2025

環境、社會及管治報告
ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



途虎养车

TUHU Car Inc.

(於開曼群島註冊成立以不同投票權控制的有限公司)
(A company controlled through weighted voting rights and incorporated in the Cayman Islands with limited liability)

股份代碼 Stock Code: 9690

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About the Report

OVERVIEW

This is the third Environmental, Social and Governance (ESG) Report (the "Report") published by TUHU Car Inc. It is intended for all stakeholders of the Company and focuses on the disclosure of the Company's management approach, practices and performance in environmental, social and governance aspects.

REPORTING PERIOD

The Report covers the period from January 1, 2025 to December 31, 2025 (the "Reporting Period"), with certain disclosures referencing prior years or developments in 2026.

REPORTING SCOPE AND BOUNDARIES

The Report defines the organizational scope on the principle of materiality. Unless otherwise specified, all material content covered in the Report pertains to TUHU Car Inc. and its subsidiaries, which is consistent with the scope of disclosure in the financial report.

REFERENCE DESCRIPTION

For simplicity, TUHU Car Inc. and its subsidiaries are collectively referred to as "the Group", "the Company", "Tuhu" or "We" throughout the Report.

REPORTING BASIS

The Report is compiled mainly in accordance with the *Environmental, Social and Governance Reporting Code* in Appendix C2 of the *Listing Rules* issued by Hong Kong Exchanges and Clearing Limited ("HKEX") and the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021.

DATA SOURCES AND RELIABILITY STATEMENT

The information and data disclosed in the Report are sourced from the Company's statistical reports and official documents, which have been reviewed by relevant departments. The Company affirms that the contents of the Report are free from false records or misleading statements, and takes full responsibility for their authenticity, accuracy and completeness.

CONFIRMATION AND APPROVAL

The Report was approved by the Board of Directors (the Board) on March 20, 2026, following management's confirmation.

ACCESS TO THE REPORT

The Report is available in both Traditional Chinese and English. The electronic version can be accessed on the HKEX News website and the Company's investor relations website.

CONTACT DETAILS

We value the opinions of stakeholders and welcome readers to contact us through the following channel. Your feedback will help us further improve our ESG disclosure and performance.

Email: ir@tuhu.cn

Board Statement

THE BOARD RESPONSIBILITY

The Board serves as the Company's highest governance body and is responsible for the overall leadership and oversight of ESG matters. It assumes ultimate responsibility for ESG strategy formulation and risk management. The Board regularly reviews ESG-related developments and ensures that ESG considerations are appropriately integrated into the Company's strategic direction, with the objective of aligning environmental and social responsibilities with business objectives to support long-term sustainable development.

RISK MANAGEMENT

The Board is responsible for identifying, assessing, and managing ESG-related risks and for ensuring that appropriate ESG risk management and internal control systems are in place. Under the Board's oversight, the Company systematically identifies and monitors climate-related risks and opportunities over the short, medium, and long term, and integrates relevant considerations into business operations, strategic planning, and financial decision-making.

MATERIALITY ANALYSIS

During the reporting year, the Company further refined its materiality assessment process. The Board participates in the review and prioritization of key ESG issues and regularly assesses ESG policies, management approaches, and target progress, as well as their potential impact on the Company's strategy and stakeholders. The Board also monitors external ESG trends and regulatory developments, and benchmarks against industry best practices to ensure alignment with the HKEX ESG Reporting Code and evolving market standards, thereby supporting the Company's long-term sustainable development.

TARGET TRACKING

The Company has achieved its Board diversity target of at least 30% female representation by the end of 2025 and continues to pursue its long-term objective of reducing carbon emission intensity over time. The Board is responsible for reviewing and approving ESG strategies and targets, and for monitoring progress to ensure effective implementation.

About Us

COMPANY PROFILE

Tuhu is a leading independent automotive service platform in China. In September 2023, the Company was successfully listed on the Main Board of the HKEX under stock code 9690.HK. Tuhu has established an integrated automotive service platform that connects car owners, suppliers, service stores, and other participants. Guided by a customer-centric philosophy, Tuhu leverages its streamlined and efficient supply chain and standardized store management system to deliver digital, demand-driven automotive service experiences, meeting customers' diverse product and service needs.

As of the end of the reporting period, the Company has established 8,008 Tuhu Workshops globally. In China, our store network covers nearly all provincial-level administrative regions, over 300 prefecture-level administrative regions, and extends into more than 1,900 county-level administrative regions. During the same period, our flagship Tuhu Automotive Service App (Tuhu App) and other online interfaces had accumulated over 160 million registered users, with 28.4 million transacting users throughout the reporting period.

DEVELOPMENT GOALS

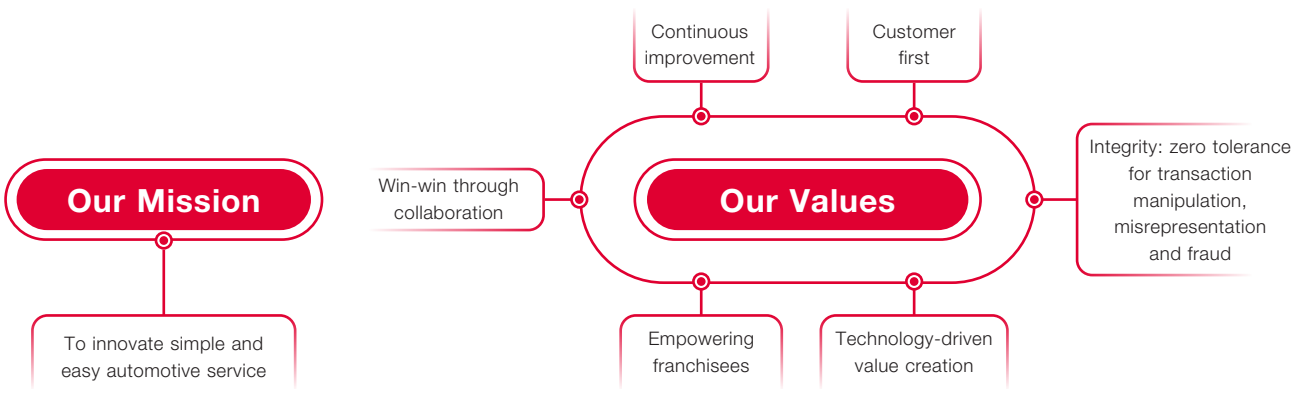
Integrate fragmented automotive service demands onto one unified platform

Our platform serves nearly all passenger vehicle models sold in China, offering a comprehensive range of automotive services, including tire replacement, auto maintenance, quick repairs, and beauty and detailing services. Compared to the traditional offline automotive service model, which relies heavily on localized services, we have significantly enhanced customer engagement and improved service efficiency by consolidating fragmented service demands onto a unified platform.

Build customer trust via standardized and digitalized operations

To provide customers with authentic automotive products, professional services, and highly competitive prices, we have developed an end-to-end digital solution that integrates product procurement, inventory management, order delivery, and service fulfillment. This integrated system supports efficiency across key stages of the supply and service chain, setting industry benchmarks and fostering strong customer trust in our platform.

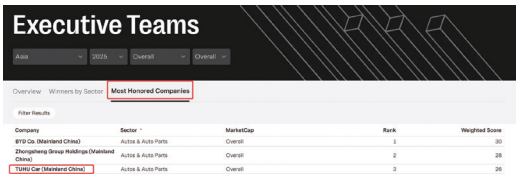
CORPORATE CULTURE



Honors and Performance Highlights

HONORS AND AWARDS

MAY



EXTEL 2025 Asia (ex-Japan/ANZ) Executive Team – Most Honored Company (Auto & Auto Parts)

EXTEL

JUNE



Ranked 1st in Automotive Maintenance & Repair Industry in 2024 Top 100 Life Service Chain Enterprises

China Chain Store & Franchise Association (CCFA)

JULY



Guangdong Province "Assured Consumption Promise Unit"

Guangzhou Consumer Council



2024 Minhang District Most Socially Responsible Enterprise Award

Minhang District Enterprise Federation (Shanghai)
Minhang District Charity Foundation Representative Office (Shanghai)

Honors and Performance Highlights

OCTOBER



2025 Outstanding Employer Award for Professional Integrity

Bafang Jincheng

NOVEMBER



2025 Sirius Awards – Most Popular Employer Brand among High-Tech Enterprises

Moka



2025 Top 100 Enterprises in Shanghai's Software and Information Services Industry

Shanghai Municipal Commission of Economy and Informatization

DECEMBER



2025 Top 50 Companies in Shanghai's Internet Industry by Comprehensive Strength

Shanghai Internet Industry Association



2025 NFuture Awards – Most Preferred Employer for University Graduates

Niuke.com

Honors and Performance Highlights

2025 ESG PERFORMANCE HIGHLIGHTS

Corporate Governance and Compliance Management

Governance Structure Diversification

- Board diversity continued to improve, with female directors accounting for one-third of the Board.
- Board members possess diverse professional expertise across industry, finance and risk management, enhancing the professionalism and independence of decision-making.

Risk Management Enhancement

- The risk management system operated effectively, covering key process nodes across core business lines. Dynamic monitoring of Key Risk Indicators further strengthened ex-ante risk prevention and in-process control capabilities.
- Business risk control models were further optimized to enhance the precision of segmented risk profiling, enabling the early identification of fraudulent scenarios such as scalping, order manipulation and malicious claims, thereby mitigating business risks and improving the overall health of the platform ecosystem.

Business Ethics Reinforcement

- A business ethics management framework covering employees and partners has been established. Through measures including contractual obligations, proactive monitoring, whistleblowing mechanisms, and the incorporation of ethics compliance reviews into core business audits, enforcement and accountability for business ethics have been strengthened.

Information Security Strengthening

- A multi-layered governance structure centered on the Information Security Management Committee has been established. In terms of data security, comprehensive data access governance has been advanced. For personal information protection, privacy compliance has been continuously strengthened through dedicated task forces, regular self-assessments, and frequent third-party testing.

Fair Competition Protection

- Legal actions are undertaken against unfair competition practices that infringe upon the Company's legitimate rights and interests, actively safeguarding a fair and competitive market environment.

Honors and Performance Highlights

Service Excellence and Experience Enhancement

Industry-Leading Satisfaction

- By enhancing the end-to-end experience across the App, products, logistics and in-store services, overall user satisfaction exceeded 96% in 2025. NPS ranked first in the automotive service industry, exceeding the second-highest by 7 percentage points.

App Experience Optimization

- Leveraging a highly responsive and comprehensive vehicle parts-matching database, continuously optimized transaction flows, and refined recommendation mechanisms, the order placing experience on our App was further enhanced, with user conversion rate increasing by 2 percentage points.

Product Supply Assurance

- Continued expansion of brand partnerships and product coverage, with products sold in 2025 spanning over 3,000 brands and the number of transacted SKUs increasing by 20% year-on-year.
- End-to-end quality assurance was implemented through stringent supplier selection and reviews, risk-based product quality inspections, sales feedback monitoring, and after-sales warranty services exceeding industry standards. Total annual product inspections exceeded 4.15 million.
- Further enhancement of value-for-money through passing on upstream procurement savings to consumers, active participation in consumption promotion initiatives, and expanding the supply of private label products in the mid- to low-price segments.

Logistics Fulfillment Assurance

- A nationwide logistics network comprising 31 RDCs, 738 FDCs, and 268 company-operated delivery routes, supported by supply chain algorithm optimization, increased the same- or next-day delivery rate for online orders by 4 percentage points year-on-year to 83%. For walk-in orders, FDCs achieved a 98% fulfillment rate for deliveries within 30 minutes (5 km radius) and within 1 hour (10 km radius).
- The Guangzhou RDC completed automation upgrades, achieving a 100% on-time dispatch rate and zero mis-shipments. During the Double 11 period, peak daily outbound volume increased by 31% year-on-year.

In-Store Service Assurance

- Continued enhancement of store operating standards in areas such as store environment and service standardization, supported by an upgraded quality inspection mechanism and the application of large language models to improve inspection efficiency. Ongoing enrichment of the technical knowledge base and dedicated technical support initiatives further strengthened service capabilities. Overall store satisfaction increased by 4.4 percentage points year-on-year to 96.8% in 2025.

Customer Service Assurance

- Improved the efficiency and quality of human customer service through upgrades to the customer service workbench, including the integration of instruction-based SOPs, as well as optimization of the training system.
- Fully integrated large-model capabilities into intelligent customer service, resulting in a 6% increase in pre-sales conversion rate, a 5% increase in issue resolution rate, and a 21% increase in user satisfaction.

Honors and Performance Highlights

Ecosystem Synergy and Value Co-creation

Robust Franchise Ecosystem

- The franchise network continued to expand, with over 3,600 franchise partners, of which 44% operate multiple stores. The “Tuhu New Youth” program was launched, providing entrepreneurship support to more than 150 young entrepreneurs joining the platform.
- Franchisee onboarding criteria and processes, as well as operational and management standards, were further refined to enhance collaboration efficiency and the overall health of the franchise ecosystem.

Thriving Technician Ecosystem

- Leveraging a nationwide store network, the Company supported over 60,000 employment opportunities for technicians and related personnel, contributing to the development of skilled talent.
- Focusing on technician growth and development, a comprehensive management and empowerment framework centered on recruitment, capability development, deployment, retention, and governance was established, continuously enhancing professional skills and service capabilities. Overall technician retention rate increased by 5 percentage points.

Sustainable Supply Chain Partnership

- Upholding responsible procurement principles, the Company established a comprehensive, end-to-end management framework covering supplier onboarding, performance fulfillment and evaluation. ESG-related factors are incorporated into supplier admission and ongoing assessments, alongside tiered and differentiated risk management measures, promoting the long-term stability and sustainable development of the supply chain.

Honors and Performance Highlights

Employee Engagement and Shared Growth

Diversity and Rights Protection

- Union benefits covered 100% of employees, with female representation among newly elected union committee members exceeding 40%.
- Continued advancement of a diverse, inclusive, and non-discrimination culture. Women accounted for 36% of the total workforce, including 37% of employees in R&D roles.

Compensation and Incentive Optimization

- Further optimized the compensation structure based on a performance-oriented variable pay system, enhancing overall competitiveness and incentive effectiveness.
- Expanded long-term incentives to a broader range of frontline positions, with the proportion of employees covered by equity incentives increasing by 2 percentage points to 18.5%.
- Average remuneration per employee, comprising wages and salaries, employee benefits and share-based payments, increased by 17.6% year-on-year.

Training and Development Enhancement

- Through optimizing training and mentorship programs for campus recruits, implementing integrated recruitment and training programs for frontline employees, enriching digital training content, and refining role-specific training mechanisms, average training hours per employee increased by over 80%, with overall satisfaction for training programs reaching 97%.
- Provided enhanced opportunities for promotion and internal mobility, with internal promotions and transfers filling 22% and 16% of positions, respectively.

Health and Safety Assurance

- Established a comprehensive safety management system covering all personnel, including employees, outsourced staff and franchisee employees, across offices, logistics warehouses and workshops. At the workshop level, the *Workshop Safety Management White Paper* was implemented through training, communication and inspection mechanisms, supported by a safety inspection data dashboard for real-time risk monitoring and efficient rectification.
- Recorded zero major or significant safety incidents. Both the number of workplace injuries and lost workdays decreased.

Organizational Health and Retention

- Overall employee turnover rate decreased by 3.8 percentage points, while voluntary turnover rate declined by 1.2 percentage points. Retention of high-performing employees also improved.

Honors and Performance Highlights

Green Development and Social Impact

Carbon Emissions Management

- Continued implementation of energy conservation and emission reduction initiatives resulted in an 8% decrease in average electricity consumption per self-operated workshop. Warehouse operations further improved energy efficiency per order in storage and handling through automation upgrades.
- Key Scope 3 emission sources were identified, and a tracking and management mechanism was gradually established for key Scope 3 categories, including upstream transportation and franchise-related activities.

Waste Management

- A centralized and standardized waste recycling mechanism was established. Self-operated workshops collected and transferred approximately 1.2 million liters of waste motor oil, 300,000 tires, and 6,000 storage batteries for compliant recycling.

Green Logistics

- Resource-efficient and environmentally friendly practices were continuously advanced across the logistics value chain. RDCs recycled and reused over 700,000 used cardboard boxes. Through initiatives such as optimized packaging recommendations, material consumption per maintenance order was reduced by over 10%. More than 70% of company-operated delivery routes utilized NEVs.

Supporting NEV Adoption

- A comprehensive, multi-category offering was developed for NEV owners, covering products and services such as beauty and detailing, tires, hybrid-specific motor oil, reducer oil, auto accessories, and high-voltage components, providing professional after-sales support. The number of NEV transacting users reached 4.3 million, accounting for 15% of total transacting users.

Industry Engagement and Public Welfare

- Actively participated in industry exchanges and standard-setting initiatives, collaborating with industry associations such as AMRA and CATARC to promote the standardization and sustainable development of the automotive service industry.
- Responded proactively to emergencies such as natural disasters, contributing to emergency relief and public welfare initiatives through financial and material donations, as well as volunteer services from store personnel.

1. Corporate Governance and Compliance Management

Tuhu is committed to establishing and continuously improving its corporate governance system, upholding high standards of business ethics, and safeguarding the rights and interests of shareholders and other stakeholders. The Company continues to enhance its governance framework by optimizing its governance structure, promoting board diversity and independence, systematically identifying and addressing key risks, and improving the effectiveness of the Board, thereby strengthening its overall governance performance.

1.1 CORPORATE GOVERNANCE

Tuhu strictly complies with applicable laws, regulations, and regulatory guidelines, including the *Company Law of the People's Republic of China* and the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited*, fully integrating compliance requirements into all aspects of corporate governance. On this basis, the Company has established a governance framework and organizational structure with clearly defined responsibilities and efficient operations. Through well-defined decision-making, execution and oversight mechanisms, supported by a sound internal control and compliance management framework, the Company continuously ensures the legality and standardization of its operations, effectively safeguarding the rights and interests of all stakeholders and reinforcing long-term confidence in the capital markets.

We have established a corporate governance framework centered on the Board. As the highest decision-making body, the Board is responsible for reviewing the Company's strategy, approving annual objectives, making decisions on significant matters, and overseeing ESG-related issues. The Board has established the Audit Committee, the Remuneration Committee, the Nomination Committee and the Corporate Governance Committee. Each committee has clearly defined responsibilities and performs supervisory, evaluative and advisory functions within its respective area of expertise, collectively ensuring the professionalism and effectiveness of the governance framework.

The Company is committed to enhancing Board diversity and independence, recognizing these as critical foundations for effective governance and high-quality decision-making. In accordance with relevant corporate governance rules and guidance of the HKEX, including the *Corporate Governance Code* and the *Corporate Governance Guide for Boards and Directors*, the Company continuously optimizes the Board's composition across multiple dimensions, including gender, expertise, industry experience and diversity of perspectives, while ensuring an appropriate proportion of independent non-executive Directors and the effective discharge of their duties. By strengthening the Board's diversity and independence, the Company enhances the robustness, forward-looking nature and fairness of its decision-making, thereby laying a solid governance foundation for its sustainable development.

As of the end of the reporting period, the Company's Board comprises six Directors, including two female Directors and three independent non-executive Directors. Their expertise spans sectors such as the internet, automotive and logistics, bringing diverse and professional perspectives to the Board and enhancing the effectiveness of its oversight and checks and balances.

			Committee Roles				
Board Members	Gender	Position	Audit Committee	Remuneration Committee	Nomination Committee	Corporate Governance Committee	Professional and Industry Background
Chen Min	Male	Executive Director		Member			Industry Expert
Hu Xiaodong	Male	Executive Director			Member		Industry Expert & Risk Management Expert
Yao Leiwen	Male	Non-executive Director					Industry Expert
Yan Huiping	Female	Independent Non-executive Director	Chairwoman	Chairwoman		Member	Industry Expert & Financial Expert
Zhou Lingfei	Female	Independent Non-executive Director	Member		Member	Chairwoman	Industry Expert
Wang Jingbo	Male	Independent Non-executive Director	Member	Member	Chairman	Member	Industry Expert & Financial Expert

Composition of Tuhu's Board and Committees

1. Corporate Governance and Compliance Management

1.2 ESG GOVERNANCE

Grounded in its business characteristics and aligned with industry trends, the Company integrates sustainability into its corporate governance and operational practices in a structured and systematic manner. The Company not only actively fulfills its corporate social responsibilities, but also places strong emphasis on the systematic identification, assessment and management of ESG-related risks and opportunities across both internal and external environments. Through these efforts, the Company drives long-term value creation and supports its sustainable and resilient development.

1.2.1 ESG Governance Structure

The Company has established a three-tier ESG governance structure, with the Board as the highest decision-making body. This structure covers the full ESG management cycle, from top-level strategic planning and target setting to execution, monitoring, evaluation and continuous improvement, ensuring the effective implementation of sustainability initiatives and forming a closed-loop management process.

The Board

- Assumes ultimate responsibility for ESG-related matters as the highest decision-making body of the Company.
- Reviews and approves ESG strategies and targets, and oversees ESG performance and progress against such targets.

ESG Committee

- Responsible for formulating medium- and long-term ESG targets and work plans.
- Ensures the effective operation of the ESG governance framework and the implementation of related initiatives, providing necessary resources and support for the advancement of ESG efforts.

ESG Task Force

- Composed of ESG leads from various functional departments, and responsible for implementing the annual ESG work plan under the leadership of the ESG Committee.

Tuhu's ESG Governance Structure

In 2025, the Board convened dedicated ESG meetings to review and discuss management's reports on ESG matters. Topics included the review of the annual ESG report and discussions on the Company's response strategies to new climate-related disclosure requirements introduced by the HKEX.

Under the oversight and guidance of the Board, the Company continued to advance the implementation of ESG governance. Key sustainability indicators, such as employee turnover rate, were incorporated into the annual performance evaluation framework for management, strengthening management accountability and promoting the effective integration of ESG objectives with business operations, thereby establishing a closed-loop management process from strategic review to performance evaluation.

1. Corporate Governance and Compliance Management

1.2.2 Stakeholder Communication

The Company is committed to establishing a structured and transparent stakeholder communication mechanism and maintaining ongoing engagement with stakeholders. Through diversified communication channels, the Company regularly discloses its operational and ESG progress, actively listens to and responds to stakeholder concerns, and incorporates their expectations into its decision-making and continuous improvement processes, thereby enhancing governance transparency and accountability.

Stakeholders	Material Issues	Communication Channels
Employees	• Legal employment • Diversity and inclusiveness • Training and development • Employee benefits • Occupational health and safety	• Employee satisfaction surveys • Internal office systems • Internal meetings • Online/offline training activities • Corporate culture promotion activities • Employee care activities
Customers	• Product quality and safety • Customer service and satisfaction • Data security and privacy protection • Business ethics and anti-corruption	• Official App • Customer service hotline • Offline stores • Official website and social media • User surveys
Shareholders and Investors	• Compliance and risk management • Data security and privacy protection • Business ethics and anti-corruption • Product quality and safety • Franchisee and technician management • Diversity and inclusiveness	• Offline and online meetings • Official website and social media • Regular reports and announcements • Shareholder meetings
Suppliers and Business Partners	• Product quality and safety • Customer service and satisfaction • Data security and privacy protection • Business ethics and anti-corruption • Supplier management	• On-site inspections • Official website and social media • Supplier communication and trainings • Franchisee communication and trainings
Government Authorities and Regulators	• Compliance and risk management • Data security and privacy protection • Business ethics and anti-corruption • Climate change, energy conservation and emission reduction	• Information disclosure • Regular communication and reporting • Visits and on-site inspections
Media and the Public	• Compliant operations • Environmental protection • Product quality and safety • Community engagement and development	• Official website and social media • Press conferences • Media interviews
Communities	• Community engagement and development • Environmental protection	• Philanthropic projects/volunteer activities • Communication with associations

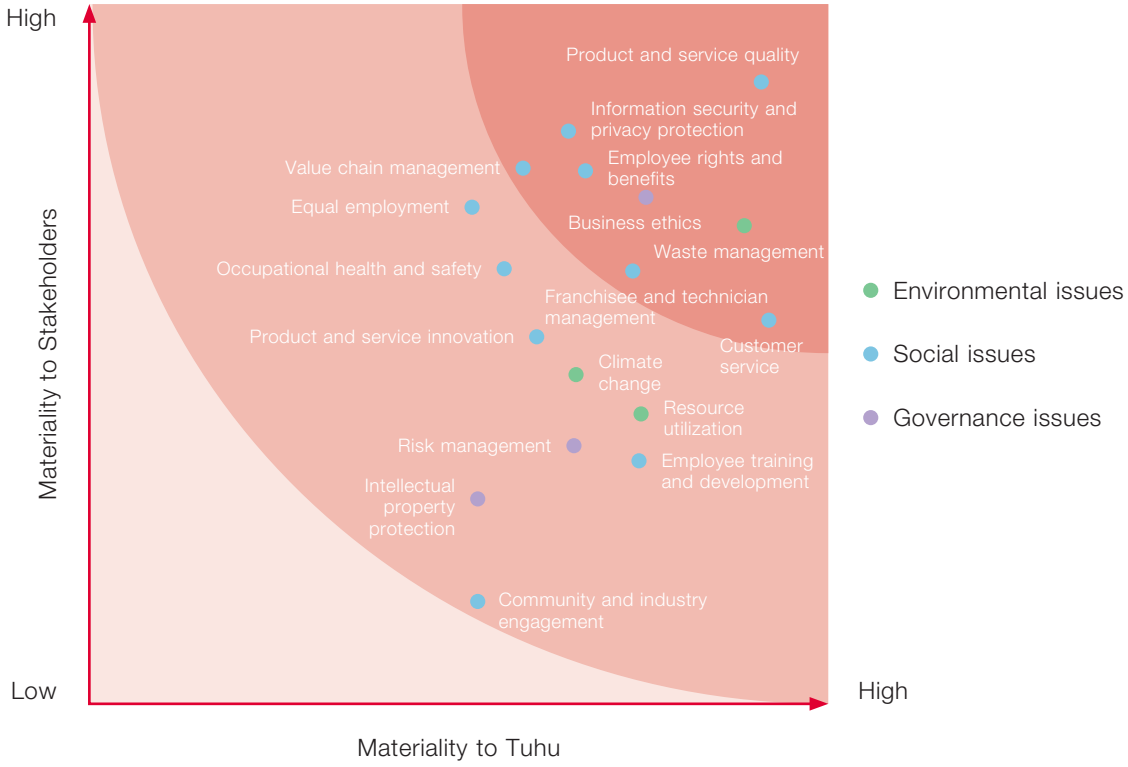
Interactions Between Tuhu and Stakeholders

1. Corporate Governance and Compliance Management

1.2.3 Materiality Assessment

In accordance with the *Environmental, Social and Governance Reporting Code* of the HKEX and relevant guidelines, and taking into account macroeconomic conditions, industry trends, the Company's operational context, as well as domestic and international ESG standards and practices, the Company conducted a materiality assessment through a structured evaluation process. In 2025, the Company further incorporated ongoing feedback from investors, including topics such as "Franchisee and technician management", to dynamically review and refine ESG issues. As a result, 17 material ESG issues across environmental, social and governance dimensions were identified. The materiality matrix below illustrates these issues, highlighting sustainability areas with significant impact on the Company and its stakeholders.

ESG Materiality Matrix of Tuhu



Governance Issues	
Business ethics	High
Risk management	Moderate
Intellectual property protection	Moderate

Social Issues	
Customer service	High
Occupational health and safety	High
Information security and privacy protection	High
Value chain management	High
Employee rights and benefits	High
Product and service quality	High
Franchisee and technician management	High
Product and service innovation	Moderate
Equal employment	Moderate
Employee training and development	Moderate
Community and industry engagement	Moderate

Environmental Issues	
Waste management	High
Climate change	Moderate
Resource utilization	Moderate

Material ESG Issues for Tuhu

1. Corporate Governance and Compliance Management

1.3 RISK MANAGEMENT

To ensure the resilience and sustainability of the Company's operations, the Company has established a comprehensive risk management framework supported by standardized processes. Through the regular identification and assessment of potential risks across business processes and operations, the Company formulates and implements corresponding preventive and mitigation measures to ensure effective risk management.

1.3.1 Risk Management System

The Company has established a structured risk management framework and formulated internal policies such as the *Risk Event Management Measures of Tuhu* and the *Risk Assessment Measures of Tuhu*. The Company has also established a "three lines of defense" framework, implementing risk prevention, monitoring and response in a structured and tiered manner, ensuring comprehensive risk management coverage across the full chain of decision-making, execution and oversight.

First line of defense — Business and Functional Departments

- Regularly review business processes, identify potential risk points, and conduct risk assessments.
- Implement appropriate risk management measures based on assessment results.

Second line of defense — Risk Management Task Force (Consisting of Internal Control Center, Information Security Center and Legal Center)

- Enforce risk management policies and process controls, comprehensively identify and assess risks across the Company, establish Key Risk Indicators (KRIs), and conduct ongoing monitoring.
- Develop and implement comprehensive risk response strategies, and ensure the effective execution of risk management measures.

Third line of defense — Internal Audit Center and Supervision Center

- Internal audit and supervision centers operate with a high degree of independence from business operations.
- The internal audit center is responsible for evaluating the effectiveness of the Company's risk management and internal control framework, and for promoting continuous improvement in these areas.
- The supervision center is responsible for overseeing risks related to fraud and corruption, and for investigating and addressing such misconduct.

Risk Management Framework of Tuhu – "Three Lines of Defense"

1. Corporate Governance and Compliance Management

1.3.2 Procedure and Measures

The Company has established a comprehensive risk identification, assessment and management framework covering pre-event, in-process and post-event stages. Through standardized processes, the Company carries out risk prevention, monitoring and response. In addition, through regular comprehensive reviews, multi-dimensional analysis and ongoing tracking, the Company is able to promptly identify and effectively manage various risks, thereby continuously enhancing organizational resilience.

Risk Identification

The Company has established a regular and structured risk identification mechanism covering key areas such as strategy, investment, operations, finance, legal and safety, and conducts ongoing comprehensive risk scanning and assessment. Through systematic reviews of business and functional processes, the Company identifies potential risks, providing a basis for subsequent analysis and response.

Risk Assessment (Forming Risk Matrix and Risk Map)

The Company has established a structured risk assessment mechanism, under which dedicated risk management task force conducts comprehensive analyses of identified risks using both qualitative and quantitative approaches. During the reporting period, with reference to internationally recognized standards such as COSO and ISO 31000, and taking into account the Company's operational context, a comprehensive assessment methodology was adopted. Risks were assessed across two dimensions: inherent process risk and the effectiveness of existing controls. Based on the likelihood of occurrence and potential impact, and incorporating factors such as historical data, business scale and strategic importance, a quantitative model was developed. Risks were classified into five levels – "Very High, High, Medium, Low and Very Low" – and presented through a risk matrix and risk map for visualization. The assessment results are consolidated into a comprehensive report, including the risk matrix, a prioritized risk register and corresponding response measures, providing a robust basis for risk management decision-making.

1. Corporate Governance and Compliance Management

Risk Response and Internal Control Optimization

Based on the assessment results, the Company formulates risk response plans and enhances internal controls. Specifically, the risk management task force coordinates relevant departments to develop rectification plans, with clearly defined responsibilities and timelines to ensure effective implementation of mitigation measures.

Continuous Monitoring

The Company has established a routine and systematic continuous risk monitoring mechanism. Through multi-dimensional analysis, and regular assessment, risk identification and control actions are embedded into the entire business operation process.

Tuhu's Risk Management Procedure

1.3.2.1 Effectiveness Evaluation

To continuously enhance governance standards, the Company has established a standardized annual review mechanism to evaluate the effectiveness of its risk management and internal control framework. This process is led and coordinated by the internal control function. Each business and functional department conducts an annual self-assessment of key processes, risks and control activities within its respective scope of responsibilities. The internal control function independently verifies the effectiveness of control execution through methods such as interviews, walkthrough testing and sample-based testing, obtaining sufficient and appropriate evidence. **The results of the 2025 annual review indicate that the Company's internal control framework operated effectively, providing reasonable assurance over operational efficiency, the reliability of financial reporting, and compliance with applicable laws and regulations.**

1. Corporate Governance and Compliance Management

1.3.2.2 Management Measures

To enhance the proactiveness and effectiveness of risk management, the Company **upgraded its risk management framework during the reporting period through both institutional and technological enhancements**. The Company piloted the use of Key Risk Indicators (KRIs) to strengthen cross-functional risk coordination and closed-loop management. At the same time, to address business and operational risks (such as fraud), the Company developed a proprietary, locally deployed risk control engine, enabling real-time decision-making and millisecond-level response across the entire process chain. Together, these initiatives drive the continuous evolution of the Company's risk management approach toward proactive risk identification and intelligence-driven operations.

KRI Mechanism for Company-Wide Risks

In 2025, the Company piloted the use of KRIs to enhance the management of company-wide risks, aiming to address the fragmentation inherent in the traditional "three lines of defense" model. Through continuous monitoring of key indicators and cross-functional coordination, this mechanism enables real-time sharing of risk information and coordinated responses. It supports the development of a risk governance framework characterized by dynamic risk sensing, closed-loop management and intelligence-driven capabilities, thereby strengthening ex-ante risk identification and in-process control.

Development of a Locally Deployed Risk Control Engine for Business and Operational Risks

In 2025, the Company developed a locally deployed risk control engine, reducing reliance on third-party "black-box" solutions. Core functions, including real-time feature computation, strategy management and risk decision-making, are executed locally, enabling end-to-end control over the risk decision-making process. This has enhanced the integration between risk management logic and business operations, ensuring millisecond-level response capabilities in high-concurrency, real-time business scenarios.

Tuhu's Initiatives to Enhance Risk Management

1. Corporate Governance and Compliance Management

1.3.3 Coverage

Tuhu's risk management framework covers the full spectrum of core business processes, from marketing activities, order placement and payment to logistics and after-sales services. Continuous monitoring is implemented across key process nodes, including order generation, verification and fulfillment. Through ongoing monitoring and risk scanning of these **critical process nodes**, the Company ensures effective risk visibility and control at every stage of its operations. Under a closed-loop risk management framework spanning the full cycle of "Identification – Monitoring – Management – Optimization", the Company achieves routine risk identification and oversight through multi-dimensional data integration, system-based monitoring and regular audits.

