit system. Special audits on process compliance and regular customer satisfaction follow-up surveys are conducted continuously to ensure the professionalism, efficiency and impartiality of customer demand resolution.

Tiered Response System

Authorized dealers (nationwide): Primary responsible units for customer reception, preliminary problem assessment, resolution and feedback.

Regional divisions: Responsible for providing guidance to authorized service providers, coordinating resources and driving issue closure.

Service Operations Department: Corporate-level coordinator responsible for formulating rules of complaint management, overseeing processes, and coordinating key issues.

Relevant functional departments: Providing professional support for technical assessment, quality analysis and policy interpretation, in accordance with their respective responsibilities.

Customer Complaint Channels

Official channels: Official hotline / online services (official websites, mini programs, apps, etc.)

Online platforms: Third-party websites including china.org.cn, www.aqsiqauto.com, tousu.sina.com.cn, www.12365auto.com, etc.

Government channels: SAMR ODR platform, Intelligent 315 Platform of China Consumer Association, 12345 Government Service Hotline, etc.

Social media: Red Note, TikTok, DCar, etc.

Company channels: Smart Interaction Center mailbox, Changan Encyclopedia, official communication groups

Case Efficient response to customer demands on social media

To ensure timely response to customer demands on social media, we have formulated the Official Social Media Customer Issue Handling Mechanism. This includes a dedicated social media team for customer service and upgraded interaction guidelines, cross-departmental relay processes and tiered response protocols. We have designated full-time staff to provide 24/7 customer interaction, enabling early warning, rapid handling, and closed-loop tracking of customer consultations, complaints, and potential public opinion risks. In 2025, the Company collected 8,467 customer complaints, achieving 100% response coverage.

Continuous Optimization of Experience

Guided by its global user brand "withU," Changan Automobile has built a global service and reputation communication matrix featuring the joint creation and shared benefits among customer managers, authorized service providers and users. The Company collaborates across brands to launch the "Three Days & One Grand Ceremony" activities, forging a global partnership based on co-creation and mutual benefit.

Case 10th Changan Global Fans Festival

In 2025, the 10th Changan Global Fans Festival was held in Chongqing, where the Company officially launched its customer service concept "New Services, New Connections, New Value." The event brought together 242 users from 11 countries. User representatives were invited to visit the Digital Intelligence Factory. The festival featured interactive zones for technological products, ecological cooperation exhibitions, and a designated intangible cultural heritage experience area, where global users got an up-close experience of traditional Chinese crafts such as paper-cutting, bamboo weaving and sugar painting.



Case

Changan Open Day—An "Entelligent" Study Tour

In April 2025, we held An "Entelligent" Study Tour: Changan OpenDay Southeast Asia Session." The event invited 42 users from China, Thailand, Singapore and other regions to visit the Changan Digital Intelligence Factory and the N2 Lab in Chongqing. Participants observed the R&D, testing, and intelligent manufacturing process of NEVs and witnessed the strength of China's intelligent manufacturing capabilities and local culture. This event once again brought to life the global user brand philosophy of "withU."



Case

Changan Open Day Middle East & Africa Session

In September 2025, Changan Automobile held an OpenDay for users from the Middle East and Africa. We warmly welcomed guests traveling from afar, who had the opportunity for an in-depth experience of the Company's cutting-edge technologies. The event fully embodied our "withU" brand spirit, showcasing our hospitality while building friendship and sharing the Changan story together.





Open Day



Super Day



Free Day

	Open Day Changan Open Day	Super Day Changan Super Day	Free Day Changan Free Day	Fans Festival Annual User Day
Positioning	Customer visit to Changan Automobile	Major corporate brand events	Regional service activities Regional user activities	Group annual brand events for users
Activities	Customer study tour China tour for overseas customers Journey home for Spring Festival Behind the scenes with Changan	Customers participate in events including auto shows, ecosystem conferences. Brands: withU+ public welfare activities, test drives, and carnivals	End user experience activities Brands: End user experience activities	Grand Gala Customer strategy release New product/technology experience
Purpose	To elevate customer awareness of Changan and strengthen customer relationship	To enhance brand recognition and reputation through user-driven communication	To create an integrated mobility ecosystem connecting user, vehicle and life	To reflect user operations value and demonstrate Changan's brand soft power

Case Changan Open Day: A Study Tour to Beijing

In July 2025, we launched an innovative and diverse exploration integrating industry, academia and research. Covering multiple venues including the Changan Automobile Beijing Factory, the China Meteorological Administration, top universities and the National Museum of China.



Case DEEPAL Launch in Norway

In July 2025, Changan Automobile opened its first flagship store in Norway, with DEEPAL models being launched simultaneously. During the event, we delivered a vehicle to the first Norwegian user who is also the first DEEPAL user in Europe.



Enhancing Customer Satisfaction

To collect customer feedback in a timely manner and improve customer satisfaction, we conduct satisfaction surveys among existing owners, maintenance customers, and potential customers through both real-time triggers and regular assessments. The surveys fully cover core experience scenarios including store visits and orders, test drives, vehicle delivery and maintenance, valet vehicle pickup and delivery, and charging pile installation.

Real-time surveys

Surveys are automatically triggered upon completion of key customer touchpoints in accordance with preset business rules to ensure timely feedback.

Regular assessments

Comprehensive evaluations are conducted monthly and quarterly to build a multi-dimensional monitoring system

6.2.4 Indicators and Targets

Key Indicators

Performance in 2025

Targets in 2026

Complaints per 10,000 vehicles

106 complaints (target: ≤150)

The Company has shifted from reactive improvement approach to a dual optimization model including both reactive and proactive measures. On the reactive front, we enforce BQ redline controls to keep customer complaints within a reasonable range and prevent widespread quality issues. On the proactive front, we enhance customer satisfaction through NPS-oriented experience design.

During the reporting period

The Company achieved

100%

achievement of its targets for sales service satisfaction (SSI) and complaints per 10,000 vehicles (BQ/10,000).



6.3 Responsible Marketing

Changan Automobile is committed to business ethics and integrity. We regard responsible marketing as a key commitment to protecting consumers' legitimate rights and interests. The Company strictly standardizes its marketing and promotion activities to ensure all publicly released information is authentic, accurate and compliant, and firmly opposes false advertising and misleading marketing practices. Meanwhile, the Company actively fulfills its corporate social responsibility by extensively launching public education and awareness campaigns on automotive safety and environmental protection, striving to enhance public automotive consumption literacy and foster a healthy and rational consumption market environment.

6.3.1 Global Marketing System

Changan Automobile has continuously enhanced new marketing transformation. Since 2018, the Company has been developing a global marketing system, which has evolved across three phases into the T433 global marketing framework. In 2026, combined with overseas realities, the framework will be rolled out across all regional business units, following the principles of global management, local operations and differentiated regional strategies.

T

A dual marketing and operations approach resembling the letter "T", the horizontal stroke signifies benchmark-driven, product-centered GTM operations; the vertical stroke stands for a digitally powered, customer-centric marketing funnel.

4

Four core pillars: product, operations, execution and capability.

3

Synergy of product, brand and marketing strengths.

3

Three transformations: system globalization, data automation, and AI-enabled marketing.

6.3.2 Responsible and Compliant Marketing

Changan Automobile adheres to responsible marketing principles, integrating sustainability and business ethics into its sales activities. The Company requires dealer sales staff to provide complete and accurate product information, features, functions and brand propositions, and to avoid any form of false advertising or excessive marketing. By delivering standardized, transparent services and authentic product experiences with sincerity, the Company helps maintain an orderly market environment.

We optimize dealer business processes via digital tools. We have established a standardized operation management system. This helps dealers transform from traditional sales models to intelligent and data driven operations, enabling them to adapt to sales and service requirements for new energy and intelligent vehicle products. Meanwhile, we provide platforms for dealer exchange and learning, organize extensive skill competitions, and improve dealer operational management capabilities and service support levels.

6.3.3 Public Education and Awareness

To highlight core intelligent advantages including SDA Pilot and SDA Cockpit, Changan Automobile delivers certification training on intelligence driving assistance for offline dealerships. We specifically build terminal staff's expertise on SDA Intelligence products and strengthen hands-on operational knowledge of all store employees. Backed by our expertise, we provide customers with professional and comprehensive knowledge of intelligent driving assistance and automotive safety.

During the reporting period

Participants of dealership training sessions

87,000 participations

with a total of **680,000** training hours

SDA Intelligence outreach

more than **700** dealers

with **8,000** plus participants from

200 core dealer outlets



6.4 Innovation-Driven Growth

Changan Automobile is committed to mastering core technologies through innovation-driven development. Focusing on the two major pillars of new energy and intelligence, we are increasing R&D investment and building a global R&D network. This accelerates the Company's transformation into an intelligent, low-carbon mobility technology company, promoting high-quality and sustainable development of the automotive industry.

6.4.1 Governance

The Company has established the Science and Technology Committee (STC) as the governance body for R&D and innovation. In line with the Company's overall strategy, the STC is responsible for assessing the technological development trends, planning major technology initiatives, reviewing key technology projects, and managing technical risks. Driven by the synergy of technology and product, we enhance technological support for product development and industrial deployment.

The STC consists of a Chairman, Deputy Chairmen, Chief Experts and Standing Committee Members, with subordinate Expert Committees, Professional Working Groups and an Administrative Office. The STC Office coordinates all expert committees and professional groups. It formulates development strategies and technology roadmaps, clarifies key initiatives, expected outcomes, and timelines for key tasks—including technological breakthroughs, capability building and strategic planning—and compiles detailed task lists. The STC operates under a structured reporting mechanism, including quarterly information reporting, semi-annual progress reviews, annual work summaries and real-time reporting of major matters. A multi-level, cross-disciplinary collaboration mechanism ensures systematic, professional technology decision-making.

Meanwhile, the Company has set up the China Changan Automobile Association for Science and Technology (CAST). With the CAST General Assembly as the supreme decision-making body and the CAST Office as the routine administrative body, the Company has established 23 branch committees covering all business segments in line with their unit sizes. Relying on CAST, we build a platform for internal research personnel exchange and capacity building. We organize academic exchanges, technical assessments, achievement incentives and science education activities to facilitate internal circulation and sharing of scientific research resources.

6.4.2 Strategy

Changan Automobile takes innovation-driven development as its core engine, adheres to a sustainable development strategy, and thoroughly practices ESG governance principles. Aligning with the Third Strategic Transformation Plan, the Company has launched the Green Plan and the Intelligent Plan, building a short-, medium- and long-term technological innovation framework. Guided by technological innovation, Changan Automobile leads the green industrial transition and high-quality development of the automotive sector.

In the short-to-medium term, the Company will focus on its core business of new energy and intelligent connected vehicles. Centering on key fields such as vehicle platforms, power system, intelligent driving assistance, intelligent cockpits, and electronic and electrical architectures, the Company will continue to make breakthroughs in core technologies. Technological innovation will support the implementation of the Company's multi-brand product portfolio and blockbuster product strategy. Moreover, low-carbon and intelligent product innovation will enable the Company to fulfill its environmental and social responsibilities, to promote the green transformation of the entire automotive industry chain.

In the medium-to-long term, Changan Automobile will keep pace with industry trends and cutting-edge technological frontiers while advancing its long-term sustainable development objectives. The Company is conducting forward-looking research into flying vehicles, robotics, new energy and related interdisciplinary fields. By continuously developing core technologies for future industries and fostering cross-sector innovation, the Company is actively exploring pathways to a sustainable mobility ecosystem. Through its enduring technological commitment, the Company is reinforcing its foundation for sustainable development and contributing to the development of a green, intelligent transportation system for the future.

Case

Changan Automobile deepens strategic deployment in intelligent technologies

In February 2025, Changan Automobile launched the Intelligence Plan, extending intelligent technologies to forward-looking fields including flying vehicles and humanoid robots, and taking the lead in the vision of universal intelligent driving for all. In September, at the 5th Changan Automobile Technology Ecosystem Conference, the Changan SDA Intelligence was released. It integrates three core technologies: intelligent driving, cockpit and chassis, expanding safety coverage from physical protection to full-scenario from driving safety, health management to privacy protection. In December, Changan Automobile obtained the access approval for L3-level advanced driver assistance vehicles, becoming one of the only two domestic automakers with such qualification, consolidating its leading position among Chinese brands in intelligent driving assistance.

Over the past three years, the Company has filed over 14,000 patents in total, 46% of which are in the intelligent technology sector. It has led or participated in the formulation of 111 national and industrial standards. Moreover, it has taken the lead in developing classification standards for intelligent driving assistance, as well as the first ITU series of international standards among Chinese automakers.



6.4.3 Impact, Risk and Opportunity Management

Technological Innovation Layout

The Company has established an integrated R&D ecosystem led by the Automotive Engineering Research Institute and supported by multi-regional collaboration. With R&D facilities being set up worldwide, it boasts core capabilities including vehicle engineering, software development, styling design, as well as testing and verification. Guided by project-driven development, our R&D framework facilitates cross-departmental collaboration and inter-disciplinary synergy, enabling efficient commercialization of cutting-edge technologies into tangible product strengths. All R&D teams execute projects under unified corporate regulation with clear division of responsibilities. Regular progress updates are submitted to STC (Science and Technology Committee) and senior management through standardized information channels.

Low-carbon Technologies

The Company continues to deepen its layout in battery technologies R&D, focusing on core innovations for all-solid-state batteries. We have completed feasibility studies on multiple technical routes for all-solid-state batteries, conducted over 10 rounds of research and verification covering solid-state electrolytes, high-specific-capacity cathode and anode materials and Ah-level all-solid-state cell prototypes. A landmark breakthrough in separator-free technology has been accomplished, underpinning the evolution of next-generation batteries toward ultra-high energy density and superior safety. Meanwhile, we have strengthened supply chain collaboration and conducted joint research on synthesis processes for solid-state electrolytes, effectively reducing carbon emissions across manufacturing procedures.

Intelligent Driving Assistance Technologies

Leveraging cutting-edge large language model technologies in artificial intelligence, we have developed an intelligent driving assistance system with a dual-layer architecture dominated by end-to-end large models and classical strategy-based safety redundancy. To some extent, the solution addresses core industry bottlenecks to comprehensively upgrade the assisted driving capacity of intelligent vehicles.

Intelligent Cockpit

The research project on multi-dimensional perception and spatial computing for intelligent cockpit has realized a new in-vehicle HUD display experience integrating AR technology and glasses-free 3D technology. Supported by multi-dimensional data fusion and real-time 3D rendering technologies, it enables lane-level navigation. Centered on multi-modal perception fusion and generative CUI driven by large models, we have created SDA Cockpit, delivering a scenario-based experience featuring ultra-comfortable audio-visual effects and highly intelligent human-like interaction.

User Experience

Based on the ADAS PLUS development platform, we have launched cost-effective integrated technologies for intelligent driving assistance products. Major breakthroughs have been achieved in panoramic surround perception fusion algorithms and active safety algorithms. Adopting a platform-based design featuring component standardization and data closed-loop optimization, our system enables lightweight high-speed navigation assistance (NCA-SE) without high-precision maps. For parking scenarios, it supports advanced functions including Exit Parking Assistance (EPA) and Do-It-Yourself Parking (DIY-P). In terms of safety performance, 6 core assistance systems such as AEB and LKA together with 12 early warning functions are integrated. Safety standards have been upgraded from ENCAP 2023 to ENCAP 2026 requirements, greatly enhancing driving and parking safety. Our driving user experience rating reaches 7.75 points, while parking duration is shortened to less than 30 seconds. Overall driving comfort, safety and efficiency for users have been significantly optimized.

In terms of industry-university-research cooperation, we focus on two core businesses: research platform construction and technological collaboration. We have systematically built a coordinated research ecosystem and further improved our three-level platform system covering national, provincial and corporate levels, delivering multi-level support for key technology R&D. We continuously concentrate on key fields such as vehicle development, perception and interaction for intelligent connected vehicles, and automotive-grade chips. Over this period, we have successfully planned and obtained approval for two national-level platforms including the International Science and Technology Cooperation Base for Vehicle R&D of Changan's homegrown brands, as well as four provincial-level platforms, such as the Chongqing Key Laboratory for Trustworthy Perception and Interaction Technology of Intelligent Connected Vehicles. Leveraging the strength of Changan SDA Intelligence Test Center in system integration testing, EMC testing and individual software component testing, we are actively promoting the application of 2 provincial-level platforms, namely Changan SDA Intelligence Pilot Platform and Changan Testing Trial Manufacturing and Pilot Verification Platform. Efforts are ongoing to optimize our full-chain innovation layout from cutting-edge technology research to mass-product validation.

Case

Changan Automobile Launched Its Intelligent Technology Brand—SDA Intelligence

In September 2025, the 5th Changan Tech Ecosystem Conference kicked off in Chongqing alongside the 2025 World Smart Industry Expo.

We have applied the holistic universal safety framework covering driving safety, health safety, psychological safety and data privacy across Changan's intelligent technology development, giving rise to our intelligent technology brand built around the core concept of "new safety"—SDA Intelligence.



Case AVATR 06

AVATR 06 is the fourth model of the AVATR brand, positioned as an intelligent, aesthetic and luxury sports sedan. Integrating the cutting-edge technologies of three industry leaders—Changan Automobile, Huawei and CATL, it is a premium sedan tailor-made for young consumers.

Centered on future sport aesthetics, stress-relieving luxury cockpit, Huawei Qiankun ADS 4.0 and HarmonyOS Cockpit 5.0, it is equipped with a full range of premium configurations covering ultra-HD digital rearview mirrors, dual front zero-gravity seats and Meridian Sound System. It also features Taihang chassis, Kunlun REEV and CATL dual 5C ultra-fast charging technology, leading a new era of intelligent and premium mobility in all dimensions.



Case DEEPAL L06

Positioned as a long-range magnetorheological laser intelligent coupe, DEEPAL L06 integrates top-tier driving control and cutting-edge intelligence. Equipped with the same magnetorheological suspension as those of luxury vehicles worth 1,000,000 RMB, it enables stable performance with no bounce on bumpy roads and no deviation during cornering. Adopting an end-to-end monolithic algorithm with LiDAR standard on all trims, it provides a smooth, human-like assisted driving experience. Powered by a 3-nanometer automotive-grade cockpit chip, it ensures smooth and seamless cockpit operation.

All models are equipped with Golden Shield Battery and CATL cells for superior safety and reliability. With a pure electric range of 670km, it delivers worry-free journeys.



