



VOYAH

2025 Environmental, Social and Governance Report

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About This Report

This report is the first Environmental, Social and Governance (hereinafter referred to as "ESG") report released by VOYAH Automotive Technology Co., Ltd.. It focuses on disclosing information regarding the Company's performance in environmental, social, and governance aspects. The Reporting Period spans from January 1, 2025, to December 31, 2025. Certain content references previous years or involves 2026.

Standard Principles

This report complies with all "mandatory disclosure requirements" and "comply or explain" provisions set out in the *Environmental, Social and Governance Reporting Code* to the Rules Governing the Listing of Securities of The Stock Exchange of Hong Kong Limited ("HKEX"). The content of this report has been formulated in accordance with a systematic procedure. The relevant procedures include: identifying and prioritizing key stakeholders; identifying and prioritizing material ESG issues; determining the scope of the ESG report; collecting relevant materials and data; compiling the report based on the data; and reviewing the information contained in the report.

Scope and Boundaries of the Report

The ESG policies, management initiatives, and quantitative data covered in this report apply to VOYAH Automotive Technology Co., Ltd. and its wholly-owned subsidiaries (VOYAH Automobile Sales & Service Co., Ltd.).

Explanation of Designations

For ease of presentation and reading, "VOYAH", "the Company", and "we" in this report all refer to "VOYAH Automotive Technology Co., Ltd." and its subsidiaries.

Reporting Principles and Data Sources

This report adheres to the principles of materiality, quantification, balance, and consistency set forth in the Hong Kong Stock Exchange's *Environmental, Social and Governance Reporting Code*. The data and cases in the report are primarily derived from the Company's statistical reports and related documents. The Company commits that this report contains no false records or misleading statements and assumes responsibility for the authenticity, accuracy, and completeness of its content.

Confirmation and Approval

This report was approved by the Board of Directors on April 23, 2026, following confirmation by management.

Obtaining and Responding to This Report

This report is available in both Traditional Chinese and English versions for readers' reference. In consideration of environmental protection, we recommend reading the electronic version of this report. The electronic version is available on the Hong Kong Stock Exchange website under the "Financial Statements/ Environmental, Social and Governance" section for VOYAH Automobile Technology Co., Ltd., or on the Company's official website.

We place great importance on the opinions of stakeholders and welcome readers to contact us through the following channels. Your feedback will assist us in further refining this report and enhancing the Company's overall environmental, social, and governance performance.

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Message from the Chairman

In 2025, the automotive industry continues to advance deeply toward electrification, intelligence, and low-carbon development. The trend of competition for existing market share is becoming increasingly pronounced, driving profound transformations in product forms and business models. Consequently, the market has raised higher requirements regarding ESG performance. At the environmental level, carbon peaking and carbon neutrality require companies to integrate green and low-carbon concepts into the full lifecycle of their products. At the social level, user demands are becoming increasingly diverse, expanding the boundaries of corporate social responsibility. At the governance level, a rapidly changing market environment requires companies to continuously improve governance effectiveness and decision-making efficiency. We firmly advance technological innovation, green development, and efficient governance, demonstrating its sense of responsibility.

Leveraging technology foundations such as the self-developed ESSA Native Intelligent Electric Architecture and the Centralized SOA Electronic/Electrical Architecture, the Company continues to advance in intelligence and other fields, building leading R&D capabilities. In 2025, L3 conditional autonomous driving accumulated 110,000 kilometers of actual road testing (as of the report date, the accumulated distance had reached 200,000 kilometers). With the self-developed 800V VOYAH Intelligent Super Hybrid Technology, VOYAH became the first brand to equip all product categories with ultra-long-range 800V high-voltage hybrid technology. We have deeply embedded the philosophy that “safety is the ultimate luxury” into our product DNA, constructing a comprehensive protection system to ensure every journey for users arrives safely.

VOYAH strengthens carbon footprint management and is committed to reducing carbon emissions throughout the product lifecycle. We extensively utilize eco-friendly regenerated fabrics that have obtained authoritative carbon footprint certifications, significantly reducing carbon emissions and energy consumption during the manufacturing process. We actively promote green procurement, guiding suppliers to implement carbon emission management and energy-saving initiatives, working together to build a green ecosystem.

In terms of corporate governance, we continue to refine an efficient and flexible market-oriented operating mechanism. We adhere to the work principles of “users, efficiency, objectives, and results” to build a user-centric business model and promote the Company as a partner throughout users’ entire lifecycle. We implement flat management structures to streamline decision-making chains, enhance operational efficiency, and respond rapidly to market changes. We are committed to treating talent as our primary resource, cultivating a development ecosystem that attracts and retains employees both near and far. We encourage all staff to challenge high targets, unleash their potential, and realize their value.

The purpose of innovation is to serve and promote human development. We have established an open user co-creation mechanism to transform authentic user feedback into sustained driving force for continuous improvement. We adhere to a people-centric approach, continuously improving employee development pathways and care assurance systems to enhance employees’ sense of gain and well-being. Simultaneously, we extend our responsibility to the broader society, contributing to rural revitalization in places such as Keping County, Xinjiang; we actively participated in disaster relief and emergency response efforts in the Shigatse City of Tibet, supporting reconstruction in earthquake-affected areas; and through supporting events such as the Wuhan Tennis Open tournament, we promote national health and the development of culture and sports.

Throughout this journey, we extend our sincere gratitude to every shareholder, user, employee, and partner for their trust and companionship. In March 2026, we successfully listed on the Main Board of the Hong Kong Stock Exchange, marking a new stage in its international development. In our future journey, we are committed to “Technology Leading the Way to Zero Carbon”, continuously building the brand value of “intelligence, sophistication and trust”. We will walk hand in hand with stakeholders to co-create a sustainable “Better VOYAH”.




About VOYAH

VOYAH Automotive Technology Co., Ltd. (hereinafter referred to as “the Company”, “company”, or “we”) is a high-end smart new energy brand under Dongfeng Motor Corporation. The Company, registered in Wuhan, China on June 26, 2021, listed on the Main Board of The Stock Exchange of Hong Kong on March 19, 2026 (Stock Code: 07489).

The Company’s core businesses encompass the research and design, manufacturing, sales services, automotive finance, and mobility ecosystem operations of high-end new energy passenger vehicles. Targeted at the backbone force of the new era, we provide high-end new energy products and services characterized by Chinese heritage and wisdom.

The Company has established an independent innovation system covering the entire value chain and continues to build leading core competitiveness. Currently, the Company has launched five vehicle models: VOYAH FREE, VOYAH DREAM, VOYAH PASSION, VOYAH COURAGE, and VOYAH TAISHAN. The product matrix comprehensively covers three categories: SUVs, MPVs, and sedans.

As of the end of 2025, the Company brand has entered 39 countries and regions worldwide, co-creating a better mobility lifestyle with global users.

Corporate Strategy

The Company is positioned as a user-centric technology enterprise. Centered on users, it adheres to technology empowerment and green-driven development, striving to create products and services characterized by “intelligence, sophistication and trust”, with the goal of becoming a leader in the high-end new energy passenger vehicle market.

The Company adheres to originality and leading technological innovation, establishing a comprehensive and multi-level technological innovation system. The Company has mastered key core technologies in platform architecture, new energy powertrains, intelligent cockpits, intelligent driving, and intelligent manufacturing, achieving industry-leading performance in electrification, intelligence, all-domain safety, and mobility experiences.

The Company is committed to achieving carbon peaking and carbon neutrality, fully implementing requirements related to ESG, promoting green and low-carbon transformation across the full lifecycle of its products, fostering harmony between humanity and nature, and contributing to the accelerated development of a world-class enterprise.

Corporate Culture

We remain committed to cultivating talent through culture. Drawing upon the rich nourishment of China’s excellent traditional culture, we have established a corporate culture system that reflects our unique enterprise characteristics and brand personality. This provides spiritual motivation for sustainable development and drives the Company forward steadily and far.

Corporate Mission

Empowering Dreams and Enabling a Better
Life through Automobiles

Corporate Vision

Leading the Future of Green Mobility

Core Values

Exceeding Expectations, Achieving Innovative Breakthroughs

Strive as the Foundation, Unite and Strive

Win-Win Cooperation, the Green Engine

Development History

2019.04.10

Dongfeng Motor Group Company Limited established the H Business Division (the predecessor of the Company).

东风汽车集团股份有限公司
DONGFENG MOTOR GROUP CO., LTD.
h 事业部
h BUSINESS UNIT

2020.07.29

Launched the VOYAH brand strategy and unveiled the first concept car, VOYAH i-Land, globally.



2022.02.17

The VOYAH brand entered the European market, with its first stop in Norway.



2021.06.26

VOYAH Automotive Technology Co., Ltd. was officially established.

岚图汽车科技有限公司
VOYAH AUTOMOBILE TECHNOLOGY CO., LTD.

2021.06.19

The first mid-to-large intelligent electric SUV, VOYAH FREE, was officially launched.



2022.05.07

The VOYAH DREAM, the world's first electric luxury flagship MPV, was officially launched.



2022.11.18

VOYAH completed its Series A financing round.



2023.04.18

The first Chinese-style luxury electric sedan, the VOYAH PASSION, was officially launched.



2024.04.26

VOYAH released the first overseas strategy to enter multiple automotive markets.



2024.04.09

VOYAH completed production of its 100,000th vehicle.



2023.12.05

VOYAH launched a self-developed Centralized SOA Electronic/Electrical Architecture.



2024.06.28

VOYAH was awarded the intelligent connected vehicle testing license.

2024.09.19

Dongfeng Motor rolls off the line its 60 millionth vehicle; new VOYAH DREAM was launched



2024.09.26

The first megawatt-level charger in the world for VOYAH was completed.

2024.11.14

VOYAH COURAGE became 10 Million Units of NEVs in China.



2025.05.09

VOYAH was launched in the United Arab Emirates, officially entering the Middle East market.



2025.04.16

VOYAH launched the Tianyuan Intelligent Architecture, the world's first L3-level intelligent architecture.



2025.08.22

VOYAH Intelligent Super Hybrid Technology was unveiled.

2025.09.15

VOYAH Automotive Technology Co., Ltd. was officially renamed.

2025.10.02

VOYAH formally submitted its listing application to the Hong Kong Stock Exchange.

2025.11.10

VOYAH completed production of its 300,000th vehicle.



2026.03.19

VOYAH officially listed on the Main Board of the Hong Kong Stock Exchange.



2026.03.10

The 200,000th VOYAH DREAM vehicle rolled off the production line, and the Champion Edition was officially launched.



2025.11.18

VOYAH TAISHAN was officially launched.



Honors

The Company has received multiple prestigious honors due to its leading product capabilities, technical strength, and brand influence.

October 2021

2021 China's Top 10 Car Bodies +
Best Craftsmanship Dual Award
China Automotive Safety Conference

November 2022

National High-tech Enterprise
Hubei Provincial Department of Science and
Technology, Hubei Provincial Department
of Finance, State Taxation Administration
Hubei Provincial Bureau

July 2023

24th China Patent Award (Excellence Award)
China National Intellectual Property Administration

January 2022

The VOYAH FREE received a five-star
safety rating in the C-NCAP test
China Automotive Technology
and Research Center

November 2022

Pilot Units for Extended Producer Responsibility
of Automotive Products
Ministry of Industry and Information Technology

November 2023

National-Level "Green Factory"
Ministry of Industry and Information Technology

April 2022

"Double Hundred Enterprises" title
State-owned Assets Supervision and Administration
Commission of the State Council

January 2023

2022 New Unicorn List
Forbes China

December 2023

Demonstration Factory for Intelligent Manufacturing -
Selected Units
Ministry of Industry and Information Technology

September 2022

National Intellectual Property Advantage Enterprise
China National Intellectual Property Administration

July 2023

The VOYAH DREAM received a five-star safety
rating in the C-NCAP test.
China Automotive Technology and Research Center

January 2024

2023 Outstanding Enterprise in Social Responsibility
Wuhan Academy of Social Sciences, Federation
of Industry and Commerce of Wuhan City

April 2024

Dual-system Certification for EU R155/R156

TÜV SÜD Group

December 2024

First Batch of Outstanding Achievements from the
Central Enterprise Brand Leadership Initiative

State-owned Assets Supervision and
Administration Commission of the State Council

October 2025

First Prize of the Science and
Technology Progress Award

China Society of Automotive Engineers

April 2024

All vehicle models were selected for the Hubei
Premium List.