Furthermore, to address **business and operational risks**, the Company leverages a multi-dimensional profiling framework based on "user, behavior, device and relationship" data. Building on this foundation, risk models are continuously refined across different risk scenarios, and granular risk segmentation is developed to profile distinct risk groups. This enables the early identification of fraudulent activities such as scalping, fake transactions and malicious claims, allowing the Company to effectively mitigate business risks while enhancing the overall health of the platform ecosystem and strengthening user trust.

Case: Risk Control Model for Fraudulent Transactions in Car Wash Services

During the reporting period, the Company developed and deployed targeted risk control models across core businesses, strengthening the monitoring and mitigation of high-risk areas and enabling end-to-end risk management across the business lifecycle.

For example, the Company established a dedicated fraud detection model for car wash services to effectively identify and curb fraudulent transaction activities conducted by stores by exploiting system or rule vulnerabilities. The model was officially deployed in the first half of 2025. By defining and monitoring multiple key behavioral indicators – such as rapid consecutive order verifications at the same store, or a single user redeeming orders across multiple provinces within a short period – it accurately identifies anomalous transaction patterns. As of the end of the reporting period, the model had identified over 300 stores involved in such activities, helping the Company and its partners avoid potential financial losses of several hundred thousand RMB, and effectively safeguarding the fairness and integrity of the platform's transaction environment.

1. Corporate Governance and Compliance Management

1.3.4 Culture Cultivation

The Company continues to strengthen risk management training and awareness-building. By combining a "learning-through-review" approach with regular thematic training, the Company promotes the practical application of risk management while embedding risk awareness across the organization, gradually shifting from reactive response to proactive prevention.

With respect to **process risks**, during the reporting period, the Company continued to implement the "learning-through-review" risk management approach. Comprehensive reviews and assessments were conducted across the entire workflow systems, covering all major business lines as well as mid- and back-office support functions. Based on existing processes, these reviews assessed process risks and potential issues from multiple dimensions, including the adequacy of business value delivery, completeness of key process nodes, necessity of information, and execution efficiency. During the process, it was identified that certain business scenarios still relied on offline manual operations. In response, the Company actively advanced the digitalization and automation of these processes. This not only reduced efficiency losses and operational errors associated with manual handling, but also significantly improved process execution efficiency and data accuracy, thereby enhancing the reliability and consistency of process controls.

With respect to **business risks**, the Company coordinated both internal and external resources to conduct targeted training programs, including anti-fraud training, to continuously strengthen employees' risk awareness and prevention capabilities.

1. Corporate Governance and Compliance Management

1.4 BUSINESS ETHICS

Tuhu is committed to upholding high standards of business ethics and conducting operations with integrity. We continuously strengthen our internal business ethics governance framework, enhance oversight and risk prevention and control in a systematic manner, and steadily improve the professionalism and sophistication of our ethics management practices. Through these efforts, we reinforce a strong foundation of integrity to support the Company's sustainable development.

1.4.1 Management System

Tuhu strictly complies with applicable laws and regulations, including the *Supervision Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*. On this basis, we have systematically established an internal compliance governance framework.

The Company has established a clear **governance structure** for anti-corruption and business ethics. The Board and its Audit Committee assume ultimate oversight responsibility, including reviewing and approving relevant strategies and policies and overseeing their implementation. The Company has designated the Supervision Center and the Internal Control and Internal Audit Center as the primary execution and oversight functions, responsible for the ongoing monitoring, investigation, and handling of potential cases involving corruption, fraud, and violations of business ethics. Together, this structure forms a well-defined and effectively functioning internal oversight and checks-and-balances mechanism, providing a solid governance foundation for compliant operations and sustainable development.

Under this governance framework, the Company upholds the principle of integrity, with zero tolerance for transaction manipulation, misrepresentation and fraud. We have established and continuously refined a comprehensive set of **internal policies**, including the *Anti-Corruption Policy* and the *Anti-Corruption and Business Conduct Policy*. All employees are required to comply with the *Code of Conduct* and sign an *Anti-Commercial Bribery Undertaking*. In addition, all suppliers are required to sign an *Integrity Commitment Letter* and an *Anti-Commercial Bribery and Anti-Corruption Agreement*. These policies and commitments explicitly prohibit and strictly guard against bribery, extortion, fraud, money laundering and other improper conduct. The Company maintains a firm stance against all forms of corruption and unfair competition, thereby fostering a fair and integrity-driven business environment.

1. Corporate Governance and Compliance Management

Bribery-related Behavior	Exhortation behaviors	Vigilant behaviors	Red line behaviors
Participation in meals paid for by partners without the Company's approval, where the cost exceeds the Company's standard for hospitality meals.	Per capita consumption below RMB500	Per capita consumption of RMB500 or more	–
Acceptance of cash, cash equivalents, physical gifts, entertainment, various gift vouchers, or tickets from partners.	Below RMB500	RMB500 or more	RMB1,000 or more
Soliciting benefits from subordinates or disguising illegal purposes under the guise of loans or other legal forms, by means such as explicitly or implicitly promising promotions, salary increases, or job adjustments.			✓
Direct or indirect acceptance of money or other benefits from others by taking advantage of one's position or influence.			✓
Accepting bribes in disguised forms, including but not limited to soliciting or accepting money or property from partners under any pretext.			✓
Accepting improper material or spiritual benefits directly or indirectly provided by partners.			✓

Classification of Bribery-Related Behaviors at Tuhu

1.4.2 Management Process

Tuhu is committed to proactively **identifying** and managing risks at both the pre-event and in-process stages. We deploy data-driven monitoring tools to conduct continuous risk scanning and assessment across key business processes and partners, enabling early risk detection and warning. In parallel, we have established multi-channel whistleblowing mechanisms to ensure that issues can be promptly identified, reported and properly handled. Building on this foundation, we further identify compliance and ethical risks in business operations through regular business audits.

Upon identifying business ethics risks or receiving reports, the Company initiates tiered and categorized verification and **investigation** procedures in accordance with established protocols. This process clarifies the responsible parties and the nature of the incident. Based on the investigation findings, timely and appropriate actions are taken, including corrective measures, accountability enforcement, and adjustments to business relationships, to ensure that issues are effectively contained and properly resolved.

Following the identification and resolution of business ethics incidents, we conduct in-depth root cause analyses to identify areas for improvement in management processes and control mechanisms, and drive targeted **remediation** by relevant business and management functions. The Company not only addresses individual cases, but also places strong emphasis on translating case-specific insights into organizational capabilities. Through continuous policy enhancement, process optimization, and strengthened company-wide training, corrective actions are systematically embedded into long-term preventive mechanisms, thereby reinforcing the resilience and effectiveness of our business ethics and anti-corruption governance framework.

1. Corporate Governance and Compliance Management

1.4.3 Whistleblowing Mechanism

To strengthen the business ethics oversight mechanism, the Company continues to expand both internal and external **whistleblowing channels**, establishing diversified, accessible and confidential reporting pathways. These efforts encourage employees and stakeholders to actively participate in corporate governance and jointly foster an integrity-driven, transparent and fair business environment.

We have established multiple publicly available and regularly operated channels, including dedicated hotlines, reporting email addresses, and questionnaires on the Blue Tiger App, to encourage employees, suppliers and other stakeholders to report suspected violations of business ethics. All reports are centrally received and handled in strict confidentiality by the independent Supervision Center, which ensures timely response and investigation, thereby supporting the effective operation of the whistleblowing mechanism.

To **safeguard the personal information and privacy of whistleblowers**, we have formulated the *Tuhu Whistleblower Privacy Protection Management Policy*. This policy ensures whistleblowers' lawful right to report complaints and disclosures, protects their legitimate rights and interests, and effectively prevents any form of retaliation. It thereby eliminates whistleblowers' concerns and promotes the development of an internal oversight and integrity-driven culture.

Upon receipt of a report, the Supervision Center initiates a preliminary **verification** within 24 hours. Where the verified circumstances involve internal fraud or misconduct, a formal case is opened and a comprehensive **investigation** is launched. The investigation process strictly follows standardized procedures, including preliminary information gathering and data analysis, collection and preservation of relevant evidence, and formal interviews with relevant personnel, including witnesses and individuals under investigation. Upon completion of the investigation, the Supervision Center prepares a comprehensive investigation report setting out the established facts and **responsibility determinations**. The report is submitted to the Company's management and the Board for review. Based on the Company's policies and applicable laws and regulations, decisions are made on disciplinary actions or legal accountability measures, thereby ensuring the fairness, independence and authority of the outcome.

Reporting hotline:
021-31106900

Email:
jubao@tuhu.cn

Questionnaire:
"Integrity Reporting" questionnaire entry on the Blue Tiger App and other interfaces

Tuhu's Reporting Channels for Business Ethics Issues

1. Corporate Governance and Compliance Management

1.4.4 Audit Supervision

In 2025, Tuhu fully integrated business ethics and compliance reviews into its routine audit and supervision framework, establishing a comprehensive oversight mechanism covering the entire business value chain.

Embedding business ethics reviews into routine and special audits

Business ethics reviews are systematically integrated into both annual routine audits and special audit engagements, with a focus on assessing compliance in key processes, including business negotiations, contract signing, and fulfillment performance.

Strengthening expense and travel reimbursement audits

Targeted audits are conducted on employee travel and expense reimbursement processes to strengthen integrity risk management and ensure the authenticity, legitimacy, and compliance of expenditures.

Tuhu's Business Ethics Review Dimensions in 2025

During the reporting period, the Company did not identify material business ethics violations in its audits and reviews. However, it identified areas for ongoing improvement in policy communication and the granularity of process execution. In response, we launched and enhanced the online gift declaration process to improve transparency and operational efficiency at source. At the same time, through a series of measures including strengthening company-wide training, refining operational guidelines, enhancing system controls, and establishing a regular review mechanism, we advanced systematic improvements. The Company consistently follows a closed-loop management approach of "identify-improve-prevent", continuously reinforcing the institutional foundation and cultural underpinning of integrity in business operations.

1. Corporate Governance and Compliance Management

1.4.5 Integrity Culture Cultivation

To continuously strengthen integrity in professional conduct, the Company organizes diverse business ethics communication and training initiatives. Through institutionalized and scenario-based education, compliance standards and professional ethics requirements are embedded into daily work contexts, fostering an internal culture characterized by integrity, honesty, and accountability.

The Company is committed to continuously enhancing employees' compliance awareness and risk prevention capabilities through regular and scenario-based training. During the reporting period, we conducted 7 sessions of **specialized training** targeting employees in key positions, reaching a total of 367 participants. The content covered policy interpretation, case-based warnings, and reporting mechanism guidance, facilitating the integration of compliance requirements into business operations. These initiatives further strengthened employees' code of conduct and self-discipline awareness, establishing a governance approach that integrates training, supervision, and continuous improvement, thereby providing an ethical foundation for the Company's stable operations and sustainable development.

In addition to specialized training programs, the Company leverages the **"Integrity Tuhu" account** on its WeChat Work platform to regularly disseminate integrity-related content across the organization. Focusing on key compliance areas such as gift declaration and conflict of interest reporting, the platform provides ongoing policy communication and behavioral reminders. The content includes policy explanations, case studies, and practical guidance, aiming to support employees in clearly understanding and effectively implementing compliance requirements, while continuously strengthening overall compliance awareness and risk prevention capabilities.



Training Post by "Integrity Tuhu" Account on Gift Declaration

1. Corporate Governance and Compliance Management

1.5 INFORMATION SECURITY

Tuhu is committed to building an end-to-end information security protection framework covering management, technology, and operations. We continuously enhance our information security management system by strengthening internal oversight mechanisms, improving technical safeguards, and implementing robust data classification and tiered protection as well as access control measures. Through these efforts, we systematically fulfill our information security responsibilities and provide reliable protection for user data.

1.5.1 Management System

Tuhu has established a **three-level information security governance structure**, with the Information Security Management Committee serving as the highest decision-making body, responsible for the overall coordination of information security and data protection. The Committee is directly led by our Executive Director who also serves as the Chief Data Officer (CDO), ensuring close alignment between information security strategy and top-level decision-making, and effectively driving the formulation and implementation of security policies and measures.

Governance Level	Information Security Management Committee	• Responsible for the planning, oversight, and decision-making of key information security matters. • Composed of senior management, including the Company's President and Executive Director, Head of R&D, Head of Human Resources, and Head of Information Security. The President and Executive Director serves as the chairperson of the Committee.
Management Level	Information Security Center	• Responsible for the overall implementation of information security initiatives, covering data security, network security, risk control, and privacy compliance.
Operational Level	Information Security Roles within Each Department	• Responsible for executing and embedding information security requirements within respective departments.

Tuhu's Three-Level Information Security Governance Structure

1. Corporate Governance and Compliance Management

During the reporting period, the Company further refined the **division of responsibilities** among key officers within the Information Security Management Committee, ensuring clear accountability and effective coordination. This has established a closed-loop governance mechanism spanning decision-making, execution, and oversight, continuously enhancing the granularity and effectiveness of information security governance.

Chief Data Officer (CDO)

The CDO is held by the Company's President and is responsible for overseeing corporate data strategy and approving data security policies. The role also coordinates cross-functional resources to support the integration of enterprise data and public data, promotes the development of the data factor market, and ensures effective implementation of the Company's data governance and security framework.

Cybersecurity Office

The Cybersecurity Office is held by the Head of the R&D Department (CTO), and is responsible for establishing and supervising the implementation of cybersecurity policies, procedures, and control frameworks. The role also oversees capability assessments for key positions, security training and awareness programs, and incident response drills, conducts security inspections, and reports material cybersecurity incidents in accordance with applicable requirements.

Content Governance Office

The Content Governance Office is held by the Head of the Platform Product Operations and is responsible for establishing governance policies for the platform content ecosystem and operational management. The role ensures compliance with information content requirements and oversees content review and control processes across the platform value chain.

Data Security Officer

The Data Security Officer is held by the Company's President and is responsible for establishing and implementing data security policies, procedures, and contingency plans. The role oversees regular risk monitoring, assessments, and drills, organizes awareness and training programs, responds to security incidents, and manages related complaints and reports.

Personal Information Protection Officer (PIPO)

The PIPO is held by CTO and is responsible for overseeing the Company's personal information protection program. This includes developing and implementing protection policies and procedures, organizing related training, conducting privacy impact assessments, and proposing improvement measures to continuously strengthen personal information protection practices.

Governance Responsibilities within the Information Security Management Committee

1. Corporate Governance and Compliance Management

Tuhu fully complies with applicable laws and regulations, including the *Cybersecurity Law of the People's Republic of China*, the *Personal Information Protection Law*, the *Data Security Law*, and the *Several Provisions on the Management of Automobile Data Security (for Trial Implementation)*. On this basis, the Company has established a comprehensive information security management framework and implemented internal policies such as the *Operational Strategy on Information Security Management System* and the *Management Measures on Information Security Governance Structure*. In 2025, under the oversight of the Information Security Management Committee, the Company further enhanced its internal governance framework through a series of policy updates. In particular, the *Data Outbound Security Management Measures* was newly formulated in accordance with the *Provisions on Promoting and Regulating Cross-border Data Flow*. In addition, key policies, including the *Office Security Management Rules*, the *Data Security Management Rules*, and the *Information System Access Management Specifications*, were revised and strengthened. These updates further reinforced behavioral standards, data access controls, and process governance, thereby improving the robustness and adaptability of the internal control system.

To ensure that the information security governance framework remains aligned with business development and responsive to evolving security risks, the Company has established a structured **review and continuous improvement mechanism**. Through periodic reviews, internal audits, and thematic assessments, existing policies, processes, and control measures are systematically evaluated and optimized, ensuring ongoing enhancement of the information security framework in response to changes in both internal operations and external regulatory environments.

Internal Audit Mechanism

Regular internal audits are conducted to evaluate the implementation effectiveness of the information security management system and to ensure that security controls are properly executed.

Management Review Mechanism

Periodic management reviews are carried out to assess and enhance the overall performance of the information security management system, ensuring its continued suitability and effectiveness.

1. Corporate Governance and Compliance Management

Effectiveness Measurement Mechanism

Key performance indicators (KPIs) of the information security management system are quantitatively measured to enable continuous monitoring and optimization of control effectiveness.

Corrective and Preventive Action Management Mechanism

A structured corrective and preventive action process is in place to ensure timely remediation of identified issues. Root cause analysis is conducted to prevent recurrence of similar incidents.

Review and Continuous Improvement Management Process for Information Security Management System at Tuhu

Tuhu has established a structured **information security incident classification and management framework**. In accordance with the *Information Security Event Grading Standards*, incidents are classified into levels S1 to S9, with clearly defined management objectives for each category. In 2025, the Company implemented a series of control measures across key domains, including system security, data security, and privacy protection, and continued to advance the achievement of the established management objectives.

Incident Classification	Objective
S1: Represents the highest-level risk incidents that pose an exceptionally severe threat to, or have already caused exceptionally severe impact on, the Company's business operations, data assets, corporate interests, and/or public interest.	Zero tolerance
S2: Represents high-severity risk incidents that cause significant impact on the Company's business operations, data assets, corporate interests, and/or public interest.	
S3: Represents medium-severity risk incidents that cause moderate impact on the Company's business operations, data assets, corporate interests, and/or public interest.	
S4 and below: Represents low-severity risk incidents that cause minimal or negligible impact on the Company's business operations, data assets, corporate interests, and/or public interest, or incidents not perceptible to users.	Limited to no more than one occurrence per quarter

Tuhu's Information Security Incident Classification and Objectives

1. Corporate Governance and Compliance Management

1.5.2 Foundational Security

Tuhu has established a defense-in-depth information security framework covering hosts, networks, applications, and availability assurance. At the infrastructure level, unified security baselines and the principle of least privilege are applied to key assets, including hosts, networks, applications, and accounts. Multi-layered technical safeguards and real-time monitoring are deployed across both office and production environments, with the security team conducting continuous monitoring, tracking, and closed-loop remediation. To further strengthen system resilience, the Company conducts regular stress testing and disaster recovery drills to validate system robustness and continuously improve availability assurance capabilities, supporting the long-term stable operation of its business.

In **host security**, the Company has built a proactive defense system through a combination of regular vulnerability scanning, real-time intrusion detection, and centralized audit of comprehensive system logs. This enables systematic identification, response, and remediation of security risks, continuously enhancing system resilience and ensuring the security and stability of core business environments.

In **network security**, application firewalls and perimeter firewalls are deployed at platform egress points, complemented by fine-grained access control and network intrusion detection. These measures effectively reduce the attack surface, block malicious traffic, and enable centralized aggregation and analysis of access logs. In addition, through regular red team-blue team exercises and ongoing mechanism optimization, the Company continuously strengthens its overall security posture and incident response capabilities.

In **application security**, the Company implements a rules-based authentication engine to systematically govern access control, while leveraging advanced technologies such as artificial intelligence to assist in identifying high-risk vulnerabilities. These measures enhance the Company's capabilities in identity and access management and vulnerability management, while strengthening dynamic threat detection and response.

Case: Establishing an Identity-Centric API Security Governance Framework

During the reporting period, the Information Security Center focused on Identity and Access Management (IAM) and API security. By establishing a gateway-level unified authentication and authorization engine, the Company enabled systematic governance of access permissions across different identities, devices, and application interfaces. The engine enforces access policies based on mapped relationships among identities, devices, and applications, effectively mitigating unauthorized access risks at the source. During the year, 15 high-risk systems were integrated into the authentication engine, and five internally developed account systems were connected to a unified Identity Provider (IdP). As a result, the number of high-risk interface-related privilege escalation vulnerabilities decreased by 39% year-on-year, significantly strengthening security at the network access layer.

1. Corporate Governance and Compliance Management

Case: Development of an AI-Powered Vulnerability Scanning Engine

In 2025, the Company advanced the phased development of an integrated AI-driven vulnerability scanning and remediation framework, leveraging AI technologies to enhance vulnerability detection efficiency and reduce security operation costs. During the year, a pilot program for AI-based vulnerability scanning was launched, enabling automated detection of privilege escalation risks in newly developed interfaces. By the end of the reporting period, several medium – and high-risk vulnerabilities had been identified and remediated. Looking ahead, the Company will further strengthen the core capabilities of AI-driven scanning by integrating black-box and white-box testing techniques to achieve full-scope coverage. In parallel, a closed-loop operational framework will be established to enable end-to-end automated management – from AI-based identification and vulnerability classification to automated remediation workflows – thereby continuously enhancing the proactiveness and intelligence of its security protection capabilities.

Tuhu Application Security Enhancement Initiatives

In terms of **availability**, the Company has established a multi-layered and coordinated assurance framework. At the architectural level, high availability is achieved through active-active deployment across dual data centers, multi-link redundancy, and load balancing, effectively mitigating single points of failure. At the data level, automated backups, regular recovery drills, and geographically distributed cloud-based disaster recovery mechanisms ensure rapid system restoration and business continuity under extreme scenarios.

1.5.3 Data Security

Tuhu has established a comprehensive **data security management framework covering the entire data lifecycle**, with security requirements embedded across all stages, including data collection, storage, processing, transmission, exchange, and destruction. Building on this foundation, the Company has developed a dedicated data security audit platform to enable continuous monitoring and auditing of end-to-end data operations. All operational logs are retained for a minimum of six months to support traceability and the analysis of anomalous activities. In addition, the Company has established and implemented the *Standardized Incident Response Procedure for Information Security Events*, which defines classification criteria, response timelines, roles and responsibilities, and handling procedures for different types of incidents. This structured and systematic mechanism ensures timely and effective response to data security incidents.

1. Corporate Governance and Compliance Management

Data Collection

The Company adheres to the principles of legality, legitimacy, data minimization, and purpose limitation in accordance with its *User Information Collection Review Rules*, clearly defining the scope of data usage and retention periods. All data collection requests are subject to prior review and approval by relevant functions, including Legal and Information Security, before implementation.

Data Storage, Processing & Transmission

The Company has established a comprehensive data security management framework covering data classification and grading, access control, technical safeguards, and audit monitoring. In accordance with internal policies, data is classified and protected through encryption, with strict approval procedures governing access to sensitive data. End-to-end technical safeguards are implemented across the data lifecycle, while operational auditing and data masking for display are applied to enable closed-loop management, ensuring data security and control throughout collection, storage, use, and transmission.

Data Exchange

The Company has implemented a stringent data transfer management process. Any external transfer involving sensitive data requires assessment and approval by relevant functions, including business owners, Legal, and Information Security, and must be conducted through officially authorized channels. In addition, the Company enforces oversight requirements for external partners, including account management controls, data security management standards, and confidentiality obligations.

Data Destruction

The Company has established formal data destruction policies, defining requirements for destruction scope, rules, procedures, and technical methods. All data destruction activities are properly recorded and retained to ensure traceability and compliance.

Tuhu's Data Security Measures Throughout Data Lifecycle

1. Corporate Governance and Compliance Management

In data security management, the Company adheres to the principles of integrated internal-external governance and end-to-end control, establishing a comprehensive framework covering both internal operations and external collaboration. **Internally**, the Company continues to enhance enterprise-wide data classification and grading standards, promotes automated data tagging to reduce misclassification, standardizes approval procedures for sensitive operations, and pilots field-level access control. In parallel, a unified audit and risk monitoring platform has been established, further strengthening the standardization and granularity of data security management. **Externally**, in accordance with the *Data Security Management Policy for Partners*, the Company enforces strict onboarding reviews and ongoing supervision of partners. Through routine inspections and collaborative governance, the Company ensures the secure and compliant flow of data across the partnership ecosystem, fostering a trusted and controllable data environment.

Internal Management

In 2025, the Company strengthened internal data security governance through an integrated approach combining policies, technology, and culture:

- Updated data and office security policies, further tightening requirements for sensitive data management.
- Completed access permission reviews for 137 internal management applications, achieving 100% remediation of high-risk issues and full compliance for newly created roles. Refined data classification and grading standards and promoted the adoption of an automated tagging platform, reducing the sampled misclassification rate to below 1%. Established approval rules for sensitive operations and standardized approval processes. Established a unified audit and risk monitoring platform, enabling refined, full-lifecycle data governance.
- Strengthened employee awareness of data security risks through ongoing training and communication, reinforcing a strong human-centric line of defense.

1. Corporate Governance and Compliance Management

External Requirements

Onboarding Requirements

- Where cooperation involves data processing, such activities must remain within the scope of authorization granted by data subjects. Agreements must be signed with partners, clearly defining the purpose and scope of data use, security responsibilities, protection measures, data deletion requirements, and liability for breaches. Any use of data beyond the agreed scope is strictly prohibited.
- For partners handling important or core data, their data security capabilities and qualifications must be verified, and security assessments must be conducted. Security assessments include the check for security features such as Single Sign-On (SSO), multi-factor authentication, watermarking, and session timeout controls. During the reporting period, security assessments were completed for five suppliers involved in data exchange.

Ongoing Monitoring Requirements

- Conduct quarterly inspections of partner systems, including personnel, servers, and databases, using methods such as vulnerability scanning, baseline configuration checks, and code audits. Identified issues are required to be remediated, strengthening capabilities in tamper prevention, data leakage prevention, data masking, and auditability. Relevant records are retained.
- Strictly control partner access to the Company's data interfaces, ensuring permissions are granted on a least-privilege and need-to-know basis, and are promptly revoked upon termination of cooperation.
- Require partners to periodically report on data usage and retain relevant records to ensure compliance with contractual agreements and authorization scopes.
- Require on-site operations by partners in data centers to be fully supervised by Company personnel, and prohibit unauthorized connection of external devices.
- Maintain a partner evaluation and supervision mechanism with regular assessments. Partners involved in violations such as data leakage, misuse, or unauthorized data sharing are required to take corrective actions; severe cases are subject to blacklisting from future cooperation.

Tuhu's Data Security Management Measures

1. Corporate Governance and Compliance Management

1.5.4 Privacy Security

Tuhu strictly complies with applicable laws and regulations, including the *Personal Information Protection Law of the People's Republic of China*, and fully incorporates privacy protection principles into its internal **management framework**. The Company has established clear standards and response mechanisms for privacy protection through a series of internal policies, including the *Information Security Legal and Regulatory Management Policy*, *Data Security Management Policy*, *Information Security Incident Classification Standards*, and *Information Security Incident Response Plan*. In addition, the Company continuously updates and refines the *Privacy Policies* of its products, including the Tuhu App and Tuhu Merchant (Blue Tiger) App.

The Company places the highest priority on the protection of customers' personal information and commits not to provide such information to third parties for any unlawful or unauthorized purposes. In the processing of personal information, the Company adheres to **key principles including lawfulness and compliance, prior notification before collection, and data minimization with limited retention periods**, thereby safeguarding customers' privacy rights and data security.

Lawfulness and Compliance

The Company collects, processes, and uses user data strictly within the scope of user authorization and in accordance with applicable laws, regulations, and internal policies. Appropriate security measures, including data encryption, are implemented to protect user data.

Prior Notification and Consent

The Company enters into a *Privacy Agreement* with users upon registration on its mobile applications, under which users are informed of and consent to the collection, processing, and use of their personal information, as well as data generated during the provision of services.

Data Retention Minimization

The Company retains personal information only for the period necessary to fulfill its intended processing purposes and in accordance with retention periods required by applicable laws and regulations. When users cease to use the Company's services or request deletion of their data, the Company will delete such data in accordance with applicable requirements.

Tuhu's Commitment to User Privacy Protection

1. Corporate Governance and Compliance Management

During the reporting period, the Company further enhanced its internal privacy governance mechanisms by establishing a **comprehensive framework integrating built-in compliance, internal self-assessment, and external validation**. Privacy and compliance requirements have been systematically embedded across the entire product lifecycle.

Internal Self-Inspection

Establishment of an App Release Assessment Mechanism

In 2025, the Company established a privacy compliance management mechanism led by the Release Assessment Task Force. The Task Force coordinates cross-functional resources, including Information Security, Legal, and R&D, to integrate privacy assessments throughout the entire product lifecycle. Personal Information Protection Impact Assessments (PIAs) are initiated at the design stage, privacy solutions are validated during development and testing, and secondary reviews are conducted prior to release. For major releases, independent third-party testing is performed. This establishes a clear, cross-departmental governance workflow with defined roles and responsibilities, enhancing proactive risk management.

Privacy Compliance Internal Audits and Assessments

The Company has established a self-assessment mechanism for personal information protection, under which Privacy Compliance Audits (PIPCA) and Privacy Impact Assessments (PIA) are conducted in parallel. PIPCA is jointly carried out by the Information Security and Internal Control functions, covering key areas such as governance processes, data subject rights protection, and automated decision-making, while PIA evaluates security risks across the full data lifecycle in a systematic manner.

For issues identified through internal audits and assessments, the Company formulates and implements remediation plans, establishing a closed-loop management process to drive continuous improvement.

1. Corporate Governance and Compliance Management

External Monitoring

Third-Party Testing

The Company engages independent third-party institutions to conduct regular security and privacy compliance testing for its applications, including the Tuhu App and Tuhu Merchant App. In 2025, two external partners conducted monthly monitoring of consumer-facing applications and quarterly or semi-annual testing of business-facing applications.

Through high-frequency testing, identified issues are promptly remediated and verified through re-testing, continuously enhancing the effectiveness of privacy protection.

External Reviews and Assessments

The Company regularly undergoes annual assessments conducted by external certification bodies and, from time to time, accepts regulatory inspections by authorities such as the Cyberspace Administration of China.

Tuhu's Privacy Protection Initiatives

Through a series of internal and external testing, assessments, and reviews, the Company implemented targeted remediation measures addressing key issues, including enhancing SDK transparency, thereby effectively strengthening user privacy protection.

1. Corporate Governance and Compliance Management

1.5.5 Culture Cultivation

To foster a proactive and defense-oriented information security culture, the Company systematically advances capability development with continuous education as the foundation, scenario-based exercises as the core, and the internalization of security principles as the objective. Through emergency drills aligned with real business scenarios, the Company strengthens coordinated response and rapid incident handling capabilities. In addition, multi-tiered and comprehensive training framework has been established to enhance security awareness across the organization. In parallel, ongoing policy communication and case-based awareness programs are conducted for all employees, embedding information security requirements into everyday practices and behaviors.

During the reporting period, the Company continued to conduct regular security **drills** covering key risk scenarios such as malware attacks, data breaches, phishing, and content security. By simulating real-world threat scenarios and organizing targeted exercises, the Company effectively tested and enhanced its security controls and incident response capabilities.

Case: Data Leakage Incident Response Drill

To enhance cross-functional incident response capabilities, the Company conducted a targeted drill simulating a fraud scenario triggered by order data leakage. The exercise involved members of the Information Security Management Committee, the Information Security Center, the Customer Service Department, and leaders of relevant business lines. Through coordinated cross-departmental investigation and log analysis, the root cause was successfully traced to a third-party logistics process. Based on the findings, the Company revised its *Third-Party Security Management Policy*, strengthening controls over third-party data security risks across onboarding reviews, contractual obligations, and ongoing supervision.

Case: Cryptocurrency Mining Malware Incident Response Drill

The Company conducted a simulated cryptocurrency mining attack involving teams from the Information Security Center and System Maintenance group to evaluate end-to-end threat response capabilities. The drill verified the effectiveness of the Company's host intrusion detection system. Based on the findings, the Company issued a *Cryptocurrency Mining Malware Response Procedure*, standardizing incident handling processes and enhancing server monitoring and alerting strategies. A dual-layer early warning mechanism integrating security detection with resource monitoring was also established, improving real-time detection and response to stealthy threats.

1. Corporate Governance and Compliance Management

Case: Instant Messaging (IM) Phishing Simulation Exercise

The Company conducted phishing simulation exercises targeting high-risk roles, including finance, HR, customer service, operations, and store personnel, to assess employee awareness and resilience against social engineering attacks. The results have been continuously leveraged to drive improvements, including the full deployment and compliant use of endpoint security solutions across store terminals and the optimization of internal reporting processes for suspicious emails. These efforts support the development of a comprehensive defense framework integrating both human and technical controls.

Case: Content Security Incident Response Drill

To address the risk of account compromise by organized malicious actors, the Company simulated a scenario involving the takeover of inactive accounts to disseminate harmful content. The exercise engaged members of the Information Security Management Committee, the Information Security Center, the Customer Service Department, and the Platform Product Operations Department, testing coordinated processes across monitoring, anomaly analysis, incident handling, and user communication. Based on the findings, the Company incorporated attack patterns into its threat intelligence database to enhance interception capabilities, strengthened login monitoring for inactive accounts, and established a routine coordination mechanism across content, account, and operations functions to respond to increasingly complex and hybrid attack scenarios.

Tuhu's Information Security Drills

The Company has established and continuously enhanced a comprehensive information security **training** framework covering all personnel. Tailored training programs are designed and implemented based on the specific roles and risk scenarios of both in-house employees and store personnel, enabling the systematic dissemination of information security knowledge and the development of practical defense capabilities. In addition, the Company extends its training initiatives to suppliers, promoting information security awareness and standards across its partner ecosystem. Through these efforts, information security principles are progressively embedded into the Company's operations and throughout its value chain.

1. Corporate Governance and Compliance Management

In-House Employees	Foundation Training for All Employees	All new hires are required to complete mandatory information security training, covering core requirements in areas such as data security and office security, as well as relevant disciplinary measures for violations, ensuring a shared understanding of baseline security standards. Regular company-wide communications are issued to share internal case studies, external threat intelligence, and updates to security requirements.
	Training for Key Roles	The Company provides access management training for product and operations personnel, focusing on the implementation of the principles of least privilege and separation of duties throughout the access lifecycle, thereby strengthening governance over system access control. For application developers, the Company delivers targeted training on personal information protection. In alignment with regulations such as the *Personal Information Protection Law*, the training provides practical guidance on implementing key principles including informed consent and data minimization, and leverages case studies to support the identification of privacy risks across different stages of product development.
	Training for Specific Departments	Departments with frequent external interactions, such as business development and human resources, receive customized training tailored to their operational scenarios. Dedicated secure development training is provided to R&D personnel. This includes the promotion of secure-by-design principles, the distribution of standardized secure development handbooks, and regular assessments to reinforce secure coding and development practices.
Other Personnel	Training for Store Personnel	Highly scenario-based training is delivered to store personnel, including franchisee staff, who typically operate in more open environments and may have relatively limited IT expertise. Training covers practical topics such as antivirus and ransomware prevention for store office systems, as well as phishing awareness and fraud prevention, enhancing frontline security awareness and operational resilience.