Case Accessible Vehicles Empower Mobility for the Elderly

In response to the national strategy for population aging, Changan Automobile implements regulatory documents including the Opinions on Developing the Silver Economy and Improving the Elderly Well-being issued by the General Office of the State Council. Its holding subsidiary, Chongqing Changan Special Vehicle Co., Ltd. has initiated the accessible vehicle project to facilitate the silver economy. Equipped with programmable electric rotating and lifting accessible seats, wheelchair lifts, four-point wheelchair fixing systems and premium upholstery, our vehicles effectively improve mobility convenience for vulnerable groups such as the elderly and people with disabilities.



Case DEEPAL S09

DEEPAL S09 is the first intelligent flagship six-seater SUV of DEEPAL. All trims come standard with Huawei Qiankun ADS 4, supporting point-to-point navigation assisted driving. Equipped with HarmonyOS Cockpit 5, it delivers smooth operation and abundant smart ecosystem.

It offers roomy interior space and an extra-large trunk, together with an integrated movable center console. The horizontally sliding dual zero-gravity second-row seats enable fully flexible space layout. Boasting split CDC air suspension, active magic carpet control, eight hydraulic bushings, as well as front double-wishbone and rear multi-link independent suspensions, the vehicle ensures ultra-stable and comfortable riding experience with motion sickness prevention.

It achieves a pure electric range of 310 km and an ultra-long comprehensive range of up to 1,210 km. Supported by 5C ultra-fast charging technology, it can be fully charged in the time of a coffee break.



Case All-New CHANGAN NEVO Q05

The all-new CHANGAN NEVO Q05 is an exclusive global masterpiece crafted by Changan with 40 years of automotive expertise. Positioned as a global premium urban pure electric SUV, it is equipped with comfortable front seats to deliver a class-defying luxurious experience.

It offers a 540L trunk space with an extra 90L hidden underfloor storage, creating extraordinary storage space. All trims comes standard with CATL battery cells and support 3C ultra-fast charging, offering a maximum pure electric range of 506 km to eliminate range anxiety.

As the first model priced under 100,000 RMB equipped with LiDAR and a 4nm automotive-grade cockpit chip, it ensures safer and smarter mobility, bringing unparalleled premium experience to global customers.



Case Actively Conduct Research on Exploratory Projects

In 2025, we launched exploratory research projects in fields such as numerical research on mass transfer of fuel cells and cybersecurity situation awareness. A total of 46 research demands were released in flexible forms including targeted projects, open projects and joint-funding projects.

We newly introduced 16 partners including Zhejiang University and Xi'an Jiaotong University, and achieved 35 key technological breakthroughs throughout the year. We deepened application and transformation, promoted the industrial application of 8 core technologies, such as low HD map dependency driving, ultra-low latency assisted driving and traffic situation perception, addressing user pain points such as slow update of high-precision maps.

6.4.4 Indicators and Targets

Key Indicators	2025 Performance	Targets in 2026
R&D expenditure as a percentage of operating revenue	7.67%	No less than 5%

During the reporting period

The Company had **12,417** R&D personnel

2,224 new patents authorized

Holding **12,683** valid patents

A total of **2,401** patents granted in the intelligent technology sector



6.5 Data Security and Customer Privacy Protection

Changan Automobile attaches great importance to vehicle cybersecurity and information security. Leveraging the strength of the State Key Laboratory of Intelligent Vehicle Safety Technology, the Company continuously improves and optimizes its data security management system and customer privacy protection system.

6.5.1 Data Security System

Changan Automobile strictly abides by the Cybersecurity Law of the People's Republic of China, Data Security Law of the People's Republic of China, Personal Information Protection Law of the People's Republic of China and other applicable laws and regulations. The Company has established a joint prevention and control mechanism involving the Leading Group for Cybersecurity and Digitalization, the General Office of the Leading Group for Cybersecurity and Digitalization, dedicated security teams, and secondary units. The Company has appointed a Data Protection Officer under the unified leadership of the Leading Group and developed a multi-tier governance framework for data security and personal information protection across its headquarters, subsidiaries, domestic and overseas business operations.

Dedicated teams for data security and personal information protection have been set up to oversee the development of global data security and personal information protection management systems, life-cycle data security control, technical protection capability planning, risk assessment, formulation of compliance standards for key scenarios, and incident response.

During the reporting period, the Company implemented and regularly updated seven regulatory documents, including the Data Security Management Measures, Classification and Grading Management Measures of Data Security, and Specifications for Life-Cycle Data Security Management, and clarified requirements for data collection, storage, usage, sharing, transmission, cross-border transfer and destruction. The Company has obtained UN R155 Vehicle Cybersecurity Management System Certification.

Case

Classification and Grading Management of Data Security

Based on the Data Security Management Measures, the Company updated the Data Classification and Grading Management Measures during the reporting period. All data are managed under a dual-label mechanism combining national cybersecurity classification grades and internal corporate confidentiality grades, enabling more accurate and efficient data protection.

The Company has formulated the ICT Supply Chain Security Management Procedures for partners including suppliers, who are required to sign the Letter of Commitment on Data Security. If partners need to obtain relevant data as data processors, both parties shall sign a Data Processing Agreement. The Company proactively implements supply chain security management measures to enhance risk prevention capabilities and effectively avoid information security risks arising from technical services.

The Company has fully advanced the capability building and business deployment of the Internet of Vehicles (IoV) platform focusing on three major priorities: service upgrading, data-driven operation, and global expansion. We continuously optimized the core architecture of the IoV, unified object models and scenario linkage mechanisms, and independently developed a multi-brand device access layer to build dual-core capabilities covering vehicle-to-home control and scenario orchestration. Up to now, the platform has supported stable cloud access of approximately 6 million vehicles with cloud transmission latency controlled within 100ms, significantly improving R&D efficiency. Adopting one unified set of codes for rapid deployment across six overseas sites, we have broken the "one-location-one-development" model and shortened the launch cycle of overseas site by more than 60%.

Case

Global Rollout of Connected Vehicle Platform

By adopting a unified technical architecture, unlocking data value, and enabling rapid global replication, the Company has accelerated the global rollout of its connected vehicle platform. The platform now spans five major overseas regions, offering over 70 features for cockpits and cloud-controlled applications, and integrating over 10 internal production and sales systems. In 2025, the platform was launched in 48 new markets, reaching a total of 60 markets worldwide and covering 35% of the Company's global target markets. The breadth of functionality of its overseas connected vehicles also reached the industry average, significantly improving the driving and riding experience for overseas users.

6.5.2 Privacy Protection System

Changan Automobile strictly abides by domestic laws and regulations such as the Cybersecurity Law of the People's Republic of China, Data Security Law of the People's Republic of China, and Personal Information Protection Law of the People's Republic of China, as well as statutory requirements on data and privacy protection in overseas operating regions, including the EU General Data Protection Regulation (GDPR) and California Consumer Privacy Act (CCPA). The Company exercises full control over sensitive personal information involved in external vehicle data and cockpit data, and continuously optimizes privacy agreements to ensure customers can clearly understand and independently decide how their personal information is used.

6.5.3 Technical Protection Upgrade

The Company keeps improving data security protection technologies. Centering on the life cycle of data collection, storage, usage, transmission and destruction, we have built an integrated protection system covering terminals, networks, applications and data layers. By adopting encryption technologies, access control, anti-leakage tools and security monitoring systems, we have strengthened the capability to identify and respond to abnormal behaviors and potential cyberattacks.

The Company has continuously strengthened responses to data security incidents. We have formulated and implemented Emergency Response Plan of Data Security Incidents, and required the listed company and its branches and subsidiaries to conduct regular emergency drills. The drills cover 12 categories of risks, including data tampering, data forgery, data leakage, social engineering attacks, data theft, data interception, location detection, data poisoning, data abuse, privacy infringement, data loss and other potential data security incidents.

6.6 Technology Ethics

Changan Automobile always prioritizes human well-being, social progress and environmental protection. We strictly abide by relevant laws and regulations, prudently advance technological research and application, and prevent potential social and environmental risks caused by technology abuse, so that technological innovations can truly benefit people and boost harmonious social development. We advocate a culture of responsible innovation, encourage employees to fully consider ethical factors during R&D and technology application, and firmly uphold the bottom line of technology ethics.

During the reporting period, the Company strictly implemented the risk points and technical countermeasures sorted out in the industry's first White Paper on Risk Management of Artificial Intelligence for Vehicles, and addressed potential risks throughout the product life cycle from the perspectives of inherent safety and application security of AI products.

2025 Highlights

Comprehensive data security risk assessment by an independent third-party:

100
points, rated as
Excellent

Data items identified with high-level or above risks:

0

Data security emergency drills conducted:

8

Major data security incidents:

0

Training sessions for all employees on cybersecurity, data leakage prevention and email security:

2

Training coverage:
100%
employees

07 Responsible and Resilient Supply Chain

Changan Automobile upholds the philosophy of openness, collaboration, and shared responsibility, regarding its supply chain as a value ecosystem built on symbiosis and shared prosperity. We adhere to compliance, transparency, mutual trust, empowerment and cooperation, and continue to work hand in hand with partners to advance transparent, low-carbon and responsible supply chain management, and advance the sustainable development of the automotive industry value chain.

Contributions to the UN Sustainable Development Goals (SDGs)



7.1 Supply Chain Resilience

Changan Automobile is committed to establishing a secure, reliable, and sustainable supply chain ecosystem and integrating the concept of sustainable development into the life cycle of its supply chain. Centered on the principles of win-win cooperation, value optimization, and transparent procurement, we continuously enhance the capabilities of supply chain system management, life-cycle cost management, new product and KD management, and risk and compliance management. We improve a compliant and efficient global procurement management system and build globally competitive supplier partnerships.

7.1.1 Governance

The Company has established a well-defined and highly coordinated governance structure, with the Major Procurement Meeting as the supreme decision-making body, so as to ensure consistent rollout of sustainable procurement strategies from top-level planning down to operational execution. Upholding the principles of win-win cooperation, value optimization and transparent procurement, we follow the "1243" Transformation Strategy. Focusing on category-driven management, we upgrade overall supply chain ESG capabilities covering sustainable strategy deployment, risk identification, supplier due diligence and traceability management of critical raw materials, thus pursuing a low-carbon, transparent and win-win supply chain.

In 2025, based on the Company's continuous improvement of ESG governance capabilities, the Purchasing Center set up a dedicated Supplier ESG Management Office to strengthen systematic supply chain governance. Aligned with corporate business objectives, we optimized coordinated ESG strategy implementation and integrated environmental, social, and governance requirements into life-cycle supplier management. Through green supply chain development, supply chain due diligence and targeted ESG empowerment for partners, we deliver effective monitoring and mitigation of supply chain ESG risks. By clarifying roles and responsibilities at different levels and internal collaboration mechanisms, we promote shared accountability and joint value creation across the whole supply chain, consolidating an institutional foundation featuring fairness, impartiality, and transparency and further sharpening overall industrial ESG competitiveness.

Win-win Cooperation



We uphold strategic supplier partnerships. As the formulator of partnership rules, we set clear expectations for all partners in accordance with the principles of integrity, fairness, impartiality, openness, legality and compliance. We strive to strengthen partnerships and pursue appropriate vertical integration, rather than building a small but full-fledged industrial chain.

Value Optimization



We implement diversified and differentiated procurement strategies to ensure supply chain resilience, achieve the optimal value portfolio of leading technology, reliable quality and optimal cost, and support the company's sustainable development.

Transparent Procurement



We adhere to a transparent and compliant procurement process system, standardize management, enhance efficiency and build a fair, impartial, open and clean ecosystem. We resolutely combat abnormal procurement practices, including long-term bid rigging, persistent cover bidding, breach of contract after winning a bid, and unjustified post-bid changes to contractual terms.

7.1.2 Strategy

Guided by the Third Strategic Transformation Plan 9.0, we uphold the principles of win-win cooperation, value optimization and transparent procurement, and firmly implement the "1343" action plan. We continuously enhance four core capabilities, including supply system security, precise cost analysis, demand-procurement collaboration, and win-win partnership. Furthermore, we improve a compliant and efficient global procurement management system, and forge globally competitive supplier partnerships.

We have established a life-cycle supplier management system covering sourcing, onboarding, development, collaboration and offboarding. We keep advancing sustainable supply chain strategies, optimizing supply chain management models, and implementing differentiated strategies for each material, each enterprise and each vehicle model. We strive to foster global strategic supplier partnerships, build comprehensive global supply chain management capabilities and an efficient global supply chain network, and complete the development of Global Purchasing Management System (GPM). Meanwhile, we have developed sound carbon emission and carbon footprint management systems and platforms across the whole supply chain to ensure full global compliance with carbon emission and carbon footprint regulations. A dedicated supply chain ESG evaluation system has also been set up. Sustainable criteria including labor rights, environmental protection and business ethics are incorporated into supplier access approval, performance evaluation and collaborative capacity building. All these efforts help enhance the resilience, transparency and green competitiveness of the industrial chain.

7.1.3 Impact, Risk and Opportunity Management

Life-cycle Control

The Company has established a safe, reliable, and sustainable supply chain system, formulated relevant systems covering the Direct Supplier Certification Management Procedure, Production Parts Pricing and Supplier Nomination Management Procedure, Supplier Performance Evaluation Management Procedure, Supplier Quality Capability Assessment System (QCA), Supplier Risk Response Management Procedure, Supplier Operational Risk Management Procedure, and Supply Chain Due Diligence Management Procedure. We have established and continuously optimized life-cycle management covering supplier onboarding, evaluation and offboarding. Transparent procurement is implemented with internal control throughout the whole process. All these efforts lay a solid foundation for the Company's product quality, cost competitiveness, and sustainable development.

Supplier Onboarding: Strict Screening, Source Control		
<p>Based on category strategy and procurement strategy, demand analysis is conducted. By comprehensively evaluating suppliers against access thresholds and qualification requirements covering technological R&D, quality assurance, cost control, delivery support, and green procurement performance, the Company regards compliance as an inviolable bottom line and conducts compliance audits and blacklist verifications. Industry-leading suppliers are selected through comprehensive scoring and recommended to the Major Procurement Meeting for decision-making, ensuring the compliance foundation and sustainable development potential of the supply chain from the source. During the reporting period, the Company completed more than 361 certification audits on potential partners.</p>	<p>IATF 16949 automotive industry quality management system certification and ISO 14001 environmental management system certification (implemented in 2019) are set as mandatory access criteria. Meanwhile, suppliers are encouraged to obtain certifications of ISO 45001 occupational health and safety management system and ISO 50001 energy management system.</p>	<p>Based on the Changan Auto Business Partner Code of Conduct and prevailing relevant domestic and international guidelines, green procurement capacity evaluation on suppliers is conducted covering business ethics, compliance and integrity, information and data security, occupational health and safety, labor rights, environment and carbon emissions, and responsible procurement.</p>

Supplier Audit & Assessment: Evaluation-driven Governance, Stronger & Better Supply Chain

We conduct due diligence questionnaires, on-site audits and third-party verifications on suppliers within the system covering quality, environmental performance, and social responsibility risks, forming a closed-loop management of evaluation, audit and rectification throughout the cooperation cycle, continuously improving the overall ESG level of the supply chain. In 2025, 2 suppliers with high ESG risks and 17 suppliers with medium ESG risks were identified. Third-party due diligence has been implemented on risky suppliers to monitor rectification. We have established supplier quality management systems, such as Supplier Process Audit, Product Audit, and Supplier Quality Capability Assessment System (QCA). Clear quality requirements have been specified and life-cycle audits carried out. During the reporting period, more than 720 audits of suppliers were completed.

Supplier Performance Review: Dynamic Assessment, Continuous Improvement

Comprehensive evaluations covering quality, cost, delivery, technology, R&D, management, and services are conducted. Meanwhile, ESG performance has been gradually integrated into the management assessment indicators. Supplier performance is released on a monthly basis, and manufacturing suppliers are classified into low-, medium- and high-risk levels. Assessment results are directly linked to business cooperation terms such as order allocation, new project opportunities, and payment cycles. Relevant departments provide targeted support and rectification guidance for high-risk suppliers to ensure product quality and supply chain security.

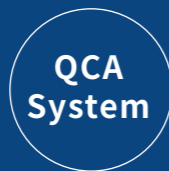
Supplier Exit Mechanism: Orderly Exit, Stable Supply

Exit triggers include consecutive unsatisfactory assessment results with ineffective improvement, major quality, delivery or safety incidents, serious violations of business ethics or compliance regulations, failure to continue operations due to internal reasons, and termination of cooperation caused by the supplier's strategic adjustment.

Prior to initiating the supplier exit procedure, we conduct a comprehensive assessment on potential supply chain security risks arising from supplier exit, including supply disruption, cost risks, and technical risks. Detailed switching plans are formulated accordingly, including qualified alternative supplier confirmation, inventory management and process verification.

Standardized exit procedures shall be followed, including formal written notification, liquidation of technical data and assets, definition of responsibilities for work-in-progress products and after-sales services, and final settlement. All above measures ensure an orderly and compliant exit process and minimize adverse impacts on both parties and the industrial chain.

Supplier Quality Capacity Assessment System (QCA)



Changan Automobile Supplier Quality Capability Assessment System (QCA) is a second-party certification system for quality assurance capacity of production part suppliers, including four elements: qualified system, continuous performance, lean quality control, and satisfaction recognition.



QCA 2.0 is based on the 2025 component quality strategy and involves three strategic functions: product and R&D, manufacturing and logistics, and supply chain. This upgrade is achieved by adding four evaluation subsystems of technical capability, supplier management capacity, special process capacity, and quality improvement process, on top of the two existing evaluation subsystems of manufacturing capacity and logistics management & review. It is a full-scale upgrade of QCA evaluation system.

Changan Automobile actively responds to the national strategy of high-quality development, fulfills its responsibility as the leader of the industrial chain, and promotes high-quality, sustainable and coordinated development of the supply chain through systematic construction. The Company innovatively develops a Supplier Quality Capability Assessment System (QCA). Full-process evaluation criteria have been established around three core dimensions: technical capability, logistics assurance, and quality control. Adhering to the management philosophy of setting benchmarks through positive guidance, driving improvement through targeted assistance, and enabling progress through tiered evaluation, the Company continuously elevates the systematic capability of suppliers through monthly quantitative performance evaluation and dynamic classified management, and linkage with new product sourcing qualifications.