Hubei Provincial Administration for
Market Regulation

January 2025

2024 Top Ten Cases of New Quality Productive Forces

China Media Group

October 2025

Awarded the International CMF
Design Award - Gold Prize

International CMF Design Award Committee

September 2024

The C6 Shift of Line 4 in the Chassis Assembly
Workshop at the VOYAH Final Assembly Plant has
been awarded the honorary title of "Advanced
Collective of Central Enterprises".

Ministry of Human Resources and Social
Security, State-owned Assets Supervision and
Administration Commission of the State Council

April 2025

Authoritative Certification of Carbon Footprint
for Recycled Materials

Intertek

January 2026

The Centralized SOA Electronic/Electrical Architecture
of VOYAH was selected for inclusion in the *Manual of
Recommended Innovation Achievements of Central
Enterprises (2024 Edition)*

State-owned Assets Supervision and
Administration Commission of the State Council

September 2024

Gold Award of the 11th China Youth Chuang Qing Chun
Competition (Technology Innovation Special Category)

Communist Youth League Central Committee,
Ministry of Commerce, National Health
Commission, State Administration of Taxation,
Hubei Provincial People's Government

August 2025

Gold Award for Innovative Applications of Satellite
Navigation and Positioning

China Satellite Navigation and Positioning
Association

April 2026

VOYAH DREAM was honored with the 2026 J.D. Power
Plug-in Hybrid MPV Product Quality Ranked No. 1

J.D. Power

2025 ESG Key Performance

Chapter	Performance		
Technological Innovation and Excellence in Products	New energy vehicle sales reached 150,169 units, representing a year-over-year increase of 87%	The R&D team size has reached 3,164	R&D investment for the year amounted to CNY 3.9 billion, representing 11.2% of operating revenue
	All production units have obtained ISO 9001 Quality Management System Certification.	In 2025, the number of authorized invention patents reached 741 cases, ranking among the top ten in China for independently innovative invention patent authorizations and taking the first place among secondary subsidiaries of central state-owned enterprises.	Awarded the industry's FIRST dual certification for “Active Safety Five-Star + Passive Safety Five-Star”
	The entire vehicle lineup was developed from the ground up to fully meet the five-star safety standards of C-NCAP.	L3 conditional autonomous driving systems have cumulatively completed 110,000 kilometers of actual road testing and 900,000 kilometers of simulation testing.	
Low-Carbon Transition and Green Development	Continuously advance the construction of national-level "Green Factories" .		The ISO 14001 environmental management system certification covers the production base.
	The proportion of non-fossil energy consumption was 19.85%	The comprehensive utilization rate of general solid waste was 97.07%	The proportion of recyclable packaging materials consumed was 99.2%
Value Creation and Shared Growth	The number of registered users on the VOYAH APP has exceeded 6.5 million	Obtained the FIVE-STAR CERTIFICATION for the commodity after-sales service evaluation system under GB/T27922-2011	Special user care 11,653 times
	197 suppliers subject to the supplier access and tiered management policy	Issued an integrity initiative to over 500 partners globally	

Chapter

Performance

Inclusive Care and Collective Growth

Total number of employees:
8,738

Recruited **1,105** technology talents

69 new certified instructors were added, and **186** courses were developed

Conducted **2,429** training sessions covering over **198,000** person-times, with a total of **500,000** training hours

Obtained certification for the **ISO 45001** Occupational Health and Safety Management System

Social Value and Community Commitment

The Company purchased agricultural products to support farmers totaling CNY **4.15** million throughout the year. The cumulative sales volume of these assisted agricultural products has exceeded **38,000** cases

Sponsored the Wuhan Open (WTA 1000 event) for **TWO CONSECUTIVE YEARS EXCLUSIVE** and served as the official vehicle provider for the tournament

Cumulative donations for Emergency Rescue and Disaster Relief amounted to CNY **860,800**

The "Lan You Ji" public welfare platform assisted more than **1,730** individuals throughout the year

Compliance Operations and Responsible Governance

Through a combination of online and offline methods, we conducted a total of **112** systematic integrity education and training sessions, with a total participation of **10,087** person-times

Board Diversity

The Board comprises **9** directors, including **1** female director and **3** independent non-executive directors

Across the Company, **23** compliance training sessions were conducted

01

Technological Innovation and Excellence in Products

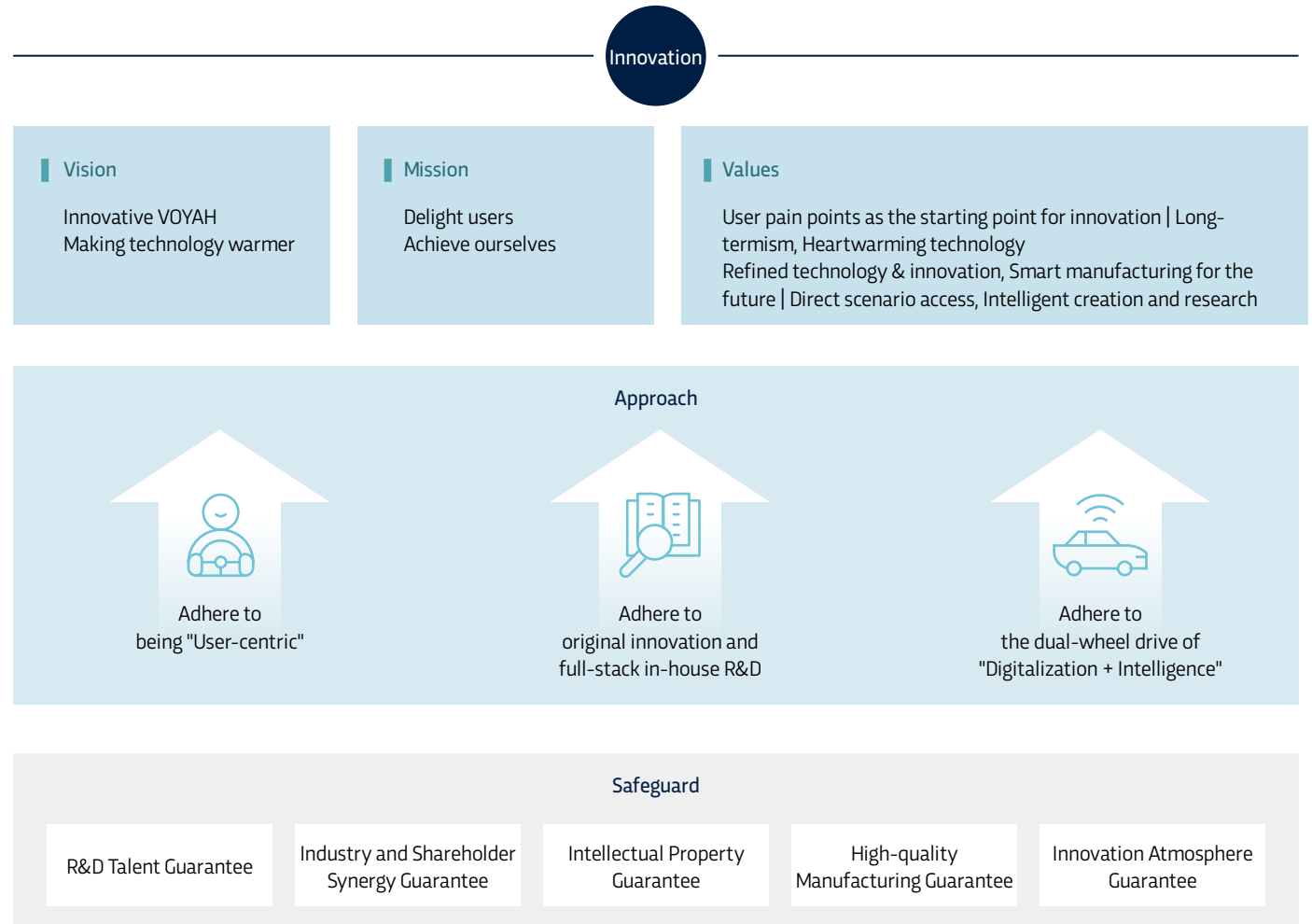
- 12 Technology Strategy
- 13 Technologically Leading
- 20 Comprehensive Safety
- 23 Intellectual Property Protection

- 24 Innovation Ecosystem
- 25 Excellence in Products
- 27 Product Quality

VOYAH firmly implements the innovation-driven development strategy, adhering to original and leading technological innovation. Through efficient power output, a comfortable driving experience, comprehensive safety protection, and thoughtful intelligent services, we establish our leading technological advantages to deliver exceptional value to users.

Technology Strategy

Committed to original innovation and full-stack in-house R&D, we deepen collaborative innovation and proactively master core technologies for intelligent connected new energy vehicles. By advancing platform-based and modular development, we achieve fully independent development from underlying architecture to upper-layer applications, building next-generation technological capabilities that provide robust support for our transformation into a user-centric technology enterprise.



VOYAH Technology Innovation Strategy

Technologically Leading

Fundamental Technologies

Leveraging our fundamental technologies, we are actively building core competencies to scale the deployment and application of innovation outcomes. These efforts continuously translate into superior user experiences and sustainable value, propelling our overall capabilities into the industry's leading tier.

Xiaoyao Space Intelligent Cockpit Technology

Software

Operating Systems

Voice AI Large Model

Hardware

Cockpit Domain Controller

User Interaction System

VOYAH Technology Ecosystem

Hardware Ecosystem

Software Ecosystem

Data Ecosystem

VOYAH Dynamic Technology

Vehicle Control Unit

Energy Management Algorithms

Electric Drive

Electric Motor

Speed Reducer

Electric Control

Battery

Battery Management System

Battery Pack

Engine

Range Extender

Intelligent Driving Technology

Models and Algorithms

V-PILOT Panoramic Perception Network

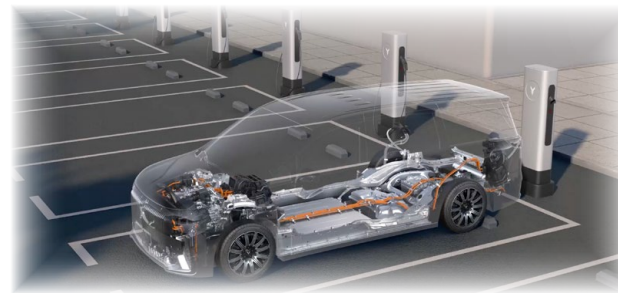
V-PILOT Nine-Core Computing Large Model

V-PILOT All-Spectrum Platform

Hardware

Domain Controller

Sensor



SOA Architecture

Central Computing Platform OIB

Regional Controller VIU

Server-Actuator

Vehicle Telematics Box - TBOX

ESSA Architecture

Vehicle Structure Design

Vehicle Safety

Material Health and Safety

Suspension System

Steering System

Braking System

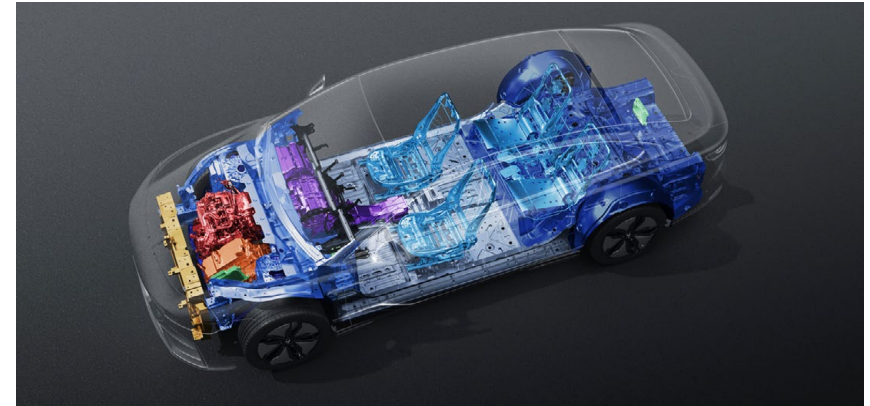


Platform Architecture

Electric Smart Secure Architecture (ESSA)

We developed China's first fully self-developed, forward-designed native intelligent electric architecture, known as the Electric Smart Secure Architecture (ESSA). This architecture integrates four core innovation advantages in powerful electrification, ultimate safety, intelligent chassis and efficient scalability. It supports multiple efficient power modes, including (i) BEV, (ii) PHEV and (iii) REEV. It also provides comprehensive protection features to users, including active safety, passive safety, information security, setting a safety benchmark in the industry.