Tuhu's Information Security Training Framework

1. Corporate Governance and Compliance Management

Case: Expert Training by CAICT

In 2025, the Company invited experts from the China Academy of Information and Communications Technology (CAICT), a research institute under the Ministry of Industry and Information Technology (MIIT), to deliver specialized training. The program focused on two key areas: App privacy compliance and large model security, covering regulatory developments, risk management, and compliance practices. Through case-based analysis and interactive discussions, the training addressed practical topics such as SDK governance and AI-related security considerations. The program covered key roles, including App developers, and its effectiveness was reinforced through dedicated assessments. This initiative enhanced the Company's capabilities in addressing risks related to privacy compliance and emerging technologies.





Case: Anti-Phishing Training for Store Personnel

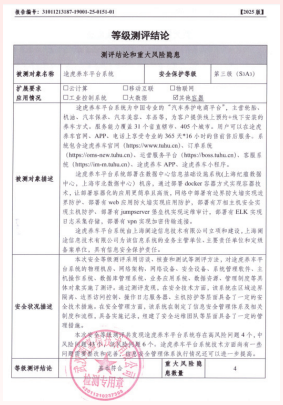
To mitigate risks associated with social engineering and offline fraud, the Company conducted targeted training for all in-house and franchised store personnel during the reporting period, following a prior phishing incident involving the compromise of a store employee's WeChat Work account. A dedicated awareness video was distributed via the internal App, incorporating real-life case analysis to illustrate common fraud tactics and outline preventive measures and incident response procedures. The training aimed to strengthen frontline personnel's security awareness and practical response capabilities, thereby safeguarding both customer interests and store operations.

1. Corporate Governance and Compliance Management

1.5.6 Information Security Certification

The Company conducts regular internal reviews and independent external assessments of its information security framework to validate the effectiveness of existing controls, identify areas for continuous improvement, and further strengthen the maturity and operational resilience of its information security governance.

During the reporting period, the Company successfully completed the surveillance audit of its ISO 27001 Information Security Management System, as well as Level 3 certification under China's Multi-Level Protection Scheme (MLPS) and Level 3 certification under Communication Network Security Protection assessment. In addition, in accordance with the YD/T 3956-2024 standard, the Company completed the "Pujiang Escort" data security risk assessment. The outcomes of these certifications and assessments met expectations, demonstrating the continued effectiveness of the Company's information security governance framework and the robustness of its overall security capabilities.



Tuhu's MLPS Certificate



Tuhu's Communication Network Security Protection Classification Certificate



Tuhu's ISO 27001 Information Security Management System Certification

Tuhu's External Information Security Certifications

1. Corporate Governance and Compliance Management

1.5.7 Industry Engagement

The Company actively responds to growing societal expectations regarding information security and proactively fulfills its industry responsibilities. It is committed to sharing best practices, contributing to the development of industry standards, and promoting a culture of compliance. Together with industry partners, the Company seeks to foster a positive environment that prioritizes information security and jointly builds a trusted digital ecosystem.

Case: Combating Illegal Doxxing and Promoting a Safer Cyberspace

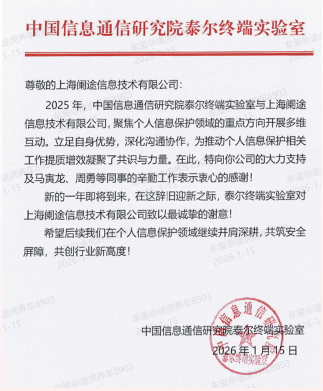
In 2025, the Company participated in industry technical discussions on combating illegal doxxing activities and, together with industry stakeholders, co-initiated an industry-wide initiative to oppose the unlawful disclosure of personal information and promote a safer and more trustworthy cyberspace. The Company reaffirms its commitment to fulfilling its primary responsibility for data security, safeguarding users' rights to be informed and to make autonomous decisions, and strictly complying with personal information protection obligations, while continuously strengthening its internal governance framework. The Company also calls on industry participants to enhance self-discipline and collaboration, reinforce social responsibility, and jointly strengthen information security awareness through user education and broader societal cooperation.



1. Corporate Governance and Compliance Management

Case: Advancing Industry Collaboration in Personal Information Protection

Tuhu has continued to deepen its collaboration with the China Telecommunication Technology Labs – Terminals (CTTL-Terminals) under CAICT in the field of personal information protection. Through the exchange of best practices and engagement on emerging standards, both parties have worked together to enhance the effectiveness of personal information protection. The Company's contributions have been formally recognized by the laboratory, and a letter of appreciation has been received.


中国信息通信研究院泰尔终端实验室

尊敬的上海阖途信息技术有限公司：

2025 年，中国信息通信研究院泰尔终端实验室与上海阖途信息技术有限公司，聚焦个人信息保护领域的重点方向开展多维互动，立足自身优势，深化沟通协作，为推动个人信息保护相关工作提质增效凝聚了共识与力量。在此，特向你公司的大力支持及马寅龙、周勇等同事的辛勤工作表示衷心的感谢！

新的一年即将到来，在这辞旧迎新之际，泰尔终端实验室对上海阖途信息技术有限公司致以最诚挚的谢意！

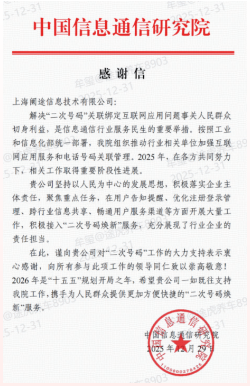
希望后续我们在个人信息保护领域继续并肩深耕，共筑安全屏障，共创行业新高度！

中国信息通信研究院泰尔终端实验室
2026 年 1 月 16 日

Letter of Appreciation from CTTL-Terminals

Case: Addressing "Recycled Phone Number" Challenges Through Platforms Interconnection

To address the long-standing issue of recycled phone numbers affecting user registration and account binding, the Company actively participated in an industry-wide initiative under the guidance of the Ministry of Industry and Information Technology (MIIT). The Company integrated with the "Number Renewal" service supported by the CAICT numbering service platform. This initiative, jointly advanced by telecommunications operators and internet companies, aims to systematically resolve challenges arising from the reassignment of mobile phone numbers, thereby improving both user experience and account security. It represents a concrete example of the Company's active participation in industry co-governance.


中国信息通信研究院

感 谢 信

上海阖途信息技术有限公司：

解决"二次号码"关联绑定互联网应用问题事关人民群众切身利益，是信息通信行业服务民生的重要举措。按照工业和信息化部统一部署，我院组织推动行业相关单位加强互联网应用服务和电话号码关联管理。2025 年，在各方共同努力下，相关工作取得重要阶段性进展。

贵公司坚持以人民为中心的发展思想，积极落实企业主体责任，聚焦重点任务，在用户告知提醒、优化注册登录管理、跨行业信息共享、畅通用户服务渠道等方面开展大量工作，积极接入"二次号码换新"服务，充分展现了行业企业的责任担当。

在此，谨向贵公司对"二次号码"工作的大力支持表示衷心感谢，向所有参与此项工作的领导同仁致以崇高敬意！

2026 年是"十五五"规划开局之年，希望贵公司一如既往支持我院工作，携手为人民群众提供更加方便快捷的"二次号码换新"服务。

中国信息通信研究院
2025 年 12 月 29 日

Letter of Appreciation from CAICT

1. Corporate Governance and Compliance Management

1.6 RESPONSIBLE MARKETING

Tuhu places integrity in operations and the protection of consumer rights at the core of its marketing activities. The Company strictly complies with applicable laws and regulations, including the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* and the *Advertising Law of the People's Republic of China*, and adheres to high standards of business ethics. Internal policies, including the *Marketing Review Policy*, have been established and implemented to regulate marketing practices. In marketing communications, the Company is committed to providing truthful, accurate, and clear information to consumers, fostering a transparent and trustworthy market environment.

To ensure the compliance and authenticity of marketing activities, the Company's Legal function leads a centralized review of all promotional content for products offered on the platform, including both third-party brands and private labels. Initial screening is conducted through an intelligent review system, with high-risk content flagged for further manual review, forming a **dual-layer verification mechanism combining automated and manual controls**. This ensures that all published information complies with applicable laws, regulations, and internal standards.

In addition to establishing a standardized review mechanism, the Company continuously strengthens compliance capabilities through targeted **training** initiatives. In 2025, quarterly training sessions were conducted for personnel in marketing-related roles. These sessions focused on the key requirements of laws and regulations such as the *Advertising Law* and the *Law on the Protection of Consumer Rights and Interests*, with practical interpretation based on real-world scenarios in marketing content development and campaign design. Targeted discussions of recent regulatory enforcement cases were also incorporated to enhance compliance awareness and practical capabilities among frontline personnel.

1.7 INTELLECTUAL PROPERTY AND FAIR COMPETITION PROTECTION

Tuhu places strong emphasis on intellectual property (IP) protection and the promotion of a fair competitive environment. By strengthening mechanisms for brand protection, IP management, and legal enforcement, the Company actively safeguards its innovation outcomes and contributes to maintaining orderly market competition.

In terms of **intellectual property protection**, the Company is committed to independent innovation and has fully integrated IP protection into its corporate strategy and management framework. The Company strictly complies with applicable laws and regulations, including the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*, and carries out related work in accordance with its *Intellectual Property Management Policy*. Through continuous enhancement of internal management mechanisms, the establishment of innovation incentive programs, the organization of targeted initiatives, the strengthening of organization-wide awareness, and the systematic advancement of patent portfolio development and risk management, the Company is committed to building a robust IP protection ecosystem to support its sustainable development.

1. Corporate Governance and Compliance Management

The Company implements a dual-track management approach to intellectual property protection. **Internally**, it strengthens employee awareness and mitigates potential infringement risks through policy enforcement, regular training, and ongoing awareness programs. **Externally**, it has established monitoring and enforcement mechanisms to identify and respond to infringement cases, and actively safeguards its rights through measures such as complaints, negotiations, and legal actions. This systematic approach enables a full-lifecycle IP protection framework covering both prevention and enforcement.

During the reporting period, the Company recorded no intellectual property infringement incidents and concluded four IP-related enforcement cases.

Internal Controls

To strengthen the compliant use of software, the Company has established a systematic control framework. On the one hand, technical measures such as endpoint management systems are deployed to prevent the unauthorized installation or use of unlicensed software. On the other hand, regular system inspections and monitoring are conducted to identify software licenses approaching expiration and ensure timely renewal, thereby maintaining all software usage within properly licensed parameters.

External Enforcement

- Online**:** The Company continuously monitors and takes action against trademark infringement and unfair competition on e-commerce platforms, proactively safeguarding its rights through complaints, cease-and-desist letters, and legal proceedings. In 2025, the Company initiated legal actions against multiple merchants for unauthorized use of the “Tuhu” trademark and will continue to advance a normalized enforcement approach to protect its online brand rights.

- Offline: For trademark infringement and passing-off by physical stores, the Company adopts a combined approach of reporting violations to regulatory authorities and pursuing legal action. Domestically, legal proceedings have been initiated against representative infringing entities, such as “Jing Mao Hu Yangche.” For overseas cases, the Company engages through measures including legal notices.

Tuhu’s Internal Control and External Enforcement Measures for IP Protection

1. Corporate Governance and Compliance Management

In 2025, the Company continued to advance its innovation framework by emphasizing both incentive mechanisms and capability development. It fostered an open and collaborative technology culture through diverse engagement initiatives, while supporting employees' professional growth through structured learning platforms and targeted training programs.

Employee Incentives

The Company established dedicated funds to provide financial rewards and recognition for R&D achievements with practical value, including software copyrights and patents. In addition, annual innovation awards are organized for both individuals and teams, including the "Technology Creates Value Award," which recognizes significant contributions through monetary incentives and other forms of recognition, continuously stimulating organizational innovation.

Thematic Activities

The Company regularly organizes technology-focused events such as hackathons and "1024 Programmer's Day," fostering a culture that values technical excellence and exploration. These initiatives reinforce the core value of "Technology Creates Value" and enhance employees' sense of engagement and team cohesion.

Training and Capability Development

Leveraging internal knowledge platforms, thematic workshops, and a series of technical training programs, the Company provides organization-wide upskilling initiatives to continuously strengthen employees' technical capabilities.

Tuhu's Innovation Incentive Initiatives

1. Corporate Governance and Compliance Management

As of the end of the reporting period, the Company held 273 software copyrights, 189 patents, and 1,269 trademarks.

While continuously strengthening its intellectual property management framework and enhancing brand protection and compliance governance, the Company actively **safeguards a fair and competitive market environment** through legal means, taking action against unfair competition practices that infringe upon its legitimate rights and interests.

Case: Safeguarding Fair Competition Through Unfair Competition Litigation

Since 2023, a competing platform used promotional expressions such as “Zhenhu Price” in its marketing campaigns and disseminated false or misleading information regarding the Company’s operations. In early 2024, the Company initiated an unfair competition lawsuit before the People’s Court in accordance with applicable laws. In November 2024, the court ruled that the relevant conduct constituted unfair competition, including commercial defamation and false advertising. The defendant was ordered to cease the infringing activities, eliminate adverse impacts, and compensate the Company for economic losses of RMB5 million. The defendant subsequently filed an appeal. In July 2025, the appellate court upheld the original judgment, rendering a final and binding decision.

Against the broader regulatory backdrop emphasizing the rectification of disorderly competition and the promotion of fair market practices, the Company safeguarded its legitimate rights and brand reputation through proactive legal action. This case represents a landmark precedent in China, establishing judicial guidance on “metaphorical defamation,” and carries significant implications for the protection of fair competition among market participants.

2. Service Excellence and Experience Enhancement

As an integrated, one-stop automotive service provider, Tuhu places user experience at the core of its strategy. Driven by both technological innovation and service standardization, the Company continuously enhances its capabilities in managing the user lifecycle. By integrating digital tools with standardized management practices, the Company optimizes transaction processes and product offerings, strengthens supplier quality management and inspection capabilities, enhances complaint early warning and remediation mechanisms, improves fulfillment efficiency and in-store service standards, and promotes seamless integration across online and offline channels. Through these efforts, the Company strives to deliver a more transparent, professional, and reliable one-stop automotive service experience for car owners.

2.1 PRODUCT AND SERVICE OFFERINGS

As an integrated online-to-offline automotive service platform, Tuhu has long delivered one-stop solutions centered on “authentic products, competitive pricing, and professional service” to meet the needs of car owners. Through a business model that combines online purchasing with offline installation and after-sales services, the Company provides comprehensive product and service support across the entire vehicle maintenance lifecycle.

Building on this business model, the Company continuously enhances the management and feedback mechanisms across key user experience touchpoints. It places “real user experience” at the core of product and service improvement, leveraging a self-developed user experience monitoring platform to integrate online interactions, in-store services, and after-sales feedback, enabling continuous tracking and optimization throughout the entire user journey.

The platform collects feedback through multiple channels, including order reviews, customer service records, store inspections, and user co-creation initiatives. It continuously monitors user experience fluctuations at critical touchpoints and feeds identified issues back to relevant functions, including quality management, store operations, logistics, and customer service, to drive the implementation of improvement measures and ensure a stable and well-controlled user experience. Through these efforts, the Company continuously strengthens its product and service assurance capabilities, supporting ongoing enhancements in user experience. **In 2025, overall platform user satisfaction exceeded 96%, representing a further year-on-year increase of 1 percentage point. Meanwhile, according to our Net Promoter Score (NPS) survey conducted at the end of 2025, Tuhu ranked first in the automotive service industry, with its NPS exceeding that of the second-ranked competitor by 7 percentage points.**

2. Service Excellence and Experience Enhancement

2.2 APP EXPERIENCE

The Tuhu App integrates intelligent interaction with precise recommendations to provide users with a comprehensive selection of automotive products and services. Guided by the objectives of being "easy to use online, seamless in ordering, and traceable in service delivery," the Company continuously refines key user experience touchpoints, enabling car owners to navigate product selection, ordering, in-store service, and after-sales support with greater ease. The Company continues to expand user reach and engagement, with experience enhancements focused on five key areas: more accurate vehicle-product matching, streamlined user journeys, more relevant and vehicle-aware recommendations, end-to-end service visibility, and more user-centric intelligent features. Benefiting from continuous optimization across the ordering journey, the App's user conversion from browsing to payment increased by 2 percentage points in 2025.

Comprehensive Compatibility Coverage: Making the "Right Choice" Easier

The Company continuously enhances its integrated "online ordering, offline fulfillment" model by strengthening coordination between App-based compatibility information and store fulfillment capabilities, reducing user friction such as incorrect purchases, installation issues, and repeated exchanges. The Tuhu App continues to expand its compatibility capabilities across both vehicles and parts. Its database connects more than 80,000 vehicle models across over 330 makes and over 4,500 series with more than 11 million SKUs across over 400 product categories. Leveraging digital technologies, the Company enables precise matching between user needs and service resources, providing tailored, one-stop solutions for different vehicle models.

Transaction Flow Optimization: Making Ordering More Seamless

The Company continuously optimizes key pathways from browsing to payment, enhancing the clarity of information presentation and improving ordering efficiency. In 2025, focusing on high-frequency decision-making information, such as compatibility results, key specifications, installation details, and service guarantees, the Company optimized product display structures. For example, in the tire category, key parameters such as vehicle compatibility, specifications, load index, and speed rating are prominently displayed on product cards to better support user decision-making. At the same time, the Company enhances in-App guidance at critical transaction steps, reducing uncertainty caused by unclear information or selection difficulty and improving the overall coherence of the ordering process. In the quick repair category, the ordering interface has been continuously refined based on user behavior and preferences. For users with clear needs, the App provides direct category-based product listings along with replacement reminders based on accumulated vehicle condition data. For users aware of specific issues, it presents common faults by vehicle model, explains symptoms, and guides users to select appropriate parts. For users without a clear diagnosis, the App offers options for in-store inspection.

2. Service Excellence and Experience Enhancement

Refined Recommendations: Making “Fit” More Accurate

Based on user vehicle profiles, the Tuhu App incorporates factors such as vehicle model, age, and original configuration, combined with historical order data, to enhance the accuracy of its recommendation algorithms. This enables users to more efficiently identify solutions aligned with their vehicle condition, usage stage, and consumption preferences. In addition, the App features popularity rankings among owners of similar vehicle models, providing users with more objective and data-driven reference options.

Full Lifecycle Vehicle Management: Making Maintenance More Traceable

The Company has upgraded the App from a “one-time purchase” tool to a “full lifecycle management” platform, enabling users to establish vehicle profiles, review historical service records, and make more informed maintenance decisions. Users can bind their vehicles within the App to access centralized vehicle information and maintenance records, and review historical services by time or category, enhancing visibility and continuity in vehicle condition management. Through a structured approach of “data accumulation – demand identification – service recommendation,” the Company helps users plan maintenance and repairs more proactively, reducing unplanned and reactive expenses and time costs.

AI Applications: Enabling Smarter Services

The Company actively explores the application of AI across the user service journey to enhance the efficiency of consultation, recommendation, and after-sales self-service. The Tuhu App has introduced the “AI Car Assistant,” which supports functions such as fault code interpretation, maintenance knowledge Q&A, and service progress tracking. These capabilities help users quickly resolve vehicle-related issues, while improving service transparency and enabling more informed decision-making.

Five Key Directions for App Experience Optimization

2. Service Excellence and Experience Enhancement

2.3 PRODUCT EXPERIENCE

Focusing on car owners' needs for comprehensive selection, accurate purchasing, long-term usability, and cost-effectiveness," Tuhu continuously optimizes product assortment, quality, and value for money, advancing product management from standalone procurement toward end-to-end experience management. Guided by the principle of "ensuring choice through assortment, building trust through quality, and enhancing affordability through competitive pricing," we have established a full-process product management system covering product introduction, testing and validation, sales monitoring, and quality assurance improvement. We also pass on procurement advantages derived from close partnerships with brands and manufacturers to consumers, reinforcing our commitment to offering authentic products at competitive prices.

2.3.1 Product Selection

Amid evolving vehicle ownership structures, the rising share of new energy vehicles (NEVs), and increasing segmentation by vehicle age, user demand has become more diverse and specialized. In response, the Company continues to optimize its multi-dimensional product portfolio and enhance overall supply capabilities.

The Company continues to enhance both the breadth and structural balance of its product offering, enabling users to make more informed and confident purchasing decisions within a single platform. During the reporting period, **products sold on the platform covered more than 3,000 brands** across key categories, including tires, automotive fluids, filters, storage batteries, quick repair parts, window films, and auto accessories, supporting one-stop maintenance and repair needs across different stages of vehicle ownership. Compared with 2024, the number of **transacted SKUs increased by 20% year-on-year**. While maintaining depth in core categories, the Company further optimized its product tiering and increased the share of mid – to high-end, scenario-specific, and NEV-related products, aligning supply more closely with evolving market dynamics.

2. Service Excellence and Experience Enhancement

NEV-Tailored Offering

- Dedicated lubricants for hybrid vehicles: Building on existing hybrid motor oil offerings, the Company introduced new products such as the Bosch xEV series and Honeywell EREV motor oils, providing a broader range of options for hybrid vehicle owners.
- Enhanced tires for NEVs: Leveraging features such as noise-reduction foam and self-sealing technologies, the Company launched upgraded products tailored to NEV range requirements. For example, Tordner tires reduce rolling resistance through advanced material technologies, helping extend driving range.

Refined Supply by User Segments

- Motor oils by vehicle type and condition: Dedicated motor oil series for German, Japanese, and American vehicle brands, as well as specialized formulations for high-mileage vehicles.
- Large-size tires: Addressing long-tail demand for larger specifications through a combination of original equipment supply, dedicated offerings, and in-house development, significantly improving fulfillment capability.

Balancing Affordability and Performance

- Upgrading existing product performance: Continuous formulation upgrades, such as the premium enhancement of base oil formulations across key lubricant product lines of ThinkAuto, with certifications from internationally recognized testing institutions such as SGS, providing stronger product assurance. In addition, paint protection films of Hercules have been upgraded in base materials and coating technologies, with certifications obtained from OEM partners following rigorous testing.
- Introducing value-driven brands: The Company introduced brands such as Great Wall Tires, Bull Tires, and Changjiang Lubricants, offering users a broader range of high cost-performance options.

Key Directions for Product Supply Expansion in 2025

2.3.1.1 Joint Technology Development

Building on the continuous expansion of its product offering, the Company has further deepened its collaboration with leading industry brands at the technology level. Beyond introducing mature products, the Company actively participates in product positioning and structural design, enabling advanced global technologies to better align with the real-world needs of Chinese car owners. During the reporting period, through joint product launches, targeted co-development, and rigorous testing and validation, the Company strengthened its partnerships with internationally recognized brands and enhanced its capabilities in high-end products and specialized technologies.

2. Service Excellence and Experience Enhancement

Case: Co-developing Premium Products with Shell

The Company collaborated with Shell to launch the "Shell Helix Ultra • Lightning Red" series (selected by the Ferrari F1 Team) and the "National Geographic" series, designed to meet the demands of extreme operating conditions. During the development of the Lightning Red series, the Company worked with Shell to translate advanced racing technologies into consumer-grade lubricants, enabling drivers to experience high-performance characteristics in everyday use – bringing "motorsport technology to the mass market." The series has obtained OEM approvals from Mercedes-Benz, BMW, Volkswagen, and other manufacturers, and is widely compatible with a range of premium vehicle models.



Case: Launching ExtremeContact XC7 with Continental

The Company partnered with Continental, a leading global tire manufacturer, to launch the ExtremeContact XC7 product line during the 2025 Tuhu Tire Festival. The new series retains its signature performance in wet safety and noise reduction, while incorporating Continental's seventh-generation compound technology. With a broad range of specifications, it supports multiple premium vehicle models and meets the evolving demands of high-end users for enhanced driving experience. In November, the Company, together with Continental, successfully completed the world's first "24-hour high-speed endurance challenge following tire puncture" at China Automotive Technology and Research Center (CATARC)'s Yancheng test facility. Equipped with punctured XC7 Pro Max tires, the test vehicle traveled 2,407 kilometers at an average speed of 100 km/h without any air loss in all four tires, demonstrating the reliability of its self-sealing technology and its suitability for premium vehicle applications.





2. Service Excellence and Experience Enhancement

2.3.1.2 Private Label Innovation

The Company continues to advance the development of its private label portfolio. In response to an increasingly competitive pricing environment, it focuses on value-driven innovation underpinned by assured quality. By targeting differentiated vehicle types, usage scenarios, and consumer segments, the Company develops more tailored product solutions. Rather than relying solely on price advantages, our private label strategy is guided by the principles of robust materials, enhanced specifications at competitive pricing, and optimized performance, delivering superior real-world performance across specific use cases.

Case: Enhanced Durability – "Tordner" Tires

Tordner tires incorporate the rare earth element neodymium into tread compound formulations across the product range, achieving notable performance improvements. Through its catalytic effect, neodymium enhances the molecular structure of polybutadiene rubber, significantly improving wear resistance and durability while reducing rolling resistance to better support the range requirements of NEVs. Testing indicates that the use of this material can extend tire lifespan by approximately 8,000 kilometers, while also enhancing puncture resistance and impact resilience.



Case: Improved Clarity – "Victory" Window Film

Supported by the window film R&D center under the Fourth Research Institute of China Aerospace Science and Technology Corporation, Victory window films incorporate the rare earth element lanthanum. Leveraging its spectral selectivity, the film effectively blocks infrared radiation while maintaining high visible light transmittance, achieving an optimal balance between thermal insulation and visual clarity. The front windshield film delivers a total solar energy rejection rate of up to 64%, while maintaining over 80% visible light transmittance, addressing the industry challenge of balancing heat insulation with clear visibility.



2. Service Excellence and Experience Enhancement

Case: Enhanced Safety – "Dongfeng Shengli" Tires

Dongfeng Shengli tires underwent impact resistance testing at Doublestar's Global R&D Center pendulum laboratory. The tire sidewalls carry the nationally certified high-load "HL" marking, meeting the higher load requirements of NEVs. Testing was conducted in accordance with *GB/T 30195-2023 (Passenger Car Tire Impact Resistance Test Method – Pendulum Method)*. A 255/50R20 tire was subjected to progressively increasing impact energy from 380 joules to 1,400 joules, maintaining structural integrity after multiple impacts and demonstrating strong load-bearing capacity and impact resistance. The product was selected as one of the "Top 10 Tires of the Year" in the 2025 CATARC evaluation and was awarded "Best Comfort Tire of the Year."



2.3.2 Product Quality Assurance

The Company's **direct sourcing model of authentic products** from leading international and domestic automotive parts brands forms the cornerstone of product quality assurance on the platform. Building on this foundation, the Company further collaborates with brand partners to introduce joint assurance programs that strengthen product quality credibility and consumer trust.

Case: Launch of the "Authentic Motor Oil Protection Alliance"

In March 2025, to address the risks associated with counterfeit motor oil in the market, the Company partnered with six leading international lubricant brands, including Mobil and Shell, to launch the "Authentic Motor Oil Protection Alliance." In June, additional brands such as TotalEnergies and Chevron joined as the second cohort of members. Through key measures including direct OEM sourcing and a "tenfold compensation for counterfeit products" commitment, the alliance provides end-to-end assurance – from procurement to after-sales – ensuring the authenticity and quality of motor oil products and enhancing consumer confidence.

2. Service Excellence and Experience Enhancement

In addition to leveraging brand-side quality assurance systems, the Company has established its own **end-to-end product quality management framework spanning supplier onboarding, inbound quality inspection, sales-stage monitoring, and after-sales services**. Through stringent supplier admission standards, warehouse-level quality inspections, ongoing quality monitoring mechanisms, and enhanced warranty services, the Company systematically strengthens product quality assurance and reinforces user trust in both products and services.

During the reporting period, the Company's automotive parts sales operations were certified under GB/T 19001-2016 and ISO 9001:2015.


质量管理体系认证证书

Tuhu's ISO 9001 Quality Management System Certification

2.3.2.1 Supplier Collaboration Quality Control

The Company regards supplier quality management as the first line of defense for product quality and enhances source-end stability through strengthened governance frameworks and enhanced review mechanisms. It has established and implemented a comprehensive set of internal policies, including the *Product Quality Issue Handling Process*, *Supplier Annual Audit Process*, *Supplier Quality Special Audit Process*, *Supplier Onboarding Audit Process*, and *Early-Stage Supplier Quality Management Process*. In 2025, the Company systematically reviewed and optimized its Supplier Quality Engineering (SQE) processes, established a full-lifecycle quality management framework spanning both supplier admission and ongoing collaboration on top of the standardized workflows covering supplier onboarding, annual audits, special audits, early-stage quality management, and issue resolution. At the same time, the Company enhanced data-driven monitoring and post-event analysis of high-risk products and critical control points, enabling earlier issue detection and faster corrective action. Through process reengineering and continuous optimization, supplier quality management standards have become clearer, execution more consistent, and assessments more focused on critical risks. During the reporting period, the Company completed: 69 onboarding audits for new suppliers across six major business lines, including tires and maintenance; 54 annual audits for suppliers with high criticality and elevated customer complaint risk; 24 special audits targeting suppliers undertaking initial large-scale deliveries or associated with quality complaints.

At the **onboarding** stage, all product business lines adopt mainstream automotive industry audit methodologies to evaluate potential suppliers across multiple dimensions, including systems, processes, and products. Audits are conducted across three key dimensions – qualifications, on-site operations, and management systems – to identify partners with stable and reliable quality capabilities. Qualification audits verify whether suppliers hold relevant certifications such as ISO 9001, IATF 16949, and ISO 14001. On-site audits assess the standardization and consistency of manufacturing processes, while system reviews evaluate alignment with industry standards such as IATF 16949. Prior to mass production, suppliers are required to complete small-batch production validation, followed by on-site production approval audits covering dimensions, appearance, packaging, and performance. Only products that meet platform standards are approved for scaled supply. This "small-batch validation + on-site approval" approach effectively mitigates quality variability risks before mass supply.

2. Service Excellence and Experience Enhancement

During the **collaboration** stage, the Company adopts a multi-tier management approach combining annual audits, targeted reviews, and unannounced inspections, supplemented by ongoing evaluation based on routine supply performance. This extends supplier management from one-time admission to continuous quality oversight and improvement. Key practices include: Conducting annual on-site audits, targeted reviews, and random inspections based on suppliers' ongoing quality performance to dynamically assess stability; Requiring suppliers of critical components to complete annual type testing to verify product performance and compliance with Company standards; Establishing periodic inspection plans based on component criticality and coordinating regular on-site quality audits; Regularly analyzing product quality complaint data, convening supplier quality review meetings, and driving corrective actions and continuous improvement.

2.3.2.2 Product Delivery Quality Control

The Company strictly complies with applicable laws and regulations, including the *Product Quality Law*, *Standardization Law*, and the *Metrology Law of the People's Republic of China*. It has established internal policies such as the *Product Quality Standards* and the *Quality Improvement Management System* to define quality requirements for all products sold on the platform. In parallel, the Company has developed a comprehensive set of product inspection and quality control policies, including the *Product Quality Inspection Training Program*, *On-the-Job Management System for Quality Inspectors*, and *Quality Inspection Team Incentive and Disciplinary Policy*. It has also issued standardized operating procedures for quality inspection across core categories such as tires and storage batteries, including the *Standard Operating Procedures for Tire Appearance Inspection*.

The Company continuously enhances its quality management framework by embedding **inspection** checkpoints throughout warehousing and distribution processes, ensuring that all delivered products meet platform standards.

2. Service Excellence and Experience Enhancement

Quality Standards Development

Each business line formulates product quality standards, store operation specifications, and service standards based on national standards, industry standards, and internal platform requirements.

Inspection Criteria Setting

Based on established quality standards, the Quality Management Center formulates inspection plans covering detailed inspection items, sampling methodologies, and evaluation criteria, and updates them in parallel with any revisions to the standards.

Quality Inspection Execution

Quality inspections are conducted either on-site or remotely in accordance with established standards, covering warehouse sampling inspections, targeted audits, and unannounced inspections, with compliance data systematically recorded. In addition, based on historical inspection data and on-site operational assessments, the Company continuously optimizes inspector procedures and operational cadence to improve efficiency while maintaining inspection quality.

Data Analysis and Risk Identification

The Company generates quality analysis reports based on inspection outcomes, after-sales complaint data, and claims data to identify indicators with significant fluctuations or low compliance rates.

Issue Rectification and Continuous Improvement

Each business line formulates and implements corrective action plans based on analytical findings. Where necessary, the Company collaborates with suppliers to carry out targeted rectification or technical optimization initiatives.

The Product Quality Inspection Mechanism at Tuhu

2. Service Excellence and Experience Enhancement

Building on the above quality inspection framework, the Company continuously monitors product quality through a combination of on-site inspections, remote sampling, and data analytics, enabling the timely identification and remediation of quality issues. In 2025, the Company further refined its inspection rules and operating procedures, enhancing the focus and accuracy of quality inspections.

Inspection Scope

Based on after-sales complaint and claims data, inspection priorities were recalibrated toward defect types that are of greater concern to customers and more likely to trigger complaints.

Sampling Methodology

Leveraging historical defect detection rates and root-cause analysis of major defect types, inspection focus was further directed toward products more prone to quality issues, such as returned inventory and relocated stock.

Inspection Execution

By analyzing historical inspection data and reviewing on-site operations, the Company optimized inspector procedures and moderately adjusted inspection cadence to improve accuracy. For example, in inbound inspections, the average inspection time per item increased from approximately 56 seconds under previous standards to 130-140 seconds.

Measures to Enhance Product Quality Inspection

Through continuous **optimization of inspection priorities and procedures**, the Company further enhanced the precision and effectiveness of its quality inspection practices, strengthening overall product quality assurance. During the reporting period, the Company conducted over 4.15 million product inspections in total, including nearly 4.10 million tire inspections, with tire inspection coverage reaching approximately 23%.

In 2025, product quality inspections primarily focused on appearance checks, while performance testing was mainly conducted by suppliers themselves at the manufacturing stage. In cases of disputes or where further verification was required, the Company engaged independent third-party testing institutions. For example, in the tire category, products may be submitted to the National Rubber & Tire Quality Inspection and Testing Center for technical evaluation. Looking ahead, the Company plans to further **expand inspection coverage**, enabling proactive monitoring of critical metrics such as performance, safety, and durability, and facilitating earlier identification of potential quality risks. This will be achieved by integrating end-to-end technical specifications with key customer complaint patterns and risk indicators, and regularly engaging third-party testing agencies to evaluate these indicators.