Over the past decade, Changan has provided nearly 2,600 QCA system introductions and special guidance to more than 700 suppliers, achieving a coverage rate of 87% and effectively consolidating the quality foundation of the supply chain. In 2025, we completed restructuring and upgrading of the QCA system. Targeted technical support was delivered to address the weak links in supplier systems. The average compliance rate of quality performance among the first batch of pilot suppliers increased by 38.4%, achieving targeted capability building, quality improvement and efficiency growth. Up to now, 49 suppliers have obtained QCA certification, 88 have completed Manufacturing Suitability Assessments (MSA), and 197 have achieved laboratory accreditation. The cumulative coverage rate of QCA introduction reaches 87%.

QCA Restructuring Progress

Application Enhancement Estimated in July 2026

The category QCA performance scoring is applied to advanced quality strategy formulation. The supplier QCA rating is used for merit evaluation and supplier guidance.

Model Restructuring In Jan 2026

The overall supplier evaluation has been transformed into a combination of category evaluation and supplier evaluation. It was launched and verified on the GPM system.

Standard Innovation In June 2025

The quality modules including MCE, QIP, SCE and PCE are integrated into PQE. As a result, the certification efficiency increases by 60%.

Value Reshaping In March 2025

Build a competitive global supplier quality system, and focus on improving the quality capability of key cost-impacting suppliers.

Supplier Appeal

We have set up a dedicated appeal platform for suppliers to provide anonymous feedback on unfair transactions, corruption and commercial retaliation. Appeal channels are notified to suppliers through official documents. Meanwhile, we require suppliers to inform their employees and upstream sub-suppliers of such channels to ensure full visibility and accessibility. In 2025, a total of 278 issues were handled through internal procurement control with a 100% resolution rate. Among them, 248 were consultations mainly regarding financial settlement and system operation. In addition, 30 complaints were received. During the handling process, four design defects were identified, all of which have been addressed through system revisions. No penalties were imposed on suppliers due to violations.

Appeal Channels

Changan Automobile provides the following communication channels to receive and handle relevant appeals:

Hotline: 023-67591581

Email: cats@changan.com.cn

Whistleblowers shall provide detailed information and relevant evidence. Appeals beyond the prescribed scope or without sufficient evidence will not be accepted. If you have any questions about this notification, you may also contact us via the above Email for inquiries.





Sustainable Supply Chain Due Diligence Management

In accordance with relevant requirements issued by the United Nations Global Compact (UNGC), International Labor Organization (ILO), Organization for Economic Co-operation and Development (OECD), Responsible Business Alliance (RBA), as well as internal regulations including the Direct Supplier Certification Management Procedure and Supplier Performance Evaluation Management Procedure, the Company specifies standards concerning environmental protection, labor rights, business ethics and supply chain traceability. Key ESG indicators such as full-chain traceability of critical raw materials and carbon footprint disclosure have been incorporated into supplier access requirements. All suppliers are required to sign relevant agreements to ensure compliance with ethical codes, laws and regulations in all business activities.



Supplier Code of Conduct

In 2025, we updated the Changan Auto Business Partner Code of Conduct and optimized relevant management requirements covering environmental protection, responsible employment, corporate governance and responsible supply chain. Detailed standards have been supplemented in terms of workplace environment and human rights, business ethics, sustainable supply chain management, critical raw material management and information traceability, communication and training, as well as reporting and appeal channels. All suppliers are required to sign and abide by the latest versions of the Changan Auto Business Partner Code of Conduct and Changan Automobile Clean Supply Chain Notification, so as to jointly fulfill ESG responsibilities. Meanwhile, we have formulated the Supplier Blacklist Management Procedure. Any supplier in violation of relevant regulations will be included in the blacklist.

Main Contents of Changan Auto Business Partner Code of Conduct

Environmental Protection	Responsible Employment	Corporate Governance	Responsible Supply Chain
<ul style="list-style-type: none"> Environmental Management System Waste Management Water Resource Management Energy & Carbon Management Restricted Substance Management 	<ul style="list-style-type: none"> Child Labor Forced Labor Anti-Harassment Compensation & Benefits Working Hours Anti-Discrimination Employee Engagement Health & Safety 	<ul style="list-style-type: none"> Sustainability Management System Anti-Corruption and Anti-Bribery Conflict of Interest Fair Competition and Antitrust Anti-Money Laundering International Procurement Protection of Trade Secrets and Intellectual Property Rights Privacy Protection and Data Security 	<ul style="list-style-type: none"> Sustainable Supply Chain Management Critical Raw Material Control and Information Traceability Sustainability Requirement Deployment

Supplier ESG Assessment

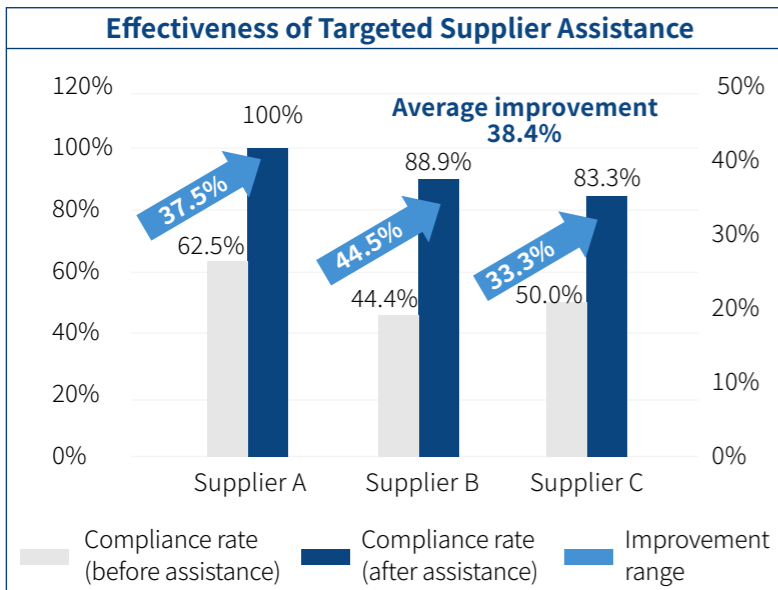
We incorporate suppliers' social and environmental performance into supplier assessment and auditing processes, and establish an ESG-SC evaluation indicator system. Meanwhile, we conduct special investigations on critical raw materials subjected to stringent access regulations such as the EU Battery Regulation, conflict minerals rules, and zero-deforestation laws. Comprehensive compliance risk identification and assessment are conducted, together with tiered supplier management.

Assessment Dimensions	Key Indicators
Environment	Environmental management system, hazardous waste management, energy management, carbon emission management, renewable energy and circular economy.
Social	Employment, working hours and wages, fairness and communication, work safety, fire safety, occupational health, food safety.
Governance	Business ethics, management system certification, information disclosure and rating
Responsible Supply Chain	Sustainability management system, sustainability requirement deployment, critical raw material management and information traceability

Supplier Empowerment

The Company is committed to building an open, collaborative, and win-win supplier partnership ecosystem. Through offline events and online video sessions, we carry out systematic supplier empowerment programs focusing on quality management, technological innovation and ESG performance. Together with core partners, we conduct experience exchange and case sharing to jointly advance supply chain toward higher efficiency and greater sustainability.

In 2025, we actively promoted supplier training programs including Changan Automobile Supply Chain Due Diligence Management, Supplier Quality Capability Assessment System (QCA), Interpretation and Requirement Sorting of EU Sustainable Development Laws and Regulations, Introduction to ESG, and Green Supply Chain Training, with cumulative coverage of over 8,100 participants. The trainings significantly strengthened technical capacities of partners in terms of quality control, sustainable operation and global compliance, and injected sustained momentum into building a more resilient and collaborative green supply chain.



Case Trainings on Quality Capability Improvement Fully Rolled out

In 2025, centering on the Supplier Quality Capability Assessment System (QCA), we systematically launched a series of trainings covering Introduction to QCA, Process Quality Engineering (PQE), Technical Capability Evaluation (TCE), Logistics Management & Evaluation (LME), and QCA Performance Improvement. The targeted training covered a total of 2,331 participants for Tier 1 and upstream suppliers. It effectively helped suppliers unify quality standards, strengthened their process prevention capabilities, and shifted their quality management focus from post-inspection to in-process control and design assurance. Supported by systematic training programs, key metrics including PPM and R/1000 registered average improvement of 38.4% among suppliers, laying a solid foundation for building a stable, reliable and continuously optimized supply chain quality ecosystem.

Case Dedicated Seminars and Training on Due Diligence

In 2025, the Company organized 20 dedicated seminars and training sessions in collaboration with 30 core partners. Meanwhile, a mineral traceability system was established to systematically manage the environmental and social risks associated with the mining and processing of critical minerals such as cobalt, nickel, lithium, and natural graphite. The Company firmly prohibits conflict minerals and infringements on labor rights and interests and jointly promotes the implementation of sustainable strategies.

Case Targeted Assistance for Suppliers to Boost Quality

To implement the strategic goal of building globally competitive supplier partnerships and tackle the bottlenecks of supply chain, the Company selected three typical suppliers in 2025 for a pilot program of targeted assistance, to address core pain points such as quality instability and risks in new product development.

The assistance program adopts a collaborative model featuring senior management leadership and professional team support. Led by senior management from both Changan Automobile and its suppliers, a dedicated improvement team consisting of procurement managers, technical experts, and STA engineers has been established, with clearly defined task agreements signed.

Taking one supplier as an example, the assistance team set a total of 15 key performance indicators covering customer-side performance and internal quality, and provided full-process follow-up guidance throughout implementation. Thanks to systematic optimization efforts, the compliance rate of 8 customer-side indicators of the supplier rose from 62.5% to 100%, while the compliance rate of 7 internal quality indicators also increased from 57.1% to 85.7%, marking a remarkable progress in overall operational quality.

The program has not only effectively addressed the operational weaknesses of targeted suppliers, but also verified the effectiveness of the empowerment model featuring joint goal accountability, resource coordination, and closed-loop management. It has provided replicable practical experience for the systematic improvement of overall supply chain competitiveness in the future.

Supply Chain Green Development

Green development of the supply chain serves as the core part of Changan Automobile's sustainable development strategy. The Company is committed to establishing a green, transparent, and responsible supply chain management system, and systematically leads the supply chain toward low-carbon and circular transformation through improving institutional framework, enhancing green procurement and industrial collaboration and innovation.

Institutional Development & Systematic Empowerment



We have formulated a series of regulations including the Green Supply Chain Management System, Green Procurement Guidelines, and Supplier Carbon Emission Accounting Methodology Guidelines, to standardize and streamline green and low-carbon requirements in all processes. Meanwhile, we have developed the Changan Automobile Carbon Management System to realize the systematic carbon data management and dynamic tracking of emission reduction pathways. We also actively participate in the formulation of national and industrial standards such as Automotive Industry Green Supply Chain Management and Carbon Emission Accounting and Reporting for Road Vehicle Enterprise, so as to drive standardized and sustainable progress of the industry.

Source Governance & Sustainable Procurement



We take suppliers' certification of ISO 14001 environmental management system as the basic prerequisite for cooperation. Indicators such as low-carbon material development capacity and renewable energy utilization ratio are incorporated into supplier evaluation, while environmental-oriented indicators such as the maximum motor efficiency are included in component performance indicators. A one-vote veto system is implemented for environmental compliance. Based on the domestic GB/T 30512-2014 Requirements for Prohibited Substances on Automobiles, combined with overseas restricted substance regulations such as the EU REACH Regulation (an EU regulation of registration, evaluation, authorization, and restriction of chemicals), a sound management and recycling system for hazardous substances is established to ensure that 100% purchased materials comply with the hazardous substance management laws and regulations.

Collaborative Carbon Reduction & Ecosystem Co-Building



We drive collaborative carbon reduction efforts in the supply chain, and have completed the carbon emission data collection and carbon reduction pathway planning of the first batch of suppliers, thereby promoting a total annual emission reduction of approximately 732,000 tonnes of CO₂e. We have formulated special plans for key links such as battery supply chain, achieving an annual emission reduction of 512,000 tonnes of CO₂e. Jointly with leading industry partners, we have promoted breakthroughs in 15 categories of low-carbon and lightweight technologies including recycled aluminum and bio-based nylon, driving the large-scale application of green materials from cutting-edge research, so as to reduce product carbon footprints from the source.



Critical Minerals Due Diligence

Facing the strict requirements of the Regulation (EU) 2023/1542 Concerning Batteries and Waste Batteries, Directive (EU) 2024/1760 on Corporate Sustainability Due Diligence and other regulations on carbon footprints of power batteries, traceability of critical minerals and labor rights, the Company regards critical minerals supply chain due diligence as a core management activity for fulfilling compliance obligations, controlling supply chain risks and implementing corporate social responsibility, so as to ensure the responsibility and transparency of the supply chain and enhance its international competitiveness.

In 2025, we officially issued the Policy on Responsible Global Minerals Supply Chain Management. The policy clearly stipulates compliance with international guidelines and relevant regulatory requirements, including the Chinese Due Diligence Guidelines for Responsible Mineral Supply Chains issued by the China Chamber of Commerce of Metals, Minerals and Chemicals Importers and Exporters (CCCME) and the Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflicted-affected and High-risk Areas issued by the Organization for Economic Co-operation and Development (OECD). It declares the fundamental principles of respecting human rights, protecting the environment, combating corruption and abiding by business ethics in global mineral procurement. Furthermore, we commit to conducting systematic due diligence across the supply chain and collaborating with suppliers to jointly enhance the resilience and compliance of the supply chain.

To identify risks related to critical mineral sources, we have formulated the Supply Chain Due Diligence Management Procedure and established a supplier due diligence process for critical raw materials. We conduct traceability verification of core raw materials including nickel, cobalt, lithium, natural graphite, gold, tungsten, tantalum, and tin, to identify, assess and mitigate potential environmental, social and governance risks throughout the procurement process, so as to ensure sustainability and ethical compliance across the supply chain. In 2025, we conducted due diligence assessments covering traceability of critical raw materials such as nickel, cobalt, lithium, and natural graphite for 44 Tier 1 suppliers, 216 Tier 2 suppliers, 78 Tier 3 suppliers, and 9 Tier 4 suppliers of battery packs.

Due Diligence Implementation Procedure

Based on the Regulation (EU) 2023/1542, Regulation (EU) 2017/821, and Regulation (EU) 2023/1115, we have developed the Supplier Critical Raw Material Due Diligence and carried out supply chain traceability management of critical raw materials including nickel, cobalt, lithium, natural graphite, gold, tungsten, tantalum, tin from direct suppliers to upstream suppliers (such as raw materials and mining enterprises).

We implement an evaluation model that combines supplier self-assessment, on-site audits and third-party audits to identify supplier non-compliance issues such as child labor, forced labor, and failure to obtain statutory licenses for environmental, health and safety aspects.

We promote the rectification of supplier compliance issues through regular supplier audit meetings and risk correction tracking mechanisms to reduce sustainable development risks of the supply chain.

Due Diligence Schedule & Implementation Plan

Policy Sign-off

We promote the signing of the Policy on Responsible Global Mineral Supply Chain Management and Supplementary Agreement on Supplier Due Diligence. Up to now, all new suppliers have signed off the documents, while 94% of existing suppliers have completed supplementary sign-offs.

Risk Assessment

We conduct due diligence on battery suppliers for export models, and the survey results show that 100% of our suppliers are low-risk, confirming that no minerals are sourced from non-compliant smelters.

Risk Rectification

We identified 160 non-compliance issues including supplier raw material sources, occupational health and safety risks. 95% of these issues have been rectified.

Future Plans

We will build a supply chain ESG management system, achieving 100% coverage of supplier due diligence within 3 years. We will improve the due diligence mechanism, expand the scope of raw material traceability, identify supply chain ESG risks, and enhance supplier ESG management capabilities.

7.1.4 Indicators and Targets

The Company regards supplier performance management as an important pillar in achieving sustainability of the entire value chain. We have established a systematic evaluation system, implemented dynamic classified management and built a closed-loop mechanism for continuous improvement, so as to drive suppliers to pursue excellent performance in quality and ESG practices. As of the end of 2025, the Company has more than 700 suppliers in total.

2025 Performance Against Supplier Targets and Indicators

Key Indicators	2025 Performance	2026 Goals
Tier 1 Supplier Coverage of ISO 9001/IATF 16949 Certification	99.2%	99.2%
Tier 1 Supplier Coverage of ISO 14001 Certification	98.5%	98.5%
Tier 1 Supplier Coverage of ISO 45001 Certification	50%	65%
Supplier Signing Rate of Changan Automobile Clean Supply Chain Notification	100%	100%

In 2025

All new suppliers have signed Changan Auto Business Partner Code of Conduct and Changan Automobile Clean Supply Chain Notification.

94% of existing suppliers have completed supplementary sign-offs.

Tier 1 supplier coverage of ISO 9001/IATF 16949 certification:
99.2%

Tier 1 supplier coverage of ISO 14001 certification:
98.5%

23% of Tier 1 suppliers have been shortlisted as national-level Green Factories and Green Supply Chain Management Enterprises.

Tier 1 supplier ESG audit coverage:
60%

ESG audit coverage on new suppliers:
100%

Supply chain carbon reduction driven: approx.
732,000 tonnes of CO_{2e}

Carbon reduction in battery supply chain: approximately
512,000 tonnes of CO_{2e}

Supplier training sessions conducted:
20

Training participants: over
8,100

Scope of supplier training on quality standards:
100%

Supplier Anti-corruption training coverage:
100%

Coverage of ESG competency assessment for procurement personnel:
100%

Total training sessions delivered:
6

Training participants: over
1,920

7.2 Equal Treatment for SMEs

We strictly abide by relevant laws and regulations including the Law of the People's Republic of China on the Promotion of Small and Medium-Sized Enterprises and the Regulations on Ensuring Payments to Small and Medium-Sized Enterprises. Upholding the principle of diversity and inclusiveness, we protect the legitimate rights and interests of suppliers while pursuing economic benefits. We actively offer cooperation opportunities, professional training and technical support to small and medium-sized enterprises (SMEs), creating fair opportunities for them.

Payment to suppliers is made within 60 days from the date of goods delivery. The factoring company under Changan Group provides high-quality, efficient and flexible financial services to all types of Changan suppliers through diversified supply chain financial products and convenient preferential procedures. Such services help suppliers ease capital pressure during stock preparation, supply security and capacity expansion. As of the end of the reporting period, no outstanding payments due to SMEs were expected.