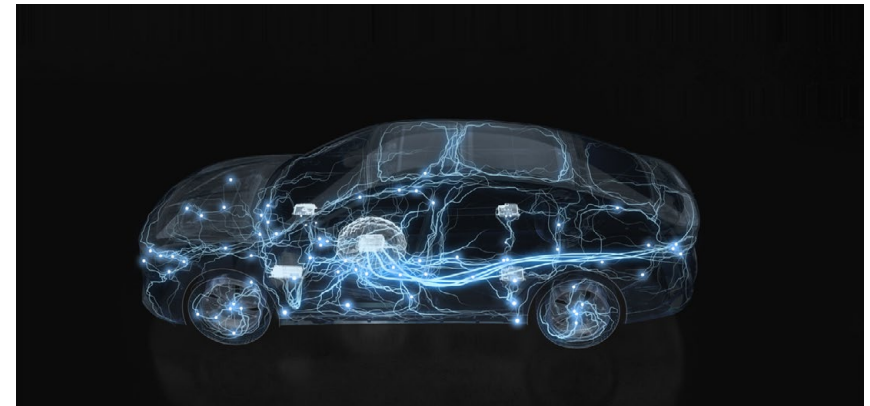
We independently mastered core technologies for $\pm 50\text{mm}$ active adjustable air suspension and mass-produced China's first three-chamber air suspension, delivering a smoother and more comfortable ride. The industry-first 2,200MPa integrated hot-formed laser-welded door ring ensures the white body strength remains at the forefront of the industry. This capability enables full-category and multi-size development across SUVs, MPVs, sedans, coupes, hatchbacks, and shooting brakes, improving development efficiency while reserving expansion space for new technologies. We have also pioneered the next-generation intelligent chassis platform, VOYAH Qingyun L3-level Smart Safety Driving Platform. It features globally leading core technologies including smart AI fully active suspension, steer-by-wire, brake-by-wire, and rear-wheel steering. This innovation has enabled a transition from passive response to active control, providing a secure execution and control foundation for intelligent driving.



Electric Smart Secure Architecture (ESSA)

Centralized SOA Electronic/Electrical Architecture (SOA-EEA)

Our centralized SOA Electronic/Electrical Architecture (SOA-EEA) is the first of its kind to be mass-produced in China, representing our strengths in dictating the direction of vehicle intelligence. It features four key advantages in efficient centralized, agile systems, intelligent connectivity and open co-creation. By centralizing computing power into a "smart brain", it unifies system language, maximizes hardware and software performance, leverages cloud resources for storage, computing and communication, and supports agile iteration and scenario customization. This enables the efficient product development of "software-defined vehicles", allowing vehicles to remain up-to-date and evolve, thereby securing a leading industry position based on its technological foresight.

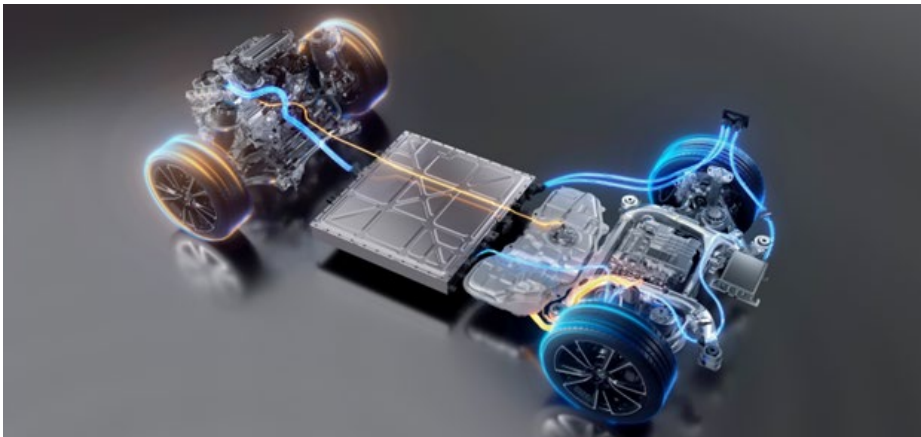


Centralized SOA Electronic/Electrical Architecture (SOA-EEA)



VOYAH Dynamic Technology

Leveraging the world's first Electric Smart Secure Architecture, we provide users with multiple power solutions including pure electric, intelligent multi-mode drive, and extended-range options, collectively named VOYAH Dynamic Technology. It features four key highlights, including super power, high efficiency, ultimate safety and quiet comfort. The pure electric solution uses an 800V-5C high-voltage platform, achieving 92.9% efficiency and over 450km range in 10 minutes of charging. We further introduced the latest ultra-long-range 800V high-voltage hybrid technology, namely the VOYAH intelligent super hybrid, which establishes a new paradigm of “electric-first” hybrid technology with a comprehensive 800V system, 5C ultra-fast charging and large-capacity batteries, enabling 360km–410km pure electric range and over 1,400km total range for mid-to-large hybrids, covering users’ main application scenarios. As the first premium automotive brand to offer ultra-long-range 800V hybrid across all vehicle categories, we provide a more comfortable, safe and convenient driving experience. We had been granted 24 national patents in relation to the PHEV power mode, forming our core technologies. As the first premium brand to equip all product categories with ultra-long-range 800V hybrid technology, we provide users with a driving experience that is more comfortable, safe, and convenient. Our plug-in hybrid system has secured 20 national patents, establishing a leading advantage in core technologies. Deep strategic cooperation has been established in battery technology innovation, covering new material systems, multi-dimensional safety technologies, and chip development. We have conducted forward-looking research and development on axial flux motors. Weighing only 28 kg with a volume of just 9.9 L, these motors feature high efficiency, high performance, lightweight design, and a flat profile, while enabling distributed drive solutions.



VOYAH Dynamic Technology



Intelligent Cockpit

We self-developed the intelligent cockpit system, named Xiaoyao Space, aiming to create a smarter and more personalized “third space” for users. Xiaoyao Space is equipped with a high performance processor chip and utilizes advanced voice recognition technology, featuring multi-task wake-free voice and AI language large models, enabling “what you see is what you can say”. It covers over 8,000 commands, with an all-time wake-free vehicle control response time of 800ms and a wake up response time of 350ms, reaching industry-leading performance levels. Xiaoyao Space pioneered the visual lane-level positioning navigation experience and achieved large-scale coverage of urban roads nationwide, allowing users to clearly see the road and traffic conditions ahead, thereby providing enhanced driving safety. Innovations in human-machine interface design, software ecosystem and meeting differentiated user needs in comfort and convenience, creating an intelligent and immersive driving experience and enhancing our core competitiveness.



Xiaoyao Intelligent Cockpit



V-PILOT Intelligent Driving Technology

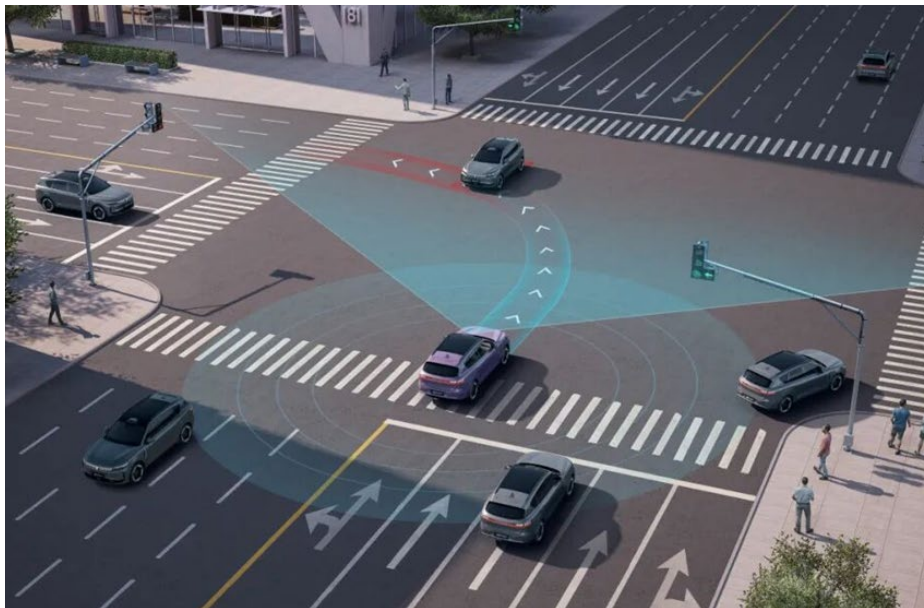
We independently developed the the V-PILOT intelligent driving technology, namedKunpeng Intelligent Safety Driving System. It offers users an integrated driving-and-parking, cross-scenario, full-stack combined driving assistance experience. Possessing in-house R&D and mass production capabilities, it covers over 20 automated in-built safety functions with core features such as highway navigation and memory parking assistance. We built a new safety system with improvements across five dimensions, including all-speed, all-direction, all-target, all-weather and all-scenario, upgrading from traditional passive defense to proactive prediction. We built the VOYAH vehicle-cloud integrated data closed-loop platform by developing and applying cutting-edge technologies such as multimodal spatiotemporal fusion end-to end large models, world models, and vehicle-road-cloud integration. This platform enables us to respond more efficiently to complex road scenarios and provide users with a safer, smarter and more personalized mobility experience. We are also developing L3 conditional driving automation and full scenario parking-to-parking assistance based on our new L3-oriented architecture.



VOYAH Technology Ecosystem

Based on the developer platform and ecosystem access platform, we have built a ecosystem for software and hardware

developments, aiming to provide users with a more comfortable, convenient and personalized experience. The developer platform supports users, software developers and eco-partners in creating customizations for scenarios and intelligent applications, which can be shared and downloaded within the VOYAH community, expanding vehicle possibilities and further fostering a co-creation ecosystem. Currently, the platform offers over 800 open service capabilities, has a capacity to handle concurrent requests from over 400 vehicles, supported up to 200,000 vehicles, and featured gigabit network transmission. Micro-scenarios have been engaged over 10 million times, and we have successfully commercialized multiple products and services highly favored by our users.



V-PILOT Intelligent Driving



Developer Platform

Advancements in Key Technologies

In 2025, we achieved significant progress in platform architecture, electrification, intelligent driving, and intelligent cockpit systems.