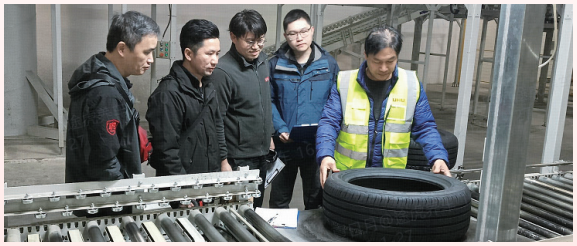
2. Service Excellence and Experience Enhancement

The effective implementation of quality standards relies on the consistency and reliability of frontline quality inspectors. To this end, the Company has established a multi-tiered **assessment and training framework** to strengthen execution capabilities. This framework includes remote video-based spot checks and secondary reviews conducted by team leaders, periodic review of recorded inspection sessions by responsible managers, on-site operational audits and coaching, as well as monthly competency assessments. Together, these measures ensure consistent execution of quality standards across inspection teams.

Case: Specialized Training on New Quality Inspection Standards

Through the optimization of inspection rules and structured training programs, the Company has enhanced both standard consistency and execution stability in quality inspection, providing more robust support for large-scale product distribution. In 2025, the Company launched a dedicated training program on new tire inspection standards, covering 20 major RDCs and 30 inspectors. To date, two rounds of training and pilot implementation have been completed. The program combined centralized remote instruction with on-site practical coaching, supported by daily data reporting and weekly review cycles to drive continuous improvement. As a result, inspection accuracy across RDCs improved significantly.





Beyond quality inspection, the Company also places strong emphasis on product performance under real-world usage conditions. Through **joint testing initiatives** with accredited third-party institutions, it enhances the transparency and comparability of performance data for key product categories, providing an objective basis for consumer decision-making and product optimization.

Case: Tuhu Tire “Super Gold Medal Evaluation” – Summer Testing Program

To address the safety challenges posed by high temperatures and heavy rainfall during summer, the Company continued its industry-first “Super Gold Medal Evaluation” program in August 2025, conducting targeted testing focused on tire performance in critical scenarios such as emergency braking in heavy rain and high-temperature blowout risk. The program simulated real driving conditions under heat and wet environments, including wet-surface emergency braking. Testing was conducted by professional engineers responsible for both operation and data collection, with external experts invited to observe and provide independent interpretation. Results were presented in a visualized and scenario-based format, enabling clear comparison of tire performance across key safety indicators and providing consumers with more intuitive and actionable references for tire selection under summer driving conditions.

2. Service Excellence and Experience Enhancement

Case: CATARC × Tuhu Hybrid-Specific Motor Oil – Winter Testing Program

In January 2026, the Company partnered with CATARC to release the results of a winter testing program for hybrid-specific motor oils. The program combined real-vehicle road testing with laboratory bench testing to systematically evaluate key performance indicators, including cold-start performance, anti-emulsification capability, wear resistance, and fuel economy. Technical support was provided by CATARC Brand Technology, the Wuxi Research Institute of Tianjin University, and a team led by a Chinese Academy of Sciences academician. Real-world validation was conducted in extremely cold northern climates, complemented by bench simulations of extreme operating conditions. The program produced performance reports covering multiple brands, including ThinkAuto and Idemitsu APOLLOIL. Results were disclosed to the industry, contributing to ongoing discussions on enhanced technical benchmarks, such as anti-emulsification performance and long-term oxidation stability. Related products also demonstrated improved market acceptance, as reflected in higher repurchase rates.

2.3.2.3 Feedback-Driven Quality Management

The Company leverages user feedback data as a critical input for continuous quality improvement.

In real-world usage scenarios, customer complaints often serve as the earliest indicators of underlying issues. To address this, the Company has established a product quality complaint monitoring and rectification mechanism featuring **real-time tracking and timely response**. This enables rapid progression from issue identification to quality improvement, reducing the likelihood of escalation or recurrence. During the reporting period, by analyzing high-frequency issues and failure cycles, the Company refined its quality standards through a feedback-driven approach. Major business lines conducted multi-dimensional analysis of historical complaint data to identify key failure modes and the time intervals between installation and defect occurrence. These insights were benchmarked against OE products and leading international brands to establish more stringent internal quality requirements.

In addition, by incorporating analysis of common industry pain points into routine operations and quality review processes, the Company has advanced its sales and service management from reactive handling toward **proactive prevention**. In 2025, the Company focused on pre-identified issues and implemented targeted improvement initiatives, working closely with suppliers to achieve quality enhancements in key product categories through technical optimization and process redesign.

2. Service Excellence and Experience Enhancement

Case: Optimization of Storage Battery Terminal Welding Process

During the reporting period, the Company identified customer feedback related to the appearance of storage battery terminals. Through close collaboration with manufacturers, process refinements and enhanced operational standards were implemented, significantly improving product consistency and stability.

Specifically, to address defects such as incomplete welding and excessive impurities, root causes were identified and targeted corrective measures were introduced. These included defining optimized replacement cycles for welding carbon rods and establishing standardized cleaning procedures during operation. As a result, the terminal appearance qualification rate increased to 99%, achieving a clean, well-formed, and consistent finish.

Case: Process Upgrade for Shock Absorber Connecting Rods

During the reporting period, in response to the industry-wide pain points regarding shock absorber oil leakage, the Company collaborated with manufacturers to upgrade production processes and introduce automated inspection, effectively reducing quality variability in critical components.

Specifically, the Company drove process innovation by upgrading the traditional acid pickling process to a peeling process, thereby reducing surface defects on connecting rods. Following this upgrade, the defect rate for rod appearance decreased by 24%. In parallel, imaging inspection equipment was introduced to enable 100% automated visual inspection, further strengthening quality assurance.

2. Service Excellence and Experience Enhancement

2.3.2.4 Warranty and Service Assurance Enhancement

The Company regards warranty as a critical extension of quality management to end users. We rigorously implement consumer protection mechanisms to provide warranty coverage that exceeds industry standards and enhance after-sales assurance.

On top of the warranty policies provided by suppliers, we strengthen warranty assurance via our "Gold Medal Warranty" program. During the reporting period, we **upgraded this warranty program** for key maintenance and repair categories. By extending coverage periods and broadening the scope of protection, we provide users with clearer and more comprehensive long-term assurance throughout the product lifecycle.

Case: Upgrade of "Gold Medal Warranty" for Transmission Maintenance

In April 2025, we collaborated with leading transmission fluid brands – including ZF, Shell, FUCHS, Valvoline, and Aisin – as well as Lianshun Transmission Repair, to upgrade the Gold Medal Warranty program for transmission maintenance. For vehicle owners who purchased designated transmission fluid products through the Tuhu platform and completed installation at Tuhu Workshops on or after March 12, 2025, any issues such as transmission shudder or abnormal noise arising during the warranty period and attributable to the transmission fluid are eligible for free fluid replacement or transmission repair services. Depending on the product, warranty coverage extends up to six years or 120,000 kilometers, while other products are covered for three years or 60,000 kilometers.

2. Service Excellence and Experience Enhancement

Case: 10-Year Warranty for Paint Protection Film

In June 2025, premium automotive film brand Amber launched its “Eiffel” series paint protection film (PPF), with an exclusive debut on the Tuhu platform. The product features 100% cast-grade TPU material, offering strong resistance to aging, yellowing, and hydrolysis. Customers purchasing this product through the platform are entitled to a 10-year warranty, providing long-term protection for vehicle paint surfaces.



Case: Long-Term Warranty under the “Chassis Master” Program

In November 2025, we partnered with ZF Aftermarket to launch the “Chassis Master” program. By introducing chassis components from LEMFÖRDER and BOGE and integrating inspection and installation capabilities at Tuhu Workshops, the program provides comprehensive chassis maintenance solutions. In particular, for LEMFÖRDER products, the program offers a “Master Warranty” of up to 10 years or 200,000 kilometers, delivering enhanced long-term protection for chassis components.



2. Service Excellence and Experience Enhancement

While continuously enhancing product warranty services, we also strengthen consumer protection through improved service assurance and dispute resolution mechanisms. This ensures that users can enjoy a more secure, transparent, and reliable experience throughout the entire lifecycle of product use and service delivery.

Case: "Operation as Usual during Chinese New Year" Service

To address the mismatch between heightened vehicle maintenance demand during Chinese New Year Festival and widespread service closures, we have implemented our "Operation as Usual during Chinese New Year" program for ten consecutive years since 2017. The program covers core services such as maintenance, repair, and tire replacement. During the 2026 Chinese New Year Festival, we further reinforced the principles of "no price increases" and "no order rejection," while introducing additional customer-focused measures such as complimentary tire repair and antifreeze windshield washer fluid. These initiatives were implemented across our nationwide network of Tuhu Workshops, effectively addressing peak-period service needs and establishing the program as a benchmark for consumer-oriented service assurance in the industry.

Case: Participation in the Commercial Mediation "Harmony" Initiative

In January 2025, in response to a commercial dispute mediation initiative led by the Shanghai Municipal Bureau of Justice, the Group entered into a cooperation agreement with the Xinghongqiao Financial and Commercial Mediation Center, with Tuhu formally joining the Commercial Mediation "Harmony" Initiative. Through efficient dispute resolution mechanisms, including arbitration, testing, and certification, we enhance the efficiency of resolving commercial disputes, reduce both resolution time and associated costs, and continuously improve consumer relationship management. These efforts contribute to fostering a more transparent and well-regulated business environment.

2.3.3 Value-for-Money Assurance

We place strong emphasis on affordability and perceived value in vehicle maintenance and repair services. By combining government subsidies with platform-based incentives, we reduce the cost of car ownership and make high-quality services more accessible. We extend "buy with confidence" to "use with value," enhancing users' perception of value-for-money while maintaining consistent quality standards.

In 2025, amid a challenging and evolving consumption environment, we remained committed to our **value-for-money strategy**. Leveraging deep supplier partnerships and economies of scale, we achieved procurement cost efficiencies and passed these savings on to users, thereby providing more affordable automotive services and supporting demand in the aftermarket.

2. Service Excellence and Experience Enhancement

At the same time, we actively responded to national consumption stimulus policies by participating in trade-in programs across multiple regions. We introduced subsidy programs covering key categories such as tires and motor oil, aligning government support, platform incentives, and user demand to promote both quality upgrades and market expansion. Through these initiatives, we enable car owners to better balance quality and budget in key maintenance decisions, enhancing the consistency and sustainability of the overall consumption experience.

Case: Participation in Government Subsidy Programs for the Automotive Aftermarket

In 2025, local governments introduced trade-in voucher and subsidy programs targeting the automotive aftermarket. Leveraging our integrated online-to-offline capabilities, we supported the effective implementation of these initiatives. During the Tuhu Tire Festival, we facilitated efficient subsidy distribution to consumers, with coverage spanning multiple product categories including tires, motor oil, and automotive accessories.



Case: Participation in the “Double Five Shopping Festival”

In 2025, we actively participated in Shanghai’s “Double Five Shopping Festival,” launching a series of promotional campaigns under the theme “Automotive Upgrade Season.” During the campaign, we collaborated with leading brands, including FUCHS, Honeywell, TotalEnergies, Idemitsu, and Bosch, to introduce new automotive maintenance products and offer promotions across categories such as tires, maintenance and detailing services.

The program featured targeted promotional offers and subsidy benefits with a total estimated value exceeding RMB1 billion. Selected products, including tires, maintenance services, and window films, were offered at limited-time discounts, with some service packages starting from RMB99. Combined with government subsidies and platform incentives, these measures further reduced maintenance costs for users.



2. Service Excellence and Experience Enhancement

2.4 LOGISTICS EXPERIENCE

An efficient and reliable logistics system is a critical enabler of product quality assurance and the consistent delivery of our service commitments. Building on our continuously strengthening supply and quality management capabilities, we further optimized our warehouse and distribution network and improved operational efficiency. Through algorithm enhancements, automation upgrades, and delivery route optimization, we are advancing the logistics experience from "on-time delivery" to one that is faster, more reliable, and more energy-efficient. These efforts have shortened customer waiting times and reduced uncertainty in the service experience caused by delivery variability.

As of the end of the reporting period, we had established a nationwide logistics network encompassing 31 regional distribution centers (RDCs), 738 front distribution centers (FDCs), 268 company-operated delivery routes, and rigorously selected external service providers.



Tuhu's Nationwide Warehouse and Distribution Network

2. Service Excellence and Experience Enhancement

2.4.1 RDC Operations

RDCs serve as the core warehousing infrastructure supporting all inventory at Tuhu. While continuously optimizing our nationwide warehouse network, we enhance inventory allocation accuracy and operational efficiency through **improvements in stocking algorithms and automation upgrades**.

As of December 31, 2025, we operated 31 RDCs nationwide, covering nearly all provincial-level administrative regions, with a total warehouse area of 487,000 square meters and an average of 16,000 square meters per facility. Each RDC manages more than 16,000 SKUs on average, ensuring strong inventory availability.

Building on the efficient operation of our nationwide warehouse and distribution network, we further advanced application of intelligent algorithms and warehouse automation, to achieve simultaneous improvements in operational efficiency and environmental performance.

Case: Application of Intelligent Stocking Algorithms at RDCs

In 2025, we further enhanced our RDC stocking model for tires by fully deploying intelligent algorithms in inventory planning. Leveraging historical sales data and operational inputs, the model enables more accurate regional demand forecasting and, combined with safety stock parameters, generates optimized stocking decisions.

These enhancements allow us to maintain high operational efficiency while meeting a broader range of user demand. In 2025, despite a 22% year-on-year increase in online tire SKUs transacted, we reduced its inventory turnover days by 3.4% and improved regional fulfillment rates by 3.2 percentage points, significantly enhancing supply efficiency and delivery timeliness.

2. Service Excellence and Experience Enhancement

Case: Automation Upgrade of the Guangzhou RDC

In 2025, we established and launched an industry-first automated tire warehouse in Zengcheng, Guangzhou, purpose-built for retail demand. Through end-to-end intelligent transformation, the facility significantly improved both operational efficiency and service performance.

In terms of reliability, the warehouse has recorded zero incidents of mis-shipment or missed shipment since launch, contributing to an approximately 70% year-on-year reduction in logistics-related customer complaints. In terms of timeliness, the facility has maintained a 100% on-time outbound rate under normal operations and demonstrated strong performance during peak periods such as the Double 11 promotion, with peak daily outbound volume reaching 42,000 tires, representing a year-on-year increase of approximately 30%.

Automation has also enhanced workplace safety. By replacing high-frequency, repetitive, and high-risk manual tasks with automated systems, the warehouse significantly reduces personnel exposure to risks associated with high-level storage operations and heavy lifting, improving both safety outcomes and the overall working environment.

2.4.2 Distribution and Delivery

Our distribution network connects RDCs, FDCs and Tuhu Workshops nationwide. Delivery efficiency is a critical determinant of user experience. In 2025, we continued to optimize delivery efficiency and strengthen timeliness monitoring, further enhancing the overall logistics experience.

Company-operated delivery routes form the core of our distribution model. We deploy dedicated vehicles on a daily basis to operate fixed delivery routes linking RDCs with FDCs and Tuhu Workshops within their service coverage, ensuring reliable fulfillment timeliness. In regions where order density is insufficient to support company-operated delivery, we supplement our network with third-party freight and express service providers. In 2025, as order volumes continued to grow, we further **expanded the coverage of company-operated delivery routes**, with more than 50% of orders fulfilled through this model.

We also **enhanced our logistics monitoring mechanisms** to reduce negative user experiences caused by delivery delays or uncertainty in installation scheduling. By strengthening delivery milestone tracking and implementing exception alert systems, we improved order status transparency, enabling users to better plan their in-store service appointments.

Through the combined optimization of RDC operations and delivery processes, the same-day and next-day delivery rate for online orders reached 83% in 2025, representing a year-on-year increase of 4 percentage points and further improving fulfillment experience.

2. Service Excellence and Experience Enhancement

2.4.3 FDC Network

To address long-tail product demand in walk-in scenarios while maintaining efficient inventory turnover, we have established a network of FDCs positioned between RDCs and Tuhu Workshops.

In 2025, alongside the rapid expansion of Tuhu Workshops, we further **expanded and optimized our FDC network**. As of December 31, 2025, we operated 738 FDCs, covering approximately 80% of Tuhu Workshops. On average, each FDC serves around eight workshops within a 15-kilometer radius. In 2025, for walk-in orders, our FDC network achieved a fulfillment rate of 98% for deliveries within 30 minutes (5 km radius) and within 1 hour (10 km radius), further strengthening service responsiveness.

At the same time, we improved product availability and inventory efficiency in offline channels through continued **optimization of FDC stocking algorithms**.

Case: Application of Intelligent Stocking Algorithms at FDCs

In 2025, we deployed intelligent stocking algorithms for inventory planning in walk-in scenarios, covering categories representing 87% of offline sales, including motor oil, brake discs, storage batteries, and shock absorbers.

Leveraging historical sales data and operational inputs, the algorithm dynamically forecasts store-level demand on a daily basis and generates optimized stocking decisions for both FDCs and workshops, incorporating factors such as inventory holding costs and delivery costs.

As a result of these enhancements, in 2025, offline availability for motor oil increased to 99%, while inventory turnover days decreased by 19%. For brake discs, availability increased by more than 8 percentage points, while turnover days decreased by 10%, demonstrating significant improvements in both supply efficiency and inventory utilization.

2.4.4 Door-to-Door Fulfillment Capability

Among the automotive products and services offered by Tuhu, storage batteries represent a distinct category, as replacement demand is often unplanned and frequently requires on-site service. To address these needs, in addition to our standard warehouse and distribution network, we have established a nationwide door-to-door fulfillment network supported by specialized service providers.

In 2025, by **optimizing service provider coverage and performance management mechanisms**, we further enhanced the reliability of storage battery fulfillment services. The fill rate of expected installation time increased by 11 percentage points year-on-year to 84%, while the fulfillment rate against users' requested service time improved by 0.3 percentage points to 87%.

2. Service Excellence and Experience Enhancement

Expansion of Service Provider Network

In 2025, we added more than 100 battery service providers, bringing the total number of active service providers to over 400 by year-end. Coverage in lower-tier markets improved significantly.

Launch of Nighttime Door-to-Door Service

In June 2025, we introduced nighttime door-to-door installation services across 19 cities, including Shanghai, Beijing, Guangzhou, and Shenzhen, extending service hours from 20:00 to 23:00. This service now covers 39.2% of users nationwide, expanding service availability and improving user accessibility.

Optimization of Service Provider Management Mechanisms

We enhanced local service coverage by strengthening alignment between service providers and local markets, improving fulfillment timeliness. At the same time, we reinforced routine performance assessments and introduced targeted incentive mechanisms during peak and holiday periods to improve service responsiveness and execution quality.

Key Initiatives to Enhance the Door-to-Door Fulfillment Experience for Storage Batteries

2.5 IN-STORE EXPERIENCE

Stores represent the most direct touchpoint through which users experience service quality. Guided by the goals of a cleaner environment, standardized service, and professional technical execution, we continuously enhance store management and execution capabilities to ensure that our online commitments are consistently delivered in-store. In 2025, we advanced improvements across multiple dimensions, including environment management, service standards and technical capability. At the same time, we leveraged digital tools to increase the frequency and coverage of inspections. Overall store satisfaction continued to improve, reflecting the tangible impact of these enhancements.

We implement standardized management across Tuhu Workshops through the *Store Standards and Management Rules*, which cover operations management, brand management, service fulfillment, technical execution, as well as personnel and safety management. Implementation is ensured through a combination of real-time monitoring, system-based controls, inspections, AI-assisted analysis, and a closed-loop accountability mechanism.

2. Service Excellence and Experience Enhancement

Real-Time Camera Monitoring

Each store is equipped with more than ten cameras covering key areas such as storage shelves, cashier counters, store entrances, tire service zones, and workstations. All cameras are required to remain online 24/7.

System-Based Process Controls

Stores are required to operate through the Blue Tiger system, where all workflow steps are fully integrated and cannot be bypassed. For example, work orders must be linked to inspection results, customer quotations require confirmation, and the standardized eight-step service process must be completed sequentially.

Manual Inspections

Each supervisor oversees approximately 10 stores, with each store visited around four times per month on average. Store service inspections are conducted both remotely and on-site on a monthly or quarterly basis, covering more than 100 inspection criteria.

AI-Assisted Analysis

AI is applied to verify technicians' inspection results through image recognition of uploaded inspection photos and to analyze video footage from in-store cameras, enhancing inspection coverage, timeliness, and efficiency.

Accountability Mechanisms

Management rules are categorized into general, key, and red-line items. Violations may result in traffic restrictions, financial penalties, or store removal from the platform. For non-red-line violations, penalties may be refunded if no recurrence occurs within three consecutive months, reinforcing a corrective and incentive-based governance approach.

Key Measures to Ensure the Implementation of Store Standards

2. Service Excellence and Experience Enhancement

2.5.1 Well-Maintained Store Environment

A well-maintained store environment is fundamental to building user trust. Building on existing inspection mechanisms, we further **refined standards, expanded inspection scope, and introduced intelligent tools** to enhance management frequency and effectiveness.

To strengthen oversight of store environments, we expanded inspection coverage from customer waiting areas, passageways, and store entrances to include workstations, equipment, and restrooms. Inspection criteria were also broadened from basic floor cleanliness to include factors such as waste management and odor control. At the same time, we carried out targeted rectification of aging equipment. Equipment such as vehicle lifts, tire changers, and car beauty and detailing facilities with visible wear or peeling paint were systematically upgraded or refurbished, improving the overall store environment. Through these measures, user satisfaction with store environments increased by 1.7 percentage points to 96.1% in 2025, reaching 98.1% in December.

To further enhance inspection coverage and efficiency, we introduced AI-assisted store environment inspections in 2025.

Case: AI-Assisted Store Environment Inspection

In mid-2025, we integrated AI models into the store environment quality inspection process. Trained on relevant datasets, the system automatically captures and analyzes store hygiene conditions, conducting preliminary identification of potential issues, which are then subject to targeted manual review. This enables high-frequency, large-scale inspection coverage.

The application of AI significantly increased inspection density while reducing manual inspection workload. At the same time, faster issue identification enabled timely corrective actions by stores, improving overall user experience. In the second half of 2025, satisfaction with the environment for car wash and detailing services and tire maintenance services improved by 1.5 and 2.2 percentage points, respectively.

2. Service Excellence and Experience Enhancement

2.5.2 Standardized Service Delivery

We place customer needs at the center and continuously enhance service consistency and reliability by strengthening our standards framework and optimizing service processes. Through more detailed rules and expanded inspection coverage, we have significantly improved user perception of service professionalism and stability, reinforcing trust in the brand's long-term development.

At the beginning of 2025, we further **refined the service-related requirements under the *Store Standards and Management Rules***, elevating "no refusal of service" and "no excessive upselling" to red-line items. These stricter requirements directly address common pain points in the automotive service industry and strengthen user protection.

At the same time, we **expanded store inspection items to 120**, strengthening store compliance with standardized service and technical requirements. We also expanded inspection channels by incorporating user feedback as an additional input and increasing remote inspection resources, improving coverage in underserved and remote areas. During the reporting period, we conducted over 310,000 service quality-related store inspections, representing a year-on-year increase of 191%. In addition, we further refined our inspection strategy by focusing resources on higher-risk scenarios, enabling more effective governance of critical service touchpoints and supporting targeted follow-up improvements.

2.5.3 Enhanced Technical Capability

Service execution quality directly influences users' perception of professionalism and safety and is a critical component of the in-store experience. We have established standardized technical service procedures and guidance documentation across major service categories. In 2025, we further supplemented technical standards for complex repair services and expanded guidance materials for NEV-related services. At the same time, we strengthened process inspections and expanded the application of AI-assisted quality control, while enhancing technicians' practical capabilities through training and targeted case reviews.

In terms of **technical standards**, we added 36 new standards in 2025, covering both NEV repair scenarios and core service items for conventional vehicles, including OBD diagnostics, air-conditioning condenser replacement, and Tesla electric compressor repair. By the end of 2025, we had established more than 250 technical service standards, enabling standardized management of most in-store service processes. Building on this foundation, we developed a comprehensive library of **service guidance documentation** covering diverse vehicle models and service scenarios, providing technicians with real-time, searchable references during installation and repair. In 2025, we added more than 2,000 guidance documents, with vehicle-model coverage for certain service items reaching up to 84%.

At the same time, we systematically enhanced technicians' capabilities through a **structured training and support framework**.

2. Service Excellence and Experience Enhancement

Daily Learning

We strengthen fundamental technical knowledge through daily assessments and targeted learning focused on common error scenarios.

Expert Support

Technical experts provide remote guidance for complex service operations, reducing execution risks.

Specialized Training

We conduct on-site training programs and hands-on coaching for key repair categories, improving technicians' technical proficiency and execution consistency.

Technician Capability Enhancement Mechanism at Tuhu

2.5.4 Customer Satisfaction and Feedback Mechanism

Within the in-store experience journey, we have established a multi-dimensional, end-to-end customer feedback system to conduct satisfaction surveys across our user base. This system enables continuous tracking of user experience throughout the entire service fulfillment process and provides a robust data foundation for service quality improvement.

Feedback During Fulfillment: Real-Time Insights at Service Touchpoints

To capture user experience at different service stages in a timely manner, we embedded a questionnaire mechanism into the fulfillment process.

Users can track service progress via the Tuhu App or mini program. When accessing the service progress page, the system dynamically and randomly pushes survey questions based on the user's current service stage. For example, during vehicle check-in, users may receive questions related to the previous step, such as the arrival and reception experience.

Each stage-specific questionnaire is designed around three dimensions, service attitude, technical execution, and environmental experience, and questions are randomly selected for delivery. This stage-based and randomized design improves both the coverage and representativeness of feedback samples without increasing user burden.

In 2025, the response rate for in-process feedback questionnaires reached 53%.

2. Service Excellence and Experience Enhancement

Post-Order Reviews: Structured Evaluation of Overall Experience

Following order completion, users may rate their service from one hour after vehicle pickup until the review deadline.

Evaluation dimensions include store service, technical execution, and environmental experience, with ratings ranging from one to five stars. Scores are recorded separately for each dimension.

Compared with in-process feedback, post-order reviews focus more on the overall service outcome and provide structured data to support store-level improvement.

In 2025, the proactive post-order review rate was 10%.

Complaint Data: Objective Analysis Incorporating Negative Feedback

In addition to proactive feedback, all inbound customer complaints are categorized based on the primary issue and system-defined classification. For satisfaction measurement purposes, complaints are incorporated into the analysis based on their final resolution outcomes, regardless of category.

By integrating complaint data into satisfaction analysis, we ensure that negative feedback is systematically captured and used as a basis for improvement, avoiding over-reliance on voluntary review data.

Store Satisfaction Scoring Mechanism Adopted by Tuhu

In 2025, supported by systematic improvements in store environment management, service standardization, and technical execution, overall store satisfaction, aggregated across the three feedback channels, continued to improve, increasing by 4.4 percentage points year-on-year to 96.8%. Among key dimensions, service satisfaction improved 5.0 percentage points to 96.7%, technical satisfaction improved 5.3 percentage points to 97.6%, and environmental satisfaction improved 1.7 percentage points to 96.1%.

2.6 CUSTOMER SERVICE EXPERIENCE

Customer service is a critical touchpoint shaping users' perception of service quality and directly influencing brand trust and long-term value. Tuhu continuously optimizes both human and intelligent customer service systems based on user needs, ensuring a more efficient and professional experience across the entire journey from consultation to after-sales support.

2. Service Excellence and Experience Enhancement

In 2025, with a focus on enhancing user self-service capabilities and clarifying internal accountability, we further **optimized both the user experience journey and internal responsibility mechanisms** in parallel. Through scenario-based workflows and standardized collaboration processes, we achieved dual improvements in user satisfaction and response efficiency.

User Side: Standardized and Guided After-Sales Experience

- Template-based documentation submission: For high-frequency issues, we established standardized document upload links and communication templates, guiding users to submit all required materials in a single step and reducing repeated interactions.
- Scenario-based service workflows: We designed differentiated handling pathways based on fault types to improve efficiency and clarity, including:
  - Online documentation model: Applicable to issues such as tires that can be assessed via images or videos, enabling rapid online verification and resolution.
  - In-store inspection model: Applicable to scenarios such as maintenance requiring professional diagnostics, guiding users to stores for standardized inspection and handling to ensure accurate assessment.

Internal Collaboration: Refined Accountability and Closed-Loop Management

- We systematically reviewed and unified accountability standards for product-related issues and in-store service execution issues, establishing clear and actionable responsibility determination rules and reducing delays caused by inconsistent criteria.
- For product-related issues, we established a five-stage accountability workflow, using standardized processes at key checkpoints to route tasks precisely to responsible units, such as business teams, part-matching teams, or technical support centers, enabling rapid issue identification and accountability determination.

Measures to Enhance Customer Service Process

Through these end-to-end customer service standardization initiatives, Tuhu enhanced accurate issue identification, enabled standardized self-service after-sales handling, and improved the efficiency of internal collaborative resolution. These efforts have strengthened user experience while reducing the risk of service dispute escalation. **During the reporting period, the complaint rate per 10,000 orders across the platform decreased by 11.6 year-on-year, with complaint resolution rate maintaining 100%.**

2. Service Excellence and Experience Enhancement

2.6.1 Human Customer Service

Tuhu strengthens core service capabilities and continuously enhances user interaction experience by upgrading customer service system tools and providing periodic training and assessments for customer service agents.

2.6.1.1 Customer Service Process

We have established a structured **complaint handling process** covering the full lifecycle of issue intake, verification, resolution, and feedback. This enables more timely responses, clearer accountability determination, and improved traceability of solutions.

Service Ticket Creation	After each interaction, the agent promptly creates a service ticket to accurately record user feedback and collect necessary supporting information.	• Accurately reflect the user's issue • Ensure complete and comprehensive information capture
Issue Clarification	The agent contacts the user within the committed response timeframe to verify the issue background and current status and clarify the user's core request.	• Proactive communication to avoid information gaps • Focus on root causes and distinguish responsibility
Verification and Accountability Determination	The root cause is verified through internal and external collaboration, and responsibility is determined based on complaint type and verification findings.	• Cross-functional collaboration to validate root causes • Accountability must align with verified facts
Solution Development	A resolution plan is formulated based on the responsible party – such as explanation, replacement, or compensation – and agreed upon with the user.	• Ensure solutions are compliant and feasible • Escalate and adjust solutions if not accepted
Solution Implementation	The agreed solution is executed, including remediation measures or compensation, ensuring the user is informed and acknowledges completion.	• Ensure transparent and efficient execution • Confirm full implementation with the user
Service Ticket Closure	The issue is resolved within the required timeframe, and the ticket is closed upon user confirmation.	• Closure is contingent on user acceptance • Ensure full traceability through closed-loop management

Tuhu Closed-Loop Customer Complaint Handling Process

2. Service Excellence and Experience Enhancement

Building on this standardized closed-loop complaint handling process, we further strengthened customer service capabilities at the system level by continuously **upgrading the customer service workbench**. These enhancements improve agents' ability to understand and resolve user issues, while increasing the stability and efficiency of both consultation and complaint handling.

Clearer Processes

We translated handling procedures for key scenarios into standardized, executable instructions, reducing variability caused by differences in individual experience and minimizing misjudgments and repeated communication.

More Efficient Responses

We advanced the digitalization of standard processes through instruction-based standard operating procedures (SOPs), improving speed and consistency in high-frequency scenarios. For example, following the launch of SOPs for return and exchange requests, average handling time decreased by 10.2%, while scenario-specific satisfaction increased by 4%.

Scalable Capabilities

Building on existing coverage, we are further expanding the instruction-based SOPs to cover a broader range of online interaction scenarios, supporting service stability during peak seasons and periods of high demand.

Tuhu Customer Service Workbench Optimization Measures

2. Service Excellence and Experience Enhancement

2.6.1.2 Customer Service Training

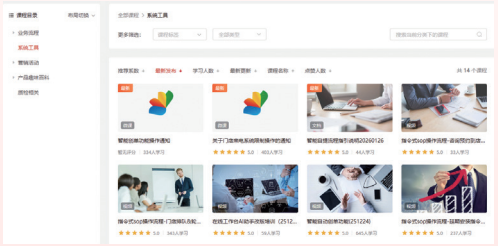
Alongside ongoing enhancements in tools and processes, we continuously **strengthen the training framework** for customer service agents. In 2025, we standardized and digitalized training programs covering core business processes and tools, enhanced the user relevance of training content, and combined agile training with practical assessments to improve both service quality and operational efficiency.

End-To-End Training Programs on Core Business Processes and Tool Usage

We developed full-process training programs for key scenarios such as returns and refunds and tire lifecycle services, supported by online learning resources. These programs achieved 100% training coverage for customer service agents and reduced complaint risks arising from operational inconsistencies.



In parallel, we launched specialized training modules to support the rollout of key tools, including the new customer service workbench, instruction-based SOPs, AI assistants, and intelligent ticketing, significantly improving tool proficiency and operational accuracy.



Visualization of Knowledge for High-Consultation Products

For highly consultative product categories such as tires, maintenance services, and batteries, we translated technical knowledge into user-friendly formats, including visual guides, short video explainers, and product comparison cards. This enables agents to communicate more effectively in user-oriented language while enhancing both professional credibility and conversion effectiveness.







2. Service Excellence and Experience Enhancement

Ongoing Training and Practical Capability Building

We conduct weekly quality calibration sessions and dynamically develop practical training modules based on high-frequency issues (e.g., emergency handling of motor oil leakage). This forms a closed loop of "issue identification-training deployment-effectiveness validation," ensuring that training remains closely aligned with operational needs.

Integrated Training and Assessment Mechanism

We embedded training and evaluation into the customer service workbench, enabling full traceability of the training process and quantification of outcomes. Agents who do not meet required standards must complete retraining to ensure consistent service delivery.

By combining online microlearning modules with offline practical assessments, we established an integrated capability development loop of "learn-assess-apply."

Tuhu's Measures to Enhance Customer Service Training System

2.6.2 Intelligent Customer Service

Beyond the continuous enhancement of human customer service capabilities, we also advanced the development of intelligent customer service. In 2025, we fully integrated large language model (LLM) technology into our intelligent service system, transitioning from traditional rule-based bots to AI-powered service advisors.

During the reporting period, driven by upgrades across pre-sales, in-sales, and after-sales intelligent services, the online transfer-to-human rate decreased by 7.2%, the issue resolution rate of intelligent customer service increased by 5.3% year-on-year, and user satisfaction with intelligent services improved by 21.1% year-on-year.