08

Diversity, Inclusion and Talent Development

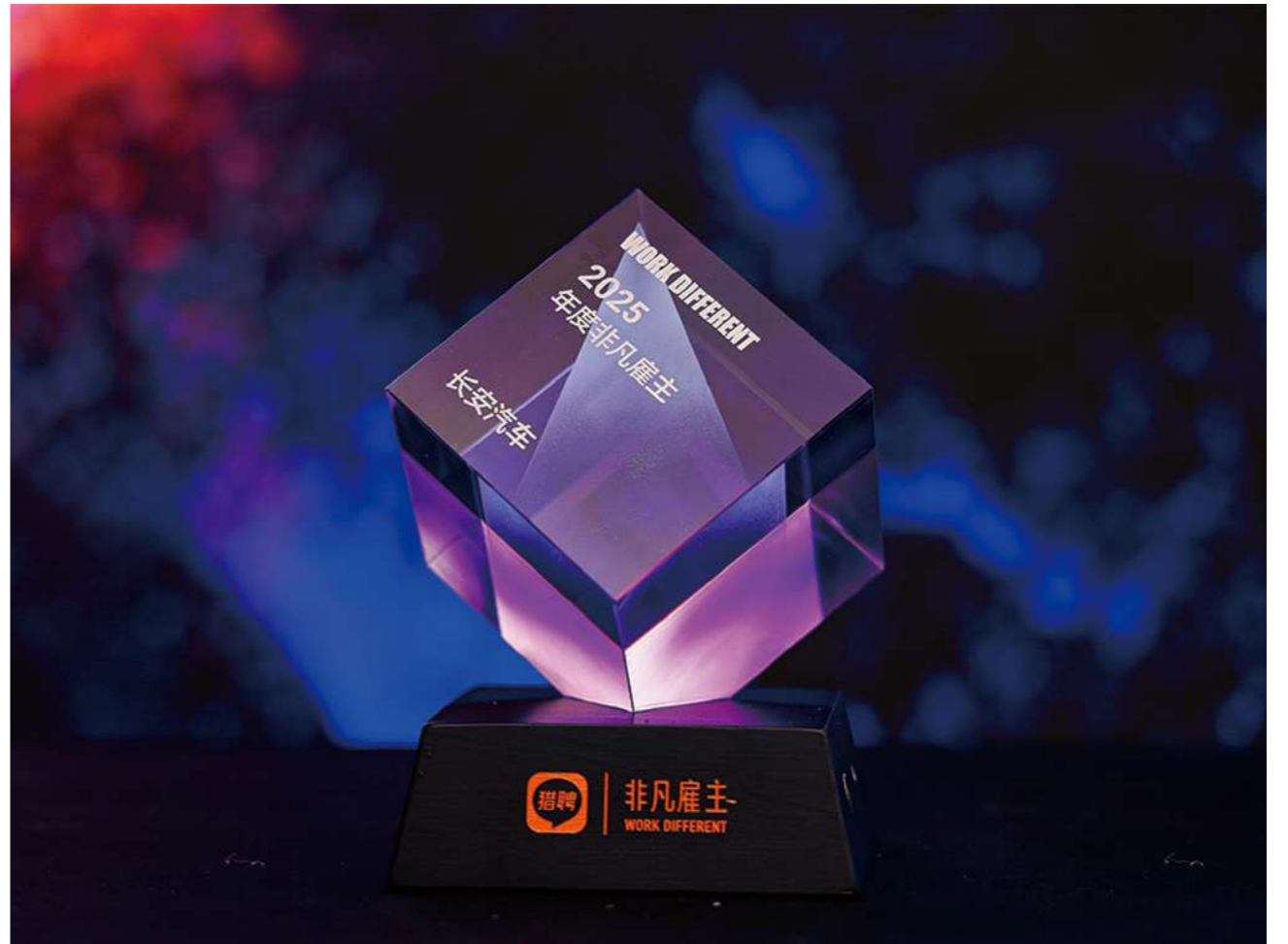
Changan Automobile always puts people first. While abiding by national labor laws and regulations, we actively practice the "Mutual Care" initiative, striving to build a platform featuring safety, respect, happiness and innovation to boost the employees' all-round development. Upholding the spirit of innovation, openness, inclusiveness, rationality and perseverance, the Company fosters a culturally diverse, inclusive and mutually respectful atmosphere, and strives to forge a global hub to attract and develop world-class talents.

Contributions to the UN Sustainable Development Goals (SDGs)



8.1 Employment and Employee Rights

Changan Automobile establishes labor relations with employees in accordance with the law and safeguards their legitimate rights and interests. We continuously improve talent attraction and development mechanisms, and build a high-caliber workforce aligned with business growth and stakeholder expectations. During the reporting period, the Company has been repeatedly recognized as one of the best employers by authoritative external institutions.



8.1.1 Talent Attraction

Employment Management

The Company strictly abides by the laws and regulations where its operating sites are located, such as Labor Law of the People's Republic of China, Labor Contract Law of the People's Republic of China, Regulations on the Implementation of the Labor Contract Law of the People's Republic of China. We uphold the Universal Declaration of Human Rights and International Labour Organization Conventions, and formulate region-based recruitment policies for domestic operations and overseas business units. We lawfully sign, perform, amend, terminate or expire labor contracts, continuously fostering a legally compliant, harmonious and stable employment environment.

All applicants undergo fair and impartial screening, interview and hiring processes through the Company's recruitment system. No discrimination of any kind shall be tolerated throughout the recruitment process, including but not limited to discrimination based on age, gender, race, ethnicity, religion, educational background, marital status, pregnancy status, disability, sexual orientation, nationality, trade union membership, social origin, or any other status protected by applicable laws. Forced labor and all forms of harassment are also strictly prohibited.

Diversified Recruitment

Diversified Channels

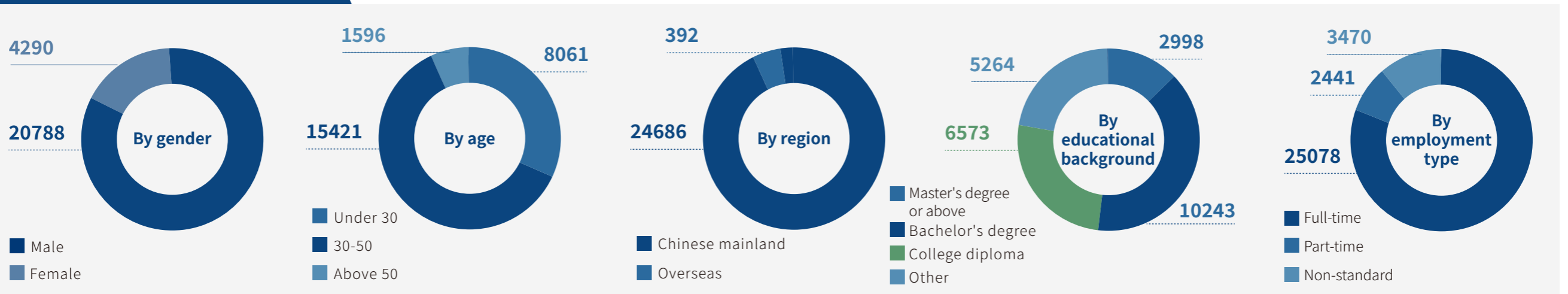
The Company continuously innovates recruitment channels to build a global talent hub. We have established recruitment platforms such as Changan Automobile Recruitment to proactively provide career guidance and work experience sharing for job applicants. We have developed the "Changan Talent Show" campus recruitment brand to attract university graduates. During the reporting period, we held more than 20 campus recruitment events, offering hundreds of jobs in artificial intelligence, robotics, large-model algorithms and other fields. We also expanded diversified social recruitment channels and launched a Referral Program to attract industry-leading talents, providing potential candidates with a window to understand the Company's business and culture.



Diversified Talents

We are committed to building a diverse inclusive workplace ecosystem. We value diversity in gender, age, educational background, ethnicity, religion and cultural background, respect unique customs, and meet employees' diverse cultural backgrounds and individual needs. In overseas operations, we actively promote local hiring to facilitate integration and collaboration across multicultural teams.

Staff breakdown by category³



8.1.2 Protection of Employee Rights and Interests

The Company strictly abides by the laws and regulations where it operates, fulfills statutory employer responsibilities, and continuously improves democratic management mechanisms to ensure employees' voices are heard and their rights are respected. On this basis, we actively benchmark against international best practices, integrate human rights due diligence into corporate governance, and strive to provide every employee with a safe, fair and dignified workplace.



Safeguarding Fundamental Rights and Interests

We sign labor contracts with all employees in accordance with the law to specify rights and obligations of both parties, and respect employees' rights to terminate labor contracts as stipulated by the law or in the contract. We fulfill wage payment obligations to ensure timely and full wage payment, and lawfully pay social insurances for all employees, including pension, medical, unemployment, work-related injury, and maternity insurance, as well as housing fund.

We strictly abide by national regulations on working hours, rest, leave and occupational health and safety, and continuously optimize job design and working environments to protect employees' physical and mental health and work-life balance.

Pursuant to the Employee Personal Information Management and Protection Measures, we collect and use employee data only as necessary, and adopt stringent technical and management measures to safeguard personal information throughout its life cycle and prevent leakage, abuse or tampering.



Democratic Management

We strictly abide by the laws and regulations such as the Trade Union Law of the People's Republic of China and support independent and lawful trade union operations. As of the end of the reporting period, all employees of the Company have joined the trade union, laying a solid organizational foundation for the protection of employees' rights and interests. We adhere to collective bargaining. Collective Labour Contract is signed every three years and Special Collective Labour Contract on Wages is concluded annually to ensure employees' rights and interests concerning remuneration, working hours, social insurances and benefits are established and safeguarded through standardized procedures.

We deliberate major matters concerning employees' vital interests through Worker Congress system. A closed-loop management process covering opinion collection, preliminary review, communication, voting, deliberation and progress feedback, has been established to protect employees' rights to know, participate and supervise major corporate decisions. In 2025, the Company convened 4 sessions of Worker Congress and 5 meetings of special committees, deliberating and approving 10 key proposals concerning employees' interests.



Human Rights Due Diligence

We have formulated policies such as the Human Rights Policy Statement, Labor Management Regulations, and Employee Handbook to establish the overall principles and specific requirements for human rights protection. To drive effective implementation, we systematically deliver human rights training to the Board of Directors, management, all employees and business partners to enhance awareness and fulfillment capabilities.

We continuously identify and assess potential human rights risks in our operations and value chains, and establish regular monitoring mechanisms to track the implementation of human rights protection measures. We regularly evaluate effectiveness and adaptability of human rights policies through internal and external feedback and stakeholder engagement, timely identify and address relevant issues, continuously optimize the management systems, and form a closed-loop management mechanism.

To address critical human rights risks in employment, we strictly prohibit child labor and require all recruitment activities comply with the statutory minimum working age requirements in respective jurisdictions where business is located. An identity verification mechanism covering the entire recruitment and employment process has been established to eliminate relevant risks from the source. We firmly prohibit all forms of forced labor, and ensure all employment relationships are based on employee's voluntary participation and equal consultation.

Commitments in the Human Rights Policy Statement of Changan Automobile

Non-Discrimination

The Company firmly opposes any form of discrimination based on age, gender, race, ethnicity, religion, education, marital status, pregnancy, disability, sexual orientation, nationality, political opinion, union membership or social origin, and strives to build an equal and inclusive workplace.

Anti-Harassment

The Company firmly resists workplace harassment, verbal abuse, physical violence, psychological coercion, abuse and insult, and advocates a respectful, harmonious and inclusive working environment.

Prohibition of Child Labor

The Company respects and supports children's rights, strictly complies with the Convention on the Rights of the Child and the Convention Concerning Minimum Age for Admission to Employment, and clearly requires that all job applicants must meet the minimum working age stipulated by the laws of the country/region where the business is located. Any use of child labor is firmly opposed.

Prohibition of Human Trafficking and Forced Labor

All employment relationships are based on voluntary. Any form of human trafficking and forced labor is prohibited. All employees have the right to freely enter into and terminate employment contracts.

Protection of Employee Privacy

The Company strictly complies with personal information protection laws and regulations in the jurisdictions where it operates, and handles employee personal information in accordance with internal control requirements. Necessary technical and organizational measures have been taken to protect employee privacy and information security.

Freedom of Association and Expression

The Company guarantees employees' right to join trade unions, as well as their rights to know, express and supervise.

8.1.3 Harmonious Employee Relations

The Company has established and operated multiple mechanisms to enhance employee communication and ensure timely responses to employee appeals. Through systematic surveys on employee wellbeing, we build diversified communication channels, so that every employee's voice can be sincerely heard and effectively addressed.

Employee Communication

In terms of institutionalized communication and closed-loop management, the Company has developed a full-process closed-loop mechanism for handling employee appeals, covering opinion collection, collective deliberation, centralized handling, follow-up supervision, feedback reporting and filing for future reference. We systematically collect and screen widespread collective demands through annual special questionnaires. In 2025, a total of 6 company-level collective appeals were effectively promoted and implemented via this mechanism.

In terms of daily activities and employee care, we continuously launch special grassroots campaigns to serve employees through face-to-face, heartfelt and practical interactions. Multiple channels including online communication platforms, collective birthday celebrations, management visits and regular collection of employee's thoughts and concerns are fully utilized to timely understand their practical difficulties and suggestions in work and life. All concerns will be responded to and all demands will be properly fulfilled accordingly.

In terms of stimulating participation and encouraging innovation, the Company has long launched campaigns to collect rational suggestions and valuable creative ideas from employees, supported by selection mechanisms for outstanding proposals, so as to fully motivate employees to offer advice for corporate development. In 2025, a total of 63,928 rational suggestions were received, among which 59,315 were implemented. 10 Golden Idea Awards and 62 Excellent Cases were selected accordingly, realizing a virtuous cycle of drawing wisdom from employees and applying ideas into practice.

Employee Satisfaction Survey

The Company has established a systematic annual employee satisfaction survey to drive management improvement and implementation of employee care. In 2025, the survey was conducted across five dimensions: great job, great people, great orientation, great culture and great leader. Results showed that the satisfaction scoring of professional employees reached 79.4, 4.5 points above the industry average; the satisfaction scoring of skilled employees hit 91.3, 15.4 points above the industry average. Overall performance maintained steady progress.

The Company attaches great importance to the application and transformation of survey results, and has built a closed-loop management system covering survey, analysis, improvement and feedback. Based on relevant findings, we rolled out a series of targeted optimization initiatives in 2025:

Company level

Focusing on three major directions including product strategy, talent upgrading and work efficiency, the Company has systematically improved organizational effectiveness through organizational structural optimization, recruitment process improvement, core business process enhancement and digital tool iteration.

Department level

In response to prominent issues reflected in the survey, 364 specific improvement measures have been formulated and implemented in aspects including mental health care, performance management optimization, IT system support as well as process and system enhancement.

Appeal Channels and Handling Mechanism

We welcome supervision, opinions and suggestions on our human rights efforts from employees and all sectors of society. Changan Automobile has established the following reporting channels, and undertakes to keep confidential the identities of whistleblowers and non-whistleblowers who assist in investigations.



Reporting email: renquan@changan.com.cn



Best Employer Honors

During the reporting period:

Liepin Outstanding Employer 2025

Beisen HR Application Pioneer Award 2025

China Enterprise Reform and Development Society Responsible Employer Award 2025

LinkedIn Global Talent Magnet Employer Award

In 2025

The Company hired
18,181
new employees.

The ratio of employees who signed labor contracts reached

100%

The social insurance coverage reached

100%

The Company had no incidents of child labor or forced labor.

The Company had no incidents of discrimination or harassment in any form.

8.2 Compensation & Benefits

Changan Automobile recognizes that talent is the most valuable asset driving the Company's leapfrog development. Guided by the talent philosophy of co-creation, shared responsibility and mutual benefits, we are committed to offering every employee a compensation and benefits package highly competitive in the market. In terms of remuneration, we continuously optimize a diversified incentive mechanism based on job value and performance to fully unleash employees' innovative potential. In terms of benefits, we not only strictly abide by national statutory requirements but also build a multi-dimensional welfare system covering health care and work-life balance. We strive to create a workplace where employees can work with peace of mind and live with joy, achieving mutual progress between individual value and corporate goals.

8.2.1 Fair Compensation & Incentives

The Company's compensation and benefits system is underpinned by multiple regulations including the Labor Cost and Total Wage Management Policy and the Employee Benefits Management Policy. It is built around the principles of rewarding positions, performance and competence respectively.

Differentiated Compensation Standards

The Company has established differentiated compensation standards and incentive rules, and formulated broadband salary grades based on job values across different business sectors as well as contribution differentiation among employees at different job ranks. Among them, compensation for core and scarce positions is benchmarked against leading market levels, while salaries for general positions are aligned with average market standards. The Company adopts a total payroll allocation mechanism featuring value acquisition and benefit sharing, linking employees' income with corporate operating performance as well as the input-output efficiency of labor costs. Adhering to the combination of short-term and medium-to-long-term incentives, Changan applies a full range of incentive tools including kick-off project incentives, project co-investment, merit-based task bidding, deferred bonuses and restricted employee stock ownership plan or employee stock purchase plan.

In terms of remuneration for board directors and senior executives, the remuneration plan for senior management is approved by the Board of Directors and disclosed in the Company's annual report. Their compensation consists of annual base salary and variable pay. Variable remuneration covers performance-based annual salary and medium-to-long-term incentives, among which performance-based annual salary accounts for no less than 60% of the total amount of base and performance annual salary. Variable pay is tied to comprehensive assessment results, including achievements of corporate targets (such as operating revenue, NEV sales, safety, and product quality) and individual annual performance assessment results. Allowances for independent directors are formulated by the Board of Directors and approved by the Shareholder Meeting, and disclosed in the annual report. Meanwhile, relevant administrative measures explicitly stipulate that the Company reserves the right to deduct and recover paid remuneration for senior executives in case of illegal or irregular acts. Such arrangements urge executives to perform their duties diligently and effectively safeguard the legitimate rights and interests of shareholders.