Platform Architecture

Tianyuan Intelligent Architecture

Tianyuan Intelligent Architecture integrates two core intelligent technology clusters: the Qingyun L3-level Intelligent Safety Driving Platform, a China-first innovation, and the Kunpeng L3-level Intelligent Safety Driving System. The Qingyun Platform fully integrates advanced technologies including the new-generation axial-flux distributed electric drive with a peak torque of up to 680 N·m, fully active suspension, brake-by-wire, and steer-by-wire. It organically integrates AI to support deep scenario-based functional applications, achieving cross-generational leadership in safety and comfort while laying the technical foundation for L3 capabilities in the vehicle. The Kunpeng L3-level Intelligent Safety Driving System integrates three core modules: (i) the V-PILOT Panoramic Perception Network, (ii) the V-PILOT All-Spectrum Platform, and (iii) the V-PILOT Nine-Core Computing Large Model, reconstructing the next-generation intelligent driving system. The three core modules evolve in synergy. The cloud generates high-fidelity driving scenario training samples and performs real-time multi-source data fusion. Combined with user driving data, we continuously optimize vehicle-side large model strategies, enabling the intelligent driving system to handle complex scenarios more efficiently and providing users with a safer, smarter, and more attuned mobility experience.



Platform Architecture

Three-Chamber Air Suspension + EDC Damper Technology

In the field of high-end chassis technology, the Company has actively promoted independent innovation in core components and optimization of overall vehicle energy efficiency. VOYAH TAISHAN is the first SUV to be equipped with a "three-chamber air suspension" and electronic damping control (EDC) damper technology. Through intelligent coordination, it achieves four stiffness combinations and millisecond-level road response capabilities. This enhances driving comfort while effectively improving the vehicle's adaptability to complex road conditions and increasing driving safety.





Platform Architecture

Active Rear-Wheel Steering

The active rear-wheel steering technology addresses the pain points of heavy steering and insufficient flexibility in large vehicles. From daily commuting to family travel, it effortlessly resolves various handling challenges, redefining the driving experience for large-scale vehicles. The crab-walk mode unlocks the freedom to move sideways. VOYAH TAISHAN is equipped with dual-directional 16° rear-wheel steering and a minimum turning radius of 5.4 meters; the entire 2026 VOYAH DREAM series features dual-directional 10° intelligent rear-wheel steering, achieving compact sedan-level maneuverability with a 5.3-meter body length and offering crab-walk mode; the entire VOYAH PASSION L series comes standard with dual-directional 10° intelligent rear-wheel steering.



VOYAH Dynamic Technology

VOYAH Intelligent Super Hybrid

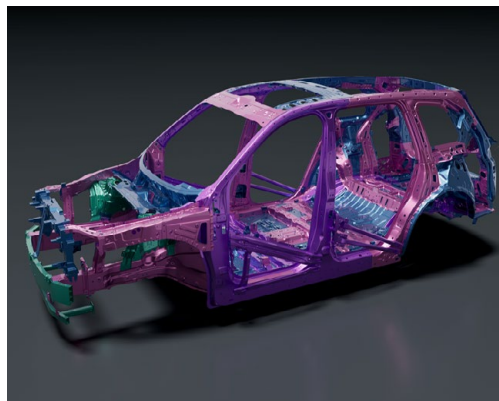
VOYAH has globally debuted its VOYAH Intelligent Super Hybrid 800V Technology, achieving mass production across all vehicle categories, including MPVs, sedans, and SUVs. The 2026 VOYAH DREAM, VOYAH PASSION L, and VOYAH TAISHAN are all equipped with this advanced hybrid system. Featuring a 63 kWh ultra-large-capacity battery, it delivers a pure electric range of 360–410 km, with an energy density reaching 185 Wh/kg. The battery pack incorporates 16 layers of robust safety protection and an advanced thermal management system. It supports a 5C ultra-fast charging rate and achieves a peak power of 320 kW. Built on a full-domain 800V high-voltage architecture, the system integrates key components such as an in-house 800V silicon carbide (SiC) system and an 800V dual-motor hybrid module. Capable of 6 operating modes and equipped with on-demand AWD, it effortlessly passes extreme high-speed oval endurance tests. Engineered for stable operation across a wide temperature range from -35°C to 55°C, it ensures users enjoy the smooth and quiet driving experience of pure electric power in every scenario.



Platform Architecture

Vehicle Safety

The VOYAH TAISHAN debut features a double-layered, integrated laser-welded door ring with strengths of 2,000 MPa and 2,200 MPa. This represents the highest-strength automotive door ring globally, redefining new standards for vehicle safety and breaking through technical monopolies through independent innovation. In side-impact crash tests, the integrated door ring of VOYAH acts like a robust "door frame," maintaining its structural integrity post-collision, ensuring that the doors remained operable.



岚海智混 让混动车全民电感

智电中枢

行业领先
智能温控管理系统

行业首创
智能能量管理系统

行业首创
智能电池管理系统

全球领先
智能电源终端

超能矩阵

超大电池
800V大电池
63kWh

超级快充
5C超充
峰值功率320kW

超级高压
800V全域
碳化硅平台

超级效能
-35°C-55°C全温域工况
6种工作模式

超级续航
410km纯电续航
1400+km综合续航

*1C下电量为63kWh, 1/3C下电量为65kWh



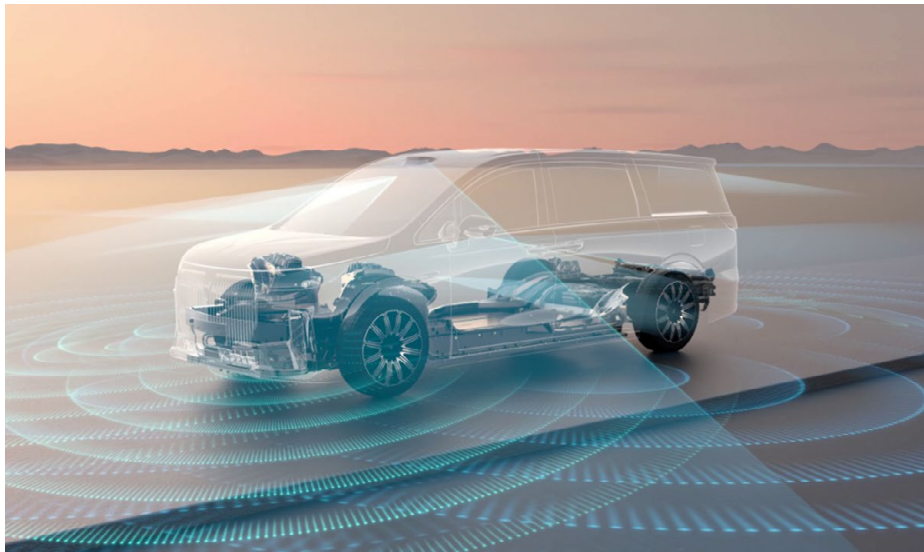
Intelligent Driving:

High-precision LiDAR and L3 Conditional Autonomous Driving Systems

Through continuous technological iteration and system optimization in the field of intelligent driving, VOYAH has significantly enhanced vehicle safety performance and intelligence levels. In 2025, we launched a 192-line high-precision LiDAR and achieved full vehicle integration. This system enables ultra-long-range detection of small targets up to 250m with 100% accuracy and an ultra-agile response rate of 20Hz. In real-world testing, the AEB active braking system successfully executes emergency stops at 130km/h, ranking first in its class for all-speed safe braking. Meanwhile, the eAES active evasive system achieves obstacle avoidance at 130km/h, also ranking first in its class for all-speed safe evasion. VOYAH has secured the industry's first five-star certifications for both active and passive safety.

As of the end of 2025, L3 conditional autonomous driving has completed a cumulative 110,000 kilometers of actual road testing and 900,000 kilometers of simulated testing. This milestone marks our entry into a new stage in the field of advanced intelligent driving.

VOYAH TAISHAN features an 896-line quad-LiDAR configuration and 34 fully redundant perception sensors, enabling all-weather, all-scenario safe autonomous travel. It supports ultra-long-range detection up to 300 meters, reduces end-to-end latency by 50%, achieves a 99% pass rate in complex road conditions, and demonstrates industry-leading intelligent assisted driving capabilities.



Intelligent Cockpit

Core Interaction and Experience Enhancement

Focusing on the core interaction and experience upgrades of the intelligent cockpit, we drive product innovation through technological breakthroughs and data closed loops. Key breakthroughs are prioritized across four major modules: system interaction, travel navigation, music and media, and comfort vehicle control.

Providing desktop services across parked, driving, and stationary scenarios to compress interaction access time from 3 seconds to 0.5 seconds; Proprietary full-scenario 3D engine: Our in-house developed 3D skylight, weather engine, and single-take animation algorithms deliver an ultimate visual experience to users. Personalized multi-function split-screen: Integrating intelligent driving (navigation) + any application for split-screen display, expanding supported split-screen applications from four to all, thereby enhancing multi-function processing efficiency and information access experience. Intelligent Travel Agent: Scenario-based recommendation algorithms are deployed, enabling seamless transition to system navigation; Smart Energy Refueling: Energy replenishment planning fully covers navigation scenarios, delivering an experience that leads competitors. AI Function Matrix: Newly added AI Encyclopedia, preference analysis, AI search, and listen-while-asking features create innovative smart experiences.



Comprehensive Safety

The Company upholds the philosophy that "safety is the greatest luxury" and has established a comprehensive "five-in-one" full-scenario product safety protection system covering battery safety, active safety, passive safety, health safety, and information security. This system deeply integrates safety protection throughout the entire product lifecycle, from research and development design and extreme validation to smart manufacturing and user services.



Active Safety

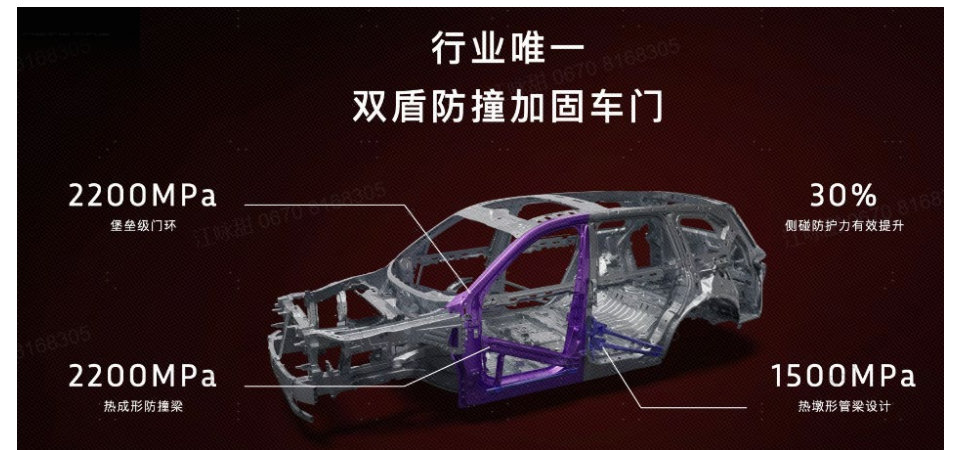
We are actively building a more forward-looking "proactive prediction" model with a broader perception range and enhanced identification capabilities. The system achieves breakthroughs in "seeing farther, more accurately, and more clearly": at 120 km/h, it can identify objects as small as 14 cm, while objects 30 cm in height are recognizable up to 162 meters away. Simultaneously, we have significantly strengthened long-range and nighttime perception capabilities: the identification distance for low-reflectivity targets has increased by 190%, enabling proactive obstacle avoidance at speeds up to 130 km/h, with low-reflectivity objects identifiable at distances up to 122 meters during nighttime conditions. For complex road scenarios, the identification distance for irregular obstacles has improved by 77%, allowing clear recognition of details such as water barriers, fallen traffic cones, and signage.

Passive Safety

Built on the world's first forward-developed dual-power native intelligent electric architecture, the VOYAH DREAM was recognized as China's Top Ten Chassis. Leveraging the world's first 2,000 MPa integrated hot-formed laser-welded door ring and aluminum-silicon coated door anti-collision beam, it was awarded the title of China's Top Ten Body. Successfully passed safety challenges including a real-vehicle 110 km/h ultra-high-speed rear-end collision test and ultra-high-level active safety tests under complex scenarios involving AEB + ESA, safeguarding every safe journey for users.