2. Service Excellence and Experience Enhancement

2.6.2.1 Intelligent Pre-Sales Assistant

In the pre-sales stage, Tuhu developed an intelligent assistant with multimodal understanding and integrated reasoning capabilities to support scenarios such as product recommendations, comparisons, and promotional inquiries. The assistant provides personalized product suggestions, contributing to a 5.6% year-on-year increase in pre-sales conversion in 2025.

Multi-Source Information Integration

The system integrates user queries, product data, conversational context, user-uploaded images (e.g., vehicle component photos), and knowledge base content to generate context-aware responses.

Precise Recommendations

By incorporating vehicle-specific data alongside real sales and user review insights, the system delivers highly relevant product recommendations.

Human-Like Interaction

The assistant generates response scripts based on real transaction and review data, and supports interruption handling, segmented responses, and multi-intent understanding – resulting in more natural and fluent interactions comparable to human advisors.

Key Features of Tuhu's Intelligent Pre-Sales Assistant

2.6.2.2 Intelligent In-Sales and After-Sales Service Agents

In the in-sales and after-sales stages, Tuhu deployed intelligent service agents to handle high-frequency scenarios such as logistics tracking, returns and refunds, appointment scheduling and installation, and after-sales issue resolution. These agents dynamically invoke business tools to resolve user issues efficiently, forming a closed-loop interaction framework of "issue identification-decision-making-information retrieval-response generation." Leveraging the LLM's deep semantic understanding and dynamic orchestration of process tools, the system enables accurate issue identification and efficient resolution.

In addition, to address potential issues such as irrelevant or inaccurate responses generated by large models, we established a RAGAS-based evaluation framework to assess and monitor decision quality, retrieval accuracy, response relevance, and hallucination rates. Through systematic analysis of low-scoring cases and iterative prompt optimization, the hallucination rate decreased from 9% to 4%.

3. Ecosystem Synergy and Value Co-creation

Tuhu continues to deepen collaboration with franchisees, technicians and supply chain partners, fostering long-term relationships characterized by stability, transparency, and mutual trust. By standardizing service and management frameworks, we promote resource sharing and capability co-creation, enabling coordinated improvements across business operations, service quality, and risk management, thereby enhancing efficiency and leveraging complementary strengths. Building on this foundation, we further strengthen value chain collaboration and shared accountability, fostering a virtuous cycle between the franchise ecosystem and the technician development system, and continuously creating sustainable value for all stakeholders.

3.1 CO-BUILDING A THRIVING FRANCHISEE ECOSYSTEM

Within Tuhu's predominantly franchise-based store network, franchisees serve not only as the primary drivers of network expansion but also as key executors of brand standards and frontline service quality. Tuhu has established a rigorous and standardized franchisee management system, complemented by systematic support and enablement programs, to strengthen long-term partnerships with franchisees. Building on unified standards and governance, the Company leverages its brand, supply chain, technology, and digital capabilities to provide comprehensive operational support. This enables stores to consistently deliver high-quality and standardized service experiences while enhancing operational performance. As of December 2025, approximately 90% of stores operating for more than six months were profitable. Through the positive interaction between platform enablement and standardized store operations, Tuhu achieves mutual enhancement of brand value and operational efficiency, fostering a synergistic development model between the platform and franchisees. As of the end of the reporting period, multi-store franchisees accounted for 44% of the total.

3.1.1 Entrepreneurship Support

Tuhu continues to strengthen its franchisee ecosystem by supporting entrepreneurship, driving ongoing optimization of network layout and steady expansion in scale. As of the end of the reporting period, the Company had partnered with more than 3,600 franchisees, laying a solid foundation for a broad and resilient nationwide store network.

In 2025, the Company prioritized the implementation of the "Tuhu New Youth" program, providing differentiated policy support tailored to young entrepreneurs. Through business guidance, resource integration, and operational enablement, the program reduces early-stage operational pressure and supports franchisees in enhancing store management capabilities and achieving sustainable operations. This initiative not only creates valuable entrepreneurial opportunities for young people but also contributes to job creation and fosters innovation and social vitality.

3. Ecosystem Synergy and Value Co-creation

Case: “Tuhu New Youth” Program Empowering Young Entrepreneurs

In April 2025, Tuhu partnered with the China Foundation for Youth Entrepreneurship and Employment (CFYEE), an organization directly under the Central Committee of the Communist Youth League of China, to launch the “Youth Automotive Service Talent Entrepreneurship Support Plan”. This initiative provides young automotive service professionals with entrepreneurial support, helping them realize their dreams through a multi-million RMB fund and driving innovation in the auto service industry. Beyond the substantial financial subsidies, the program offers a comprehensive suite of support services including entrepreneurship training and mentor guidance. To ensure effective implementation, Tuhu specifically rolled out the “Tuhu New Youth” program, providing further assistance to young participants in areas such as technical training, digital support, branding, marketing, and customer service operations.

In October 2025, CFYEE convened an entrepreneurship forum in Beijing for the plan. During the meeting, five “Tuhu New Youth” entrepreneur representatives from different regions shared their experiences, development needs, and suggestions for program optimization. The representatives noted that the targeted support policies effectively lowered barriers to entry and alleviated operational pressures in the early stages of business. Furthermore, Tuhu’s standardized operating system significantly enhanced store management efficiency and streamlined the startup process, providing strong support for achieving business development goals and securing stable operational income.

As of the end of 2025, the “Tuhu New Youth” program had successfully supported over 150 young entrepreneurs.

3. Ecosystem Synergy and Value Co-creation

3.1.2 Franchisee Management

Tuhu implements full lifecycle management of franchisees, establishing a structured management framework covering onboarding, ongoing operations, and exit mechanisms. At the onboarding stage, we apply rigorous standards and standardized procedures to ensure franchisees meet required qualifications and operational capabilities. During ongoing operations, routine supervision and assessment mechanisms ensure strict adherence to unified service standards and operating procedures, maintaining consistent service quality. Franchisees who violate red-line management rules are subject to removal in accordance with established policies.

Franchisee Onboarding	We have established the *Franchisee Onboarding Standards and Procedures,* incorporating background checks, training assessments, and interview evaluations to ensure a rigorous and consistent onboarding process.
Franchisee Operation Management	We have implemented the *Franchisee Operation Standards and Management Rules* to regulate franchisee conduct and ensure standardized operations. In parallel, we regulate the operations of stores managed by franchisees via the *Store Standards and Management Rules.* In addition, we conduct regular evaluations across dimensions such as store compliance, development progress, and operational performance. Based on these assessments, franchisees are assigned management scores and categorized into tiers. Underperforming franchisees receive targeted supervision and may be removed where necessary, while high-performing franchisees are incentivized to expand and further develop their operations.
Franchisee Exit Mechanism	In accordance with the *Franchisee Operation Standards and Management Rules*, we apply a tiered disciplinary framework for non-compliant franchisees. Measures range from score deductions and formal notifications to business suspension and contract termination, depending on the severity of the violation.

Tuhu's Franchisee Lifecycle Management Framework

3. Ecosystem Synergy and Value Co-creation

3.1.2.1 Onboarding Management

In 2025, the Company upgraded its *Franchisee Onboarding Standards and Procedures*, introducing more stringent requirements for background checks, capital adequacy, and other key criteria. These enhancements strengthen risk control at the source and support the sustainable and disciplined expansion of the franchisee network. Alongside stricter standards, we improved process efficiency. In 2025, we integrated AI technologies into the franchisee interview process, advancing the onboarding process toward greater standardization, intelligence, and operational efficiency.

Case: AI-Enabled Interviews Improve Franchisee Onboarding Efficiency

In 2025, we developed a fully online interview platform and introduced a digital interviewer alongside an intelligent evaluation system, enabling an automated, end-to-end process covering scheduling, Q&A, and scoring. Supported by a dynamic question bank and a multi-dimensional evaluation model, the system leverages deep understanding of business scenarios to accurately identify and mitigate potential operational risks. In addition, fully traceable interview records enhance process transparency and support continuous optimization.

Since its launch, the system has significantly improved operational capacity and approval efficiency, reducing manual workload while accelerating processing speed. It has also strengthened the quality foundation of new franchisees amid ongoing network expansion. Looking ahead, we will continue to deepen the integration of technology and business processes, leveraging intelligent tools to enhance management capabilities and jointly build an efficient, trustworthy, and sustainable ecosystem with our partners.

3.1.2.2 Operational Management

Tuhu regards compliant operations as the foundation of its collaboration with franchisees. Through clearly defined codes of conduct, supported by corresponding disciplinary and enforcement mechanisms, we regulate franchisee business activities and strengthen institutional execution. Building on this foundation, we further refine management rules for daily store operations, guiding franchisees toward more standardized and refined operations, and continuously improving service consistency and overall operational control.

To ensure **compliant operations**, the Company has established the *Franchisee Operation Standards and Management Rules*, which set clear requirements on business integrity, labor compliance, and anti-corruption practices. The rules also define corresponding penalties for violations, reinforcing governance discipline and execution. In 2025, we further refined these standards, enhancing inspection criteria and promoting effective implementation across the franchise network.

3. Ecosystem Synergy and Value Co-creation

Business Integrity

Franchisees are required to strictly comply with all management policies and operational rules, uphold ethical business conduct, and are prohibited from activities such as falsifying qualifications or conducting unauthorized off-platform transactions.

Labor Compliance

Franchisees must enter into lawful labor contracts and are strictly prohibited from employing child labor. Practices that infringe on employee rights, such as wage arrears, unlawful deductions, or obstructing lawful resignation, are strictly prohibited.

Business Ethics

Franchisees are prohibited from engaging in fraudulent practices, including unreasonable price increases, substitution with inferior products, unnecessary or falsified repairs, or material underuse, in order to safeguard consumer rights.

Key Requirements under the *Franchisee Operation Standards and Management Rules*

On this basis, to further **ensure the operational quality of franchised stores**, the Company has implemented the *Store Standards and Management Rules*, establishing a comprehensive management framework covering store environment, service execution, and technical standards. For detailed rules and implementation, please refer to Section 2.5 “In-Store Experience”. As the store network continues to expand, this framework ensures consistent delivery of high-quality services across franchise locations, reinforcing brand recognition and market influence through scale, and enabling coordinated growth between the Company and its franchisees.

Based on franchisees’ compliance with both the *Franchisee Operation Standards and Management Rules* and the *Store Standards and Management Rules*, together with key performance indicators such as network expansion, average store satisfaction, and store-level profitability, we conduct quarterly evaluations and scoring under the *Franchisee Management Scoring Scheme*. Corresponding incentives and disciplinary measures are applied based on performance, and this **tiered management approach** effectively drives continuous improvement in franchisee operations.

3. Ecosystem Synergy and Value Co-creation

3.1.3 Franchisee Empowerment

Leveraging the integrated strengths of its brand, supply chain, and digital infrastructure, Tuhu continuously empowers franchisees to build sustainable, self-driven growth capabilities. Through a comprehensive support framework, the Company enhances store service quality and user experience while enabling franchisees to unlock greater commercial value. This mutually reinforcing model strengthens Tuhu's brand equity during network expansion and fosters long-term, win-win development between the platform and its franchise partners.

Upon joining the Tuhu network, franchisees benefit from comprehensive enablement across all aspects of store operations, including product supply, logistics, customer acquisition, digital systems, and store management, driving continuous improvement in operational capabilities.

Merchandise Support

- Tuhu has established a comprehensive supply chain offering a full range of authentic and competitively priced automotive products through direct partnerships with leading upstream brands. Leveraging user insights and industry trends, the Company also develops a portfolio of high value-for-money private-label products.
- Franchisees can provide end customers with a diverse selection of high-quality and cost-effective products without the need for upfront inventory investment, improving capital efficiency.

Logistics Support

- Tuhu has built a nationwide logistics network comprising 31 RDCs, 738 FDCs, 268 company-operated delivery routes, and selected third-party carriers.
- Through this network, over 80% of products for online orders can be delivered to stores by the next day, while products for walk-in orders are either pre-positioned or delivered within 30-60 minutes.

Customer Traffic Support

- Tuhu serves over 160 million registered users and more than 28 million annual transacting users, with an annual repurchase rate exceeding 60%.
- On top of the leading consumer mindshare among independent automotive service platforms, Tuhu further drives continuous customer traffic to stores through integrated online acquisition and offline marketing initiatives.

System Support

- Tuhu's proprietary Blue Tiger system enables full-process digitalization, including service workflow management, store performance diagnostics, and intelligent technical support. These tools support standardized operations and improve management efficiency for franchisees.

Operational Support

- Tuhu provides ongoing operational and technical support through centralized headquarters teams and nationwide local supervisor networks. This ensures consistent execution of standards while supporting continuous improvement in operational performance and technical capabilities.

Tuhu's Franchisees Empowerment Framework

3. Ecosystem Synergy and Value Co-creation

In 2025, Tuhu further deepened its support across all operational areas. In particular, within operational support and system support, we enhanced store capabilities in both technical execution and user conversion efficiency, delivering measurable improvements in performance.

Case: Enhancing Store Technical Capabilities

In 2025, Tuhu further strengthened its technical capability empowerment framework.

For newly opened stores, technical supervisors provide on-site training within the first two months of operation, followed by four months of remote support through data analysis and technical guidance. This structured approach enables new stores to rapidly reach the average technical level of established stores.

For underperforming stores, we implemented a targeted improvement program starting in June 2025, covering approximately 300 stores with relatively weaker technical capabilities. Through a combination of six months of on-site training and remote coaching, these stores improved their technical capability levels, measured by the coverage rate of core services, by 6 percentage points year-on-year by December.

Case: Enhancing Store Conversion through Intelligent Recommendations

In the fourth quarter of 2025, Tuhu launched an intelligent recommendation feature on the Blue Tiger App. The feature provides technicians with data-driven service recommendations based on vehicle diagnostics and detected issues. By leveraging more advanced recommendation logic, the system identifies services with higher conversion potential while effectively managing the risk of excessive upselling.

By year-end, the feature was piloted in the control arm category, where test stores achieved a 0.3 percentage point higher conversion rate compared to non-test stores.

3. Ecosystem Synergy and Value Co-creation

3.2 CO-ADVANCING TECHNICIAN DEVELOPMENT

Tuhu regards technicians as a core foundation of its service system. Their professional capabilities, adherence to operational standards, and service quality directly influence store performance and customer experience. To support technician growth and development, the Company has established a comprehensive technician lifecycle management framework spanning recruitment, capability development, deployment, retention, and governance. Through this structured approach, we continuously enhance technicians' professional capabilities and service standards, fostering coordinated and sustainable growth between the Company and its technician workforce.

3.2.1 Recruitment and Qualification

Leveraging its nationwide store network, Tuhu creates substantial **employment opportunities** for young and mid-career workers across China. As of the end of the reporting period, the Tuhu store network supported over 60,000 jobs, including technicians and related roles.

To ensure consistent service standards from the outset, Tuhu incorporates technicians at franchised stores into a **unified certification management** system. The Company has implemented a category-based "badge certification" framework, under which technicians are required to pass multi-dimensional assessments covering theoretical knowledge, practical skills, and service etiquette. Only certified technicians are permitted to perform corresponding services, ensuring 100% certified service coverage across Tuhu Workshops. Technicians who have not obtained the required certifications are not allowed to accept service orders, reinforcing standardized and consistent service delivery.

3.2.2 Capability Development

Tuhu continuously strengthens technician capability development to enhance service standardization and overall service quality. Through a **structured training system**, clearly defined career pathways, and **tiered competency development**, the Company supports technicians in mastering core service skills and advancing their professional capabilities, enabling sustained growth in both technical expertise and career value.

The technician training system is anchored in a centralized knowledge base and reinforced through ongoing assessments. Supplemented by online technical assistance and dedicated offline technical training, the system continuously enhances technical proficiency and service quality, ensures standardized service execution, and provides timely and flexible support across different work scenarios.

3. Ecosystem Synergy and Value Co-creation

Knowledge Base and Operational Guidelines

- A centralized knowledge base provides technicians with on-demand access to standardized operational guidance, including installation procedures, service workflows, and troubleshooting solutions.
- As of the end of the reporting period, the Company had developed approximately 60,000 installation guidance documents, covering 67 service categories.

Daily Learning and Assessment

- Through the Blue Tiger App, technicians receive daily micro-assessments focusing on key operational knowledge, reinforcing learning through continuous evaluation.
- In 2025, this program achieved 100% technician coverage, with an average of 82 assessments per technician.

Remote Technical Support

- When encountering technical issues, technicians can initiate real-time consultations with technical experts via the Blue Tiger App. Experts provide remote guidance based on live operational scenarios, enabling rapid issue resolution.
- In 2025, over 45,000 technical inquiries were resolved through remote support.

On-site Training and Skill Enhancement

- Technical experts conduct structured training sessions on complex vehicle models and emerging technologies. Hands-on training enables technicians to enhance their service capabilities on core categories not yet covered, while targeted coaching programs support technicians and store managers in improving service performance and conversion outcomes.

Tuhu's Technician Training System

3. Ecosystem Synergy and Value Co-creation

In addition, for newly onboarded technicians within their first 90 days, we provide enhanced training modules covering workplace safety, technician code of conduct, service procedures, and customer service standards. In 2025, this program covered more than 6,000 new technicians.

On top of the comprehensive training framework, Tuhu has established a structured **technician tiered certification system** to further incentivize continuous skill advancement. The system defines clear competency requirements across four levels – junior, intermediate, senior, and master – ensuring alignment between training content and capability expectations. Service capabilities progress from basic operational procedures and routine maintenance to advanced diagnostics and complex repair tasks. To support this system, the Company has developed 67 certification courses aligned with technician levels. Certification requires a combination of online examinations, video-based assessments, work order reviews, and offline practical evaluations.

During the reporting period, participation in tiered certification training exceeded 100,000, with technicians counted multiple times where they attended courses for different certification tiers. Average daily learning time reached 9.4 minutes per participant. As of the end of the reporting period, 85% of Tuhu's mechanical repair technicians had obtained intermediate, advanced or master certification.

3.2.3 Deployment and Task Allocation

Tuhu enhances technician deployment efficiency through digitalized operations and refined service management. By leveraging intelligent scheduling and tiered task allocation mechanisms, the Company optimizes technician resource utilization, improves service coordination, and ensures consistent service quality, supporting the efficient operation of its store network.

Intelligent Scheduling

The Company continuously advances intelligent workforce scheduling by analyzing technician skill profiles, operational efficiency, and workstation availability. This enables more precise and efficient work order allocation, improving overall service coordination.

Tiered Task Allocation

Tasks are assigned based on technician competency levels, ensuring alignment between skill capability and job requirements. This reduces operational risks while improving service quality and overall efficiency.

Tuhu's Technician Deployment Mechanism

3. Ecosystem Synergy and Value Co-creation

3.2.4 Incentive and Retention

Tuhu has established a structured incentive and retention framework for technicians, linking compensation closely to both service volume and service quality. By adopting a dual focus on quality and efficiency, the Company effectively motivates technicians while maintaining high service standards.

In addition to commission-based income, the Company further enhances motivation and engagement through diversified incentive programs, including performance bonuses and annual recognition initiatives such as the Gold Technician Awards.

Case: Technician Incentives During Chinese New Year

In January 2025, to ensure service continuity during the Chinese New Year and enhance technicians' willingness to accept service orders, Tuhu implemented targeted incentive programs across business lines. These initiatives encouraged technicians to remain active during the holiday period, strengthening service capacity and workforce retention. During the Chinese New Year in the reporting period, more than RMB26 million in incentives was distributed to technicians under these programs.

Case: Gold Technician Recognition Program

Tuhu also motivates technicians to continuously improve through methods such as rankings, challenges, and Gold Technician awards. Among these, the annual Gold Technician awards initiative, which we launched and have continued since 2024, is a key activity to enhance technicians' sense of honor. The program conducts a comprehensive evaluation of technicians based on three dimensions – technical skills, service quality, and professional competence – ultimately selecting 400 Gold Technicians nationwide. Incentives include cash rewards, toolkits, customized workwear, certificates of honor, and recognition tags on the Tuhu App. The retention rate in 2025 for those selected as Gold Technicians in 2024 was significantly higher than that of other technicians.

During the reporting period, the stability of Tuhu's technician workforce continued to improve, with overall retention increasing by 5 percentage points year-on-year. This reflects the effectiveness of the Company's approach to technician development, engagement, and career support.

3. Ecosystem Synergy and Value Co-creation

3.2.5 Service Quality Governance

Tuhu continuously strengthens service quality governance across the full service lifecycle. By integrating standardized procedures with digital monitoring mechanisms, the Company ensures consistent execution across key service stages and drives ongoing improvements in overall service quality.

In accordance with the *Store Standards and Management Rules*, the Company establishes clear guidelines for technician conduct and service procedures, supported by system-based controls and quality inspection mechanisms to ensure consistent execution. For cases that fail quality inspections, issues are categorized into routine, critical, and red-line items based on severity and risk level. Differentiated governance and disciplinary measures are applied accordingly, reinforcing standardized service practices and strengthening quality accountability.

A multi-layered verification mechanism, combining technician self-checks, cross re-inspections, and AI-assisted quality inspection, is implemented for core service items. Service processes and inspection results are automatically recorded and archived, ensuring traceability and supporting continuous improvement in quality management.

Operation Quality Assurance

Quality Accountability Mechanism

For services that do not meet required standards, a structured accountability mechanism is applied. Standardized corrective actions are taken for responsible technicians, ensuring alignment with unified service quality standards.

Tuhu's Technician Service Quality Governance Framework

While maintaining rigorous quality standards, the Company continues to refine its disciplinary framework. In 2025, a penalty exemption mechanism was introduced for new technicians, accompanied by targeted learning guidance to support capability improvement and reinforce compliance with service standards. This approach balances quality governance with capability development, enhancing the onboarding experience for new technicians. During the reporting period, more than 150 instances of penalty exemptions were granted.

3. Ecosystem Synergy and Value Co-creation

3.3 MANAGING SUPPLY CHAIN SUSTAINABLY

Tuhu's suppliers span all segments of the automotive service value chain, including upstream product suppliers and midstream logistics service providers. The Company continuously strengthens its supplier governance framework, establishing a full-lifecycle management system covering onboarding assessment, performance monitoring, and evaluation. This framework enables systematic identification and effective management of risks across the supply chain. Building on this foundation, Tuhu promotes continuous improvement among suppliers through regular engagement and capability-building initiatives, enhancing their quality management and safety practices, and strengthening the overall stability, sustainability, and resilience of the supply chain.

3.3.1 Supplier Onboarding

Tuhu has established policies such as the *Supplier Onboarding Management Guidelines* and the *Sourcing, Quotation, and Supplier Selection Management Measures*, and continuously optimizes supplier onboarding and management processes to ensure the stable provision of high-quality products and services.

Tuhu has implemented a comprehensive onboarding management framework covering supplier information collection, initial assessment, and final approval. Supplier information is sourced through multiple channels, including invitations, recommendations, and self-nomination. Suppliers are evaluated against onboarding standards across dimensions such as creditworthiness, reputation, quality, and delivery capability. Only those meeting the required criteria are admitted into the approved supplier pool.

Information Collection

Supplier information is gathered through multiple channels, including invitations, internal and external recommendations, and self-nomination.

Initial Assessment

Suppliers are evaluated against onboarding criteria, including qualifications, reputation, past performance, pricing, product quality, and delivery timeliness and accuracy.

Final Review and Approval

On-site audits and comprehensive evaluations are conducted to assess risks. Qualified suppliers are then approved and included in the supplier pool.

Tuhu's Supplier Onboarding Process

3. Ecosystem Synergy and Value Co-creation

Tuhu adheres to the principles of **responsible procurement** by integrating ESG factors into supplier onboarding and evaluation. The Company focuses on key dimensions including business ethics, product quality, environmental performance, and information security, encouraging suppliers to align with sustainable development principles and jointly create long-term value.

Integrity and Compliance

All suppliers are required to sign agreements including the *Integrity Commitment Letter*, *Anti-Bribery and Anti-Corruption Agreement*, and *Confidentiality Undertaking*, clearly defining expectations for ethical conduct and information protection. The signing rate for these agreements has reached 100%.

Product Quality Assurance

Product quality is a primary evaluation criterion and a critical foundation for delivering reliable products and services to users. Supplier quality is assessed through multiple approaches, including on-site audits. For further details, please refer to the “Supplier Collaboration Quality Control” part under Section 2.3 “Product Experience”.

Other ESG-Related Assessment

The Company prioritizes environmentally friendly products and services in supplier selection. For example, within its logistics network, preference is given to new energy transportation providers. For details, please refer to the “Green Delivery Service” part under Section 5.1 “Green Operations”.

For IT service suppliers, onboarding assessments include information security qualifications and relevant security evaluations. For details, please refer to the Section 1.5 “Information Security”.

ESG Criteria in Supplier Onboarding

3. Ecosystem Synergy and Value Co-creation

3.3.2 Supplier Management

3.3.2.1 Supplier Evaluation and Assessment

For the evaluation of merchandise suppliers across business lines, please refer to the "Supplier Collaboration Quality Control" part under Section 2.3 "Product Experience." In addition, the Company has established systematic performance and quality evaluation mechanisms for non – merchandise procurement categories, including logistics, store fixtures, and packaging and consumables. These mechanisms enable continuous monitoring of suppliers' fulfillment performance and service quality.

Logistics Service Providers for Company-operated Delivery Routes

Daily performance monitoring is conducted, focusing on key performance indicators such as same-day order completion rate and complaint rate per 10,000 orders, to ensure fulfillment efficiency and service reliability.

Packaging and Consumables Suppliers

Differentiated quality acceptance standards are applied based on product categories to ensure fitness for use and safeguard operational stability. For example, inspection criteria for stretch wrap include film breakage and surface integrity, while carton inspections focus on structural consistency and dimensional accuracy.

Selected Evaluation Criteria for Non-Merchandise Suppliers

3.3.2.2 Tiered Supplier Management

Tuhu implements a tiered supplier governance framework, applying differentiated management and risk controls based on supplier performance, compliance, and partnership stability. Suppliers are categorized into the Approved Supplier List, Watchlist, and Blacklist, with corresponding restriction and exit mechanisms.

3. Ecosystem Synergy and Value Co-creation

Approved Supplier List	Suppliers that have passed onboarding and are qualified to participate in bidding and quotation processes.
Watchlist	Suppliers with identified performance issues or those exiting cooperation are subject to temporary restrictions on participation in specific procurement activities.
Blacklist	Suppliers that violate red-line requirements (e.g., bribery or severe contractual breaches) are subject to long-term or permanent disqualification. They are prohibited from participating in all procurement activities, and existing engagements are phased out.

Tuhu's Tiered Supplier Governance Framework

3.3.3 Supplier Engagement and Empowerment

Tuhu strengthens supplier engagement and capability development through structured communication and collaborative mechanisms. Through proactive alignment and end-to-end quality management, the Company enhances supply chain reliability, efficiency, and resilience, supporting the consistent delivery of high-quality products and services.

3.3.3.1 Supplier Engagement

The Company has established regular communication mechanisms with suppliers, leveraging multiple channels for information exchange and issue resolution. These mechanisms facilitate alignment on business requirements and operational standards, improving collaboration efficiency and execution quality.

3. Ecosystem Synergy and Value Co-creation

Case: Communication and Support for Logistics Suppliers and Customer Service Suppliers

During the bidding process for company-operated delivery suppliers, Tuhu organized online Q&A sessions following tender issuance and prior to the first bidding round. These sessions addressed key topics such as route planning, delivery models, and operational standards, helping suppliers better understand business requirements and improve bid quality.

Following contract award in customer service outsourcing projects, the Company implemented a daily communication and review mechanism during the onboarding phase. Together with business teams and suppliers, key operational metrics – such as call answer rates, recruitment progress, and project execution – were reviewed and optimized, enabling rapid issue resolution and accelerated service ramp-up. Through proactive communication and continuous collaboration, Tuhu enhances suppliers' understanding and execution capabilities, strengthening partnership foundations and enabling mutual development.

3.3.3.2 Supplier Empowerment

Beyond standardized onboarding, evaluation, and risk monitoring, Tuhu supports suppliers through data-driven insights and industry expertise. The Company provides recommendations on product definition and optimization, and conducts regular quality improvement reviews to jointly enhance product performance and service quality.

Case: Collaboration with Tire Suppliers on Product Optimization

In the third quarter of 2025, Tuhu launched a new tire brand, Shenyi, with product design informed by the Company's data insights. The brand achieved rapid sales growth following launch.

During the product development phase, Tuhu's tire business team leveraged historical sales data and market trends to propose enhancements in structural performance, which were implemented in collaboration with suppliers. For example, for tires sized above 20 inches, Shenyi adopted a dual-layer sidewall design, improving structural strength and receiving positive user feedback.

4. Employee Engagement and Shared Growth

Tuhu upholds a people-oriented philosophy and regards talent as the core driver of its long-term development. We are committed to fostering an equitable, open, diverse, inclusive, safe, and healthy work environment, while safeguarding employee rights and supporting professional growth. We continue to enhance performance review and compensation scheme, while providing structured development platforms and clear career pathways. In parallel, we strengthen occupational health and safety management, reinforce safety awareness, and ensure that employees can fully develop their capabilities in a safe and stable working environment.

4.1 HUMAN RIGHTS PROTECTION

Tuhu adheres to fair, diverse, and compliant employment principles. Throughout recruitment and employment processes, we consistently uphold fairness, equity, and non-discrimination, safeguard employees' legitimate labor rights, and are committed to fostering a workplace that respects human rights and provides equal opportunities for all.

During **recruitment**, the Company strictly complies with relevant international conventions as well as applicable laws and regulations. The Company has established and rigorously implements the *Interview, Compensation Determination, and Hiring Approval Rules*, and strictly prohibits any form of child labor or forced labor. Through lawful verification of candidates' identity and age information, we continuously strengthen employment compliance, systematically mitigate hiring risks, and safeguard employees' fundamental rights. During the reporting period, Tuhu recorded no incidents of child labor or forced labor. In addition, we uphold principles of fairness and merit-based selection, prohibit any bias or discrimination unrelated to job requirements, and are committed to providing all candidates with equal and transparent employment opportunities.

During **employment**, the Company strictly complies with applicable laws and regulations, including the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, and has established standardized internal employment management systems. We are committed to treating all employees with respect and dignity. The Company strictly prohibits discrimination based on age, gender, marital status, race, nationality, religion, disability, political affiliation, or any other protected characteristic, and strives to foster a workplace that is inclusive, equitable, and free from discrimination and harassment.

4. Employee Engagement and Shared Growth

Anti-Discrimination

- The *Employee Code of Conduct* clearly stipulates anti-discrimination requirements. The Supervision Center is responsible for conducting preliminary investigations and collecting evidence related to suspected violations. Employees are required to cooperate with investigations upon receiving a *Notice of Assistance in Investigation* issued by the Supervision Center or the Human Resources Department. Where violations of red-line policies are substantiated, the Supervision Center will, in accordance with internal regulations, recommend that the Human Resources Department impose disciplinary measures, including immediate suspension and revocation of system access.
- Tuhu has also joined the "Moss Flower Convention" and solemnly pledges that, as an employer, we will work with our nationwide workshop network to provide fair employment opportunities for persons with disabilities. As a service provider, we will continue to offer support within our capacity.

Equal Pay for Equal Work

- We uphold the principles of equal pay for equal work and gender pay equity, and do not differentiate compensation policies based on gender. From an outcome perspective, the average compensation of women in management roles is 1.07 times that of men, while the average compensation of men in professional roles is 1.10 times that of women. These differences are attributable to variations in job roles rather than gender.

Living Wage Standard

- The Company ensures that overall employee compensation remains competitive within the internet industry.

Trade Union Rights

- The Company complies with the *Trade Union Law of the People's Republic of China* and related regulations. We respect employees' rights to join, establish, or choose not to join trade unions in accordance with the law, and prohibit any interference in the establishment or operation of employee organizations or collective agreements. The Company also fulfills its obligations under collective agreements and other union-related rights, safeguarding employees' legitimate interests.
- In 2022, the Company established the Tuhu Trade Union. As of the end of the reporting period, union rights covered 100% of Tuhu employees. During the reporting period, the Company convened the Second Session of the Employee Representative Conference and successfully completed the re-election of committee members, of whom 44.4% were female. This mechanism enhances the representativeness and effectiveness of the trade union and reflects our continued efforts in promoting democratic governance and inclusive development.

Tuhu's Human Rights Protection Measures

4. Employee Engagement and Shared Growth

4.2 TALENT ATTRACTION AND DIVERSITY

Tuhu consistently prioritizes talent acquisition and is committed to fostering a diverse and inclusive workplace.

In 2025, we hired 1,443 full-time employees through multi-channel recruitment, representing a 20% year-on-year increase. Among them, 130 were campus hires, of whom 84% graduated from leading universities, reflecting our continued enhancement in attracting high-quality external talent. During the reporting period, we placed a strategic focus on AI-related talent acquisition, successfully recruiting multiple mid – to senior-level professionals specializing in large models. We also strengthened campus recruitment efforts targeting graduates in large model algorithms, continuously building a pipeline of top young talent in this cutting-edge field.

Case: Strengthening University Partnerships

During the reporting period, the Company continued to deepen university-enterprise collaboration in campus recruitment, enhancing talent acquisition quality through a tiered and targeted approach.

We established a joint internship base with the Cyberspace Security School of Shanghai Jiao Tong University and conducted joint recruitment and selection programs with leading universities, including Zhejiang University, Fudan University, Tongji University, East China Normal University, Nanjing University, and Huazhong University of Science and Technology.

In addition, for roles such as customer service, we implemented targeted internship programs in collaboration with institutions including Wuhan Vocational College of Software and Engineering, Hubei Vocational College of Bio-technology, Wuhan Vocational College of Land and Resources, and Huazhong Agricultural University. These initiatives strengthen university-enterprise collaboration and enable a more targeted pipeline of skilled talent.

4. Employee Engagement and Shared Growth

As of the end of 2025, the Company had a total workforce of 4,657 employees, of whom 36% were female. Within R&D functions, the Company employed 861 personnel, with female representation at 37%.