Region-Based Compensation Policies

In overseas operations, we consistently abide by local laws, regulations and market practices, and implement region-based compensation and benefits management systems to ensure our remuneration policies are fair, competitive and sustainable. Special Employee Benefits Management Policy as well as Compensation and Incentive Management Measures have been formulated for key overseas entities including the Southeast Asia Business Unit and Mexico subsidiary. We have systematically established compensation structures, incentive mechanisms and benefit standards tailored to local conditions. Meanwhile, the Company implements total payroll budget control and dynamic monitoring for overseas business units. We regularly analyze, review and optimize the utilization of total payroll resources. While facilitating business expansion, we achieve efficient resource allocation and compliant management.

Equal Pay for Equal Work

We firmly uphold the principle of equal pay for equal work. Compensation fairness is taken as a core governance priority in key processes such as recruitment, salary setting and salary adjustment. Through institutionalized monitoring and rolling analysis, we continuously maintain a fair

and reasonable internal remuneration system. We conduct systematic comparison and analyses of compensation data across all subsidiaries and departments on a regular basis to ensure fair and consistent salary distribution among different positions and teams. Potential pay disparities are prevented and corrected systematically from the institutional level.

Performance Management

We have established a systematic, closed-loop performance management system. We conduct company-wide performance appraisals twice a year. Adhering to an evaluation principle that balances performance orientation and competency development, we ensure a fair and transparent assessment process.

To fully protect employee rights and interests, we have set up a clear performance appeal mechanism. Employees who disagree with their appraisal results may file appeals level by level to the corresponding Employee Development Committee in accordance with prescribed procedures. The Committee will follow standard procedures of acceptance, investigation, review and feedback to complete closed-loop handling, ensuring every appeal is responded to earnestly and impartially.

Boosting Investor Confidence

To further boost investor confidence, the Company has formulated Market Value Management System of Changan Automobile. A total of 19 individuals, including all current board directors and senior executives of our parent company Changan Group, as well as some board directors and senior executives of Changan Automobile, have increased their shareholdings in the Company starting from August 2025⁴, safeguarding the interests of all investors with concrete actions.

To better share development achievements with shareholders and deliver active returns, the Company keeps optimizing its dividend distribution arrangements. The 2025 Interim Profit Distribution Proposal has been formulated to increase dividend frequency. Meanwhile, all senior executives of the Company hold equity incentives, aligning the interests of shareholders, the Company and core management teams to pursue long-term value growth together.

8.2.2 Comprehensive Employee Welfare & Care

Welfare System

The Company continuously enriches its welfare system covering all employees. In addition to providing statutory benefits including social insurance and housing fund, as well as paid leaves such as maternity leave and paternity leave in accordance with laws and regulations, we have rolled out a wide range of non-pay benefits initiatives to steadily enhance employees' wellbeing.

Changan Automobile Non-Pay Benefits

Insurance Security

Statutory social insurances including pension, medical, unemployment, work-related injury and maternity insurance; housing fund; supplementary medical insurance (including critical illness insurance, accident injury insurance and life insurance).

Health & Wellness

Regular health checkups; mental health training.

Parental Support

Maternity leave, breastfeeding leave and paternity leave; nursing room.

Overseas Support

Continuously optimize remuneration packages and welfare standards for overseas seconded employees in line with our Vast Ocean Plan.



Employee Care

We are committed to building a systematic and multi-tiered employee care & support network. Based on comprehensive health services, extended with targeted care programs and backed by assistance for employees in need, the Company enables employees to achieve work-life balance, and continuously strengthens their sense of belonging and team cohesion.



Special Care for Female Employees

We attach great importance to the health and wellbeing of female employees and incorporate systematic health care into our employee support system to build a multi-tiered female health network covering risk protection and proactive prevention. Every year, the Company cooperates with professional medical institutions to provide free cervical and breast cancer screening for all female employees, enabling early detection and prevention of potential health risks and advocating proactive health management. During the reporting period, mutual special disease protection insurance was purchased for 4,555 female employees. Meanwhile, we encouraged 1,591 female employees and their family members to voluntarily enroll in the customized commercial "Rose Life" health insurance, building a solid safety barrier against health risks for female employees and their families.

Every March, we hold legal literacy lectures on rights protection for female employees, together with themed reading sessions and creative lifestyle activities. In 2025, we organized over 100 events, including the themed educational campaign "Changan Heroines: Forging the Red Rock Spirit." We recognized 52 outstanding female employees and 54 excellent female teams, and submitted 11 outstanding achievements made by women staff for recognition.

Care for Overseas Employees

To strongly support the Company's global strategy, we have established a systematic and regular care mechanism for overseas employees and their families, striving to build a support system that enables overseas staff to work with peace of mind. In 2025, the Company officially launched the "Changan Family, Global Heart" Care Program. Covering safety assurance, physical and mental wellbeing, family connection and risk protection, over 10 targeted initiatives have been rolled out to deliver tangible care to employees.



Strengthen Security

Throughout the year, we distributed a total of 598 departure care packages containing safety guides and common medicines to employees dispatched overseas, laying a solid foundation for their smooth adaptation abroad. For the first time, the Company introduced customized cross-border commercial insurance for overseas business travelers, covering 235 individuals in total. The insurance includes nine major risks, including accident, medical treatment, emergency evacuation, and property losses, effectively building a safety barrier against personal and property risks.

Deepen Family Bonds

By carrying out regular home visits, festive greetings and inviting family members to participate in corporate events, the Company has strengthened emotional ties between overseas employees' families and the enterprise. In 2025, we extended care and support to 321 international employee families, conveying corporate warmth during traditional festivals such as Spring Festival and Children's Day.

Focus on Physical & Mental Health

The program includes systematic psychological care and cross-cultural adaptation training to help employees and their families ease cross-cultural pressure and foster a strong sense of belonging despite geographical distance.

Assistance System for Employees in Need

We have established an institutionalized employee care and assistance system. By formulating and implementing the Warmth Delivery Management Measures, we have built a long-term branded mechanism featuring five types of care: winter care, heat relief support, hardship assistance, festival greetings, and sick care. It enables all-round and regular responses to employees' needs. In 2025, the Company extended care and support to 203,600 employees with total funds of 58.7709 million RMB, bringing corporate warmth to both their work and daily life. During traditional festivals such as Spring Festival, we arranged systematical home visits for employees in hardship. Meanwhile, a dynamic care mechanism was launched for employees facing hardships due to illness or accidents, ensuring timely support and sustained assistance.

Cultural Activities

We have developed periodic flagship cultural brand featuring an Art Festival and a Sports Day held alternatively every year. Through regular and diversified cultural & sports activities, we continuously foster a positive, healthy and motivating workplace atmosphere, further enhancing employees' sense of belonging and team cohesion.

In 2025, themed "All the Way with Changan, Grateful to Have You," the 9th Staff Cultural & Art Festival was successfully held. Five major events including artistic performances and themed exhibitions were organized, attracting over 12,800 participants. Meanwhile, more than 140 festival cultural activities were launched throughout the year in celebration of traditional festivals and important occasions, with over 27,000 participants.

To invigorate grassroots organizations, we fully supported trade unions at all levels in launching "Building Warm Teams" initiatives. In 2025, all departments independently organized more than 870 activities focusing on team building and hobby development, covering over 61,000 participants.

We regularly hold group birthday parties for employees. In 2025, subsidiaries and departments across the Company hosted 246 collective birthday celebrations, delivering sincere blessings and companionship from the enterprise to 5,246 employees. The collective wedding ceremony for young employees has been held for 13 consecutive years. In addition to regular cultural and sports activities, staff participated in 17 volunteer activities in Chongqing, serving more than 60 people with accumulated volunteer hours exceeding 120.



Case

The Company Innovatively Launched the Canteen Open Day Event

In June 2025, the Company held a themed Canteen Open Day activity. We launched specially customized Changan-style steamed rolls integrated with corporate culture and carried out interactive communication centered on the warm slogan "Eat the Roll, Ease the Soul." Using food as a bridge, the activity encouraged employees to embrace balance and well-being, leaving behind excessive internal friction.



2025 Highlights

Employee Care and Support Funds:

58.7709
million RMB

Average paid leave entitlement per employee:

10.9
days

Non-monetary welfare coverage rate:

100%

8.3 Occupational Health and Safety

Adhering to the principle of "Safety First, Prevention Foremost," Changan Automobile always prioritizes employees' occupational health and safety in daily operation and management. The Company strictly abides by domestic laws and regulations including the Work Safety Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, and the Fire Protection Law of the People's Republic of China, as well as relevant laws and regulations of the jurisdiction where it operates. The Company continuously improves its occupational health and safety management system to provide a safe and healthy working environment for all employees.

8.3.1 Work Safety Management

Guided by the policy of Risk Prevention and Control, Full Employee Engagement, Digital Intelligence Drive, and Sustainable Development, and grounded in talent cultivation, safety culture and intrinsic safety, the Company continuously enhances the overall safety management level, supported by two pillars, namely, a world-class Health, Safety and Environment (HSE) management system and global HSE governance capabilities.

2025 Work Safety Targets	Performance
No fatal accident	Achieved
No serious injury accident	Achieved
No operational fire accident at or above the relatively major level	Achieved



Institutional Assurance

In line with its global development strategy, the Company keeps optimizing safety management processes and documentation system. In 2025, it revised more than 40 safety technical standards and management systems, including the Occupational Exposure Limits for Hazardous Factors in Workplaces, Electrical Safety Standards and Safety Risk Control Standards for the Whole Production Process of New Energy Vehicles.



Organizational Structure

The Company has established the HSE Committee as the top decision-making body for safety management, with the Chairman as the Committee Director, and the President and the Vice President in charge of HSE as Deputy Directors. The Company has established a dedicated HSE Department for overall management, with HSE divisions in all production units. A full-time safety management team has been built in accordance with the standard of at least one dedicated safety engineer assigned to each workshop. By the end of 2025, the Company had employed 299 full-time safety management personnel, including 105 certified safety engineers or certified fire engineers.



Hazard Identification

The Company strictly implements the work safety responsibility system. Focusing on key fields and following the principle of tiered supervision, we conduct full-coverage inspections on different levels of risk points on daily, weekly, monthly, quarterly, semi-annual and annual basis. In 2025, company leaders led more than 40 on-site safety inspections of Level-I high-risk locations, and 6 track-mounted safety patrols were completed via the video monitoring center. Throughout the year, the Work Safety Committee organized 48 weekly HSE inspections, 38 nighttime spot checks and 6 special inspections during major holidays. In 2025, a total of 1,706 safety and environmental hazards were identified and rectified on schedule with a 100% completion rate.



Hazardous Chemicals Management

In accordance with the Regulations on the Safety Management of Hazardous Chemicals, Provisions on the Administration of Road Transport of Dangerous Goods, General Specification for Transport Packages of Dangerous Goods and Packing Symbols of Dangerous Goods, the Company has formulated the Procedures for the Administration of Dangerous Goods and Hazardous Chemicals, standardizing the management of dangerous goods, hazardous chemicals and general chemicals in the full process of construction, production, transportation, storage and services, effectively controlling the risk of leakage and reducing the potential risks posed by waste chemicals to the environment and employees.



Emergency Management

The Company has established a systematic emergency management system to prevent and effectively respond to various work safety and natural disaster incidents, and to protect employees' lives and corporate assets. In 2025, we refined the emergency response classification standards in the comprehensive emergency plan and improved the activation and disposal procedures for all levels of emergency responses based on the new standards.

Attaching great importance to emergency responses to unexpected incidents in overseas operations, the Company established an overseas emergency response center and conducted emergency drills adapted to local risks. Meanwhile, we strengthened the emergency materials reserve for overseas business divisions, allocated materials in a differentiated manner according to local risk levels, set up reserve points covering office areas, living quarters and high-risk areas, and established a regular inventory update mechanism. The emergency supplies include emergency food, first-aid supplies, gasoline, cash, etc.

8.3.2 Occupational Health Management

Adhering to the philosophy of safeguarding occupational health with the highest standards and consolidating safety defenses with the strictest requirements, the Company strives to build a modern occupational health and safety management system that covers all employees, runs through all processes, and features complete systems, standardized specifications and efficient operation. By the end of 2025, the Company and its subsidiaries had obtained ISO 45001 Occupational Health and Safety Management Systems certification, except the newly built Changan Rayong Factory in Thailand.



Occupational Health Examination and Surveillance

The Company strengthens the prevention and control of occupational diseases from the source and regularly conducts occupational disease hazard factors testing in the workplace. As required by the regulations, employees exposed to occupational disease hazards receive occupational health examinations before starting working, during their employment and upon leaving their posts. In 2025, a total of 6,539 occupational health examinations were completed. For employees diagnosed with occupational contraindications during physical examinations, the Company arranges their transfer from their originally restricted posts in accordance with the relevant regulations.

Mental Health Care

The Company systematically promotes the development of employee physical and mental health support system, forming a closed-loop management from policy design to planning to implementation. Tangible attention is paid to the enhancement of employees' mental well-being and emergency response capacity. In 2025, we issued the Detailed Implementation Rules on Physical and Mental Health Management, and established mechanism for psychological stress monitoring, communication and counseling to help employees cope with challenges in work and daily life.

Under the Employee Care Program 3.0, 58 psychological lectures covering common workplace psychological issues were delivered, involving 2,491 attendances. 20 articles on mental health awareness were released through the internal platform, with over 405,000 views in total, continuously fostering an organizational atmosphere that values mental health.

In addition, we conduct "Vitality Assessment" involving all employees on an annual basis. By understanding employees' perceptions of the working environment and mental wellness, we assist employees in relieving their stress and resolving their confusions.



Case Featured Mental Wellness Initiative - "Mind Games"

Adhering to the people-oriented principle for employees, the Company has innovatively launched the featured employee mental wellness initiative "Mind Games," attracting over 1,000 attendances every year. Through well-designed interactions such as card games, sandplay simulations and themed board games, the initiative helps employees achieve self-awareness and stress relief during relaxed exploration.



8.3.3 Safety Culture Promotion and Training

The Company regards safety as the top priority in all business activities. Through systematic publicity and training, we internalize the philosophy of "Safety First, Life Foremost" into the conscious actions of every employee to jointly consolidate the cornerstone for the sustainable development of the enterprise.

Safety Culture Promotion

The Company issued and implemented the "11158" framework of Changan Automobile safety culture, to establish systematic guidelines for the all-round promotion of safety culture centering on "1 safety vision, 1 safety philosophy, 1 safety principle, 5 cultural pillars and 8 promotion scenarios."

We organized over 350 employees to participate in the 6th National Emergency Management Legal Knowledge Contest and the "Ankang Cup" Knowledge Contest hosted by Chongqing Defense, Postal and Telecommunications Trade Union, and won the Excellent Organization Award at the Employee Work Safety and Emergency Rescue Skills Competition.

We carried out various themed activities on safety and environmental protection during the Occupational Health Publicity Week, Work Safety Month and Fire Prevention Publicity Month, with a total of more than 200,000 attendances.

We carried out regular publicity via "Safety Changan" WeChat official account. Over 50 articles were released throughout the year, including safety reminders prior to holiday seasons, warnings of fraud risks, educational content and typical cases, with a total of over 53,000 views.



Safety Culture Training

The Company has systematically built a multi-level talent development system on safety and environmental protection that integrates global and local dimensions, professional depth and emergency response capabilities, to continuously strengthen the Company's core capabilities in safety management, environmental protection practices and emergency responses.

In terms of global talent development, we have formulated special competence criteria and training programs focusing on language proficiency, general competence and professional skills in HSE. In 2025, 25 international HSE talents completed the systematic learning assignments, supporting the safe and steady operation of the Company's overseas business.

In terms of the domestic training system, we have built and continuously optimized a tiered and categorized training matrix for safety management personnel, covering new employees, leaders of all units, personnel responsible for management system operation, full-time and part-time personnel, and key positions. Meanwhile, focusing on enhancing frontline management capabilities, we have continuously improved the certified training system for team leaders' safety capabilities with targeted new modules such as "Team Safety Capacity Building" and "Non-standard Operation Management" to consolidate the safety barrier at frontline operations.

In terms of emergency rescue capacity building, we attach great importance to the universal mastery of on-site self-aid and peer rescue skills by all staff. Eight training sessions for certified emergency responders were held in 2025. By the end of 2025, a total of 1,226 employees had obtained the emergency responder qualification certificate.

2025 Highlights

Total safety-related investment:
RMB **82.6886** million

Occupational health examination coverage rate:
100%

Company-level safety training:
192,583 attendances

Total training hours of company-level safety training:
257,655 hours

Lost-time incidents:
17 cases

Total lost-time hours:
4,800 hours

Lost-time injury frequency rate:
0.14

Lost-time injury severity rate:
39.15

Safety training coverage rate:
100%

Various emergency drills organized:
1,180 sessions

Emergency drill attendances: More than
36,000

8.4 Employee Training and Development

Changan Automobile has always firmly fulfilled its employer responsibilities. Centering on talent acquisition, deployment, development and retention, the Company keeps innovating human resource management practices. We strive to build a full-cycle talent system covering acquisition, deployment, development and retention, strengthen capacity development for three talent teams including management, professional, and skilled personnel, and create a platform for employees to fulfill their career aspirations.



8.4.1 Comprehensive Training System

Training System and Courses

The Company conducts training needs assessment at the beginning of each year, based on which training programs are developed and implemented. Training programs cover all employees, including regular staff, directors, senior management personnel, contractors and part-time employees. Courses are categorized by business unit and personnel type into strategic, managerial, professional and technical modules, enabling targeted career development for employees at different levels and with diverse needs. The Company has formulated mandatory pre-job training requirements for part-time employees, covering safety and environmental protection, confidentiality awareness and integrity compliance. All part-time employees must complete relevant online courses and pass required assessments before being assigned to their positions. In 2025, a total of 142 part-time employees participated in corporate training, with an aggregate training duration of 926.8 hours and an average of 6.62 hours per person.

Training Resources and Platform

Built on integrated functions featuring teaching, learning, practice, assessment and evaluation, Changan Cloud Classroom has been developed as the core online training platform of the Company. It supports simultaneous online learning and examinations for tens of thousands of users, and provides AI-powered instant translation in 15 languages to facilitate training for overseas employees.

Training Assessment

For all ongoing training courses, the Company adopts closed-loop training mechanisms through post-class assessments, project research and on-the-job practice. While verifying training effectiveness, such measures help participants consolidate knowledge acquired, facilitate the shift from knowledge to action, and ultimately drive the improvement of organizational performance.