Based on a robust body structure design and innovative safety technology configurations, all models in the VOYAH series meet the five-star safety design standards of C-NCAP, and other stringent global regulatory standards, demonstrating our competitiveness in the field of intelligent safety technologies.

The VOYAH TAISHAN debuts with a dual-layer integrated laser-welded door ring featuring strengths of 2,000+2,200 MPa, representing the highest-strength automotive door ring globally.



Battery Safety

VOYAH's HUPO Battery is designed to be waterproof, leak-proof, fire-resistant, explosion-proof, and free from thermal runaway.

In terms of waterproof and dustproof capabilities, HUPO Battery possesses IP68 national standard protection and has successfully passed the IP6X9K high-temperature and high-pressure water spray test. As the industry's first battery pack to simultaneously pass the three most stringent global bottom safety tests, its core protection indicators exceed national standards by up to six times. Regarding extrusion resistance, it was the first to be equipped with a zinc-magnesium alloy cover and a 1,500MPa high-strength base plate, with scientifically arranged longitudinal and transverse reinforcement beams internally and over 30mm of deformation buffer space reserved, significantly enhancing structural impact resistance. On the flame retardancy and heat insulation front, the "HUPO Cell" encapsulation technology is adopted, tightly enveloping individual cells like amber. Combined with China's first mass-produced cell bottom cooling plate, fully filled silicon-based super-strong heat-insulating and flame-retardant materials, and the proprietary Cloud BMS intelligent management system, a full-link fire protection barrier has been constructed.



The VOYAH HUPO battery has passed multiple safety validations, including a 1000J drop ball test, a 38kN bottom impact test, a 3° inclined platform scraping test, continuous spherical barrier underbody protection, and "knife mountain" scraping.

Health Safety

VOYAH adheres to rigorous standards to comprehensively safeguard the health safety of its users.

The interior features skin-friendly, mother-and-child grade fabrics certified by OEKO-TEX® as eco-textiles and DINAMICA® eco-suede, balancing tactile feel, luxurious appearance, and natural comfort. The manufacturing process fully utilizes water-based paints and eco-friendly adhesives to achieve zero formaldehyde and odorless conditions for the entire vehicle at the source, implementing meticulous care for health in every inch of material. Building on this foundation, the cabin is equipped with a high-efficiency air conditioning filter that achieves a filtration efficiency of 95% for 0.3μm particles. It effectively intercepts PM2.5, pollen, and bacteria while deeply adsorbing harmful gases such as formaldehyde. The system can purify severely polluted interior air to an excellent level in just 2 minutes and 40 seconds. Additionally, it features an AQS smart air quality sensor capable of real-time monitoring of exhaust pollutants like CO and NOx outside the vehicle. This enables automatic switching between fresh and recirculated air modes, achieving intelligent protection and efficient purification.

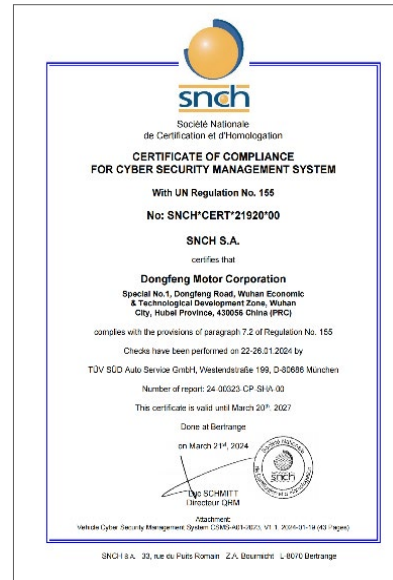
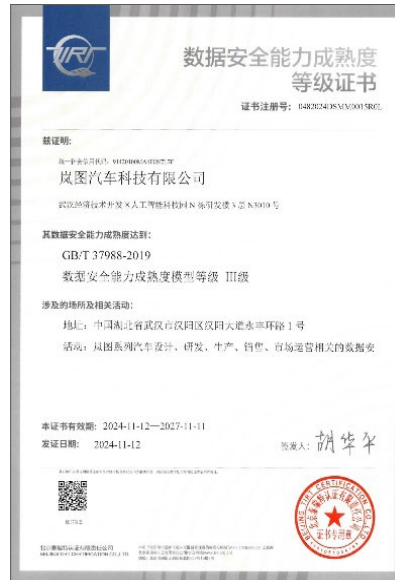


Information Security

VOYAH has established a comprehensive information security management system covering R&D, production, supply, sales, and services. It features six protection barriers spanning the "cloud-chain-vehicle" ecosystem. The Company has obtained ISO 27001/27701 certification, GB/T 22080 certification, DSMC certification, vehicle network attack-defense certification, and product certification from China Automotive Technology and Research Center (CATARC) for "Automotive Data Security and Personal Information Protection."

Product Safety Certification and Awards

VOYAH DREAM: Awarded the Five-Star Certificate for Electric Vehicle Safety Assessment by the China Consumer Products Quality and Safety Promotion Association and the Human Electromagnetic Health Star by CATARC.



Information Security Certifications and Awards



Intellectual Property Protection

Intellectual Property Achievements

Focusing on its technological foundation, VOYAH systematically established a high-quality and forward-looking intellectual property layout to provide solid assurance for sustainable innovation and global development.

By the end of 2025, VOYAH had established a portfolio of over 50 high-value patent clusters, with 5,405 patent applications filed and 1,874 patents granted. The patent layout for inventions reached 4,779 items, accounting for a substantial 88.42%, placing VOYAH's patent growth rate among the top tier of new energy vehicle (NEV) enterprises. The patent layout is strategically distributed across key domains: 973 in new energy technology, 1,103 in autonomous driving, 1,123 in intelligent connectivity, and 1,079 in vehicle safety. With a balanced layout and significant advantages across all domains, it has built a solid technological barrier and strategic reserve, underpinning the company's innovative development.

In terms of internationalization layout, we actively expanded our overseas protection network through channels such as the *Patent Cooperation Treaty (PCT)*. Throughout 2025, we added 77 new overseas patents, bringing the cumulative total to 218 by the end of the year.

According to the *2025 China Automotive Patent Statistical Data Research Report* released by the National Automotive Industry Intellectual Property Operation Center and the CATARC Technology and Innovation Support Center, VOYAH Motors successfully ranked among the top ten in China for authorized independent innovation invention patents in the automotive sector with 741 authorized invention patents in 2025, securing the first place among second-tier subsidiaries of central state-owned enterprises (SOEs).

Intellectual Property Cultivation

VOYAH regards intellectual property as a strategic asset driving technological innovation and sustainable development, establishing a cultivation system covering the entire chain of "creation, utilization, protection, and management". The Company adheres to the deep integration of R&D planning and intellectual property. It implements dynamic lifecycle management covering application, maintenance, and optimization, unblocks the conversion pathway from "technology to patent to product to market", and continuously activates the commercial value of intellectual property. VOYAH's patent layout has achieved comprehensive coverage of the technical foundation.

When conducting business operations domestically and internationally, the Company strictly adheres to the intellectual property legal frameworks of the respective countries and regions. We strictly comply with laws and regulations including the *Civil Code of the People's Republic of China*, the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Regulations on Customs Protection of Intellectual Property Rights of the People's Republic of China*. In our international operations, we adhere to international treaties such as the *Paris Convention for the Protection of Industrial Property*, the *Patent Cooperation Treaty*, the *Madrid Agreement Concerning the International Registration of Marks*, and the *Hague Agreement Concerning the International Registration of Industrial Designs*.

We are committed to building an intellectual property management system that meets or exceeds industry standards. We have formulated and implemented internal policies, including the "VOYAH Intellectual Property Management Measures" and the "VOYAH Intellectual Property Risk Management Measures," to systematically standardize the entire process of intellectual property acquisition, maintenance, utilization, and protection. We systematically conduct comprehensive patent infringement risk assessments and early warnings across all stages of product R&D, supply chain procurement, manufacturing, and market sales. We perform Freedom to Operate (FTO) analyses to identify potential infringement risks, ensuring that our core technology roadmaps and commercialization activities do not infringe upon the legitimate rights and interests of others.

In terms of intellectual property layout, VOYAH adheres to a strategic policy of coordinated development both domestically and internationally. We have implemented a systematic patent layout in China, Europe, and other regions, establishing a global patent portfolio covering invention patents, utility models, and designs. At the same time, we highly respect third-party intellectual property rights and firmly prohibit unauthorized use of others' patented technologies, trademarks, designs, and trade secrets. We are committed to working with innovation entities to maintain a fair and competitive innovation environment.

Innovation Ecosystem

Innovative Talent

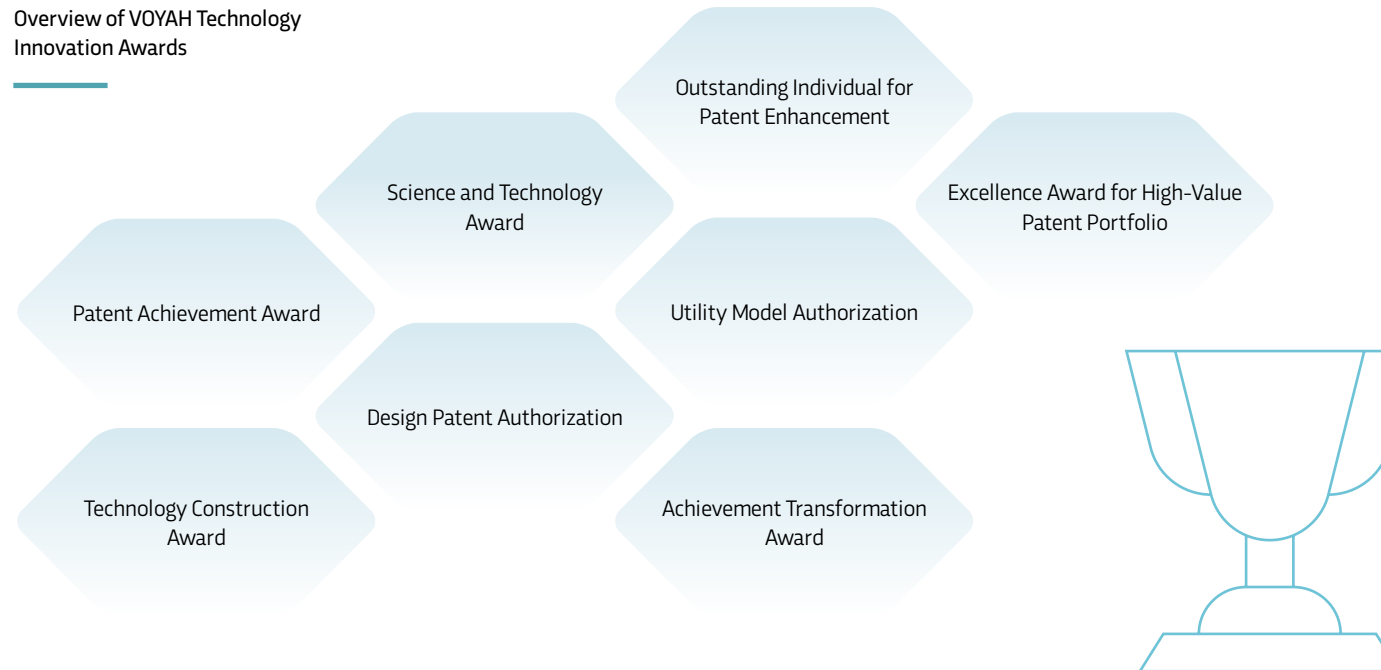
We continue to refine our end-to-end talent management system. Through systematic introduction, cultivation, and incentives, we are building a high-quality talent echelon that supports the long-term growth of our business. Simultaneously, we have established a systematic, market-oriented, and attractive talent mechanism to support rapid development. In terms of social recruitment, leveraging precise talent profiling and a cross-regional recruitment network, the Company successfully introduced more than 70 senior professionals in 2025, including 2 externally hired academicians. The total number of technical personnel at the Company has reached 3,164 (excluding interns). Among them, talents aligned with the "Five Modernizations" (electrification, intelligence, connectivity, sharing, and lightweighting) account for 58.7%, while those holding master's or doctoral degrees comprise 31.8%. This robust talent base provides solid driving force for the Company's R&D teams to overcome challenges and lead technological innovation.