Number of Employees	Unit	As of Dec 31, 2024	As of Dec 31, 2025
Overall			
Number of Full-time Employees	Person	4,491	4,657
By Geographical Region			
Employees in Mainland China	Person	4,478	4,620
– East China	Person	2,074	2,113
– South China	Person	343	331
– North China	Person	253	309
– Central China	Person	985	993
– Southwest China	Person	386	419
– Northwest China	Person	231	233
– Northeast China	Person	206	222
Employees in Hong Kong, Macao and Taiwan of China	Person	13	19
Employees in overseas markets	Person	0	18
By Gender			
Male	Person	2,849	2,986
Female	Person	1,642	1,671
By Age Group			
Aged below 30	Person	2,685	1,822
Aged 30 to 50	Person	1,785	2,813
Aged above 50	Person	21	22
By Category			
Top-level management	Person	13	15
Mid-level management	Person	140	131
Junior management	Person	371	340
Junior employees	Person	3,967	4,171

4. Employee Engagement and Shared Growth

4.3 PERFORMANCE AND COMPENSATION

To continuously enhance organizational vitality and enable aligned growth between employees and the Company, Tuhu has established a comprehensive, performance-oriented compensation and incentive system closely linked to individual contributions. Through a well-structured performance evaluation framework, we effectively identify and assess employees' value creation. Building on this, the Company designs a compensation structure that is both externally competitive and internally equitable, ensuring efficient allocation of incentive resources and supporting the shared growth of employees and the Company.

4.3.1 Performance Evaluation Mechanism

We have established a systematic **performance evaluation framework covering both individuals and teams**. Performance assessments are conducted for all employees and departmental units through a combination of quarterly reviews and semi-annual evaluations. The framework comprises multiple dimensions, including performance outcomes, values, and managerial capabilities. Objective performance indicators are closely linked to evaluation results, with differentiated metrics tailored to the operational characteristics of different organizational levels and functions, ensuring both relevance and fairness. For senior executives, key performance indicators primarily include financial metrics such as revenue, gross profit, net profit, and revenue generated per unit of human capital investment. For managers and employees across functions, core business indicators serve as the primary evaluation basis – for example, fulfillment timeliness and expense for the Logistics Department, per-store management expense and standardization capability for Store Operations Department, and customer satisfaction rate for Customer Service Department. In 2025, we further increased the weighting of objective performance indicators for frontline employees. By strengthening a performance-output-driven evaluation approach, we enhanced the objectivity and fairness of performance assessments.

In addition to performance evaluations, the Company has established a structured **competency assessment framework**. This framework is built around 12 core competencies, including resilience, customer orientation, teamwork, learning agility, achievement orientation, influence, analytical thinking, interpersonal understanding, information gathering, relationship building, proactiveness, and creativity. Differentiated competency requirements are defined for different job families to enable a more accurate assessment of employees' overall development potential. During the reporting period, the Company conducted 360-degree potential assessments across all employee levels. The results provided objective and robust support for talent selection, development, and succession planning.

4.3.2 Compensation and Incentive Mechanism

To further strengthen its talent and incentive framework, Tuhu continues to optimize its performance-oriented compensation structure.

For **short-term incentives**, Tuhu implements a performance-based variable compensation system applicable to all employees. A bonus structure linked to performance evaluation outcomes is used to motivate employees across functions. Through this performance-linked compensation system, we reinforce a pay-for-performance philosophy, ensuring that organizational objectives are effectively delivered and employee contributions are appropriately rewarded. During the reporting period, we further enhanced the variable compensation system by optimizing compensation structures across key business lines and corporate functions, and by increasing the upper limit of bonus multipliers, thereby strengthening overall compensation competitiveness.

4. Employee Engagement and Shared Growth

For **long-term incentives**, the Company leverages a nine-grid talent framework to grant equity-based incentives to employees with high performance, high potential, and strong retention value. This approach supports the retention of key talent and drives sustainable business growth. During the reporting period, we expanded the coverage of long-term incentives, with increased focus on frontline key roles. High-performing City Managers and Supervisors were included in the grant scope, strengthening motivation and retention in highly competitive market positions. In 2025, the number of employees receiving new equity incentive grants increased by 15% year-on-year. As of the end of 2025, employees covered by long-term incentives accounted for 18.5% of the total workforce.

As a result of these measures, average remuneration per employee, comprising wages and salaries, employee benefits and share-based payments, increased by 17.6% year-on-year in 2025.

4.4 TRAINING AND DEVELOPMENT

Tuhu places employee growth and talent development at the core of its long-term strategy and upholds a philosophy of mutual development between employees and the Company. We continuously enhance our training framework to improve its diversity, rigor, and practical effectiveness, while expanding career development pathways. Furthermore, through diversified incentive and development mechanisms, we unlock employee potential and provide comprehensive support for capability building and career advancement.

4.4.1 Employee Training

Tuhu has established a structured, forward-looking employee training framework aimed at continuously enhancing employees' professional capabilities and overall competencies through diversified training channels and resources. The Company adopts a blended learning approach combining online and offline formats, structured around three core dimensions: onboarding training, general skills training, and leadership development. This framework supports the systematic development of both specialized talent and a robust management pipeline, providing a strong talent foundation for the Company's sustainable growth.

4.4.1.1 New Employee Training

Tuhu's onboarding training system is designed to address different employee groups, including the "Keep Climbing" program for newly appointed directors, the "New Starting Point" program for experienced hires at manager level and below, and the "New Power" program for campus recruits. Through this **tiered onboarding framework**, we continuously enhance the integration experience for new employees. During the reporting period, onboarding satisfaction reached 4.9 out of 5, reflecting strong support for employees' rapid adaptation.

4. Employee Engagement and Shared Growth

Case: Campus Recruit Training and Mentorship

In 2025, Tuhu systematically upgraded its “New Power” program for campus recruits, establishing an integrated development framework that combines online and offline learning with structured mentoring and standardized training tools.

Online, we redesigned the “Essential Knowledge of Culture and Policies” curriculum, creating a clear learning pathway covering industry knowledge, corporate culture, career development, and compliance requirements.

Offline, we enhanced traditional training camps by incorporating automotive-themed practical modules, including vehicle assembly exercises, interactive discussions on industry trends, and visits to workshop stores, to strengthen business understanding and teamwork.

In addition, each campus recruit is assigned a dedicated one-on-one business mentor. Mentors are selected from high-performing and stable teams, and provide structured guidance across three key areas: cultural integration, practical skill development, and ongoing coaching and communication. Supported by standardized training toolkits for mentors, this approach ensures consistent training quality.

Following the program upgrade, satisfaction scores improved across multiple dimensions: online course satisfaction reached 4.91 (+0.18 year-on-year), offline training satisfaction reached 4.82 (+0.12 year-on-year), quarterly mentor evaluation scored 4.88, and annual mentor evaluation increased to 4.80 (+0.06 year-on-year).







4. Employee Engagement and Shared Growth

Case: “New Starting Point” Training

In 2025, Tuhu conducted 10 sessions of the “New Starting Point” program for 328 newly onboarded employees. The program focuses on essential knowledge of corporate culture and policies, strengthening employees’ sense of organizational integration. Participants averaged 6.5 training hours per person, and overall satisfaction reached 4.94, representing a year-on-year increase of 0.14.





Examples of Typical New Employee Training Programs

Furthermore, Tuhu continues to deepen its integrated recruitment-and-training model for frontline employees, combining recruitment, structured training, and on-the-job practice into a unified development approach. This model provides a clear progression pathway – from onboarding and skill acquisition to role proficiency – enabling new employees to quickly develop job-ready capabilities and shorten ramp-up time. Through continuous mentoring and career development support, it also promotes long-term growth for frontline employees, supporting stable operations and sustainable talent pipeline development.

4. Employee Engagement and Shared Growth

Case: Store Supervisor Training Program

The Store Supervisor Training Program adopts a "1 month of intensive in-person training + 1 month of on-the-job assessment and role confirmation" model. It delivers structured professional and managerial training across approximately 20 core modules, including store service processes, operational standards, data analysis, and communication skills, combined with hands-on practice.

In 2025, the program covered 209 store supervisors, with a cumulative training duration of 1,760 hours.





Case: Customer Service Representative Training Program

The Customer Service Representative Training Program follows a "2 weeks of intensive in-person training + 2 weeks of on-the-job mentoring" model. It integrates core modules such as automotive product knowledge, customer service system operations, and standardized service procedures, enabling trainees to rapidly acquire role-specific skills.

In 2025, a total of 91 sessions were conducted, covering 1,588 participants (including full-time employees and outsourced staff), with cumulative training hours of approximately 89,000.





Examples of "Integrated Recruitment-and-Training" Program

4. Employee Engagement and Shared Growth

4.4.1.2 General Training

Tuhu provides general training programs for all employees, covering both **professional skills and business knowledge**. In 2025, while continuing to refine its in-house training framework, the Company further expanded both the breadth and depth of training content. In terms of general capabilities, we introduced a range of forward-looking and practical courses, including structured thinking and AI tool applications. In particular, systematic training on AI tools enables employees to adopt more digitalized ways of working and strengthen innovation capabilities in the new era. In parallel, to support evolving business needs, we expanded the scope of business knowledge training, enhancing employees' overall understanding of the industry and the Company's operations.

Case: AI Tool Use Training for Workplace Productivity

To help employees better understand and leverage AI tools to improve workplace efficiency, the Company published a series of long-form training materials via its official WeChat Work account, including topics such as DeepSeek User Guide and AI-Assisted Formula Writing. These resources encourage self-directed learning and reached a cumulative total of 3,955 participants during the reporting period.



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4. Employee Engagement and Shared Growth

Case: Structured Thinking Training

To strengthen employees' structured thinking and improve their logical writing and communication skills, the Company released a series of training materials via its official WeChat Work account, including topics such as The Pyramid Principle and 10-Minute Weekly Report Writing. These materials support self-paced learning and reached 2,162 participants in total.





Case: Business Knowledge Training

To enhance employees' understanding of the Company's business model and overall operations, Tuhu delivered a combination of offline training sessions and online knowledge sharing. During the reporting period, the Company conducted six in-person training sessions and published four supporting articles, covering topics such as tires, storage batteries, quick repair services, logistics services, AI applications at Tuhu, and data analytics. Combined online and offline participation reached a total of 4,044 instances.





Examples of Tuhu's General Training Programs

4. Employee Engagement and Shared Growth

4.4.1.3 Leadership Training

Tuhu places strong emphasis on developing employees' management and leadership capabilities. On one hand, we provide all employees with access to training aligned with the Company's management competency framework through online courses and curated content. On the other hand, we offer targeted programs for managerial employees, including the "New Elite" program, designed to support the advancement of management skills and leadership capabilities in real business scenarios.

Case: "New Elite" Leadership Program

During the reporting period, the Company implemented the "New Elite" program for newly hired and newly promoted managers and above. On top of its in-house training framework, the program incorporates high-quality external courses to enhance learning effectiveness. Delivered through intensive in-person sessions, the program focuses on core topics such as *Leadership Pipeline – Managing Others* and *Tuhu Organization and Talent Development*. It equips managers with advanced management methodologies and practical approaches, strengthens their understanding of organizational and talent development, and enhances their capabilities across key management dimensions, including talent selection, deployment, development, motivation, and performance management. The program also supports managers in applying best practices and translating learning into actionable management improvements.

In 2025, the program achieved an average satisfaction score of 4.74.





In 2025, Tuhu continued to expand both the coverage and investment in employee training. A total of 4,474 employees participated in training programs during the year. The average training hours per employee increased significantly to 14.83 hours, representing a year-on-year growth of 87%. The average training satisfaction score reached 4.85 out of 5 (equivalent to 97%), an increase of 0.11 points compared with 2024. These results reflect simultaneous improvements in training effectiveness and employee satisfaction.

4. Employee Engagement and Shared Growth

Training and Development Indicators	Unit	2024	2025
Overall			
Training and Development Investment	RMB	/	535,202
Total number of full-time employees trained	Person	4,419	4,474
Total hours of training	Hour	35,528	69,073
Proportion of trained employees	%	98.4%	96.1%
Average hours of training per employee	Hour	7.91	14.83
By Gender			
Proportion of trained employees			
– Male	%	/	96.9%
– Female	%	/	94.6%
Average hours of training per employee			
– Male	Hour	8.69	13.14
– Female	Hour	6.56	17.80
By Category			
Proportion of trained employees			
– Top-level management	%	/	100.0%
– Mid-level management	%	/	93.9%
– Junior management	%	/	97.1%
– Junior employees	%	/	96.1%
Average hours of training per employee			
– Top-level management	Hour	0.7	1.5
– Mid-level management	Hour	7.7	3.7
– Junior management	Hour	2.2	1.4
– Junior employees	Hour	8.5	16.3

4. Employee Engagement and Shared Growth

4.4.2 Employee Development

Tuhu is committed to providing employees with broad career development opportunities and diversified growth pathways, enabling them to realize their potential at different career stages. By establishing a fair and transparent vertical promotion system alongside a flexible and well-structured lateral mobility mechanism, we have developed dual career development pathways. This approach not only expands employees' career scope and enhances their overall capabilities, but also supplies key roles with versatile talent, strengthening organizational vitality and business resilience while supporting the aligned growth of individuals and the Company. **In 2025, positions filled through vertical promotions and lateral transfers accounted for 22% and 16%, respectively.**

4.4.2.1 Vertical Promotion

Employees are provided with two clearly defined promotion cycles each year based on performance and capability, fostering a transparent, merit-based, and well-structured development environment. To further enhance organizational vitality and strengthen talent development pathways, the Company **systematically upgraded its promotion framework** during the reporting period. The enhancements focus on multi-dimensional evaluation, closed-loop feedback, and standardized processes. Key initiatives include removing presentation requirements for junior employees, expanding the coverage of 360-degree assessments, fully digitizing the promotion process, and strengthening consistency checks among evaluators.

Multi-dimensional Evaluation

A combination of performance reports, structured presentations, and 360-degree assessments is used to evaluate employee performance from multiple perspectives.

Closed-loop Feedback

Evaluation outcomes, including both strengths and development areas, are systematically communicated to employees, supported by clear development guidance.

Standardized Promotion Process

The promotion process adheres to principles of fairness, transparency, and consistency, with regular promotion cycles open to all employees.

Fully standardized, digitalized workflows are implemented to ensure traceability.

Tuhu's Vertical Promotion Mechanism

4. Employee Engagement and Shared Growth

Digitalized Promotion Process	The Company has enabled full-cycle digital management of promotion processes – from submission and approval to evaluation, vote consolidation, and result announcement. This reduces human bias and operational errors, ensures consistency and traceability across the organization, and enhances employees' confidence in the fairness of internal opportunities.
Expanded 360-Degree Assessment Coverage	The Company expanded the application of 360-degree assessments in promotion decisions, incorporating broader peer feedback to provide more comprehensive input for evaluators. This provides richer perspectives – such as collaboration, influence, and team contribution – leading to more well-rounded promotion decisions. In 2025, 360-degree assessments covered 66% of employees involved in promotion reviews, representing an increase of 53 percentage points year-on-year.
Streamlined Evaluation for Junior Employees	For junior employees, on-site presentations were replaced with a data-driven, online evaluation approach. Evaluators make independent judgments based on objective indicators, including job proficiency, work engagement, performance outcomes, and 360-degree feedback. This shift reduces bias from presentation performance and places greater emphasis on substantive performance outcomes. Following the implementation, consistency between promotion recommendations and final approvals reached approximately 80%, comparable to the previous presentation-based approach. At the same time, average evaluation time per candidate decreased from 50 minutes to 26 minutes
Enhanced Evaluation Quality Control	The Company strengthened evaluation governance by systematically collecting process data such as evaluator consistency and review duration to assess evaluation quality and identify deviations. Evaluators receive their own evaluation reports, and those with low consistency are restricted from participating in subsequent evaluation rounds. These measures reinforce the credibility, objectivity, and standardization of the promotion process. In 2025, overall consistency in promotion decisions reached 83%, an increase of 2 percentage points year-on-year.

Tuhu's Initiatives to Improve Promotion Process

4. Employee Engagement and Shared Growth

4.4.2.2 Lateral Mobility

In parallel with the continuous enhancement of the vertical promotion system, the Company actively promotes lateral mobility to support employees' diversified career development. We encourage employees to explore cross-departmental and cross-functional opportunities aligned with their career aspirations and organizational needs, thereby broadening career pathways and strengthening overall capabilities.

The Company has established a structured internal mobility framework, with internal job opportunities regularly posted. Employees may apply for transfers through a standardized process that includes intent discussions with their current team and evaluation interviews with the receiving team. Transfers are completed upon alignment of business needs and joint assessment by both departments. In addition, the Company provides targeted training and transition support to facilitate smooth onboarding into new roles, enabling employees to quickly adapt and create value in their new positions while achieving more diversified career development.

4.4.2.3 Professional Certification Incentive

The Company also implements a professional certification incentive program for employees in roles such as forklift operation, hazardous materials transportation, and electrical work, encouraging continuous development of job-specific skills and professional qualifications.

Professional Skills Development for NEV-Specific Services

To strengthen technical capabilities in NEV maintenance – particularly in battery, motor, and electronic control systems – the Company organizes technicians to participate in external hands-on training program, focusing on core maintenance skills related with NEV technologies.

Qualification Support for Warehousing Roles

In the warehousing segment, the Company provides pre-employment training aligned with job requirements and safety standards, and covers the costs associated with obtaining relevant certifications, such as Safety Officer Certificates, Forklift Operation Licenses, and Electrician Certificates.

Internal Certification System for Store Roles

The Company continues to enhance its internal skills training and certification framework. Based on role requirements for technicians and store managers, it implements structured certification programs such as Two-Star Store Manager Certification and Intermediate Technician Certification. These programs support continuous professional development and help personnel better meet evolving business needs. In 2025, related training and certification programs covered over 10,000 store managers and over 35,000 technicians.

Examples of Tuhu's Certification Incentive Programs

4. Employee Engagement and Shared Growth

4.5 BENEFITS AND ACTIVITIES

Tuhu is committed to providing competitive and well-structured employee benefits. We have established a comprehensive benefits framework that balances external competitiveness with internal equity. In addition to fully complying with statutory benefit requirements, we continuously enhance employee care programs and organize diverse engagement initiatives. These efforts ensure that employees' contributions are appropriately recognized while fostering a supportive and people-centric workplace.

4.5.1 Statutory Benefits

Tuhu strictly complies with applicable laws and regulations, placing strong emphasis on safeguarding employees' legitimate rights and interests. The Company makes full contributions to mandatory social insurance and housing funds for all full-time employees and ensures the full implementation of statutory benefits such as paid annual leave, providing a solid foundation of protection.

Effective January 1, 2026, the Company introduced family care leave for all regular employees to better support work-life balance. Employees may apply for this leave, in accordance with local policies, when their parents are hospitalized and require care, with eligibility starting from the first day of hospitalization.

4.5.2 Additional Benefits and Activities

Beyond statutory benefits, Tuhu provides a wide range of non-monetary benefits and organizes diverse employee engagement activities each year. These initiatives span occupational health, recreational and cultural activities, and daily care, supporting employees' physical and mental well-being in a holistic manner.

Occupational Health

- Annual Health Check-ups: Free annual medical examinations for all employees
- Mental Health Support: 24/7 Employee Assistance Program (EAP) hotline
- Female Care: Dedicated mother's rooms in the workplace

Cultural and Engagement Activities

- A variety of cultural and recreational initiatives are organized, including anniversary celebrations, promotional campaign events, holiday care packages, and team-building programs, covering full-time and outsourced employees.

Daily Care and Allowances

- Employees are supported through practical subsidies and benefits, including meal allowances, commuting reimbursements, and late-night transportation support.

Targeted Benefits for Specific Roles

- For employees in roles requiring frequent travel or special working conditions, the Company provides tailored benefits such as accident insurance, skill-based subsidies, assignment allowances, relocation support, high-temperature allowances, and night-shift subsidies.

Additional Benefits and Activities at Tuhu

4. Employee Engagement and Shared Growth

Case: Employee Badminton Tournament

To promote a healthy and vibrant workplace culture, the Tuhu Trade Union organizes the annual Employee Badminton Tournament as a flagship engagement activity. In 2025, the tournament expanded to dual venues in Shanghai and Wuhan and introduced both beginner and competitive tracks, along with an innovative "blind team formation" mechanism to encourage cross-department interaction. A total of 104 employees participated, representing a 20.9% increase year-on-year, significantly enhancing team cohesion and employees' sense of belonging.





Case: Employee Engagement Activities During Promotion Campaigns

During major promotional campaigns and peak business periods, the Company established "Energy Recharge Stations" across workplaces nationwide, providing frontline employees with snacks, fruits, and hot meals. This initiative combines both online and offline engagement elements, delivering timely support while reinforcing employee recognition and sustaining morale during high-intensity operations.





4. Employee Engagement and Shared Growth

Case: Summer Heat Protection Program

During high-temperature periods, the Company implemented targeted employee care measures to safeguard health and safety. A total of 40,500 standard summer supply kits – including neck fans and water bottles – were distributed across nearly 7,000 stores nationwide. In addition, 7,365 customized cooling kits were provided to frontline field staff and employees in high-temperature regions. These measures effectively improved working conditions in extreme heat environments and demonstrated strong commitment to frontline employee well-being.





Case: Mid-Autumn Festival Engagement Activity

During the Mid-Autumn Festival, the Company distributed customized gift packages and organized themed cultural activities across all workplaces. Activities included traditional experiences such as arrow pitching, DIY moon lamps, and herbal sachet making, alongside online interactive programs. These initiatives strengthened cultural connection, enhanced the festive atmosphere, and reinforced employees' sense of belonging.





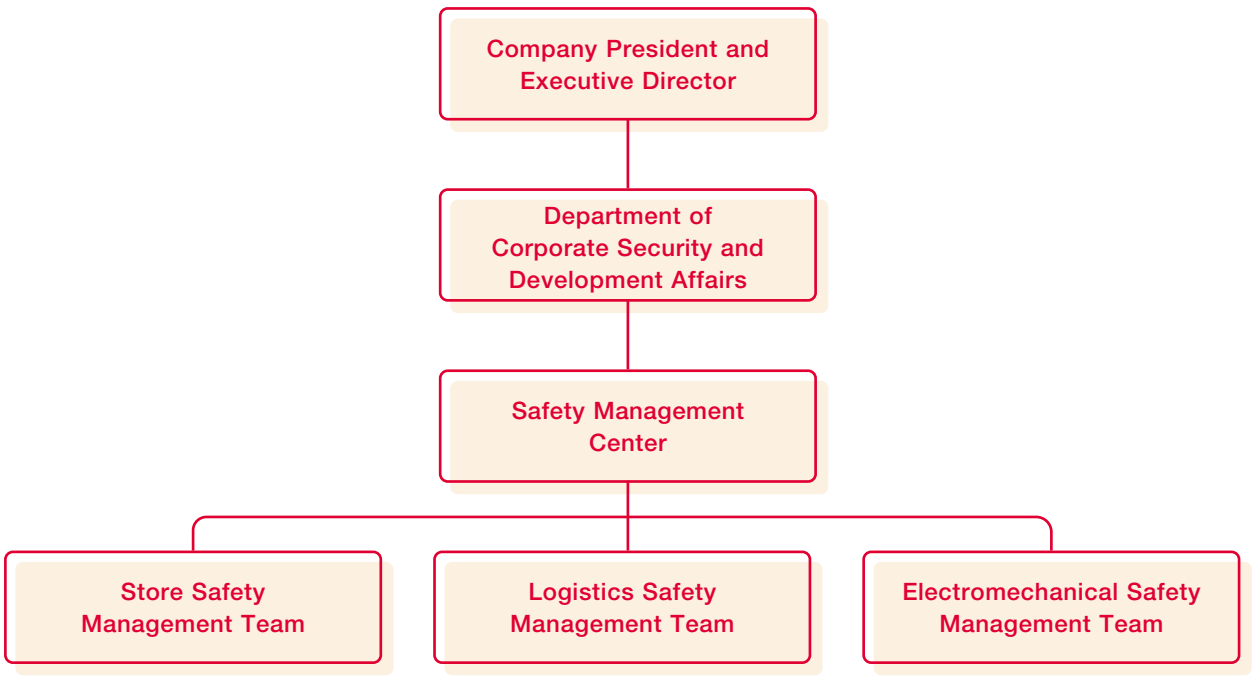
4. Employee Engagement and Shared Growth

4.6 OCCUPATIONAL HEALTH AND SAFETY

Tuhu places occupational health and safety (OHS) at the core of its operational priorities. While continuously strengthening the safety management of physical workplaces and operational processes, we also place strong emphasis on employees' psychological safety and well-being. We are committed to systematically enhancing OHS management across all aspects of daily operations, fostering a safe, healthy, and sustainable working environment for our employees.

4.6.1 Management System

Tuhu strictly complies with applicable laws and regulations, including the *Occupational Disease Prevention and Control Law of the People's Republic of China* and the *Administrative Measures for Occupational Health Examinations*. With reference to recognized standards such as the *Enterprise Safety Production Standardization Specification (GB/T 33000)* and *ISO 45001 Occupational Health and Safety Management Systems*, we have established a comprehensive and structured OHS management system. This system designates the President and Executive Director as the ultimate accountable person, with the Safety Management Center serving as the dedicated execution body, forming a governance structure with clearly defined roles and responsibilities. Supported by this framework, safety management is fully embedded into daily operations, ensuring the systematic and consistent implementation of occupational health and safety practices.



Governance Structure for Occupational Health and Safety at Tuhu

4. Employee Engagement and Shared Growth

To ensure the effective operation and continuous improvement of the OHS management system, Tuhu adopts the SDCA (Standardize-Do-Check-Act) cycle as a core management methodology. This approach strengthens both the applicability of standards and the effectiveness of execution. Leveraging its digital capabilities, the Company focuses on key safety risk areas and applies data analytics to identify root causes of incidents and implement targeted corrective measures. In addition, driven by product operations and technological innovation, we continuously enhance safety management effectiveness and intrinsic safety levels, advancing toward more intelligent and refined safety management.

Standardization

- The Company ensures the practicality and feasibility of management standards through on-site assessments, business alignment, pilot validation, and iterative refinement.
- The Company established a comprehensive set of internal policies, including: *Work Safety Responsibility System*, *Safety Inspection and Hazard Management Regulations*, *Occupational Health Management System*, *Emergency Response Plan for Production Safety Incidents*. These policies collectively cover governance requirements, operational standards, and emergency response mechanisms.

Execution

- The Company ensures effective implementation through end-to-end communication, centralized training programs, and ongoing operational support (e.g., daily Q&A).

Inspection

- The Company conducts joint inspections involving multiple parties to ensures comprehensive coverage of all critical operational scenarios and applies benchmarking mechanisms to enhance inspection team capabilities.

Improvement

- The Company leverages proprietary digital platforms (e.g., Yixing and Blue Tiger) to establish a fully integrated online safety management workflow covering inspection, rectification, and verification, thereby strengthening closed-loop management capabilities and enabling continuous improvement of OHS performance.

SDCA Implementation Framework for OHS Management

During the reporting period, the Company recorded zero work-related fatalities. A total of 8 work-related injury incidents were reported, resulting in 127 lost workdays, representing notable decreases year-on-year.

4. Employee Engagement and Shared Growth

4.6.2 Occupational Health

Tuhu fulfills its responsibilities as an employer by providing timely and effective occupational health protection for employees' physical and psychological well-being. Through these efforts, we support the balanced development of employees' overall health while promoting the sustainable and aligned growth of both employees and the Company.

Day-to-day employee health management and risk identification are jointly undertaken by business units and Human Resources Business Partners (HRBPs). Business units assume primary responsibility, with ongoing oversight of working conditions and employee-related risks, while HRBPs provide professional support in policy implementation, risk monitoring, and employee consultation. In the event of an occupational health and safety incident, the responsible business unit initiates immediate response procedures and collaborates with the Employee Services and Relations team to conduct assessments and formulate response plans in compliance with applicable laws and internal policies, ensuring proper resolution and protection of employee rights.

Physical Health Protection	• Annual health check-ups • Accident insurance • Employer liability insurance
Mental Health Support	• Employe e Assistance Program (EAP)

Tuhu's Occupational Health Programs

Case: Employee Assistance Program (EAP)

To systematically support employee mental health, Tuhu provides all employees with free 24/7 access to an Employee Assistance Program (EAP), offering confidential one-on-one counseling services via phone or video. The program covers a wide range of topics, including emotional well-being, stress management, workplace adaptation, interpersonal relationships, and family support, delivering timely and professional psychological assistance.

In 2025, to enhance awareness and utilization, the Company actively promoted EAP services and related tips through internal communication channels such as its official WeChat Work account and workplace bulletin boards. These efforts helped strengthen employees' awareness of mental health and self-regulation capabilities, while fostering a supportive and inclusive organizational culture.





4. Employee Engagement and Shared Growth

4.6.3 Workplace Safety

While continuing to promote employees' physical and mental well-being, Tuhu places strong emphasis on workplace safety across daily operations. Tailored safety management measures are implemented for different operational settings, including offices, workshops, and warehouses. These measures systematically safeguard the health and safety of employees, outsourced personnel, and franchise store staff, forming a robust safety foundation for stable business operations.

4.6.3.1 Office Safety

Tuhu prioritizes office safety as an integral part of operational management. Through structured safety arrangements, routine inspections, and regular emergency drills, the Company has established a comprehensive, multi-layered office safety system.

Safety Infrastructure

- Fire safety equipment, including extinguishers and hydrants, is installed on each floor.

Safety Inspections

- Security personnel conduct safety patrols every two hours and special inspections are carried out prior to holidays.
- Monthly fire safety inspections and periodic equipment testing are carried out to ensure proper operation of fire protection systems.

Safety Trainings and Drills

- Emergency response training is provided to designated safety teams.
- Regular fire safety training is conducted for on-site personnel, including security and cleaning staff

Tuhu's Measures to Ensure Office Safety

4.6.3.2 Warehouse Safety

RDCs represent critical operational environments. To strengthen warehouse safety, Tuhu advances a systematic approach across three dimensions: inspection mechanisms, closed-loop rectification, and training and drills.

Safety clauses are embedded in contracts with warehousing service providers to strengthen external accountability. On top of this, we adopt a dual-layer governance model – combining headquarters oversight with on-site safety inspectors – to carry out regular safety inspections.

4. Employee Engagement and Shared Growth

Daily Inspections

- Pre-shift inspection of equipment such as forklifts and tire balers
- End-of-day checks on electrical shutdown and site closure

Monthly Inspections

- Comprehensive reviews covering storage, electrical, environmental, equipment, fire, and operational safety

Special Inspections

- Daily checks of electrical safety followed by inspection results announcement during special occasions such as Chinese New Year Festival

Tuhu's Inspection Mechanism to Ensure Warehouse Safety

The Company has established an integrated safety improvement mechanism, consolidating data from multiple sources – including incident reports, store-level safety events, public feedback monitoring, and insurance claims – to conduct unified root cause analysis. Based on these insights, targeted corrective actions are implemented, enabling continuous improvement from risk identification to mitigation and system optimization.

In 2025, the Company organized five dedicated safety training programs covering warehouse inspection standards, equipment safety, safety practices during Chinese New Year, forklift operations, and emergency reporting procedures. Emergency drills were also conducted across RDCs nationwide, further enhancing safety awareness and risk management capabilities.

4. Employee Engagement and Shared Growth

Case: Fire Drills at RDCs

In 2025, Tuhu conducted 32 offline fire drills across its RDCs, involving warehouse managers and core staff. These drills strengthened emergency response readiness and incident handling capabilities.





4.6.3.3 Workshop Safety

As of the end of 2025, Tuhu’s nationwide workshop network supported over 60,000 jobs, making workshop safety a core focus of the Company’s safety management system. A structured “standard-training and assessment-supervision-improvement” loop has been established to ensure effective implementation of safety standards at the operational level in each Tuhu Workshop.

During the reporting period, the Company issued the *Workshop Safety Management White Paper*, establishing **standardized requirements** across operational, electrical, fire, environmental, and equipment safety.

To effectively implement of the *Workshop Safety Management White Paper* and ensure that all safety management requirements are thoroughly executed, we published the document on the Blue Tiger Platform and organized learning sessions for all workshop personnel. Concurrently, passing the safety knowledge test was made a mandatory prerequisite for job assignment. During the reporting period, both the safety **training** coverage rate and the safety training pass rate for Tuhu Workshops reached 100%.

Furthermore, **routine inspections** are conducted through regional supervisor reviews and digital monitoring systems. During the reporting period, workshop safety inspection coverage reached 100%, with over 1.6 million inspection records, while compliance rate for key inspection items exceeded 90%.

4. Employee Engagement and Shared Growth

For safety issues identified during inspections, we implement prompt **rectification** at the store level and continuously track progress through mechanisms such as a "rectification efficiency funnel" and an "overdue rectification list." Inspection and remediation outcomes are linked to key operational metrics, including store ratings and dispatch allocation, forming strong enforcement and incentive mechanisms. This approach enhances both the penetration and effectiveness of safety management in a systematic manner.

To further strengthen workshop safety, during the reporting period, the Company focused on implementing enhanced safety management measures for high-risk scenarios in workshops, such as vehicle lifting.

Lifting Operation Safety

- Mandatory training coverage for all technicians (existing and new)
- Standardized retraining requirements for violations
- Enhanced monitoring for repeated non-compliance

Lifting Equipment Safety

- Technical support and supplier resources provided for hazard rectification
- Centralized acceptance by the Safety Management Center
- Bi-weekly tracking of non-compliant stores
- Standardized completion criteria based on quality inspection results

Equipment Upgrade at Self-Operated Workshops

- Self-operated technical centers and premium stores completed upgrades of tire changers and wheel balancers. New equipment features – such as automated recognition, intelligent assistance, and optimized protection mechanisms – significantly reduce operational complexity and physical strain, thereby lowering safety risks.

Measures to Enhance Safety Management at Workshops

In addition to operational improvements, Tuhu actively **leverages AI and digital technologies** to enhance proactive risk identification and early warning capabilities. The Company has developed a Smart Fire Early Warning System, integrating AI and IoT technologies to enable 24/7 real-time monitoring of fire, smoke, and abnormal temperature conditions across workshop stores nationwide. Through a multi-channel alert system, combining app notifications, voice calls, and SMS, the system ensures rapid incident notification and response. This closed-loop mechanism, spanning real-time detection, early warning, and emergency response, significantly enhances fire prevention and response capabilities.

5. Green Development and Social Impact

Tuhu believes that long-term corporate development must be closely aligned with industry advancement and broader social well-being. We integrate green operations across the entire value chain and actively fulfill our social responsibilities through initiatives such as technical training, community engagement, and road safety advocacy. At the same time, we collaborate with ecosystem partners to co-develop industry standards and promote a more sustainable and inclusive automotive aftermarket. Through these efforts, we aim to create shared value for both business and society.