Overseas Employee Training and Development

Overseas business units have developed sound localized training management systems in accordance with local laws, regulations and business requirements. In the selection and appointment of management personnel, the Company ensures equal opportunities for foreign employees, with no differentiation based on nationality. There are already foreign national employees who have successfully passed the selection process and been appointed to senior management positions.

Case

Hosting the First Global Service Skills Competition

To systematically enhance global service capabilities, Changan Automobile held the first Global Service Skills Competition themed "Skills Without Boundary, Service Without End" in August 2025 at its Southeast Asia after-sales training center in Bangkok, Thailand. The event covered six major regions worldwide and over 80 countries, attracting participation from over 5,000 after-sales technicians of authorized dealers. Far more than a professional skills contest, this competition serves as a systematic platform for capacity building. By means of knowledge dissemination and skill empowerment, high-quality service standards have been extended to every corner of the globe.



Case Building an Inclusive Workplace and Providing Systematic Support for Overseas Talent Integration

To address the initial challenges faced by overseas talents in language, culture and working modes, the Company has systematically designed and launched targeted integration initiatives, which aim to accelerate talent integration, enhance cross-cultural understanding, and jointly build an internationally collaborative organization featuring diversity, equality, respect and efficiency. The initiatives cover cross-cultural communication and corporate culture training to help overseas employees understand the Company's core values, decision-making processes and management styles. Regular cultural exchange activities are also organized to create an interactive platform for Chinese and foreign staff, fostering mutual understanding and trust.

Case Launching a Series of Courses to Enhance Employee ESG Awareness and Literacy

To deeply integrate sustainable development concepts into corporate culture and daily operations, Changan Automobile has launched a systematic program to enhance employees' ESG capabilities. In December 2025, 58 core ESG employees participated in the certified ESG Manager Training Course delivered by the British Standards Institution (BSI). The courses focused on professional fields including ESG risk management, disclosure standards, practical integration, performance measurement and stakeholder engagement.

In February 2026, the Company collaborated with SGS, a globally recognized certification body, to launch the online training series Sustainability: From Concept to Action, with a total of 25,655 participants. The training covered core ESG concepts, global development trends, key industry issues, and sustainable practices that employees can apply both at work and in daily life. These courses have effectively improved employees' sustainability literacy, laying a solid talent foundation for implementing the Company's ESG strategy and continuously improving ESG management capabilities.



8.4.2 Career Development Pathway

The Company has established systematic career development pathways and promotion mechanisms for employees, to provide clear growth paths for employees across different job families and conduct talent selection and assessment based on objective criteria. In the promotion process, we adhere to a competence and performance-based approach, guaranteeing equal access to opportunities and resources for employees regardless of gender or age.

Career Development Pathway

The Company has established a "7-category, 22-grade" career development framework covering multiple job families, including management, technical and skilled roles. A three-track promotion system has been formulated accordingly, along with a full-chain supporting mechanism spanning from strategic planning and standard development to training and growth, and finally to performance evaluation and incentives. This provides clear career ladders and well-defined development pathways for all talents.

In terms of skilled talent development, the Company has established a nationally recognized evaluation system for "Chief Technicians", which is in full alignment with China's "New Eight-level" vocational skill grading system. Clear skill criteria and promotion requirements have been defined at all levels to advance the professional and systematic development of skilled talents.

Meanwhile, the Company continuously carries out job qualification and competence certification. Through standardized and periodic competence assessments, the accuracy and relevance of talent evaluation are improved. This effectively motivates employees to enhance professional capabilities and unleash innovation vitality, so as to realize optimal person-job fit as well as mutual development of employees and the organization.

Talent Pipeline and Succession Planning

The Company has built a systematic mechanism for talent review and succession planning. Through systematic assessment and structured selection, we continuously optimize the talent structure and consolidate talent pipelines for key positions.

The Company conducts regular organizational and talent reviews to comprehensively evaluate the quantity, quality and structure of talents, and to identify high-potential employees and talent development gaps. This provides a solid basis for talent allocation and development planning, driving sustained optimization of the talent pool.

In selecting successors for key positions, the Company adopts a standardized process consisting of one written test and two rounds of interviews. Candidates are evaluated across multiple dimensions, including business acumen, logical thinking, professional competence, management potentials, and alignment with corporate strategy and culture. The whole selection procedure is comprehensive, objective and rigorous, building a pipeline of leadership talents with strong competence and organizational commitment to support the Company's sustainable development. In 2025, the succession plan attracted more than 4,000 applicants.



2025 Highlights

Total training attendances:
1.6752 million

Training coverage rate:
100%

Total employee training hours:
1.8443 million hours

Average training hours per employee:
41.92 hours

Average training hours for male employees:
40.1 hours

Average training hours for female employees:
43.5 hours

Percentage of employees undergoing regular performance assessments and career development reviews:
100%

8 sessions of the "Dragon Leap Program" were launched, upskilling **1,230** participants.

22 newly appointed general managers completed transition training.

1 session of the "Tiger Surge Program" was launched, with **51** newly appointed deputy general managers completing transition training.

3 sessions of the "Phoenix Rise Program" were launched, with **115** new managers completing transition training.

3 sessions of the "Golden Eagle Program" were launched, with **142** new supervisors completing transition training.

09

Community Engagement and Shared Value

With an open and inclusive mindset, Changan Automobile embraces the world. While pursuing high-quality and sustainable development, we leverage our strengths to work with partners and communities to build a sustainable value chain, and strive to meet people's aspiration for a better mobility life.

Contributions to the UN Sustainable Development Goals (SDGs)



9.1 Social Contribution

Changan Automobile always regards social responsibility as an important part of its sustainable and high-quality development. As a leader in the industrial chain, the Company strengthens collaboration with partners inside and outside the industry, actively participate in social co-construction and public welfare activities, and continuously contribute "Changan Power" to disaster relief, education support and community care.

9.1.1 Industrial Collaboration and Mutual Progress

In 2025, leveraging its leading role in the industry, Changan Automobile deeply participated in the formulation of national and industrial standards related to core automotive technologies, and took the lead in standardizing the traceability system for critical minerals, providing standard support for the sustainable development of the industry.

Case Changan Automobile Deeply Participated in Formulating Industrial Standard

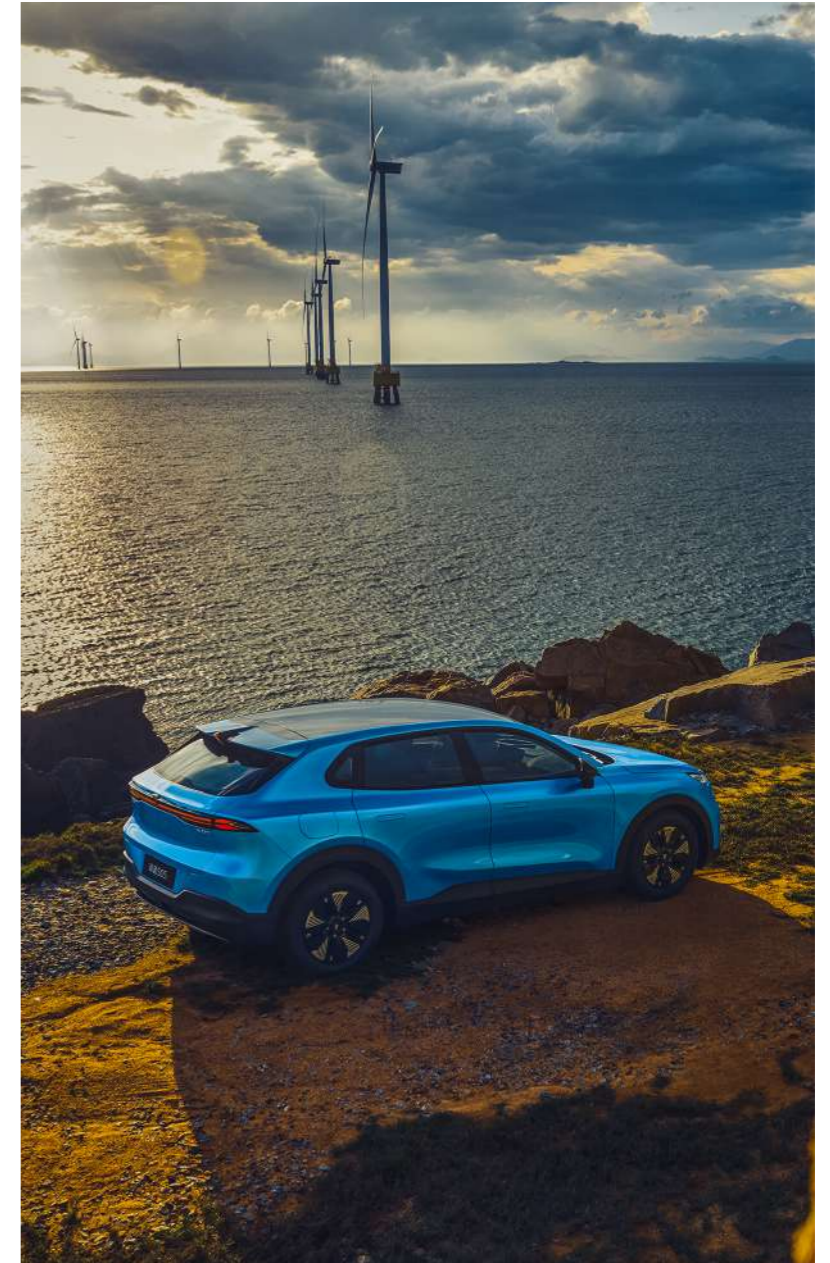
In 2025, the Company participated in formulating and releasing 90 external standards including GB/T 46481-2025 Test Method for Powertrain System Power of Hybrid Electric Vehicles and Pure Electric Vehicles Having More than One Propulsion Electric Machine, and won 14 industrial and above awards in the standardization field, such as Chongqing Mayor Quality Award (Standard Innovation Contribution Award).

Case Changan Automobile Took the Lead in Formulating Industrial Standards for Mineral Traceability

In 2025, the Company organized 20 special seminars and training sessions, and joined hands with industry associations and upstream and downstream enterprises to formulate three industrial standards including Specifications for Traceability Management of Critical Minerals, clarifying requirements for environmental and social risk control in the process of mining, processing and transportation of cobalt, nickel, lithium and natural graphite. These standards provide standard support for the sustainable development of the industry.

Case Commissioning of Thailand Rayong Factory – the First Overseas New Energy Base

To accelerate the implementation of Vast Ocean Plan, Changan Automobile invested about THB 10 billion to build the Rayong Factory in Thailand, which has a designed annual capacity of 200,000 units, with 100,000 units already in place. Leveraging Thailand's automotive industry foundation and the geographical advantages of its deep-water port, the project targets the right-hand drive markets in Southeast Asia, Australia, New Zealand and South Africa, and is committed to building a modern vehicle manufacturing base that integrates green, intelligent and efficient features.



9.1.2 Participation in Social Co-construction

Changan Automobile actively fulfills its corporate social responsibility, and has established a sound emergency response mechanism for public emergencies. Relying on own service network, we can respond quickly, provide exclusive 7/24 rescue services for users in disaster-affected areas, and coordinate fund donations to repay the society and help disaster-affected areas tide over difficulties.

Case Changan Automobile Aided the Earthquake-stricken Area in Xizang Region

In January 2025, after a sudden earthquake hit Xigaze City, Xizang, the Company, together with its brands AVATR, DEEPAL, CHANGAN NEVO and CHANGAN KAICHENG, donated RMB 7 million to the disaster-stricken area, providing 7/24 rescue services, targeted assistance in insurance claims and free full-vehicle inspections for affected car owners.

Case Changan Automobile Aided Flood-stricken Southern Thailand

In November 2025, when southern Thailand suffered severe floods, Changan Automobile launched an emergency response mechanism immediately, officially issued care policies for users in the disaster-stricken area, and donated THB 500,000 to the Thai Red Cross Society for disaster relief.



9.1.3 Global Public Welfare Initiatives

Changan Automobile continuously deepens its global public welfare efforts, strives to build a systematic and distinctive public welfare IP, and launches a series of activities focusing on areas such as education assistance and environmental protection.

Case Forging Distinctive Charity IP "Pull of Love Volunteer Team"

In October 2025, we joined hands with Sichuan Changan Car Owners Club to carry out a charity donation of winter supplies and launch Hope Classes in Ziyang under the theme "Gather Love, Forge Kids' Dreams." This initiative received over 310,000 online views. By the end of 2025, the "Pull of Love Volunteer Team" has held 48 events, covering 40 cities, serving over 2,000 people, with total online exposure exceeding 5 million.



Case "Driving Changan Across the World: A Charity Road Trip in Southeast Asia"

In June 2025, the Company organized a 10-day cross-border self-driving tour "Driving Changan Across the World: A Charity Road Trip in Southeast Asia." The charity road trip team traveled across China, Laos and Thailand for more than 1,800 kilometers. In Chiang Mai, Thailand, the team carried out education and environmental protection initiatives, and donated essential and educational supplies to an international charity primary school, demonstrating the Company's belief that kindness knows no borders.



Case Promote Extensive Volunteer Services

The Company regularly organizes volunteer activities such as "Lei Feng Day" campaigns. In 2025, nearly 300 events were held, including visits to nursing homes and river conservation programs, engaging more than 3,400 volunteer participation.



9.2 Rural Revitalization

We steadily promote financial, industrial, consumption and skill-based assistance, systematically boosting the industrial and ecological revitalization of supported regions.

Financial Assistance

A total of RMB 10.6 million in poverty alleviation funds has been allocated on schedule, including RMB 2.5 million for Luxi County and RMB 8.1 million for Yanshan County in Yunnan Province. The funds support the comprehensive revitalization of two counties in terms of industry, talent, culture, ecological environment and organizational systems, helping build rural areas with thriving businesses, pleasant living environments, social etiquette and civility, effective governance, and prosperity.

Consumption Assistance

We kept boosting sales of products from supported regions and vitalizing the economy of specialty agricultural products. The Company actively participated in events including the "Strive for 2025 · Spring Festival Market," using such products as souvenirs for labor union activities as well as gifts for National Day and Mid-Autumn Festival celebrations. All departments and employees across the Company were encouraged to purchase specialty agricultural products from supported regions. Total consumption assistance reached RMB 1.481 million, including RMB 1.121 million for two counties in Yunnan, RMB 150,000 for Youyang in Chongqing and RMB 210,000 for Fengjie in Chongqing.

Case Research on Camellia Oleifera Carbon Sequestration Methodology by Changan

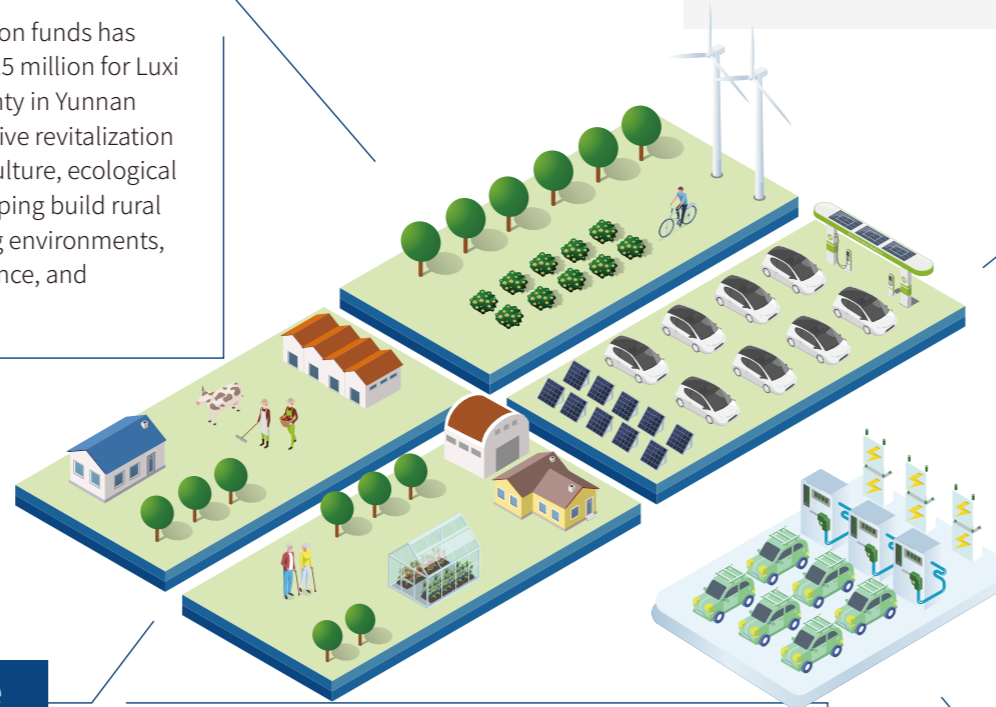
The Company, in collaboration with the Ministry of Ecology and Environment and Beijing Forestry University, has conducted research on methodology for camellia oleifera carbon sequestration. By developing the innovative methodology, we strive to steadily convert ecological value into green income growth for over 100,000 local farming households and explore new paths for low-carbon industrial development. This targeted assistance initiative has been recognized as an "Outstanding Practice Case for Rural Revitalization by Listed Companies."

Skill-based Assistance

Special campus recruitment seminars for the Class of 2026 were held at Youyang Vocational Education Center in Chongqing and Yanshan Ethnic Vocational School in Yunnan, recruiting a total of 222 talents. The Company further expanded the "Partner+" public welfare initiative, working with users and partners to carry out nearly 300 volunteer events including "Gather Love, Forge Kids' Dreams" education program, involving over 3,400 volunteer participation.

Industrial Assistance

We set up a special working group to develop the Assistance Plan 2.0 upgrade, helping the camellia oleifera technology company iterate and upgrade its management system from Version 1.0 to 3.0, and formulated more than 100 standardized procedures. Targeted strategies have been rolled out in brand planning, live-stream marketing and product value enhancement for camellia oil. Major events including auto shows and marathons have served as communication platforms, and an innovative long-term mechanism featuring leader-endorsed live sales has been established, bringing Youyang camellia oil from remote mountains to the public spotlight. By 2025, a total of 323,000 mu of camellia bases have been built across Youyang County. The operating revenue of Youzhou Camellia Oleifera Technology Company reached RMB 275 million, representing a five-year compound annual growth rate of 23.8%. The industry has helped 55,000 local farming households increase their average annual income by over RMB 6,000.