Innovation Incentives

VOYAH has established a diversified reward mechanism that places equal emphasis on short-term performance and long-term value, continuously stimulating the innovation potential of its R&D team. We have formulated corresponding incentive measures to encourage innovation among all employees. In addition to providing special rewards for significant achievements that generate substantial economic benefits or obtain independent intellectual property rights, we place greater emphasis on affirming the innovation process and the spirit of exploration.

We have built a tiered mechanism for cultivating R&D talent and created a career development pathway for technical experts. We are systematically forging a professional R&D talent echelon to provide solid talent support for the Company's sustainable innovation.

Overview of VOYAH Technology Innovation Awards



Excellence in Products

Product Layout

VOYAH remains committed to a user-centric approach, continuously delivering high-quality products and advancing agile iterations to precisely respond to diverse market demands. Since its inception, the Company has established a product matrix covering three key market segments: sedans, SUVs, and MPVs. It has successively launched the VOYAH FREE series (mid-to-large SUV), the VOYAH DREAM series (large luxury MPV), the VOYAH PASSION series (mid-to-large sedan), the VOYAH COURAGE series (mid-size SUV), and the VOYAH TAISHAN series (full-size SUV). This portfolio effectively addresses differentiated needs across diverse mobility scenarios and accelerates the green transition.



VOYAH FREE Series

Positioned as an intelligent and driving-enjoyable large five-seat SUV, the VOYAH FREE was officially launched in June 2021, with user deliveries beginning in August of the same year, marking VOYAH's first mass-produced model. The new model focuses on intelligence, driving control, and safety, comprehensively covering all-scenario needs for urban commuting and long-distance travel. As one of the world's first vehicles to feature Huawei Qiankun Intelligent Driving ADS 4 and HarmonyOS Smart Cockpit 5, it delivers worry-free ADAS across all scenarios and seamless human-vehicle interaction. It debuts the world's first fully simulated gear-shifting system for hybrid SUVs, paired with an all-aluminum chassis, EDC Damper Technology, and a 100mm adjustable air suspension, delivering million-tier supercar-level driving control experience. Backed by a C-NCAP 5-star safety rating, 2,000MPa aluminum-silicon coated door anti-collision beams, and the industry-leading HUPO Battery 2.0, it provides top-tier safety protection. While delivering intelligent, driving control, and safe experiences, its high-efficiency powertrain technology reduces full-lifecycle carbon emissions for mobility.



VOYAH DREAM Series

Positioned as a flagship MPV for the new era, the VOYAH DREAM was officially launched in May 2022. It is a strategic vehicle for the VOYAH brand, deeply cultivated to serve two core scenarios: high-end business reception and travel for elite families. Focusing on luxury, intelligence, performance, and safety, its "business-ready and family-friendly" differentiated positioning fully meets the upgrade needs of elite families for smart, luxurious 7-seat family vehicles, as well as the premium travel demands of business users. Backed by solid quality, it has ranked first in MPV Net Promoter Score (NPS) for two consecutive years, and has repeatedly won accolades such as No.1 in Quality among Chinese Auto Brands in 2024, and No.1 in Quality for NEV MPVs in the Land Roads 2025 Report. Debuting the industry's first 800V VOYAH Intelligent Super Hybrid system, it delivers an all-around performance characterized by "ultra-long range, super-fast charging, and ultra-strong power." Pioneering the industry's first AI zero-gravity massage cabin, it creates a quiet, spacious, and luxurious mobile environment. As the first MPV to feature Huawei Qiankun Intelligent Driving ADS 4 and HarmonyOS Cockpit 5, it offers seamless all-scenario interaction, blending family warmth with business elegance. With comprehensively superior product strength, it redefines the value standard for luxury MPVs.



VOYAH PASSION Series

The VOYAH PASSION is positioned as a flagship sedan for the new era. Officially launched in April 2023, it represents a key strategic layout by the VOYAH brand in the high-end sedan segment. It is the first to feature a Centralized SOA Electronic/Electrical Architecture (SOA-EEA), fully showcasing the brand's technological achievements in ADAS, smart cockpits, and high-performance tri-electric systems. The facelifted VOYAH PASSION L continues to focus on premium business and quality family travel scenarios. Built on a native intelligent electric architecture, it debuts the segment's first hybrid 800V platform, achieving the world's longest pure-electric range for AWD vehicles. Equipped with leading ADAS and smart cockpit systems, it achieves comprehensive breakthroughs in body safety, handling performance, intelligent interaction, and energy efficiency management. Guided by a full-chain green design philosophy, it fulfills full-lifecycle sustainability requirements, meeting users' core needs for premium, smart, low-carbon mobility.



VOYAH COURAGE Series

Positioned as a pure-electric family SUV, the VOYAH COURAGE was officially launched in October 2024. It is our first model built on a dedicated BEV platform and serves as VOYAH's core model tailored to family users' needs, featuring "strong tri-electric systems," spacious interiors, and ultra-smart capabilities. Guided by the "Aesthetics of Starlight and Time" design philosophy, it creates a mobile space that is both warm and imaginative. The model deeply optimizes smart cockpit interaction, interior space layout, all-dimensional safety protection for family travel, and powertrain energy efficiency management. With an ultra-high space utilization rate of 90.8%, it features the brand's self-developed smart cockpit system and high-efficiency powertrain, balancing long range, low energy consumption, high safety, and advanced intelligence. Powered by 5C ultra-fast charging battery technology, a 15-minute charge adds 515 km of range, enabling more users to enjoy green, low-carbon smart mobility services.



VOYAH TAISHAN Series

The VOYAH TAISHAN is positioned as a flagship large six-seater SUV for the new era. As a strategic achievement by VOYAH in deepening its presence in the high-end new energy vehicle market, it was officially launched in November 2025. The vehicle model leverages an Electric Smart Secure Architecture (ESSA) and the VOYAH Intelligent Super Hybrid Technology Platform to support plug-in hybrid powertrains, meeting all-scenario needs ranging from urban commuting to long-distance travel. It supports a flexible four-seat configuration spatially, complemented by zero-gravity seats and AI-adjustable seating to deliver a comfortable riding experience. Deeply integrated with the Huawei Qiankun Intelligent Driving System and HarmonyOS Cockpit, it builds full-scenario blind-spot-free intelligent driving capabilities through a multi-LiDAR fusion perception solution. All models are standardly equipped with a three-chamber air suspension and Magic Carpet chassis, combined with rear-wheel steering technology, delivering million-level driving stability and smooth comfort. The vehicle model features a design language that integrates Chinese aesthetics with modern technology, combining Eastern artistic conception with new energy technology luxury to redefine the value benchmark for domestic flagship SUVs.

Product Quality

Quality Management System

VOYAH's superior product experience stems not only from forward-looking technological layout and rich functional configurations but also from rigorous attention to every detail and the systematic construction of a full-process quality system. Upholding the philosophy that "quality is the lifeline of products," we have established a full value-chain management system spanning R&D, manufacturing, supply chain, and service.

VOYAH established a Quality Committee and implemented a quality management system covering the entire product lifecycle. The Company formulated policies such as *Quality Responsibility System* and *VOYAH New Energy Vehicle Safety System Management Measures*, resolutely implementing the quality responsibility system and accountability mechanism. Clear definitions of quality responsibilities for all levels of positions were established, creating a collaborative quality assurance framework with coordinated efforts from top to bottom.

Building upon the ISO9001 quality management system, we continuously refine quality-related policies and management practices, detail all processes and operational standards, and support the high-quality delivery of every product. As of the end of the Reporting Period, all production units of the Company have obtained ISO 9001 quality management system certification.



ISO 9001 Quality Management System Certification Certificate

Quality Management

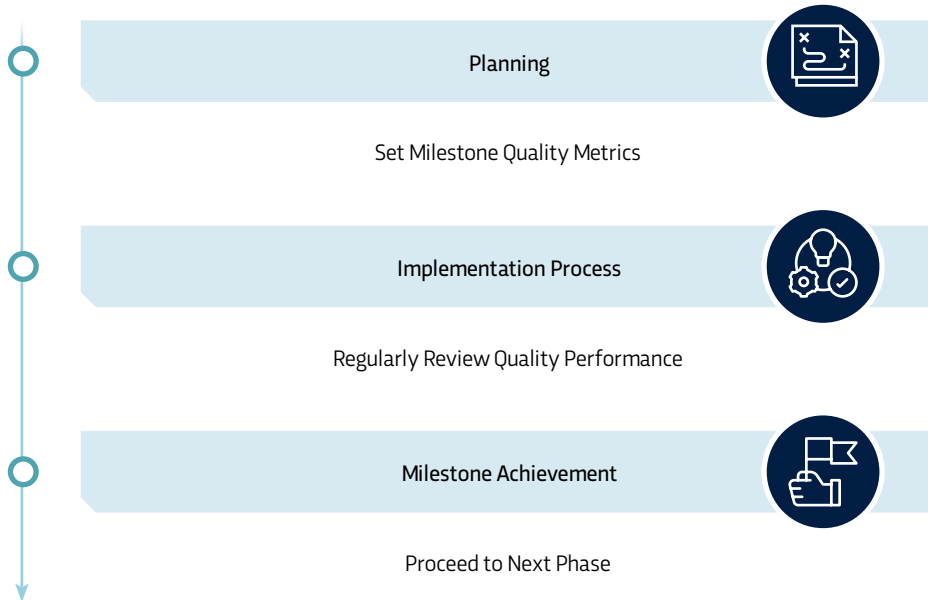
To continuously deliver high-quality automotive products and services, VOYAH has established a comprehensive quality management system spanning the entire process from research and development to manufacturing and after-sales service. We ensure the vehicle's superior performance and driving safety through comprehensive and rigorous safety testing. In addition, we have simultaneously established a standardized and efficient product recall mechanism to ensure comprehensive closed-loop management that safeguards user peace of mind in vehicle usage and protects consumer rights.

Quality Assurance

During the R&D phase, VOYAH ensures product reliability through rigorous design reviews and process validation. In the manufacturing phase, digital intelligence technologies are utilized to continuously monitor the entire process, enhancing process quality warning capabilities and full-vehicle inspection capacity. In the after-sales phase, user service management standards are comprehensively improved to establish a closed loop for quality improvement.