5.1 GREEN OPERATIONS

Tuhu embeds green operations into its core corporate strategy, actively exploring sustainable development pathways aligned with the characteristics of the automotive service industry. We are committed to building a climate-resilient operating model by improving resource efficiency, enhancing operational effectiveness, and strengthening the systematic management of waste and emissions.

5.1.1 Responding to Climate Change

Tuhu actively identifies and addresses risks and opportunities arising from climate change. Against the backdrop of increasing global climate challenges, we continue to advance our climate-related management practices. In alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have established a structured framework to identify and assess climate-related risks and opportunities. Based on this, we have developed corresponding response measures to enhance climate resilience.

5.1.1.1 Governance

Tuhu has established and continues to refine a comprehensive climate governance framework to ensure robust and effective management. At the governance level, the Board serves as the highest decision-making body, overseeing the ESG Committee in identifying, assessing, and managing climate-related risks and opportunities. The Board also supervises the effectiveness of internal control systems, sets strategic direction, and promotes the institutionalization of climate-related governance mechanisms. At the management level, senior management is responsible for cross-functional coordination and implementation. Progress and performance are reported regularly to the Board, ensuring continuous improvement and effective execution of climate-related initiatives.

5.1.1.2 Strategy

Business Model, Value Chain, Strategy and Decision-making

Tuhu conducts climate-related risk and opportunity assessments in coordination with its strategy, finance, and business teams. These assessments take into account policy developments, industry trends, and the Company's operational characteristics. Based on these analyses, the Company evaluates potential impacts on its business model and value chain, and formulates corresponding mitigation and adaptation strategies to address identified risks and opportunities.

5. Green Development and Social Impact

Physical Risks

Acute Risks: Increased severity and frequency of extreme weather events (e.g., typhoons, floods)

Impact

Extreme weather may significantly reduce daily customer traffic and disrupt store operations, posing risks to personnel safety and causing property damage.

It may also interrupt logistics and supply chains, leading to material fulfillment delays.

Timeframe

Short-term

Mitigation Measures

We have established a data-driven disaster monitoring and early warning system, with tiered alert mechanisms for heavy rainfall and typhoons to provide timely notifications to stores and warehouses. Property insurance coverage is also in place.

At the workshop level, we have developed disaster response guidelines, including the *Typhoon Weather Store Operations Guide*, to support safe operations and ensure continuity of essential supplies.

At the warehouse level, we continuously enhance the *Warehouse Typhoon and Flood Prevention Emergency Plan*, covering: Pre-event: reinforcement of protective measures and personnel safety training; During-event: dynamic adjustment of delivery strategies to maintain fulfillment efficiency; Post-event: rapid repair and restoration of facilities and operations. In addition, we strengthen supply chain resilience through multi-route logistics coordination and contingency planning.

5. Green Development and Social Impact

Chronic Risks: Long-term climate change (e.g., rising temperatures, increased precipitation, sea-level rise)

Impact	Rising temperatures may shorten the lifespan of components such as batteries and rubber parts, increasing the risk of product quality issues and customer complaints. Gradual changes in climate conditions may also disrupt employee commuting and operations in both operating locations and supplier regions, potentially increasing labor costs.
Timeframe	Long-term
Mitigation Measures	We collaborate with suppliers to continuously enhance product durability and performance. We also strengthen meteorological monitoring and dynamically adjust workforce allocation, commuting arrangements, and logistics contingency plans to improve operational flexibility and safety.

Transition Risks

Policy and Legal Risks: Regulatory changes affecting products and services

Impact	Potential regulatory restrictions on internal combustion engine vehicle (ICEV) usage in logistics may affect fulfillment operations.
Timeframe	Short-term
Mitigation Measures	We are advancing green logistics initiatives by gradually transitioning company-operated delivery fleets toward NEVs.

5. Green Development and Social Impact

Market Risks: Changes in customer behavior and demand

Impact

Increasing customer demand for green and low-carbon products may lead to customer attrition if product offerings and services are not adjusted in a timely manner.

Growing NEV car parc may result in lost opportunities if relevant automotive products and services are not developed accordingly.

Timeframe

Short-term

Long-term

Mitigation Measures

We actively collaborate with brand partners to promote environmentally friendly products, including tires made from sustainable materials.

We are also expanding our product and service offerings for NEVs, covering both universal categories (e.g., tires, chassis components, films, and accessories) and NEV-specific components such as traction batteries, electronic motors, electronic control systems, and reduction oil.

Reputation Risks: Changes in consumer sentiment and investor preferences

Impact

Failure to effectively manage environmental impacts may reduce customer trust, damage brand reputation, and weaken market competitiveness.

Timeframe

Long-term

Mitigation Measures

We are committed to reducing operational carbon emissions by advancing green logistics practices, including increasing the use of NEVs, and promoting recyclable logistics packaging.

Climate-Related Risk Identification and Mitigation Measures at Tuhu

5. Green Development and Social Impact

Energy Source Opportunity

- Renewable Energy Adoption: The Company has developed a photovoltaic deployment plan and will progressively implement the use of renewable electricity in self-operated warehouses, replacing grid electricity in phases to optimize the overall energy mix.

Resource Efficiency Opportunity

Recycling and reuse: We continue to promote circular use of packaging materials and encourage stores and service providers to standardize the recycling and disposal of end-of-life tires and used batteries.

Reduction of resource consumption: Green office initiatives are implemented to reduce energy, water, and paper usage. In addition, we plan to further reduce packaging material consumption through the adoption of intelligent packaging optimization systems.

Adoption of more efficient transportation methods: By optimizing warehouse network planning and gradually transitioning company-operated delivery routes to NEVs, we aim to improve overall logistics efficiency.

Market and Product Opportunity

Expansion into emerging markets: In response to the rapid growth in NEV sales and car parc, we are actively expanding maintenance, repair, and specialized service offerings tailored to NEVs. These efforts position the Company to capture growth opportunities and strengthen its competitive advantage in the NEV automotice service sector.

Climate-Related Opportunity Identification and Adaptation Measures at Tuhu

Financial Effect

To assess the financial impact of identified climate-related risks and opportunities, we adopt a set of quantitative metrics. For risks, we assess expenditures incurred to mitigate such risks as a percentage of total revenue, and reductions in existing revenue attributable to such risks. For opportunities, we assess cost savings achieved as a percentage of total revenue, and incremental revenue contribution driven by such opportunities. These metrics form the basis of our comprehensive financial impact assessment.

According to the Company's internal risk management classification standards, if the metric falls below 0.1%, the financial impact is considered "immaterial." If the metric is between 0.1% (inclusive) and 1%, the financial impact is considered "low." If the metric is between 1% (inclusive) and 5%, it is deemed "medium." If the metric reaches or exceeds 5%, it is classified as "high."

Based on the above methodology, the Company has established a systematic framework for assessing climate-related financial impacts and conducted a quantitative analysis for 2025.

5. Green Development and Social Impact

Risk Category	Financial Impact Analysis	Financial Impact in 2025
Physical Risk – Acute	Expenditures incurred in response to extreme weather events and related losses (including insurance premiums, equipment, inventory, and store subsidies) as a percentage of total revenue	<0.1%
Physical Risk – Chronic	Increase in electricity costs as a percentage of total revenue due to rising average temperatures	<0.1%
Transition Risk – Policy and Legal	Additional expenditures required to comply with regulatory requirements (including enhanced greenhouse gas verification) as a percentage of total revenue	<0.1%
Transition Risk – Market	Decline in maintenance revenue from ICEVs due to increased NEV penetration	Not applicable — automotive maintenance revenue from ICEVs continued to grow steadily in 2025
Transition Risk – Reputation	Decline in customer trust and revenue due to negative market perception of the Company's climate response	0

Opportunity Category	Financial Impact Analysis	Financial Impact in 2025
Energy Source Opportunity	Reduction in energy costs as a percentage of total revenue through energy transition initiatives (including solar PV deployment and renewable electricity adoption)	0
Resource Efficiency Opportunity	Reduction in operating costs as a percentage of total revenue through improved resource efficiency (including NEV adoption in self-operated delivery and recycling of logistics packaging)	0.1-1%
Market and Product Opportunity	Increase in revenue contribution driven by expansion into NEV-related services (including maintenance, tires and chassis services, and high-voltage component repair)	1-5%

Current Financial Impact Analysis of Climate Change at Tuhu

5. Green Development and Social Impact

Climate Resilience

During the reporting period, the Company conducted climate scenario analysis for the first time to systematically identify and assess the potential impacts of climate-related risks on its operations and business performance under different climate pathways, and to evaluate its overall climate resilience.

In terms of scenario selection, the Company adopted the Representative Concentration Pathways (RCP) 2.6[1] and RCP 8.5[2] scenarios developed by the Intergovernmental Panel on Climate Change (IPCC) to assess physical climate risks. The analysis was conducted across three time horizons, short-term (0-5 years), medium-term (5-10 years) and long-term (over 10 years). This approach enables the Company to evaluate both near-term and long-term implications of climate change on its operations and financial performance.

Taking into account the geographic distribution and climate characteristics of its operating locations, the Company conducted a site-level physical risk assessment by referencing authoritative climate risk databases, including those developed by the World Wide Fund for Nature (WWF). The assessment evaluates physical risk exposure based on two key dimensions, frequency of extreme weather events and severity of potential impacts. Based on these factors, operational sites were classified into high, medium, and low risk categories. The proportion of operational sites classified as high risk under different scenarios is presented below:

Physical Risk Categories		Flood	Typhoon	Rise of Sea Level	Rise of Average Temperature
RCP2.6	Short-term	0.0%	0.0%	0.0%	0.0%
	Medium-term	0.0%	0.0%	0.0%	0.0%
	Long-Term	0.0%	0.0%	0.0%	100.0%
RCP8.5	Short-term	0.0%	0.0%	0.0%	0.0%
	Medium-term	0.0%	0.0%	0.0%	100.0%
	Long-Term	0.0%	0.0%	0.0%	100.0%

Proportion of Tuhu's High-Risk Operational Sites under Different Scenarios

1 This represents a future scenario characterized by low greenhouse gas emissions and high-intensity mitigation efforts. In the simulations of the Coupled Model Intercomparison Project Phase 5 (CMIP5), this scenario provides approximately a two-thirds probability of limiting global warming to below 2°C by 2100.

2 This represents a high greenhouse gas emission scenario. It depicts a trend where, in the absence of policies addressing climate change, the concentration of greenhouse gases in the atmosphere will continue to rise and maintain a growth trajectory.

5. Green Development and Social Impact

The scenario analysis indicates that under both RCP2.6 and RCP8.5 pathways, the Company's overall exposure to physical climate risks is expected to increase over time. However, the magnitude and urgency of different risk types vary. Rising average temperature presents the most prominent and persistent risk, with high-risk exposure increasing significantly in the medium to long term; Floods, typhoons, and sea-level rise currently exhibit limited impact on the Company's overall asset base and operational footprint, and do not constitute material systemic risks at this stage.

Overall, the Company's current business model and strategic positioning demonstrate a solid level of baseline resilience under different climate scenarios. While the scenario analysis indicates an increasing long-term exposure to chronic physical risks – particularly rising average temperatures – the associated financial impact remains immaterial in the current reporting period. This is primarily due to the time-lagged nature of such risks, which have not yet materially affected the Company's operations or cost structure.

Building on these insights, the Company has systematically identified key risk areas and developed targeted mitigation and adaptation measures, which are being progressively integrated into its sustainability strategy and enterprise risk management framework. Looking ahead, the Company will continue to monitor the evolution of climate-related risks, including changes in physical risk patterns, policy developments, and technological advancements. It will also incorporate forward-looking financial considerations into its strategic planning and operational decision-making processes, maintaining flexibility in both medium – to long-term strategy and annual business plans to further enhance operational resilience and strategic adaptability.

5. Green Development and Social Impact

5.1.1.3 Risk Management

The Company has integrated climate-related risks and opportunities into its overall enterprise risk management framework and continues to refine its governance mechanisms and processes for climate risk management. By establishing a structured list of climate-related risks and opportunities and conducting regular, systematic assessments, the Company enhances its ability to identify, evaluate, and respond to the potential impacts of climate-related factors on its operations. Based on these assessments, the Company applies a risk-tiering approach and dynamically adjusts its response strategies. This enables effective risk mitigation while proactively capturing opportunities arising from the climate transition, thereby strengthening the Company's overall resilience.

Identification	• Identify climate-related risks and opportunities through policy analysis, industry trend monitoring, and internal operational reviews; • Continuously update the climate risk and opportunity list and assess potential impacts across different business functions.
Assessment and Prioritization	• Prioritize identified risks and opportunities through climate scenario analysis, and scientifically assess their likelihood of occurrence and potential impact.
Response and Tracking	• Continuously monitor the evolution of climate-related risks, and develop differentiated mitigation measures for various types of climate-related risks dynamically. • Closely track regulatory developments and industry trends, and dynamically refine adaptation measures to advance sustainable transition.

Climate-Related Risk and Opportunity Management Process at Tuhu

5. Green Development and Social Impact

5.1.1.4 Metrics and Targets

The Company continues to enhance its environmental management framework by establishing a systematic set of environmental targets and key performance indicator (KPI) tracking mechanisms. During the reporting period, the Company further refined its Scope 3 greenhouse gas emissions management by identifying categories with higher materiality and establishing corresponding monitoring mechanisms. Through strengthened quantitative management and continuous process optimization, the Company is steadily advancing its green transition while contributing to the development of a more efficient, low-carbon, and sustainable automotive service industry.

Indicator	Unit	2024	2025[3]
Total GHG Emissions (Scope I+ Scope II)	**Tonne CO2 eq.**	**7,042**	**8,716**
– Direct GHG Emissions (Scope 1)	Tonne CO2 eq.	4	10
– Indirect GHG Emissions (Scope II)	Tonne CO2 eq.	7,037	8,707
GHG Emission Intensity (Scope I+Scope II)	**Tonne CO2 eq./Million RMB Revenue**	**0.48**	**0.53**
Total GHG Emissions (Scope III)	**Tonne CO2 eq.**	**/**	653,498
– Category 1: Purchased goods and services	Tonne CO2 eq.	/	457,226
– Category 3: Fuel and energy related activities	Tonne CO2 eq.	/	726
– Category 4: Upstream transportation and distribution	Tonne CO2 eq.	/	6,864
– Category 14: Franchises	Tonne CO2 eq.	/	188,682

Greenhouse Gas Emissions by Tuhu

Greenhouse Gas Emission Reduction Target

We'll continuously strengthen greenhouse gas emissions management, systematically advance various emission reduction measure, and strive to reduce carbon emission intensity over time.

[3] The increase in total Scope 1 and Scope 2 greenhouse gas emissions in 2025 was primarily attributable to the growth in overall energy consumption, as well as the update to the electricity grid emission factor. The 2025 data is based on the national average grid emission factor for electricity (excluding non-fossil electricity traded through market mechanisms) published by the Ministry of Ecology and Environment on December 31, 2025.

5. Green Development and Social Impact

5.1.2 Resource Usage and Operational Efficiency

Tuhu integrates green operations into every aspect of corporate governance and daily operations. By establishing and continuously refining a systematic resource management framework covering energy, water, and packaging materials, the Company places resource efficiency and circularity at the core of its decision-making. At the operational level, Tuhu systematically enhances energy efficiency, optimizes water recycling and reuse, and minimizes overall resource consumption. At the same time, the Company leverages its role as an industry platform to extend best practices in resource management to its supply chain and partners, promoting the efficient and sustainable use of resources across the value chain and contributing to a resource-efficient and environmentally responsible industry ecosystem.

5.1.2.1 Energy and Water Management

Tuhu strictly complies with applicable environmental laws and regulations, including the *Environmental Protection Law*, *Environmental Impact Assessment Law*, and *Water Law of the People's Republic of China*. Furthermore, in accordance with the *Tuhu Store Standards and Management Rules*, the Company has established an environmental and energy management system covering all workshops. Through strengthened supervision, inspection and training mechanisms, Tuhu ensures the effective implementation of energy and water-saving measures, supporting its commitment to green and sustainable operations.

Offices

Tuhu promotes energy and water conservation through structured awareness programs and institutional measures, embedding green practices into daily operations. The Company fosters employee engagement through visual communications and regular training, ensuring that employees and relevant stakeholders understand and implement conservation practices effectively.

Water Management

Water usage behaviors are managed through policy communication and routine inspections, enhancing employees' awareness of water conservation.

Electricity Management

Temperature monitoring devices are installed and appropriate temperature control ranges are maintained to improve energy efficiency. In addition, energy-saving reminders are displayed in office areas to reinforce sustainable practices.

Tuhu's Resource Management Measures at Offices

5. Green Development and Social Impact

Workshops

Tuhu actively promotes the adoption of energy-efficient equipment in workshops and integrates environmental requirements into the engineering standards for new workshop construction, while retrofitting selected existing workshops with water-saving devices.

Mainland China

In new workshop designs, in accordance with the Store Identity (SI) requirement, priority is given to high-efficiency, low-energy LED lighting solutions, embedding energy-saving practices at the infrastructure level.

Hong Kong Region

In new workshop developments, the Company implements environmental protection facilities such as grease traps and impermeable flooring, and explores advanced measures including photovoltaic systems, rainwater harvesting, and energy-efficient building design.

Tuhu's Resource Management Measures at Workshops

In addition, the Company has implemented the *Workshop Utility Cost Control Policy*, requiring workshops to report monthly electricity and water consumption. Abnormal consumption is subject to review and control, encouraging greater awareness and more disciplined resource use. **In 2025, the average electricity consumption per self-operated workshop decreased by 8.4%.**

Warehouses

Tuhu also implements energy and water efficiency measures across its warehouse operations, including the use of Grade 1 energy-efficient equipment, sensor-based water systems, and intelligent electrical control systems.

During the reporting period, the Company completed the automation upgrade of its Guangzhou RDC. By introducing high-density storage systems, automated sorting, and handling technologies, Tuhu significantly improved space utilization and operational efficiency, reducing direct energy consumption per order and advancing the low-carbon transition of its operations.

5. Green Development and Social Impact

Case: Energy Efficiency Improvements from Automated Guangzhou RDC

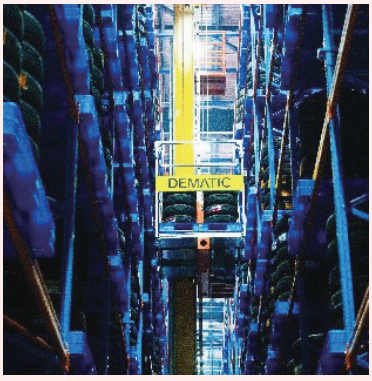
In June 2025, the Guangzhou Zengcheng automated tire warehouse was officially put into operation, representing the first automated warehouse in the automotive aftermarket designed specifically for retail demand. The automation upgrade not only contributes to significant operational efficiency improvement, but also leads to notable environmental benefits.

1. Enhancing storage efficiency and reducing emissions intensity: The facility adopts a high-density automated storage system, achieving approximately 3.7 times the storage efficiency of traditional manual high-bay warehouses. This improves land-use efficiency and reduces carbon emissions per unit of storage capacity.

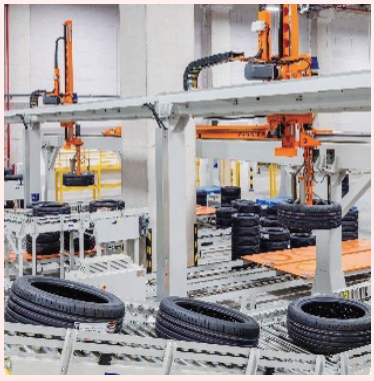
2. Improving operational efficiency and reducing energy use per order processed: The warehouse enables full-process automation, including conveying, sorting, handling, and storage. Average processing time per order is reduced by approximately one-third, significantly lowering direct energy consumption per order. In addition, an intelligent energy management system reduces unnecessary electricity consumption by up to 90% during low-load periods through equipment standby modes.

3. Reducing errors and avoiding additional energy consumption: Automated workflows and multi-stage barcode verification significantly reduce operational errors, improving outbound accuracy. Since operations commenced, no mis-shipments or missed shipments attributable to system or equipment failures have been recorded, minimizing additional energy use from rework and secondary transportation.

Since its launch, the automated warehouse has operated efficiently, providing a scalable model for both operational efficiency improvement and low-carbon transformation in the automotive aftermarket logistics sector.







5. Green Development and Social Impact

Indicator	Unit	2024	2025[4]
Total Energy Consumption	MWh	12,034	14,323
– Direct Energy Consumption	MWh	17	40
– Indirect Energy Consumption	MWh	12,017	14,283
Energy Consumption Intensity	MWh/Million RMB Revenue	0.82	0.87

Energy Consumption by Tuhu

Indicator	Unit	2024	2025[5]
Total Water Consumption	Tonne	143,767	173,265
Water Consumption Intensity	Tonne/Million RMB Revenue	9.74	10.53

Water Consumption by Tuhu

Electricity Efficiency Target

The Company aims to continuously improve energy efficiency and optimize its energy mix by enhancing overall low-carbon energy utilization.

Water Efficiency Target

The Company aims to strengthen water management and improve water use efficiency through the continuous optimization of water-saving technologies and operational practices.

4 The increase in energy consumption intensity in 2025 was primarily driven by the following factors: First, the average order value declined during the year, resulting in revenue growth lagging behind order volume growth, while energy consumption in warehouses and workshops is more closely correlated with order volume. Second, electricity consumption related to warehousing increased due to the deployment of automated warehouses. Although automation has significantly reduced direct energy consumption per order, the broader implementation of automated equipment across the operational chain led to an increase in total electricity usage. As utilization of automated warehouse capacity continues to improve, energy consumption per order is expected to be progressively diluted over time.

5 The increase in water consumption intensity in 2025 is due to the rapid growth of the Company's car wash business. However, car wash orders contribute a small portion to the Company's total revenue, which explains the higher ratio of water usage to total revenue.

5. Green Development and Social Impact

5.1.2.2 Packaging and Consumables Management

Tuhu is committed to embedding circular economy principles across its entire value chain, with resource efficiency and waste reduction forming a core pillar of its green operations. To support this, the Company has established internal policies, including the *Warehouse Relocation and Shipping Process* and the *Warehouse Packaging Standards*, to standardize packaging practices. These policies promote the recycling and reuse of packaging materials, strengthen both forward and reverse logistics management, and enhance overall resource efficiency.

In its own operations, during the reporting period, Tuhu further improved resource efficiency across its logistics network. Through a combination of technological innovation and process optimization, the Company significantly reduced the consumption of packaging materials.

Pallet Usage Optimization

Pallets used for non-tire products have been gradually shifted from plastic to wooden pallets, improving recyclability and reuse efficiency. In 2025, this approach covered 40% of non-tire product units.

Packaging Material Reduction

Tire products: Through process redesign and material optimization, stretch film usage per tire was reduced by 33%.

Non-tire products: Where appropriate, stretch film is used to replace carton packaging. In addition, an intelligent carton-sizing system minimizes the use of cartons and filler materials, resulting in a reduction of over 10% in average packaging material consumption per order.

Cardboard Box Reuse

Used cartons generated within internal operations are reused in replenishment scenarios. During the reporting period, this practice covered 70% of non-tire parcel volume, saving over 700,000 cartons.

Paperless Operations

A paperless handover process has been implemented. During the reporting period, paper usage decreased by 60% year-on-year, while handover efficiency improved significantly.

Packaging and Consumables Management Measures at Tuhu's DRCs

5. Green Development and Social Impact

Tuhu also promotes sustainable packaging practices across its value chain. The Company works closely with suppliers to optimize and simplify packaging design, reducing material usage at the source. It also collaborates with customers to promote initiatives such as carton reuse. Through these efforts, Tuhu aims to reduce packaging material consumption across the entire value chain and further enhance overall resource efficiency.

Indicator	Unit	2024	2025
Total Packaging Material Used for Finished Product	Tonne	1,763	1,939

Packaging Material Consumption by Tuhu

5.1.3 Waste and Pollutants Management

Tuhu recognizes that the effective management of waste and pollutants is a critical component of fulfilling its environmental responsibilities and safeguarding ecological integrity. Building on a foundation of regulatory compliance, the Company has established a full-lifecycle management system covering the generation, handling, transfer, and final disposal of waste and pollutants. Beyond compliance, Tuhu continuously refines its management processes with a prudent and risk-based approach, aiming to minimize environmental risks across the entire value chain and reinforce the foundation for sustainable development.

5.1.3.1 Waste Management

Tuhu continuously strengthens the standardized management of waste, incorporating waste handling and disposal as a core component of its environmental management system. The Company complies with applicable environmental laws and regulations on hazardous waste management. To ensure full traceability and compliance throughout the entire lifecycle of waste handling, including collection, transportation, and final disposal, we require workshops to engage licensed third-party service providers for the treatment and disposal of hazardous waste, and establish a hazardous waste management ledger system.

Hazardous Waste

Tuhu has established a comprehensive hazardous waste management system covering the full business lifecycle and has implemented internal policies, including the *Hazardous Waste Management Policy*, to standardize management practices.

During the store **pre-opening** phase, hazardous waste compliance requirements are incorporated into the onboarding process. All stores are required to engage qualified and licensed waste disposal service providers and obtain internal compliance approval prior to commencing operations. For self-operated workshops, qualified hazardous waste recyclers are centrally selected and managed through a unified procurement process led by headquarters.

During store **operations**, Tuhu has embedded hazardous waste management requirements into its *Store Standards and Management Rules*, establishing clear and enforceable guidelines. Specifically, all stores are required to designate standardized hazardous waste storage areas with clear identification signage, and comprehensive hazardous waste inventory records must be maintained, accurately tracking the type, quantity, and flow of waste. These measures ensure closed-loop traceability of hazardous waste from generation to final handover.

5. Green Development and Social Impact

Hazardous Waste Storage Room Requirements

- Stores are required to establish dedicated or partitioned hazardous waste storage areas with protective functions, including resistance to wind, rain, sunlight exposure, leakage, and corrosion;
- Floors must be hardened, corrosion-resistant, and free of cracks;
- Clear identification signage for hazardous waste storage areas must be displayed;
- The *Hazardous Waste Management Policy* must be posted within the storage area.

Hazardous Waste Storage Requirements

- Waste oil containers must be placed in leak-proof containment systems to prevent oil leakage;
- Hazardous waste identification labels must be affixed to all storage containers;
- Bulk containers used for collecting waste oil must be securely sealed after each use.

Hazardous Waste Disposal Requirements

- Stores must complete required filings for waste management and transfer plans in accordance with regulatory requirements;
- Hazardous waste must be handled by licensed transport and disposal service providers under formal contracts;
- Stores must maintain accurate and standardized hazardous waste inventory records, including type, quantity, and disposal details;
- Used oil containers must be rendered unusable (e.g., by damaging QR codes on the container or cap without compromising container integrity) within monitored work areas and in the presence of customers, to prevent improper reuse of genuine containers.

Housekeeping Requirements for Hazardous Waste Areas

- Oil drums must not exhibit leakage, and containment trays must be free of excessive oil accumulation;
- Hazardous waste must be stored by category with clear labeling; Adequate handling pathways must be maintained and kept clean; Hazardous waste must not be mixed with non-hazardous waste.

Hazardous Waste Management Requirements at Tuhu Workshops

5. Green Development and Social Impact

To ensure effective implementation of these standards, Tuhu has established an integrated internal and external **supervision mechanism**. Internally, stores are required to conduct regular self-inspections and are subject to periodic and ad hoc inspections by regional supervisors. In addition, the Company leverages digital tools to enhance oversight. By identifying orders that generate hazardous waste, the system estimates expected waste volumes and cross-checks them against actual disposal volumes recorded through hazardous waste transfer manifests. Stores with significant discrepancies are automatically flagged, triggering investigation by the safety management function. Investigation results are incorporated into store performance evaluations, ensuring accountability and compliance in daily hazardous waste management. Externally, stores are required to cooperate with inspections conducted by local environmental authorities. These inspections typically focus on the accuracy of records, storage conditions, and the validity of contracts and documentation, and serve as a key basis for assessing operational compliance.

Through these management standards and control measures, the Company has established closed-loop oversight of hazardous waste across its lifecycle – from generation and collection to storage, transfer, and final disposal – ensuring consistent compliance across all store operations.

For hazardous waste with high recycling value, such as used storage batteries, stores and service providers transfer such materials directly to licensed recyclers. Self-operated workshops are required to engage recyclers selected through the Company's centralized procurement process, further enhancing resource recovery and recycling efficiency.

During the reporting period, self-operated workshops collectively collected and transferred approximately 1.2 million liters of used motor oil and 6,000 storage batteries for compliant recycling.

General Waste

Tuhu strictly complies with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste* and other applicable laws and regulations. The Company has established a structured and standardized management process for general waste, ensuring effective implementation and operational compliance across its business activities.

For municipal waste, classification standards are implemented, and waste is collected by category and handled by property management in accordance with local requirements.

For operational waste materials such as used pallets, stretch film, and cardboard, the Company conducts centralized collection through its warehouse network and transfers these materials to qualified recycling service providers on a monthly basis, ensuring standardized handling and improved resource recovery.

For recyclable waste such as scrap tires, the Company continues to enhance the efficiency of its recycling system and refine handling processes. A centralized recycling framework has been established for self-operated workshops. **During the reporting period, self-operated workshops collected and transferred approximately 300,000 scrap tires for compliant recycling.**

5. Green Development and Social Impact

Indicator	Unit	2024	2025[6]
Total Non-Hazardous Waste Produced	Tonne	305	2,669
Non-Hazardous Waste Disposal Intensity	Tonne/Million RMB Revenue	0.02	0.16
Total Hazardous Waste Produced	Tonne	750	1,251
Hazardous Waste Disposal Intensity	Tonne/Million RMB Revenue	0.05	0.08
Total Waste Disposal Intensity	Tonne/Million RMB Revenue	0.07	0.24

Waste Disposal by Tuhu

Waste Reduction Target

The Company will continue to enhance its waste management system, strengthen compliant disposal processes, and actively explore waste reduction initiatives, with the aim of steadily reducing waste disposal intensity.

5.1.3.2 Pollutant Management

Tuhu has established a robust environmental management system for wastewater and other pollutants, requiring all stores nationwide to comply with applicable local discharge standards. Stores providing car wash services are required to construct and maintain compliant wastewater treatment facilities, including three-stage sedimentation systems, and to obtain the necessary discharge permits. Furthermore, the Company implements regular supervision mechanisms and targeted inspection programs to monitor the operation of wastewater treatment systems across stores. Through periodic assessments and on-site inspections, Tuhu ensures that these facilities operate effectively and that all discharges consistently meet regulatory standards, thereby fulfilling its environmental responsibilities and supporting the advancement of green operations.

5.1.4 Promoting Industry Decarbonization

Tuhu is committed to extending its green development strategy beyond its own operations to the broader value chain. In addition to optimizing internal processes, the Company actively collaborates with partners to advance green management and sustainable practices across the ecosystem. By developing a comprehensive after-sales service offering tailored to NEVs, Tuhu helps lower service barriers for NEV owners and supports the transition toward cleaner mobility. At the same time, through digital logistics optimization and the expansion of green transportation capacity, the Company enhances supply chain efficiency while reducing the carbon footprint of its logistics operations. Through these initiatives, Tuhu empowers upstream and downstream stakeholders and contributes to building a low-carbon, efficient, and sustainable automotive aftermarket ecosystem.

[6] In 2025, the Company incorporated waste generated by self-operated workshops into centralized management, resulting in improved data accuracy and completeness. Previously, such data was handled and reported independently by individual stores, which may have led to partial omissions. As a result, the 2025 figures show a notable variance compared with those of 2024.

5. Green Development and Social Impact

5.1.4.1 Supporting the Adoption of NEVs

In 2025, NEVs accounted for over 50% of new vehicle sales in China, with their share in the passenger vehicle car parc continuing to increase, driving growing demand for after-sales services from NEVs. Tuhu addresses this need with a professional and convenient after-sales service system, ensuring reliable after-sales experience for NEV owners and supporting the broader adoption of NEVs.

Leveraging its nationwide workshop network, Tuhu has established a multi-category service offerings tailored to NEV owners, covering services such as car care, tire services, hybrid-specific motor oils, reducer oils, auto accessories, and high-voltage component maintenance. These offerings provide professional and convenient support for NEV ownership. During the reporting period, the number of NEV transacting users on the Tuhu platform reached 4.3 million, representing 15% of total transacting users.

5.1.4.2 Green Delivery Service

Tuhu continues to advance decarbonization across its logistics operations by optimizing delivery networks and increasing the adoption of new energy transportation capacity.

Delivery Route Optimization

The Company continuously refines route planning through intelligent routing algorithms to reduce travel distance while maintaining delivery efficiency, thereby lowering resource consumption and carbon emissions at the source.

During the reporting period, pilot testing in Shanghai achieved a 2.3% year-on-year reduction in delivery distance, while the same-day delivery rate by 15:00 improved by 1.1 percentage points.

NEV Fleet Transition

Tuhu prioritizes utilizing NEVs in its company-operated delivery routes and continues to increase the proportion of green transport capacity.

As of the end of the reporting period, approximately 200 delivery routes utilized NEVs, accounting for over 70% of overall company-operated delivery routes.

Tuhu's Green Delivery Initiatives

5. Green Development and Social Impact

5.1.4.3 Promoting Eco-Friendly Products

As the largest automotive service platform in China, Tuhu actively promotes automotive products with strong environmental attributes, including tires made from sustainable materials. The Company also promotes products with indirect environmental benefits, such as low rolling resistance tires, motor oils optimized for energy efficiency, and high thermal insulation window films. These products contribute to reduced fuel consumption and lower energy use from air conditioning in passenger vehicles, reinforcing our role as an enabler of low-carbon transition across the automotive aftermarket value chain.

Case: Promoting Eco-Friendly Tires

During the reporting period, Tuhu strengthened partnerships with leading international tire brands to introduce eco-friendly tire products featuring sustainable materials or ultra-low rolling resistance technologies.

The Company listed and promoted more than ten eco-friendly tire product lines, including Michelin e·PRIMACY, Michelin PRIMACY 5, Pirelli P Zero™ E, Continental ContiRe.Tex series, and Goodyear EfficientGrip Performance Green. These products reduce environmental impact by either increasing the use of bio-based and recycled materials, thereby lowering emissions during production, or by improving fuel efficiency and extending product lifespan through low rolling resistance and durability.