10

Business Ethics and Compliance

Changan Automobile has always adhered to legal and regulatory compliance as its operational bottom line. The Company continuously optimizes internal systems and procedures to prevent risks. We maintain sound communication with investors, customers, employees and all other stakeholders to ensure robust, transparent and standardized corporate operations.

Contributions to the UN Sustainable Development Goals (SDGs)



10.1 Corporate Governance

In strict compliance with the Company Law of the People's Republic of China, Securities Law of the People's Republic of China and other relevant laws and regulations, the Company thoroughly applies core corporate governance principles and has built a modern corporate governance framework featuring well-defined rights and responsibilities, efficient functioning, and effective checks and balances.

10.1.1 Optimized Governance Framework

As the highest authority of the Company, the Shareholders' Meeting exercises decision-making rights over major issues in accordance with laws. The Board of Directors, as the decision-making body, performs its decision-making functions within the scope authorized by the shareholders' meeting.

The Board of Directors is responsible for strategic leadership and overall supervision. It has set up specialized committees including the Audit Committee, the Nomination and Remuneration Committee, and the Strategy, Investment and Sustainability Committee to offer professional insights for scientific decision-making.

Convened by the Chairman, the Board of Directors holds no fewer than four regular meetings every year and interim meetings as needed for major matters. Meeting notices and agenda materials are distributed to all directors in advance to ensure adequate time for deliberation. For matters concerning related-party transactions and major investments, the board strictly enforces voting recusal system to ensure procedural legality and compliance.

10.1.2 Enhanced Board Effectiveness

In strict accordance with the Articles of Association of Chongqing Changan Automobile Company Limited, the Company continuously optimizes the mechanism of electing and appointing directors, ensuring that directors are elected or replaced by the Shareholders' Meeting in accordance with the law. In line with the requirements of tenure-based and contractual management for executive team members, the term of office for both directors and senior executives shall not exceed three years. When nominating and appointing directors, candidates are comprehensively assessed from multiple dimensions including industry experience, professional background and educational history, ensuring that the Board has the diversified capabilities needed to support business growth.

The Company's Board consists of eight members, including one Chairman, with the current directors covering expertise in internet technology and services, intelligent vehicle R&D and manufacturing, and strategic investment. Independent directors are appointed in compliance with regulatory requirements, accounting for an appropriate proportion of the Board. Currently there are three independent directors, none with tenure exceeding six years, fully meeting the requirements as stipulated in the Administrative Measures for Independent Directors of Listed Companies.

The Company's independent directors perform their duties independently in accordance with applicable laws, providing objective opinions on related-party transactions, major investments, executive remuneration and other matters, thereby safeguarding the interests of minority shareholders. Independent directors hold no other positions within the Company, and maintain no relationships with the Company or its major shareholders that may impair their independent judgment. A dedicated meeting mechanism for independent directors has also been established.

All related-party transactions are managed and reviewed by the Shareholders' Meeting and the Board. Annual forecasts for routine related-party transactions are deliberated by the Board and disclosed after approval by the Shareholders' Meeting. Every transaction goes through mandatory reviews by independent directors, the Board and the Shareholders' Meeting. Relevant directors and shareholders are required to recuse themselves from voting, with the whole process witnessed by legal counsel.

Profile of Board Members of Changan Automobile

Name	Position	Professional Competence		
		Industry Experience	Risk Management Experience	Financial Management Experience
Zhu Huarong	Chairman	✓		
Zhao Fei	Director	✓	✓	
Jia Lishan	Director	✓		
Deng Wei	Director	✓		
Ni Erke	Director	✓	✓	✓
Yang Xinmin	Independent Director		✓	
Tang Guliang	Independent Director		✓	✓
Li Zhenyu	Independent Director	✓		

The Company actively arranges for directors to participate in regulatory training and industry seminars to enhance their professional capabilities in new energy vehicles, intelligent connected vehicles, ESG governance and other fields, ensuring that Board decisions align with industrial trends and corporate strategic needs. In May 2025, a seminar on ESG management and sustainable business development of Changan Automobile from a global perspective was held, attended by two directors. In November 2025, themed training on digital transformation was organized, attracting 184 participants, including directors, senior management and relevant business leaders.



10.1.3 Investor Rights Protection

The Company respects and treats all shareholders equally, safeguarding their statutory rights to information, participation, voting and returns. The opinions of minority shareholders are highly valued, and their legitimate rights and interests are fully considered in major decision-making. On the premise of ensuring sustainable development, we formulate sound and reasonable profit distribution policies to reward shareholders for their trust and support.

We have built diversified communication channels with investors, including seminars, conference calls, factory and laboratory visits, dealer research, vehicle test drives and analyst briefings, to address investor concerns promptly. In addition, we maintain regular interactions with retail investors via the Shenzhen Stock Exchange interactive platform, investor hotlines and inquiry emails.

2025 Highlights

The Company held **17** Board meetings with **100%** director attendance

3 Shareholders' Meetings were convened.

The response rate on the Shenzhen Stock Exchange interactive platform exceeded **95%**

Case

Changan Automobile Won the 2024 Best Investor Relations Management Practice Award

In 2025, the Company conducted diversified online and offline investor exchange activities to maintain sound communication with the capital market. It was honored with the 2024 Best Investor Relations Management Practice Award, ranking 17th among 392 award-winning listed companies.



Case

Shareholder Open Day

Changan Automobile innovatively combined the Annual General Meeting with the Shareholder Open Day. Through on-site visits, technology exhibitions and interactive exchanges, the Company built an in-depth communication platform between management and investors. During the event, investors visited the Global R&D Center and the State Key Laboratory to experience cutting-edge technological achievements and product strengths firsthand. By demonstrating openness and transparency, the Company further boosted investors' confidence in its long-term value.



Case

2024 Annual Performance Briefing

In April 2025, Changan Automobile held the 2024 Annual Performance Briefing. A series of activities including test drives, keynote speeches, on-site interactions and online real-time replies were arranged. The whole event was live-streamed, attracting a total of 266,000 views, with relevant follow-up reports accumulating 5.23 million clicks.



10.2 Anti-Corruption

The Company strictly complies with the Anti-Unfair Competition Law of the People's Republic of China, Anti-Monopoly Law of the People's Republic of China, Interim Provisions on Prohibition of Commercial Bribery and other laws and regulations, as well as relevant international anti-corruption conventions, and resolutely opposes any form of corruption. We have established an anti-corruption management system covering all businesses, processes and positions to win the trust of customers, the respect of partners and the recognition of society through compliant operation.

10.2.1 Integrity Commitment System

The Company has established the Discipline Inspection Committee and the Global Ethics and Integrity Office to coordinate anti-corruption and global integrity and compliance operations. By identifying integrity risks in key procedures, we have launched Version 1.0 of the supervision system for manufacturing business and upgraded the supervision system for marketing sectors to Version 3.0, realizing systematic oversight over core businesses.

We have promoted the setup of local ethics and integrity offices at overseas units, with clearly defined functions and responsibilities, and full-time and part-time personnel in place. An integrity risk map has been released, and an overseas integrity and compliance procedures has been preliminarily established, covering such areas as gifts and gratuities, whistleblowing and reporting, case handling, and partner management.

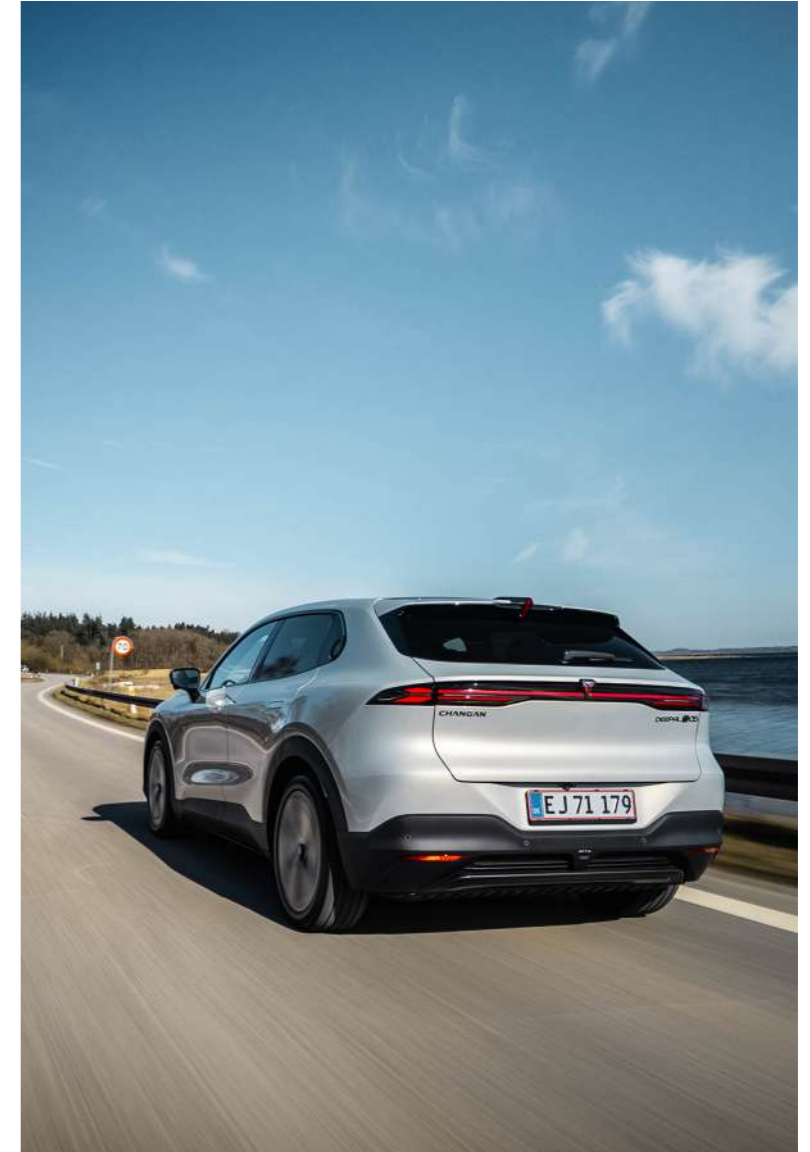
High-ranking employees of Chinese nationality are required to sign the Letter of Responsibility for Integrity Compliance, while high-ranking foreign employees shall sign the Integrity and Professional Conduct Responsibility Statement. All business partners, including suppliers, are required to comply with business ethics and sign and abide by the Changan Automobile Integrity Cooperation Notice, which serves as an integrity reminder for all cooperating and service entities and a prerequisite for establishing business cooperation.

Adopting a zero-tolerance stance on corruption, the Company has formulated and issued anti-corruption policies and regulations applicable to employees, suppliers, dealers and other business partners, including the Management Rules for Employee Conduct, Code of Conduct on Ethics and Integrity for Employees, and Administrative Measures for the Registration and Handover of Undeliverable Gifts and Cash. We promote the integration and coordination of supervision mechanisms to ensure standardized and systematic anti-corruption and integrity compliance across the company. In 2025, the Company was not involved in any major legal cases concerning embezzlement, bribery, extortion, fraud or money laundering.

10.2.2 Audit Supervision System

Adhering to the principles of "full coverage, penetrating supervision, key area focus, risk prevention and control, and closed-loop rectification," we carry out regular risk prevention and identification in capital- and resource-intensive key fields to effectively mitigate the risks of commercial bribery and professional ethics violations.

The Company conducts audit of ethical standards programs in accordance with the annual plan and achieves full audit coverage of itself and its subsidiaries every five years. The audits cover core business ethics issues, including but not limited to anti-corruption and anti-bribery, procurement and supply chain management, and travel expense management. The audits systematically identify major risks of the Company in strategy, operation (R&D, production, procurement, marketing), finance, compliance and ESG. Meanwhile, the Company has established a transfer mechanism for issues identified during audits. Violations of duties and illegal transfers of benefits discovered in audits will be promptly referred to relevant departments for verification.



10.2.3 Accessible Reporting Channels

The Company has established a standardized reporting mechanism via multiple channels including hotlines, on-site visits and email, to receive and handle complaints, reports and suggestions from internal and external stakeholders. Upon receipt of reports, the compliance department will contact the whistleblower within 3 working days to obtain details, and forward the complaints, criticisms or suggestions to relevant departments (e.g., procurement, marketing and quality) for follow-up handling within their respective responsibilities.

To protect whistleblowers, the Company explicitly requires that all steps in handling case information be signed off by the responsible personnel, with the entire process recorded and archived for future reference. Strict confidentiality must be observed. Neither the unauthorized expansion of information access nor the disclosure of whistleblowers' information or case details to the involved party is permitted.

Changan Automobile Reporting Channels

Email: caxf@changan.com.cn

Hotline: 023-67592020

Mailing Address: 33/F, T2, No.2 Building, Jiangbeizui Financial City, Liangjiang New District, Chongqing, China

10.2.4 Development of an Integrity Culture

Through systematic education, training and special campaigns, the Company fosters and strengthens a culture of integrity and discipline. We actively deliver business ethics training on anti-corruption and anti-bribery, involving directors, management, full-time employees, outsourced staff and suppliers, to continuously enhance compliance awareness and integrity standards among all staff. In 2025, the Company launched four targeted training sessions covering the Supervision Law of the People's Republic of China and its implementing regulations, integrity compliance education for overseas entities, and integrity education for key projects, and delivered 988 tiered warning education sessions covering all personnel.

2025 Highlights

The coverage rate of training on ethical standards for all employees, executives and directors reached

100%

The coverage rate of anti-bribery and anti-corruption training reached

100%

The coverage rate of anti-corruption training for suppliers reached

100%

The coverage rate of compliance training for suppliers reached

100%

The signing rate of the Notice on the Supply Chain Appeals Mechanism of Changan Automobile among suppliers, policy against bribery and corruption for suppliers reached

100%

A total of

22

internal control evaluations and targeted audits were conducted

10.3 Anti-Unfair Competition

The Company has formulated and implemented the Unfair Competition Compliance Guidelines, established an institutional framework to prevent unfair competition, and taken targeted measures to regulate market promotion activities, mitigating relevant compliance risks.

To address compliance risks in advertising and promotion, the Company has issued the Negative List for Advertising and Promotional Materials Review, which provides detailed requirements for five typical high-risk business scenarios, and clear auditing guidelines and bottom-line standards for all promotional content. During the reporting period, the Company had no lawsuits arising from violations of anti-unfair competition or anti-monopoly laws and regulations.

Case

Changan Automobile Achieved Compliance Management System Certification

In October 2025, Changan Automobile obtained dual certification of ISO 37301 and GB/T 35770 compliance management systems, covering automotive R&D, manufacturing, procurement and sales processes, as well as three key compliance areas: export control and economic sanctions, personal information protection, and anti-monopoly. This demonstrates that the Company has established a systematic compliance management framework spanning all employees, processes and business areas, with clear governance-to-execution responsibilities and a closed-loop mechanism for risk identification, assessment, response and monitoring.



10.4 Risk Management

In a complex and volatile global macro environment and amidst fierce industry competition, strong risk management capabilities are critical to stable corporate operation. Always placing risk prevention at the core of its corporate governance, Changan Automobile has established a systematic and robust Enterprise Risk Management (ERM) system. Governed by the Board of Directors and led by senior management, the framework fully embeds risk control requirements across the entire value chain covering strategic planning, product R&D, marketing and services, etc. In addition, non-financial risks, including Environmental, Social and Governance (ESG) factors, are fully integrated into the Company's comprehensive assessment to effectively prevent and mitigate potential risks.

10.4.1 Risk Management Framework

The Company has established a systematic risk management system to effectively identify, assess and address various operational risks, ensuring the achievement of corporate strategic and business targets. Guided by the principle of "strengthening internal control, preventing risks and promoting compliance," we have built the "CA11734" global risk control system, which features a three-tier governance structure covering governance, operation and business levels, with clearly defined responsibilities under the three lines of defense.



10.4.2 Risk Management Mechanism

The Company is committed to building systematic and professional risk management capabilities by establishing four fundamental platforms – policies and standards platform, tools and methodologies platform, data and cases platform, and professional talents – to support comprehensive risk management.

Policies and Standards Platform

Based on the Measures for Risk Management and the Measures for Internal Control Management, the Company has established a "2+N" institutional system, supported by multiple procedural documents such as the Procedures for Risk Matter Management and the Procedures for Risk Matter Research and Investigation Management. This system provides a standardized framework for risk management.

Tools and Methodologies Platform

Centering on the core processes of risk and internal control, the Company has sorted out 44 commonly adopted tools and methodologies. These include 19 fundamental tools, such as the risk panorama and internal control evaluation criteria; 18 professional tools, such as the bidding and tendering risk checklist and the related transaction risk checklist; and seven theoretical methods, such as the Delphi method and statistical inference.

Data and Cases Platform

The Company reviewed 783 qualitative descriptions and specific manifestations of problems identified in historical inspections, internal and external audits, and internal control reviews. Based on this, a standardized case library of 125 typical cases was developed, significantly lowering the barrier to understanding and application across professional fields.

Professional Talent Platform

Focusing on four dimensions – daily management, system building, risk identification and control, and talent cultivation, the Company has developed systematic risk and internal control training materials in line with relevant regulatory requirements. In 2025, we organized online and offline training sessions, attracting more than 600 employees from 20 dedicated risk teams responsible for domestic and global businesses.

10.4.3 Risk Management Process

The Company has established a standardized risk management process that enables systematic identification, assessment, response and monitoring of risks.

Risk Identification

The Company has issued the Risk Information Collection Map to conduct internal and external risk scanning from macro, market, and company perspectives. We compiled the Risk Panorama Map, which classifies risks into 7 primary categories, 20 secondary categories and identifies 81 specific risk sources. As of 2025, Changan Automobile has developed a comprehensive risk panorama covering safety and environmental protection, strategic risks, financial risks, market risks, operational risks, and legal and compliance risks.

Risk Assessment

Using the "1-3-N" assessment framework based on a risk matrix and employing tools such as the Delphi method, we evaluate the impact and likelihood of potential risks and categorize them into high, medium and low risk levels to support decision-making.

We use a structured assessment methodology to identify and quantitatively evaluate ESG-related risks that may affect business operations and strategic targets. According to the 2025 annual risk assessment results, the top five major risks are as follows: macroeconomic and political risks, product planning and competition risks, marketing risks, procurement and supply chain risks, and quality risks.