Quality Assurance in the R&D Phase

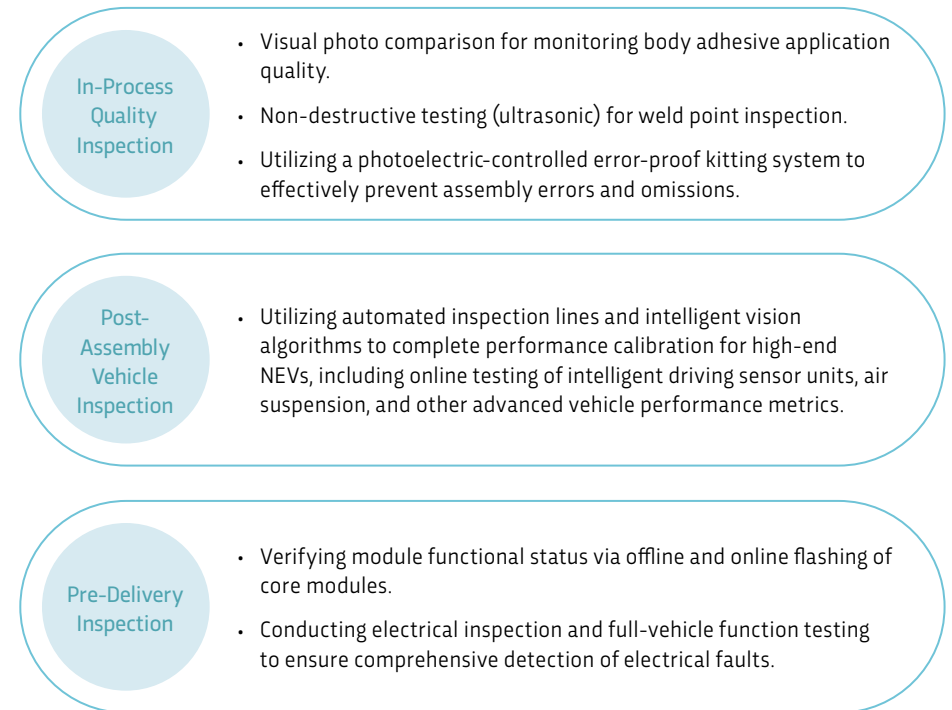
Through the design of Potential Failure Mode and Effects Analysis (PFMEA) and the management of special characteristics development, we continuously refine our early-stage product development system to enhance the capability of detecting quality issues during the product development phase. During the vehicle development and validation process, we conducted road durability tests covering over 5 million kilometers under severe conditions including extreme heat and extreme cold. These tests traversed locations such as Turpan, Kunlun Mountains, Dali, Hainan, and Heihe, experiencing climatic conditions ranging from dry heat, humid heat, dry cold, to mild temperatures. The battery systems have undergone rigorous testing under various road conditions and extreme weather scenarios, including temperatures as low as -40°C and as high as 50°C.



Quality Control Process in the R&D Phase

Quality Assurance in the Manufacturing Phase

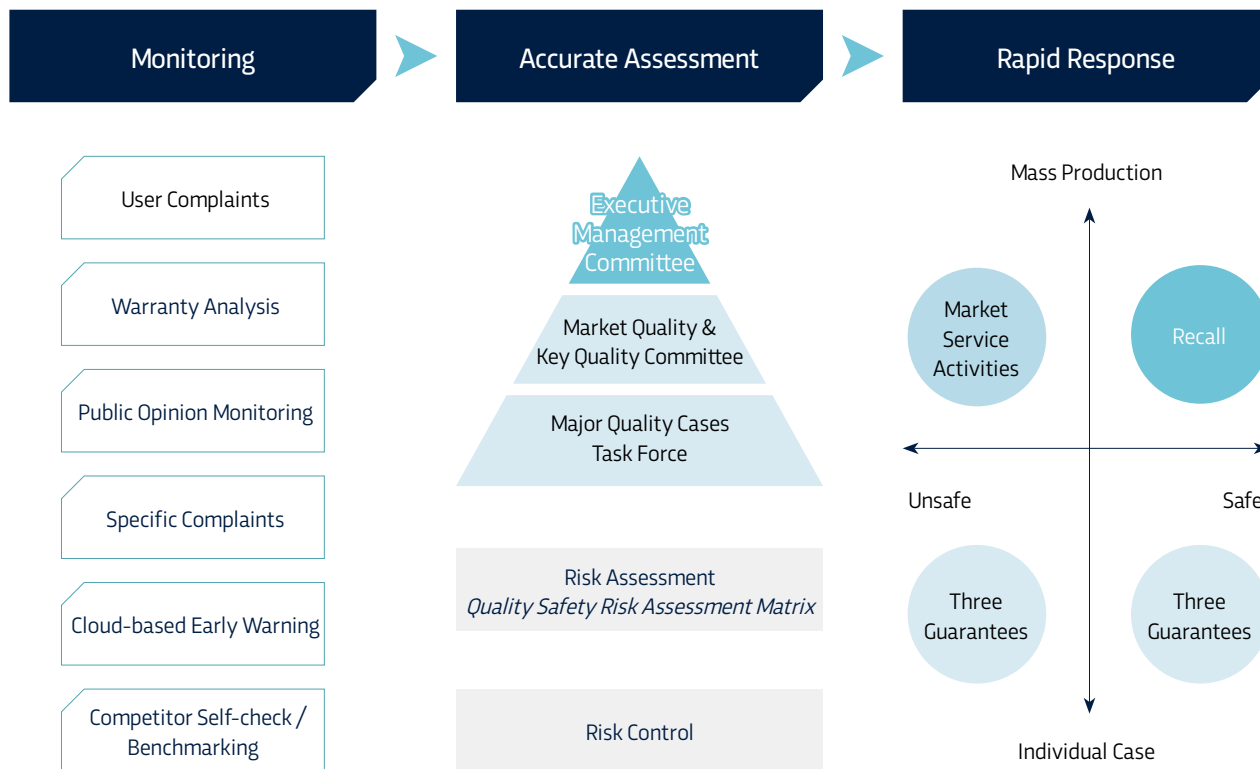
We leverage digital and intelligent technologies to continuously enhance process quality warning capabilities and full-vehicle inspection capabilities. In addition, we independently developed the Smart Control Cloud Test and Cloud Domain Control technologies to achieve "software-hardware decoupling" of whole-vehicle testing equipment, aiming to address future diverse product testing requirements.



Digital Intelligence Inspection Technology

User Service Quality Assurance

Our after-sales service has always been user-centric. Through comprehensive risk identification, in-depth analysis, and early warning mechanisms, we ensure that major market issues are identified and resolved at the earliest stage. We initiated a continuous improvement of user service management levels through closed-loop quality management, drawing from user complaints, maintenance and repair requirements, public opinion monitoring, and self-inspection of competitors.



Comprehensive Monitoring Accurate Assessment Rapid Response

Product Recall

We strictly comply with regulatory requirements such as the *Regulations on the Administration of Recall of Defective Automobiles* and the *Provisions on the Administration of Recall of Motor Vehicle Emissions*, implement our internal *Recall Handling Process*, and proactively recall products that pose defects or emission hazards. We conduct regular risk identification to strictly prevent mass recall incidents. We promptly communicate the defect details and solutions to vehicle owners to ensure that issues are effectively addressed in a standardized manner, thereby minimizing the negative impact on users. During the Reporting Period, no recalls occurred for VOYAH.

Quality Culture

In 2025, the Company officially released its Quality Culture Declaration: "Delivering High Quality Exclusively for Users; Vehicle Integrity Reflects Our Character". This initiative aims to internalize quality awareness from a management requirement into a collective responsibility for all employees, upholding commitments with reverence and driving upgrades through innovation.

VOYAH Motors has established a quality culture ecosystem involving all employees and covering the entire process. The Company comprehensively reviewed the knowledge requirements for various quality positions, conducted diverse quality training programs, continuously strengthened employees' quality awareness, and promoted the transformation of quality management from policy-based constraints to voluntary actions.

We conduct weekly quality meetings, monthly quality meetings, and annual quality training programs to foster a quality culture that serves as an internal driving force for work improvement and system optimization. During the Reporting Period, quality-related training covered 4,680 person-times, with a cumulative training duration of 636 hours.



CASE

Quality Month Thematic Activity

During the Reporting Period, VOYAH Automotive organized a series of activities for Quality Month themed "Creating Blockbusters with Ultimate Experience and Leading Quality to Paint the Future of VOYAH". In promoting a quality culture, we have comprehensively fostered an atmosphere that prioritizes quality by carefully arranging thematic exhibition boards across various regions, hanging promotional banners, setting up pull-up stands, and displaying content on electronic screens.

岚图汽车 质量文化是全体岚图人需要践行的文化

岚图汽车质量文化宣言：

质量唯用户 车品即人品

＝ 以极致匠心，铸就安全与品质的智造标杆 ＝

作为中国高端新能源汽车领域的探索者与引领者，岚图汽车始终将“质量”视为企业生存之本、发展之基、品牌之魂。我们深知，每一辆汽车承载的是用户对美好生活的向往，更是对生命的托付。为此，我们以敬畏之心践行质量承诺，以创新之力驱动品质升级，郑重宣告：

一、用户至上，以需求定义品质标准

我们坚信，质量的核心是满足并超越用户期待。从设计、研发到生产、服务，岚图始终坚持以用户需求为导向，倾听每一份声音，洞察每一处细节，将安全、舒适、智能与环保融入产品全生命周期，让品质成为用户信赖的基石。

二、全员共治，以文化凝聚力量

质量文化根植于每一位岚图人的心中，全公司每一个员工都践行质量文化。我们倡导“人人都是质量第一责任人”，通过持续培训、透明化管理和跨部门协同，将匠心精神融入血脉，让追求卓越成为团队的本能。

三、一次做对，追求零缺陷，追求极致

我们以“零缺陷”为目标，构建覆盖全产业链的严苛质量管理体系。从原材料选择到智能制造，从工艺精度到性能测试，每一环节均以高于行业标准的要求自我审视，以数据驱动精准管控，确保每一辆岚图汽车都经得起时间与场景的考验。

四、安全为魂，以科技守护生命

安全是汽车工业的底线，是对用户的基本责任，更是岚图不可妥协的红线。我们以全球领先的电池安全技术、车身结构设计与智能驾驶系统为依托，打造多维立体用户安全防护体系，让每一次出行都成为用户的安心之旅。

五、开放进化，以创新突破边界

在智能电动时代，质量的内涵不断延展。岚图以开放姿态拥抱新技术、新标准，通过用户共创、全球资源整合与数字化赋能，持续迭代品质管理体系，让质量文化始终与时代同行。

岚图汽车承诺：质量唯用户 车品即人品

无论行业如何变迁，我们将永远以“用户满意”为最高准则，以“安全可靠”为永恒信仰，以“全球品质”为不懈追求。用匠心雕琢每一处细节，用科技重塑每一次体验，用责任守护每一份信任。

岚图汽车，品质引领未来！

—— 岚图汽车科技有限公司

● 质量愿景 ●
始终超越用户期望的极致品质体验

● 质量方针 ●
用户思维 问题导向 追求极致

● 质量价值观 ●
用户为先 快速响应
全员参与 改善展开
一次做对 精益求精
实事求是 有贵必究

武汉精品 湖北精品 湖北精品

用户说好才是真的好 用户说行才是用户型
打破自我保护 质量从我做起

02

Low-Carbon Transition and Green Development



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The Company actively practices the concept of green development, comprehensively advances green manufacturing, promotes clean production and resource recycling, and is committed to reducing carbon emissions throughout the entire lifecycle. We supports the green transformation of the automotive industry and moves toward a zero-carbon future.

Low-Carbon Operations

We focus on green and intelligent manufacturing to develop low-carbon products, build green factories, and drive decarbonization across the entire industry chain.

Addressing Climate Change

In accordance with the *Task Force on Climate-related Financial Disclosures (TCFD) Recommendations*, we have positioned proactive climate change response as a core issue for driving sustainable development and deeply integrated low-carbon operations into our business scenarios.

Governance

The Company has established a governance structure for responding to climate change with clearly defined responsibilities. As the decision-making body for climate change matters, the Board identifies significant risks posed by climate change and coordinates relevant work. The ESG Working Group is responsible for executing daily operations related to climate change, regularly tracking the progress and outcomes of relevant initiatives, and reporting implementation status to the Board. For the specific structure and responsibilities, please refer to the “ESG Governance” section.

Strategy

The Company has established a climate risk identification and assessment mechanism. We assessed the impact of physical risks, such as extreme heat, heavy rainfall, and flooding, on our production operations, supply chain stability, and product market competitiveness. This assessment integrated global climate change trends, regional climate characteristics, tightening carbon emission policies, and the accelerated iteration of low-carbon technologies. On this basis, we have formulated short-term (1-3 years), medium-term (4-6 years), and long-term (7 years and above) strategies:

Short-term

Focus on energy-saving retrofitting and carbon emission reduction in the production process to improve energy efficiency.

Mid-term

Advance low-carbon transformation across the entire value chain and optimize climate risk management in the supply chain.