Tuhu will continue to explore scalable applications of sustainable materials and collaborate with partners to promote the adoption of green products across the industry.

5.2 SOCIAL COMMITMENT

While pursuing business growth, Tuhu remains committed to fulfilling its responsibilities as a corporate citizen and creating broader social value. The Company contributes to society through a wide range of public welfare initiatives and actively participates in building an open and collaborative industry ecosystem. By extending its sustainability principles beyond its operations, Tuhu promotes the integration of business value with positive social impact.

5.2.1 Industry Development

Guided by the principles of openness, collaboration, and mutual benefit, Tuhu regards industry collaboration as a key driver of innovation and sustainable sector development. The Company actively engages with industry partners, standard-setting bodies, and platforms through multi-level collaboration. Through joint R&D, co-development of standards, and collaborative ecosystem governance, Tuhu works with stakeholders to address common industry challenges and share development outcomes. With a strong focus on enhancing consumer experience, Tuhu translates collaboration into more convenient, transparent, and reliable automotive services, contributing to building a well-regulated, sustainable industry ecosystem and supporting the upgrading of the overall value chain.

5. Green Development and Social Impact

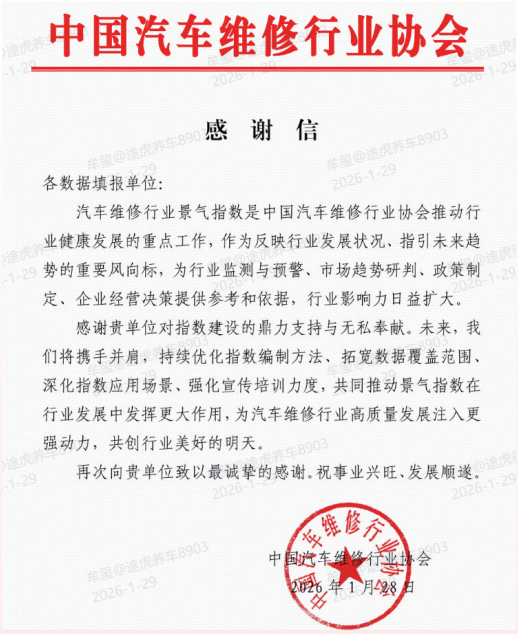
5.2.1.1 Industry Collaboration

Tuhu continues to strengthen industry engagement through collaborative innovation and standard development. By participating in joint research initiatives and contributing to the development of technical standards, the Company not only enhances its own innovation capabilities but also supports the healthy development of the broader industry ecosystem. Tuhu remains committed to working with partners to promote industry upgrading and transformation, creating long-term, sustainable value for stakeholders, including partners, industry participants, and consumers.

Case: Participation in the Automotive Maintenance Industry Prosperity Index

Tuhu actively participates in the development of the *Automotive Maintenance and Repair Industry Prosperity Index*, under the guidance of the China Automotive Maintenance and Repair Association (AMRA). The index serves as a comprehensive indicator reflecting overall industry performance and provides a valuable reference for assessing future trends, supporting the transformation and high-quality development of the automotive maintenance sector.

By actively contributing data and supporting the compilation of the index, the Company demonstrates its ongoing commitment to enhancing industry transparency and promoting sustainable development through data-driven capabilities.



中国汽车维修行业协会

感 谢 信

各数据填报单位：

汽车维修行业景气指数是中国汽车维修行业协会推动行业健康发展的重点工作，作为反映行业发展状况、指引未来趋势的重要风向标，为行业监测与预警、市场趋势研判、政策制定、企业经营决策提供参考和依据，行业影响力日益扩大。

感谢贵单位对指数建设的鼎力支持与无私奉献。未来，我们将携手并肩，持续优化指数编制方法、拓宽数据覆盖范围、深化指数应用场景、强化宣传培训力度，共同推动景气指数在行业发展中发挥更大作用，为汽车维修行业高质量发展注入更强动力，共创行业美好的明天。

再次向贵单位致以最诚挚的感谢。祝事业兴旺、发展顺遂。

中国汽车维修行业协会

2026 年 1 月 28 日

Letter of Appreciation from AMRA

5. Green Development and Social Impact

Case: Collaboration with CATARC on Product Evaluation and Standards

Tuhu promotes industry-wide quality governance and transparency through strategic collaboration. In 2025, the Company entered into a partnership with CATARC to advance cooperation in product evaluation, NEV services, and industry standards.

A key initiative includes jointly operating evaluation programs such as the “Super Gold Medal Evaluation”, covering critical components like tires and lubricants under extreme conditions. Results are publicly disclosed to provide objective and scientific guidance for consumers. Looking ahead, both parties will expand evaluation categories and develop industry standards, contributing to improved product quality, enhanced consumer protection, and greater transparency across the automotive aftermarket.



Signing Ceremony of the Strategic Cooperation between Tuhu and CATARC

5. Green Development and Social Impact

5.2.1.2 Trustworthy and Convenient Services

Tuhu actively listens to and responds to public expectations, integrating user needs into service design and operational improvements. The Company is committed to delivering safe, reliable, and convenient services to a broader user base, thereby creating social value.

Case: Supporting the "Assured Consumption Commitment" Initiative

Tuhu actively participates in the "Assured Consumption Commitment" initiative in Guangdong Province, as part of its efforts to strengthen consumer protection and promote a transparent service ecosystem. At the end of the reporting period, nearly 400 Tuhu Workshops across cities including Guangzhou, Shenzhen, and Foshan had completed certification and received official accreditation. Among them, all 169 stores in Guangzhou have enabled the online display of certification labels on major navigation platforms, facilitating consumer identification and selection. This initiative has enhanced service transparency and consumer confidence, while further strengthening brand credibility and trust. It also reflects the Company's efforts to support industry standardization and foster a sustainable consumption environment.

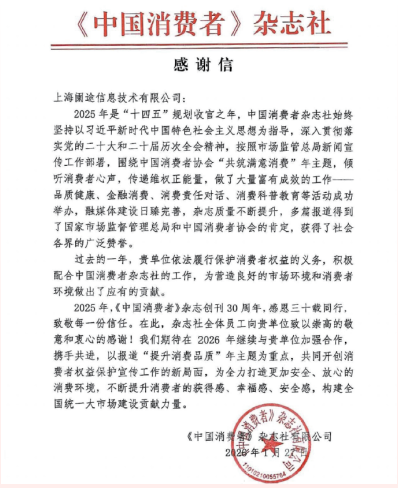
Case: Integrating into the "15-Minute Community Living Circle"

In November 2025, Tuhu actively responded to the national initiative to develop "15-minute community living circles" and integrated its services into local community service systems. Following the launch of the "Happiness Radius" mini-program led by the Guangzhou Municipal Government, Tuhu became one of the first automotive service providers to be included on the platform. As of the end of the reporting period, all Tuhu stores in Nansha District had completed system integration, with plans to expand coverage across the city. By providing convenient and reliable one-stop automotive services to local residents, this initiative demonstrates Tuhu's commitment to supporting community-level public services and addressing everyday mobility needs through its professional capabilities.

5. Green Development and Social Impact

Case: Recognition for Consumer Protection Practices

During the reporting period, Tuhu's continued efforts in consumer rights protection and the promotion of a fair consumption environment were recognized by authoritative institutions. The Company received a letter of appreciation from *China Consumer* magazine, which acknowledged its compliance with consumer protection requirements, active participation in consumer rights awareness initiatives, and support for public supervision efforts. This recognition reflects Tuhu's ongoing commitment to fostering a trustworthy market environment and safeguarding consumer interests.



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2025 年，《中国消费者》杂志创刊 30 周年，感恩三十载同行，敬敬每一份信任。在此，杂志社全体员工向贵单位致以崇高的敬意和衷心的感谢！我们期待在 2026 年继续与贵单位加强合作，携手共进，以报道“提升消费品质”年主题为重点，共同开创消费者权益保护宣传工作的新局面，为全力打造更加安全、放心的消费环境，不断提升消费者的获得感、幸福感、安全感，构建全国统一大市场建设贡献力量。

《中国消费者》杂志社有限公司

2025 年 1 月 22 日

Letter of Appreciation from China Consumer Magazine

5.2.1.3 *Frontier Exploration*

Tuhu continues to explore new development models for the industry, focusing on digital transformation, supply chain collaboration, and business model innovation. By translating technological advancements and industry insights into scalable and sustainable service capabilities, the Company enhances service quality and delivers greater value to consumers.

Case: Collaboration with Neolix on Autonomous Delivery

In May 2025, Tuhu entered into a strategic partnership with Neolix to explore integrated solutions combining professional services and digital technologies. Neolix leverages its Level 4 autonomous driving logistics technology to provide intelligent delivery solutions, improving operational efficiency. Tuhu, in turn, provides standardized, full-lifecycle after-sales services for Neolix's fleet through its nationwide service network.



This collaboration demonstrates the integration of technology and service capabilities, enhancing user experience while supporting the scalable deployment of autonomous delivery solutions. Both parties will continue to advance industry applications and contribute to building a smart and sustainable ecosystem.

5. Green Development and Social Impact

5.2.2 Social Welfare

Tuhu actively fulfills its social responsibility by integrating public welfare initiatives into its operations and management framework. Focusing on areas such as community support and emergency response, the Company mobilizes its resources through financial contributions, professional services, and volunteer engagement to address social needs and create positive impact.

During the reporting period, Tuhu contributed over RMB6 million in charitable donations.

Case: Emergency Response to Extreme Weather Events

During the 2025 flood season, Tuhu responded to multiple extreme weather events by leveraging its nationwide service network and digital capabilities to establish a structured emergency response mechanism. The Company promptly activated contingency plans, providing targeted safety alerts and vehicle guidance to users in affected regions, while offering emergency services such as rescue hotlines and complimentary vehicle inspections. These efforts covered more than 100 cities across over ten provinces, including Shanghai, Zhejiang, Guangdong, and Hainan, and included services such as towing, water damage inspection, and disinfection. This rapid and coordinated response demonstrates Tuhu's ability to integrate social responsibility into its operations and support public safety through its professional capabilities.

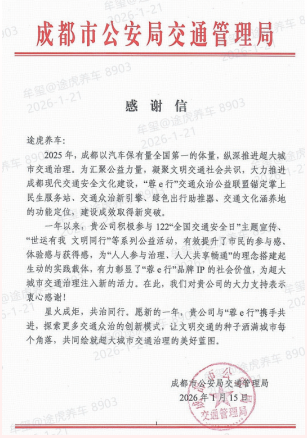
Case: Emergency Donation Supporting Fire Relief and Recovery in Hong Kong

In November 2025, following a major fire incident in Hong Kong, Tuhu promptly initiated an emergency response and donated HKD3 million to support rescue efforts and post-disaster recovery. The donation was allocated to emergency response, temporary resettlement, basic living support, and reconstruction, providing timely assistance to affected communities. This initiative reflects the Company's commitment to supporting communities in times of crisis and fulfilling its role as a responsible corporate citizen.

5. Green Development and Social Impact

Case: Promoting Road Safety through Public Awareness Campaigns

Tuhu actively collaborates with local traffic management authorities to conduct public safety campaigns through both online and offline channels. Leveraging its expertise in vehicle inspection and maintenance, the Company supports public education on driving safety, vehicle risk identification, and preventive maintenance, particularly during peak travel periods and seasonal transitions. These initiatives have enhanced drivers' safety awareness and preventive maintenance practices, and have received recognition from multiple local traffic management bureaus (TMB).



成都市公安局交通管理局

感 谢 信

途虎养车：

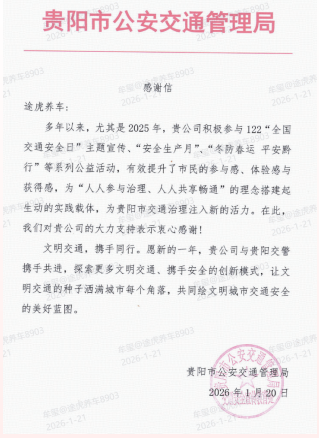
2025年，成都以汽车保有量全国第一的体量，纵深推进超大城市交通治理。为汇聚公益力量，凝聚文明交通社会共识，大力推进成都现代交通安全文化建设，“蓉e行”交通众治公益联盟锚定掌上民生服务站、交通众治新引擎、绿色出行助推器、交通文化涵养地的功能定位，建设成效取得新突破。

一年以来，贵公司积极参与122“全国交通安全日”主题宣传、“世运有我 文明同行”等系列公益活动，有效提升了市民的参与感、体验感与获得感，为“人人参与治理、人人共享畅通”的理念搭建起生动的实践载体，有力彰显了“蓉e行”品牌IP的社会价值，为超大城市交通治理注入新的活力。在此，我们对贵公司的大力支持表示衷心感谢！

星火成炬，共治同行。愿新的一年，贵公司与“蓉e行”携手共进，探索更多交通众治的创新模式，让文明交通的种子洒满城市每个角落，共同绘就超大城市交通治理的美好蓝图。

成都市公安局交通管理局
2026年1月15日

Letter of Appreciation from Chengdu TMB



贵阳市公安交通管理局

感谢信

途虎养车：

多年以来，尤其是2025年，贵公司积极参与122“全国交通安全日”主题宣传、“安全生产月”、“冬防春运 平安黔行”等系列公益活动，有效提升了市民的参与感、体验感与获得感，为“人人参与治理、人人共享畅通”的理念搭建起生动的实践载体，为贵阳市交通治理注入新的活力。在此，我们对贵公司的大力支持表示衷心感谢！

文明交通，携手同行。愿新的一年，贵公司与贵阳交警携手共进，探索更多文明交通、携手安全的创新模式，让文明交通的种子洒满城市每个角落，共同绘文明城市交通安全的美好蓝图。

贵阳市公安交通管理局
2026年1月20日

Letter of Appreciation from Guiyang TMB

Case: Supporting Ecological Protection in Hoh Xil

In October 2025, Tuhu partnered with Shell Helix and the Hoh Xil Administration of the Sanjiangyuan National Park to launch a vehicle maintenance support program for ranger patrol teams. A dedicated service station was established at a local Tuhu Workshop to provide complimentary maintenance services, including oil changes and tire replacement, ensuring reliable operation of patrol vehicles in the region.

This initiative supports the protection of the Sanjiangyuan ecosystem by enhancing the operational reliability of frontline conservation teams. It also reflects Tuhu's commitment to working with industry partners to contribute to environmental protection through its professional capabilities.

5. Green Development and Social Impact

Case: Community Outreach by Franchise Partners

Ahead of the 2025 Chinese New Year, a Tuhu franchise partner in Hanzhong, Shaanxi Province organized a community outreach initiative to support elderly residents in rural areas. Staff visited households in need and provided essential supplies and financial assistance, helping recipients celebrate a warm and secure holiday. This initiative reflects the shared commitment of Tuhu and its partners to community care and social responsibility, extending support to underserved groups.

Case: Employee Contribution to Life-Saving Donation

In March 2025, a Tuhu employee successfully completed a hematopoietic stem cell donation, providing critical support to a patient in need. The Company recognizes and supports employees' voluntary participation in social welfare activities. This act not only brought hope to the recipient but also reflects Tuhu's values of respect for life and social responsibility. Tuhu will continue to encourage employee participation in public welfare initiatives and foster a culture of social contribution.



Employee Donation Certificate of Honor

Appendix

ESG KEY PERFORMANCE INDICATORS (KPIs)

Environmental Indicators	Unit	2024	2025
Waste Disposal			
Total Hazardous Waste Produced	Tonne	750	1,251
Hazardous Waste Disposal Intensity	Tonne/Million RMB Revenue	0.05	0.08
Total Non-Hazardous Waste Produced	Tonne	305	2,669
Non-Hazardous Waste Disposal Intensity	Tonne/Million RMB Revenue	0.02	0.16
GHG Emissions			
Direct GHG Emissions (Scope 1)	Tonne CO_2 eq.	4	10
Indirect GHG Emissions (Scope II)	Tonne CO_2 eq.	7,037	8,707
Total GHG Emissions (Scope I+ Scope II)	**Tonne CO_2 eq.**	**7,042**	**8,716**
GHG Emission Intensity (Scope I+Scope II)	Tonne CO2 eq./Million RMB Revenue	0.48	0.53
Energy Management			
Total Direct Energy Consumption	MWh	17	40
Total Indirect Energy Consumption	MWh	12,017	14,283
Total Energy Consumption	**MWh**	**12,034**	**14,323**
Energy Consumption Intensity	MWh/Million RMB Revenue	0.82	0.87
Resource Usage			
Total Water Consumption	**Tonne**	**143,767**	**173,265**
Water Consumption Intensity	Tonne/Million RMB Revenue	9.74	10.53
Total Packaging Material Used for Finished Product	**Tonne**	**1,763**	**1,939**
Packaging Material Consumption Intensity	Tonne/Million RMB Revenue	0.12	0.12

Appendix

Social Indicators		Unit	As of Dec 31, 2024/ Full Year 2024	As of Dec 31, 2025/ Full Year 2025
Number of Employees				
Number of Full-time Employees		**Person**	**4,491**	**4,657**
By Gender	Male	Person	2,849	2,986
	Female	Person	1,642	1,671
By Category	Top-level management	Person	13	15
	Mid – and Junior-level management	Person	511	471
	Junior employees	Person	3,967	4,171
By Age Group	Aged below 30	Person	2,685	1,822
	Aged 30 to 50	Person	1,785	2,813
	Aged above 50	Person	21	22
By Region	China (including Hong Kong, Macao, and Taiwan of China)	Person	4,491	4,639
	Overseas	Person	0	18
Employee Turnover				
Overall Turnover		**%**	**32.08**	**28.25**
By Gender	Male	%	34.64	28.80
	Female	%	27.40	27.00
By Age Group	Aged below 30	%	37.78	33.30
	Aged 30 to 50	%	28.78	24.80
	Aged above 50	%	23.26	23.30
By Region	Employees in Mainland China	%	32.14	28.07
	Employees in Hong Kong, Macao and Taiwan of China	%	0.00	93.75
	Employees in Overseas	%	NA	0.00
Voluntary Turnover		**%**	**18.57**	**17.36**

Appendix

Social Indicators		Unit	As of Dec 31, 2024/ Full Year 2024	As of Dec 31, 2025/ Full Year 2025
Employee Trainings				
Total number of full-time employees trained		Person	4,419	4,474
Proportion of trained employees		**%**	**98.40**	**96.07**
By Gender	Male	%	/	96.90
	Female	%	/	94.60
By Category	Top-level management	%	/	100.00
	Mid-level management	%	/	93.90
	Junior management	%	/	97.10
	Junior employees	%	/	96.10
Total hours of training		Hours	35,527.92	69,073.00
Average hours of training per employee		**Hours**	**7.91**	**14.83**
By Gender	Male	Hours	8.69	13.14
	Female	Hours	6.56	17.80
By Category	Top-level management	Hours	1.02	1.50
	Mid-level management	Hours	7.70	3.70
	Junior management	Hours	2.20	1.40
	Junior employees	Hours	8.47	16.30
Product Responsibility				
Number of information or privacy breach incidents		/	0	0
Percentage of total products sold or shipped subject to recalls for safety and health reasons.		%	0	0
Occupational Health and Safety				
Number of fatalities due to work-related injuries		Person	0	0
Work-related fatality rate		‰	0.00	0.00
Number of work-related injuries		/	13	8
Lost workdays due to work injury		Day	196	127
Lost time injury frequency rate (LTIFR)		Number of lost-time injuries/Million hours worked	1.41	0.87
Lost workday rate (LWDR)		Number of lost days/200,000 hours worked	4.25	2.78

Appendix

CROSS-REFERENCE OF SECTIONS WITH THE HKEX ESG REPORTING CODE

Subject Areas, Aspects, General Disclosures and KPIs			Section
A. Environmental			
A: Emissions	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	5.1 Green Operations
	KPI A1.1	The types of emissions and respective emissions Data.	5.1 Green Operations & ESG KPIs
	KPI A1.3	Total hazardous waste produced and intensity.	5.1 Green Operations & ESG KPIs
	KPI A1.4	Total non-hazardous waste produced and intensity.	5.1 Green Operations & ESG KPIs
	KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	5.1 Green Operations
	KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	5.1 Green Operations

Appendix

Subject Areas, Aspects, General Disclosures and KPIs			Section
A. Environmental			
A2: Use of Resources	General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	5.1 Green Operations
	KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	5.1 Green Operations & ESG KPIs
	KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	5.1 Green Operations
	KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	5.1 Green Operations & ESG KPIs
	KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	5.1 Green Operations
	KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	5.1 Green Operations & ESG KPIs
A3: The Environment and Natural Resources	General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	5.1 Green Operations
	KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	5.1 Green Operations

Appendix

Subject Areas, Aspects, General Disclosures and KPIs			Section
B. Social			
Aspect B1: Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	4.2 Talent Attraction and Diversity
	KPI B1.1	Total workforce by gender, employment type (for example, full – or part-time), age group and geographical region.	4.2 Talent Attraction and Diversity
	KPI B1.2	Employee turnover rate by gender, age group and geographical region.	4.2 Talent Attraction and Diversity
Aspect B2: Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	4.6 Occupational Health and Safety
	KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	4.6 Occupational Health and Safety & ESG KPIs
	KPI B2.2	Lost days due to work injury.	4.6 Occupational Health and Safety & ESG KPIs
	KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	4.6 Occupational Health and Safety

Appendix

Subject Areas, Aspects, General Disclosures and KPIs			Section
B. Social			
Aspect B3: Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	4.4 Training and Development
	KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	4.4 Training and Development & ESG KPIs
	KPI B3.2	The average training hours completed per employee by gender and employee category.	4.4 Training and Development
Aspect B4: Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	4.1 Human Rights Protection
	KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	4.1 Human Rights Protection
	KPI B4.2	Description of steps taken to eliminate such practices when discovered.	4.1 Human Rights Protection
Aspect B5: Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	3.3 Managing Supply Chain Sustainably
	KPI B5.1	Number of suppliers by geographical region.	NA
	KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	3.3 Managing Supply Chain Sustainably
	KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	3.3 Managing Supply Chain Sustainably
	KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	3.3 Managing Supply Chain Sustainably

Appendix

Subject Areas, Aspects, General Disclosures and KPIs			Section
B. Social			
Aspect B6: Product Responsibility	General Disclosure	Information on: (a) the policies; (b) and compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2.3 Product Experience
	KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	ESG KPIs
	KPI B6.2	Number of products and service related complaints received and how they are dealt with.	2.6 Customer Service Experience
	KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	1.7 Intelligent Property and Fair Competition Protection
	KPI B6.4	Description of quality assurance process and recall procedures.	2.3 Product Experience
	KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	1.5 Information Security

Appendix

Subject Areas, Aspects, General Disclosures and KPIs			Section
B. Social			
Aspect B7: Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	1.4 Business Ethics
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	1.4 Business Ethics
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	1.4 Business Ethics
	B7.3	Description of anti-corruption training provided to directors and staff.	1.4 Business Ethics
Aspect B8: Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	5.2 Social Commitment
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	5.2 Social Commitment
	B8.2	Resources contributed (e.g. money or time) to the focus area.	5.2 Social Commitment

Appendix

Climate-related Disclosures Requirements			Section
(I) Governance	1. An issuer shall disclose information about:		
	(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the issuer shall identify that body(s) or individual(s) and disclose information about:		
		(i) how the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	5.1 Green Operations
		(ii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	5.1 Green Operations
		(iii) how the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the issuer's strategy, its decisions on major transactions, and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	5.1 Green Operations
		(iv) how the body(s) or individual(s) oversees the setting of, and monitors progress towards, targets related to climate-related risks and opportunities (see paragraphs 19 to 22), including whether and how related performance metrics are included in remuneration policies (see paragraph 17); and	5.1 Green Operations
	(b) management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:		
		(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	5.1 Green Operations
		(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	5.1 Green Operations

Appendix

Climate-related Disclosures Requirements			Section
(II) Strategy	**Climate-related risks and opportunities**		
	2. An issuer shall disclose information to enable an understanding of climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term. Specifically, the issuer shall:		
		(a) describe climate-related risks and opportunities that could reasonably be expected to affect the issuer's cash flows, its access to finance or cost of capital over the short, medium or long term;	5.1 Green Operations
		(b) explain, for each climate-related risk the issuer has identified, whether the issuer considers the risk to be a climate-related physical risk or climate-related transition risk;	5.1 Green Operations
		(c) specify, for each climate-related risk and opportunity the issuer has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	5.1 Green Operations
		(d) explain how the issuer defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the issuer for strategic decision-making.	5.1 Green Operations
	Business model and value chain		
	3. An issuer shall disclose information that enables an understanding of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain. Specifically, the issuer shall disclose:		
		(a) a description of the current and anticipated effects of climate-related risks and opportunities on the issuer's business model and value chain; and	5.1 Green Operations
		(b) a description of where in the issuer's business model and value chain climate related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	5.1 Green Operations

Appendix

Climate-related Disclosures Requirements		Section
Strategy and decision-making		
4. An issuer shall disclose information that enables an understanding of the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the issuer shall disclose:		
(a) information about how the issuer has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the issuer plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the issuer shall disclose information about:		
	(i) current and anticipated changes to the issuer's business model, including its resource allocation, to address climate-related risks and opportunities;	5.1 Green Operations
	(ii) current and anticipated adaptation and mitigation efforts (whether direct or indirect);	5.1 Green Operations
	(iii) any climate-related transition plan the issuer has (including information about key assumptions used in developing its transition plan, and dependencies on which the issuer's transition plan relies), or an appropriate negative statement where the issuer does not have a climate-related transition plan; and	5.1 Green Operations
	(iv) how the issuer plans to achieve any climate-related targets (including any greenhouse gas emissions targets (if any)), described in accordance with paragraphs 19 to 22; and	5.1 Green Operations
(b) information about how the issuer is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 4(a).		5.1 Green Operations
5. An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 4(a).		5.1 Green Operations

Appendix

Climate-related Disclosures Requirements	Section
Financial position, financial performance and cash flows Current financial effect 6. An issuer shall disclose qualitative and quantitative information about:	
(a) how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	5.1 Green Operations
(b) the climate-related risks and opportunities identified in paragraph 6(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	5.1 Green Operations
Financial position, financial performance and cash flows Anticipated financial effect 7. The issuer shall provide qualitative and quantitative disclosures about: (a) how the issuer expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration: (i) its investment and disposal plans; and (ii) its planned sources of funding to implement its strategy; and (b) how the issuer expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities.	After careful assessment, due to the high uncertainty in the measurement methods for related impacts, the Company currently faces challenges in determining quantitative anticipated financial effect from climate-related risks and opportunities. The Company intends to gradually advance the quantification of financial impacts in the future and will disclose relevant data as appropriate.

Appendix

Climate-related Disclosures Requirements		Section
Climate resilience		
8. An issuer shall disclose information that enables an understanding of the resilience of the issuer's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the issuer's identified climate-related risks and opportunities. An issuer shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with an issuer's circumstances. In providing quantitative information, the issuer may disclose a single amount or a range. Specifically, the issuer shall disclose:		
	(a) the issuer's assessment of its climate resilience as at the reporting date, which shall enable an understanding of:	
	(i) the implications, if any, of the issuer's assessment for its strategy and business model, including how the issuer would need to respond to the effects identified in the climate-related scenario analysis;	5.1 Green Operations
	(ii) the significant areas of uncertainty considered in the issuer's assessment of its climate resilience; and	5.1 Green Operations
	(iii) the issuer's capacity to adjust, or adapt its strategy and business model to climate change over the short, medium or long term;	5.1 Green Operations

Appendix

Climate-related Disclosures Requirements			Section
(b)	how and when the climate-related scenario analysis was carried out, including:		
	(i)	information about the inputs used, including:	5.1 Green Operations
		(1) which climate-related scenarios the issuer used for the analysis and the sources of such scenarios;	
		(2) whether the analysis included a diverse range of climate-related scenarios;	
		(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	
		(4) whether the issuer used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;	
		(5) why the issuer decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;	
		(6) time horizons the issuer used in the analysis; and	
		(7) what scope of operations the issuer used in the analysis (for example, the operation, locations and business units used in the analysis);	
	(ii)	the key assumptions the issuer made in the analysis; and	5.1 Green Operations
	(iii)	the reporting period in which the climate-related scenario analysis was carried out.	5.1 Green Operations

Appendix

Climate-related Disclosures Requirements				Section
(III) Risk Management	9.	An issuer shall disclose information about:		
		(a)	the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks, including information about:	
			(i) the inputs and parameters the issuer uses (for example, information about data sources and the scope of operations covered in the processes);	5.1 Green Operations
			(ii) whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related risks;	5.1 Green Operations
			(iii) how the issuer assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the issuer considers qualitative factors, quantitative thresholds or other criteria);	5.1 Green Operations
			(iv) whether and how the issuer prioritises climate-related risks relative to other types of risks;	5.1 Green Operations
			(v) how the issuer monitors climate-related risks; and	5.1 Green Operations
			(vi) whether and how the issuer has changed the processes it uses compared with the previous reporting period;	5.1 Green Operations
		(b)	the processes the issuer uses to identify, assess, prioritise and monitor climate related opportunities (including information about whether and how the issuer uses climate-related scenario analysis to inform its identification of climate-related opportunities); and	5.1 Green Operations
		(c)	the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the issuer's overall risk management process.	5.1 Green Operations

Appendix

Climate-related Disclosures Requirements			Section
(IV) Metrics and Targets	**Greenhouse gas emissions**		
	10. An issuer shall disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tons of CO_2 equivalent, classified as:		
		(a) Scope 1 greenhouse gas emissions;	5.1 Green Operations
		(b) Scope 2 greenhouse gas emissions; and	5.1 Green Operations
		(c) Scope 3 greenhouse gas emissions.	5.1 Green Operations
	11. An issuer shall:		
		(a) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or another exchange on which the issuer is listed to use a different method for measuring greenhouse gas emissions;	
		(b) disclose the approach it uses to measure its greenhouse gas emissions including:	
		(i) the measurement approach, inputs and assumptions the issuer uses to measure its greenhouse gas emissions;	5.1 Green Operations
		(ii) the reason why the issuer has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	5.1 Green Operations
		(iii) any changes the issuer made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	5.1 Green Operations
		(c) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 10(b), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to enable an understanding of the issuer's Scope 2 greenhouse gas emissions; and	5.1 Green Operations
		(d) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 10(c), disclose the categories included within the issuer's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	5.1 Green Operations

Appendix

Climate-related Disclosures Requirements	Section
Climate-related transition risks 12. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	Based on the results of climate scenario analysis, climate change is not expected to have a material financial impact on the Company's business operations or asset value in the current period or in the foreseeable future. Accordingly, no specific disclosure has been provided for this reporting period.
Climate-related physical risks 13. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	
Climate-related opportunities 14. An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	
Capital deployment 15. An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	
Internal carbon prices 16. An issuer shall disclose: (a) an explanation of whether and how the issuer is applying a carbon price in decision making (for example, investment decisions, transfer pricing, and scenario analysis); and (b) the price of each metric tonne of greenhouse gas emissions the issuer uses to assess the costs of its greenhouse gas emissions;	The Company has not yet adopted an internal carbon pricing mechanism. It will continue to monitor developments in relevant policies and industry practices, and will assess the feasibility of introducing such a mechanism when appropriate.

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Climate-related Disclosures Requirements		Section
Remuneration		The Company has not yet integrated climate-related considerations into its compensation policies; therefore, no specific disclosure has been provided in this regard.
17.	An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement. This may form part of the disclosure under paragraph 1(a)(iv).	
Industry-based metrics		After careful assessment, the currently available industry-related indicators have limited applicability to the Group; therefore, no specific disclosure has been made.
18.	An issuer is encouraged to disclose industry-based metrics that are associated with one or more particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the issuer discloses, an issuer is encouraged to refer to and consider the applicability of the industry based metrics associated with disclosure topics described in the IFRS S2 Industry based Guidance on implementing Climate-related Disclosures and other industry-based disclosure requirements prescribed under other international ESG reporting frameworks.	
Climate-related targets		
19.	An issuer shall disclose (a) the qualitative and quantitative climate-related targets the issuer has set to monitor progress towards achieving its strategic goals; and (b) any targets the issuer is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the issuer shall disclose:	
	(a) the metric used to set the target;	
	(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	
	(c) the part of the issuer to which the target applies (for example, whether the target applies to the issuer in its entirety or only a part of the issuer, such as a specific business unit or geographic region);	5.1 Green Operations
	(d) the period over which the target applies;	
	(e) the base period from which progress is measured;	
	(f) milestones or interim targets (if any);	
	(g) if the target is quantitative, whether the target is an absolute target or an intensity target; and	
	(h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	

Appendix

Climate-related Disclosures Requirements		Section
20.	An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	
	(a) whether the target and the methodology for setting the target has been validated by a third party;	
	(b) the issuer's processes for reviewing the target;	
	(c) the metrics used to monitor progress towards reaching the target; and	
	(d) any revisions to the target and an explanation for those revisions.	
21.	An issuer shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the issuer's performance.	5.1 Green Operations
22.	For each greenhouse gas emissions target disclosed in accordance with paragraphs 19 to 21, an issuer shall disclose:	
	(a) which greenhouse gases are covered by the target;	
	(b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target;	
	(c) whether the target is a gross greenhouse gas emissions target or a net greenhouse gas emissions target. If the issuer discloses a net greenhouse gas emissions target, the issuer is also required to separately disclose its associated gross greenhouse gas emissions target;	
	(d) whether the target was derived using a sectoral decarbonisation approach; and	

Appendix

Climate-related Disclosures Requirements		Section
(e)	the issuer's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the issuer shall disclose:	
(i)	the extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits;	N/A
(ii)	which third-party scheme(s) will verify or certify the carbon credits;	N/A
(iii)	the type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal; and	N/A
(iv)	any other factors necessary to enable an understanding of the credibility and integrity of the carbon credits the issuer plans to use (for example, assumptions regarding the permanence of the carbon offset).	N/A
Applicability of cross-industry metrics and industry-based metrics		After careful assessment, the currently available cross-industry and industry-specific indicators have limited applicability to the Group; therefore, no specific disclosure has been provided.
23.	In preparing disclosures to meet the requirements in paragraphs 3 to 8 and 19 to 20, an issuer shall refer to and consider the applicability of cross-industry metrics (see paragraphs 10 to 17) and (ii) industry-based metrics (see paragraph 18).	


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