Risk Response

We adopt differentiated control strategies for risks at different levels. For high-level risks, we use combined measures such as avoidance and hedging to strengthen source control. For medium-level risks, we apply transfer and compensation to enhance process monitoring. For low-level risks, we opt for control or acceptance.

The Company has integrated countermeasures against identified major risks into its business processes and management systems. Guided by the "CA11734" global risk control framework supported by a shared service platform, we embed risk governance requirements into all business stages, including strategic planning, product R&D, procurement, manufacturing, sales and after-sales services.

Risk Monitoring

Following strategy implementation, the Company conducts ongoing monitoring and adjustment. Lead risk management departments are responsible for tracking the progress of response plans, dynamically evaluating the effectiveness of measures, and issuing timely early warnings when targets deviate. Responsible units adjust their measures in response to changing risk trends until the risks are mitigated. For procurement and supply chain risks, continuous monitoring is carried out through supplier qualification assessment, on-site audits and performance management.

Integrating risk management into all business activities through pre-event prevention, in-process management and post-event improvement.

Pre-Event Prevention

Through annual risk assessment, the development of specific risk scenarios, and the execution of standardized risk management processes, the Company achieves proactive control over major strategic risks and daily operational risks.

In-Process Management

We have established risk-oriented internal control standards. Through mechanisms such as collaborative process design and risk consultation, we embed risk requirements into business processes and key decision-making.

Post-Event Improvement

We have developed a three-dimensional evaluation and improvement mechanism, including self-evaluation, supervisory evaluation and defect rectification. Based on the evaluation results, we take rectification measures – such as systematic process optimization and enhanced management training – to achieve continuous improvement and closed-loop management.

In 2025

The Company reported zero major and critical internal control deficiencies for the **29th** consecutive year as a listed enterprise



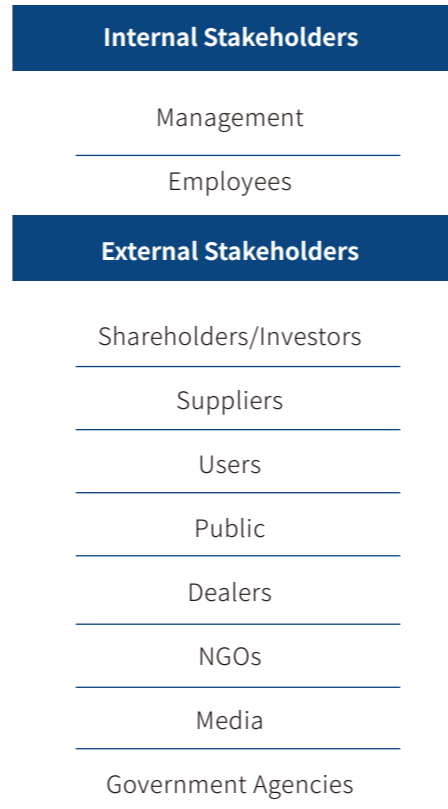
10.5 Stakeholder Engagement

The Company attaches importance to communication with stakeholders and has established a regular communication mechanism. Through diversified communication channels, we collect and respond to stakeholders' concerns and expectations, demonstrating a sincere and transparent communication approach.



10.5.1 Stakeholder Identification

Based on the Company's activities and business relationships, we have identified internal and external stakeholders through business department interviews, industry benchmarking analysis, expert consultations, and reviews of past expectations.



10.5.2 Communication Mechanism Development

The Company has established an institutionalized stakeholder engagement management process to ensure that communication activities are well-planned, standardized and effective.

The Company categorizes its communication activities by driving factors, defines timelines, and incorporates them into the annual communication plan. Specifically, three categories are adopted:

- ① Communications based on market practice (e.g., investor meetings following regular performance releases);
- ② Communications arranged to address specific stakeholder needs (e.g., annual dealer conferences, supplier conferences);
- ③ Communications in response to specific events (e.g., major announcements).

10.5.3 Diversified Communication Channels

The Company has always regarded stakeholders' voices as a key driver of its progress, and is committed to building an open, transparent and efficient communication ecosystem. Through diversified communication channels, we actively listen and respond with concrete actions. We systematically assess and categorize stakeholder expectations, incorporate relevant insights into strategic decision-making and daily operational improvements, and establish a closed-loop mechanism of "collection-analysis-response-feedback," ensuring that every communication is effective.

Stakeholders	Expectations	Communication Channels
Shareholders/Investors	Sustainable investment returns Information transparency Manageable risks	Shareholder meetings, corporate announcements, exchange inquiries, hotlines, offline roadshows, Investor Days, and results presentations
Management	/	Annual work reviews and routine reports
Employees	Career development opportunities Fair compensation Safe and healthy working environment	All-hands meetings, panel discussions and employee training
Suppliers	Fair competition Long-term cooperation Timely payment	Supplier conferences, supplier training and supplier audits
Users/Public	Safe and reliable products High-quality services Reasonable pricing	After-sales services, Open Days, owner clubs, social media interactions, live streaming, in-app interactions, and auto shows
Dealers	Stable product supply Reasonable profit margins Market protection Marketing support	Dealer conferences and dealer training
NGOs	Environmental protection performance Human rights protection Supply chain responsibility Climate change response	Open days and targeted visits
Media	CSR performance Transparency on major incidents	Open days, targeted visits and award selections
Government agencies	Compliant operation Tax contribution Employment promotion Industrial upgrading	Report to regulatory authorities, on-site inspections and targeted visits

11 Appendix



11.1 Performance Indicators

Environmental Dimension KPI

Indicator	2023	2024	2025
Addressing Climate Change			
Scope 1 Greenhouse Gas Emissions (tCO _{2e})	201,437	151,868	190,728
Scope 2 Greenhouse Gas Emissions (tCO _{2e})	722,453	742,676	752,014
Scope 3 Greenhouse Gas Emissions (tCO _{2e})	/	/	46,638,132
Carbon Emissions per RMB 10,000 of Output Value (Corporate Level) (tCO _{2e}) ⁶	0.0617	0.0614	0.0575
Product Carbon Footprints			
Average Life-cycle Carbon Emissions per Passenger Vehicle (kg CO _{2e} per unit)	34,888.98	34,212.01	31,552.94
Lifecycle Carbon Footprint Assessment Coverage of Passenger Vehicles (%)	100	100	100
Energy Utilization			
Gasoline Consumption (tonnes)	14,033.80	14,083.88	14,070.52
Diesel Consumption (tonnes)	2,828.81	3,075.42	2,999.36
Natural Gas Consumption (10,000 m ³)	10,263.90	9,703.95	10,099.91
Purchased Electricity Consumption (MWh)	1,417,203.94	1,408,366.72	1,280,974.57
Other Energy Consumption (tonnes of standard coal equivalent)	10,131.03	5,730.77	5,268.04
Comprehensive Energy Consumption (tonnes of standard coal equivalent)	289,558.84	276,880.14	256,606.22
Comprehensive Energy Consumption per RMB 10,000 of Output Value (tonnes of standard coal equivalent per RMB 10,000)	0.0124	0.0112	0.0110
Photovoltaic Power Generation (MWh)	/	/	281,502.87
Photovoltaic Power Consumption (MWh)	/	/	231,737.90
Green Electricity Purchase Volume (MWh)	/	/	1,784.01
Share of Green Electricity Consumption (%)	/	7.41	15.42

⁶ To ensure comparability, the 2023 and 2024 historical data have been restated to reflect the updated 2025 accounting boundary, which includes emissions from non-production energy consumption.

Indicator	2023	2024	2025
Water Resource Utilization			
Freshwater Consumption (m ³)	/	/	10,865,771
Total Water Consumption (m ³)	/	/	519,224,483
Water Consumption per RMB 10,000 of Output Value (m ³ per RMB 10,000 output value)	/	0.3500	0.4677
Reused Water Volume (m ³)	/	/	508,358,712
Water Reuse Rate (%)	/	98.51	97.91
Environmental Compliance Management			
Number of Major Environmental Incidents	0	0	0
Number of Illegal or Non-Compliant Environmental Incidents	0	0	0
Number of Factories with ISO 14001 Certification	13	13	13
ISO 14001 Certification Coverage of Factories (%)	100	100	100
Number of Environmental Protection Training	107	125	143
Number of Participants in Environmental Protection Training	2,032	1,898	4,105
Cumulative Hours of Environmental Protection Training	176	182.5	235
Pollutant Emissions			
Sulfur Dioxide Emissions (tonnes)	19.22	12.74	12.73
Nitrogen Oxides Emissions (tonnes)	122.75	129.98	127.28
Particulate Matter Emissions (tonnes)	83.11	40.76	40.73
VOCs Emissions (tonnes) ⁷	186.00	155.72	155.72
COD Emissions (tonnes)	180.69	170.42	188.20

⁷ The data sources cited in the Company's ESG report are consistent with those officially disclosed by all production bases as required by law. For specific disclosure links, please refer to the environmental information disclosure section in the annual report.

Indicator	2023	2024	2025
Ammonia Nitrogen Emissions (tonnes)	9.53	10.20	10.31
Total Nickel Emissions (tonnes)	0.05	0.03	0.03
Total Zinc Emissions (tonnes)	0.11	0.10	0.43
Phosphate Emissions (tonnes)	1.16	0.99	1.50
Wastewater Discharge (tonnes)	/	/	3,804,721
Reclaimed Water Reuse Volume (tonnes)	/	/	305,400
Waste Management			
Non-Hazardous Waste Generation per RMB 10,000 of Industrial Output Value (tonnes per RMB 10,000)	/	/	0.013
Non-Hazardous Waste Generation (tonnes)	/	/	198,304
Non-Hazardous Waste Landfill Volume (tonnes)	/	/	4407
Non-Hazardous Waste Utilization Volume (tonnes)	/	/	193,896
Hazardous Waste Generation per RMB 10,000 of Industrial Output Value (tonnes per RMB 10,000)	/	/	0.002
Hazardous Waste Generation (tonnes)	/	/	29,372
Hazardous Waste Landfill Volume (tonnes)	/	/	20,480
Hazardous Waste Utilization Volume (tonnes)	/	/	8,530
Waste Compliant Disposal and Utilization Rate (%)	/	100	100



Social Dimension KPI

Indicator	2023	2024	2025
Employee Rights			
Total Number of Employees ⁸	49,117	55,119	58,274
Number of Newly Recruited Employees	17,769	21,367	18,181
Labor Contract Signing Rate (%)	100	100	100
Social Insurance Coverage Rate (%)	100	100	100
Average Paid Annual Leave per Employee	7	6	10.9
Employee Non-Pay Benefits Coverage Rate (%)	/	/	100
Number of Employees by Type⁹			
By Gender: Male	/	/	20,788
By Gender: Female	/	/	4,290
By Age: Below 30	/	/	8,061
By Age: 30-50	/	/	15,421
By Age: Over 50	/	/	1,596
By Region: The Chinese mainland	/	/	24,686
By Region: The Hong Kong Special Administrative Region (SAR), the Macao SAR and the Taiwan Region of China	/	/	0
By Region: Overseas	/	/	392
By Educational Background: Master Degree and above	/	/	2,998
By Educational Background: Bachelor's Degree	/	/	10,243
By Educational Background: Associate Degree	/	/	6,573
By Educational Background: Other	/	/	5,264
By Employment Type: Full-Time	/	/	25,078
By Employment Type: Part-Time ¹⁰	/	/	2,441
By Employment Type: Non-Standard ¹¹	/	/	3,470

Indicator	2023	2024	2025
Employee Turnover			
Employee Turnover Rate (%) ¹²	/	/	3.4
Diversity & Equality			
Percentage of Female Employees in Management (%)	/	/	2.39
Employee Training & Development			
Employee Training Coverage Rate (%)	/	/	100
Average Training Hours per Employee	/	15.87	41.92 ¹³
Total Employee Training Attendances	/	82	167.52
Total Employee Training Hours	/	88.04	184.43
Average Training Hours for Male Employees	/	/	40.1
Average Training Hours for Female Employees	/	/	43.5
Percentage of Employees Undergoing Regular Performance and Career Development Assessment (%)	/	/	100

⁸ Including regular employees, temporary workers, agency workers, etc.

¹¹ Including agency workers.

⁹ Including only employees of Changan Automobile.

¹² Including only employees who quit voluntarily.

¹⁰ Including temporary workers and interns.

¹³ Year-on-year data changes are due to a change in statistical scope.

Indicator	2023	2024	2025
Occupational Health & Safety			
Expenditure on Occupational Health and Safety (RMB 10,000) ¹⁴	5,766.21	9,197	8,268.86
Occupational Hazard Monitoring Rate (%)	100	100	100
Occupational Health Examination Coverage Rate (%)	100	100	100
Total Safety Training Attendances	217,587	181,864	192,583
Number of Factories with ISO 45001 Certification	/	/	6
ISO 45001 Certification Coverage of Factories	/	/	100
Number of Work-Related Fatalities	/	/	0
Work-Related Fatality Rate (%)	/	/	0
Number of Lost-Time Injuries ¹⁵	/	/	17
Total Lost Work Hours	/	/	4,800
Lost-Time Injury Severity Rate per Million Work Hours	/	/	39.15
Lost-Time Injury Frequency Rate per Million Work Hours	/	/	0.14
Safety Training Coverage Rate (%)	/	100	100
Total Safety Training Attendances ¹⁶	217,587	181,864	192,583
Total Safety Training Hours	/	/	257,655

¹⁴ Work safety investment covers only the Chongqing headquarters.

¹⁵ Excluding traffic accidents, off-site injuries, etc. The same exclusions apply to total lost working hours, lost-time injury severity rate per million work hours, and lost-time injury frequency rate per million work hours.

¹⁶ The statistical scope covers company-level safety training. The same scope applies to total safety training hours.

Indicator	2023	2024	2025
Supply Chain Resilience			
Number of Suppliers	663	761	700
ISO 9001/IATF 16949 Certification Coverage of Suppliers (%)	98.4	99	99.2
ISO 14001 Certification Coverage of Suppliers (%)	95.1	98	98.5
Signing Rate of the Notice on the Supply Chain Appeals Mechanism of Changan Automobile, Policy against Bribery and Corruption for Suppliers (%)	/	100	100
Coverage of Tier-1 Supplier Training on Quality (%)	/	100	100
Coverage of Tier-2 Supplier Training on Quality (%)	/	/	20
Coverage of Tier-3 Supplier Training on Quality (%)	/	/	9
Coverage of Supplier Training on Anti-Corruption (%)	/	/	100
Number of Supplier Training Sessions	/	21	20
Total Supplier Training Attendances	/	8,000	8,100
Intellectual Property Protection			
Number of New Patent Applications	5,739	3,384	3,599
Number of Valid Patents Held	2,704	3,881	12,683
Number of Patents in Intelligent Technology	/	/	2,401
Innovation-Driven Growth			
Number of R&D Personnel	10,972	12,141	12,417
R&D Expenditure as a Percentage of Revenue (%)	5.95	6.36	7.67
Total R&D Investment (RMB)	9,007,550,532.89	10,159,144,236.45	12,575,697,920.60

Indicator	2023	2024	2025
Product Safety & Quality			
ISO 9001/IATF 16949 Certification Coverage of Factories (%)	100	100	100
Number of Product Safety Incidents	0	0	0
Number of Product Recalls	0	0	0
Product Recall Ratio (%)	0	0	0
Product Quality Inspection Pass Rate (%)	100	100	100
Product Safety Test Coverage Rate (%)	100	100	100
Coverage of Tier-1 Supplier Training on Quality (%)	/	100	100
Customer Service			
Number of Complaints Related to Customer Privacy Infringement & Data Loss	0	0	0
Sales Service Satisfaction (SSI) Achievement Rate (%)	/	/	100
Responsible Marketing			
Number of Dealers Trained in Responsible Marketing	/	/	9,000
Data Security & Customer Privacy Protection			
Number of Information Security Incidents	/	0	0
Number of Data Breach Incidents	/	0	0
Coverage of Information Security Training for Employees (%)	/	100	100
Coverage of Information Security Training for Executives (%)	/	100	100
Coverage of Information Security Training for Directors (%)	/	100	100
Rural Revitalization & Public Welfare			
Total Donations (RMB 10,000)	2,766	1,161	1,471
Total Investment in Rural Revitalization (RMB 10,000)	1,060	1,060	1,060



Governance Dimension KPI

Indicator	2023	2024	2025
Business Performance Indicators			
Operating Revenue (RMB 100 million)	1,512.98	1,597.33	1,640
Net Profit Attributable to Shareholders of the Listed Company (RMB 100 million)	113.27	73.21	40.75
Total Assets (RMB 100 million)	1,901.71	2,081.68	2,029.61
Total Vehicle Sales (10,000 units)	255.30	268.38	291.3
Overseas Vehicle Sales (10,000 units)	35.80	53.62	63.7
Anti-Corruption			
Number of Confirmed Corruption Incidents	/	/	0
Number of Major Litigation Cases Involving Embezzlement, Bribery, Extortion, Fraud and Money Laundering	0	0	0
Coverage of Training on Ethical Standards for Employees (%)	/	/	100
Number of Business Ethics Training Sessions for Employees	/	/	988
Total Hours of Business Ethics Training for Employees	/	/	231,560
Average Hours of Business Ethics Training for Employees	/	/	4
Coverage of Business Ethics Training for Executives (%)	/	/	100
Number of Business Ethics Training Sessions for Executives	/	/	487
Total Hours of Business Ethics Training for Executives	/	/	2,360
Average Hours of Business Ethics Training for Executives	/	/	4.5
Coverage of Business Ethics Training for Directors (%)	/	/	100
Number of Business Ethics Training Sessions for Directors	/	/	7
Total Hours of Business Ethics Training for Directors	/	/	615
Average Hours of Business Ethics Training for Directors	/	/	5
Board Effectiveness			
Number of Board Members	9	9	8
Number of Independent Directors	/	/	3
Number of Board Meetings Held in the Year	/	/	17



11.2 Index to the Shenzhen Stock Exchange Self-Regulatory Guidelines for Listed Companies No. 17 – Sustainability Report (Trial)

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11.3 GRI Metrics Index

Instructions	Changan Automobile reported the information referenced in this GRI Index in accordance with the GRI standards for the period from January 1, 2025, to December 31, 2025.
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3. The information, indicators, and data disclosed in this report are clear, accurate, and complete.
 Excellent Good Fair Poor Very Poor
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