Long-term

Achieve carbon neutrality in production and operations, and build a low-carbon product and service system.



Risk / Opportunity		Risk Description	Financial Impact	Response Measures
Physical Risk	Acute	Extreme weather events such as typhoons, floods, droughts, and extreme heat and cold climates	- Operating costs increase. - Insurance expenditures increase	- Pay close attention to weather forecasts and make sufficient preparations in advance to ensure the safety of production personnel. - Establish emergency plans to address the impact of sudden weather events on production. - Proactively identify and assess chronic climate risks and incorporate them into production planning considerations.
	Chronic	Pay close attention to weather forecasts and make sufficient preparations in advance to ensure the safety of production personnel	Operating costs increase	
Transition Risks	Policies and Laws	- Policies on energy conservation and emission reduction have been introduced - Enhanced international and domestic carbon emission regulatory enforcement - Changes in Regulatory Requirements and Standards for the Automotive Industry	compliance costs increase	- Timely acquire and comply with relevant regulatory laws and regulations. - Integrate environmental factors into the entire process of product R&D design and production management. - Continuously optimize the Company's product standards and raw material procurement policies. - Actively explore new opportunities in carbon offsetting and carbon removal.
	Technology	- Risk of Low-Carbon Technology Transition - Investment Risks of New Technologies - Risk of Asset Impairment	- R&D investment increases - Operating costs increase. - Operating revenue decreases	- Stay informed of the development trends of low-carbon technologies. - Continuously integrate energy conservation and emission reduction concepts into product design and R&D processes. - Strengthen project feasibility analysis to mitigate the risks of investment failure and unstable outcomes. - Enhance collaboration across the upstream and downstream supply chains, advancing low-carbon transformation from the perspective of the full lifecycle of automotive products.
	Market	- Demand for low-carbon products from users has increased. - Increase in raw material costs	- Operating costs increase. - Revenue decreases	- Establish efficient and diversified customer communication channels to enhance insights into consumer preferences and needs, monitor market dynamics, and progressively increase R&D investment and production of low-carbon products such as new energy vehicles. - Proactively identify trends in the raw materials market, establish supplier cooperation mechanisms, mitigate supply chain risks, and enhance the supply chain's resilience. - Energy conservation and consumption reduction performance is incorporated into production and operation standards. We will continuously increase the proportion of renewable energy used in production bases to meet the market's requirements for green and low-carbon development from a long-term perspective.
	Reputation	- Customers' attention to the Company's sustainable development image - Stakeholders' Concern Regarding Negative News	Revenue decreases	- We are progressively advancing the low-carbon transformation of products to meet customers' needs. - In accordance with the latest international and domestic disclosure requirements and frameworks, we standardize the disclosure of climate-related information, including carbon emission data, to effectively respond to the demands of all stakeholders. - Continuously focus on and actively participate in high-recognition or highly applicable international and domestic green environmental protection activities to enhance industry competitiveness.
Transition Opportunities	Energy Source Opportunities	- The costs of renewable energy sources such as photovoltaic and wind power continue to decline. - Breakthroughs in emerging energy technologies such as hydrogen energy and energy storage	Reduction in cost of goods sold	- Actively promote the construction of renewable energy facilities such as photovoltaic systems, and continuously increase the installed capacity and self-consumption ratio of clean energy. - Continuously expand green electricity procurement and enhance the utilization level of renewable energy.
	Innovation in Products and Services	The growing demand for low-carbon and zero-carbon products is driving the development of new businesses such as new energy vehicles and green mobility services	Operating revenue increases	- Promote the development of complete vehicles and core components towards higher energy efficiency, extended range, and lightweighting. - Develop low-carbon vehicle models.

Risk and Opportunity Management

Through internal screenings, the engagement of external experts for consultation, and dedicated research, we identified climate factors that may threaten the Company's development. We conducted scientific assessments to clarify their potential impacts on financial conditions, operational stability, and strategic objectives. Simultaneously, we established and refined the emergency response management mechanism to strengthen response and mitigation capabilities during major climate events, ensure business continuity, and continuously enhance climate risk management levels.



Climate Change Risk Management Process

Metrics and Targets

We strengthened target and indicator management by decomposing goals across levels, implementing dynamic tracking, and enforcing closed-loop assessments to ensure the effective implementation of energy conservation and carbon reduction measures. This approach continuously enhances resource utilization efficiency and green operational standards.

Energy Conservation and Carbon Reduction Targets and Completion Status in 2025

2025 Annual Targets	Achievement of Targets
Comprehensive energy consumption per 10,000 CNY of output value decreased by 3.4%	Completed.
Greenhouse gas emissions per 10,000 CNY of output decreased by 3.6%	Completed

Greenhouse Gas Emission Data

Indicator	Unit	2025
Scope 1 greenhouse gas emissions	tCO ₂ e	25,547
Scope 2 greenhouse gas emissions	tCO ₂ e	67,663
Total Greenhouse Gas Emissions (Scope 1 + 2)	tCO ₂ e	93,210
Greenhouse gas emissions intensity (Scope 1 + 2)	tCO ₂ e per million CNY	2.44

Carbon Management Across the Product Lifecycle

The Company actively explores carbon management mechanisms across the entire product lifecycle, including material selection, product design, vehicle development, and battery recycling, to proactively develop low-carbon and environmentally friendly new energy vehicles.

During the material selection phase, priority were given to materials that are biodegradable, non-toxic, non-harmful, low-emission, and renewable.



CASE

Application of Recycled Materials

VOYAH's body manufacturing utilizes 100% recycled aluminum alloy and has established a complete recycled aluminum circular industry chain encompassing "OEMs - Dismantling Plants - Material Manufacturers - Parts Manufacturers". The average carbon emission reduction per vehicle for aluminum alloy reaches 51%. Interior fabrics are made from regenerated suede-like material processed from waste plastics through 13 environmentally friendly procedures. This material offers a touch comparable to genuine leather while being low-carbon and eco-friendly, with an application of 10m per vehicle, effectively reducing plastic waste pollution. The achievement was selected as an outstanding case for the Extended Producer Responsibility (EPR) pilot program for automotive products.



CASE

We have received authoritative certifications for the carbon footprints of regenerated fabrics, regenerated aluminum alloys, and regenerated lithium carbonate.

In April 2025, the Company, in collaboration with industry chain partners, obtained China's first complete supply chain carbon footprint certificate for the automotive sector. Three core materials—recycled PET suede-like material, 100% recycled aluminum alloy, and power battery—received authoritative certifications for "Recycled Fabric Carbon Footprint," "Recycled Aluminum Alloy Carbon Footprint," and "Recycled Lithium Carbonate Carbon Footprint," respectively, establishing a benchmark case for green material certification within the industry. By introducing professional accounting and supervision from third-party institutions, we have achieved quantifiable and traceable environmental performance of materials. This provides a solid quality endorsement for the application of green materials and promotes the alignment of China's automotive industry green material standards with international benchmarks.



During the design phase, initiatives were undertaken to incorporate lightweighting, modularity, ease of disassembly, and identification markings for non-metallic materials.



CASE

Research and Application of Lightweight Technology Development

We are committed to minimizing vehicle weight without compromising safety and luxury, thereby enhancing driving range, handling performance, and energy efficiency to advance the low-carbon transformation of its products.

- **Lightweighting Technology:** Extensive use of aluminum alloy components in the body and chassis achieves effective weight reduction while maintaining structural integrity; employs ultra-high-strength steel and hot-formed steel for integrated laser-welded door rings.
- **Modular and Integrated Design:** Achieve standardization and component reuse across different vehicle platforms through standardized modular design and component integration, thereby reducing costs and weight.

Through the research and application of such lightweight technologies, we have achieved a reduction in overall vehicle weight. This contributes to lower energy consumption and emissions, thereby enhancing fuel economy or driving range. At the same time, due to weight reduction, VOYAH models demonstrate superior performance in acceleration, braking, and handling. By adopting high-strength materials and optimizing structural design, vehicle safety performance has been enhanced while reducing weight.

During the vehicle manufacturing phase, we enhanced energy efficiency, promoted the construction of green factories, established benchmarks for lean manufacturing, conducted green certifications, and obtained the China Environmental Label Product Certification.



Green Manufacturing

During the battery recycling phase, we promote the cascaded utilization of retired battery packs as whole units.

We collaborated with suppliers to establish a power battery traceability system covering production, sales, and recycling stages to prevent heavy metal contamination of soil and water sources, achieving a full-dimension resource closed loop of "recycling-renewal-application-cross-boundary empowerment".



CASE

Co-building a New Paradigm for the Green Circular Economy of Power Batteries

We achieved 100% regeneration and recycling of key metals from retired power batteries and implemented cascaded utilization of these batteries. The Company established a demonstration energy storage station integrating photovoltaic generation, energy storage, and charging services. This facility enables multi-energy complementarity through solar power supply, peak-shaving via energy storage, and charging services, thereby restoring value to retired batteries in energy storage scenarios and setting a benchmark case for cascaded utilization.



Conceptual Diagram of an Integrated "Light-Storage-Charging" Demonstration Station for Retired Lithium-Ion Battery Energy Storage

We leverage digital technologies such as the Industrial Internet of Things (IoT), artificial intelligence, and big data to build a green, intelligent, and high-end manufacturing system, driving continuous progress toward zero-carbon goals in production processes.



Green Energy Substitution

The Company treats the utilization of renewable energy as a key driver for achieving carbon peaking and carbon neutrality. By establishing a green energy supply system based on "purchased green power + self-generated photovoltaic power", it continues to advance the optimization of its energy structure.

Continue to expand the scale of green power procurement

In 2025, 3.923 million kWh of green electricity was purchased from outside, supporting the proportion of non-fossil energy consumption to increase to 19.85%.

Construction and optimization of photovoltaic projects

Optimize the operational efficiency of Phase I photovoltaic facilities by implementing measures such as panel cleaning and inverter upgrades to improve power generation efficiency by 5%, achieving an annual output of 22 million kWh. All generated electricity is utilized for production processes, workshop lighting, and auxiliary equipment power supply.

Advance the construction of Phase II of the HUANGJIN PLANT's photovoltaic project, with a planned installed capacity of 6 MW. The project will cover areas including the vehicle assembly garage, final assembly workshop, and parts warehouse, utilizing high-efficiency monocrystalline silicon photovoltaic modules. Upon commissioning, the annual power generation is expected to reach 7,330,000 kWh, with an annual carbon reduction of 3,855 tons.



CASE

AI-powered Intelligent Inspection of PV String Modules

We have applied AI-based string detection technology for photovoltaic systems. Leveraging artificial intelligence and machine vision technologies, the Company achieves precise monitoring of photovoltaic module operating status and efficient fault troubleshooting. This system captures real-time operating images of photovoltaic strings via high-definition cameras and analyzes them using AI algorithms. It can quickly identify anomalies such as component shading, damage, and hot spots, precisely locate fault positions, and issue alerts, thereby replacing the traditional manual inspection mode. Addressing the drawbacks of manual inspections, such as low efficiency and high missed-detection rates, AI-powered intelligent detection enables 24-hour continuous monitoring of photovoltaic strings. This approach has increased inspection efficiency by over 80% and reduced fault response time to the minute level, effectively ensuring the stable and efficient operation of PV systems. It enhances renewable energy utilization efficiency and provides technical support for the green energy supply system based on "purchased green power plus autonomous photovoltaics."



CASE

VOYAH Smart Ultra-fast Charging Stations

The VOYAH Smart Ultra-fast Charging Stations have achieved a "three-in-one" integration of "solar tracking + battery energy storage + super charging and discharging," with an annual power generation of 110,000 kWh. This is equivalent to reducing carbon emissions by 71.5 tons annually, making it one of the best practices for vehicle-grid integration.

Daily Photovoltaic System: Assembled photovoltaic panels utilize intelligent scheduling to track the sun's position in real time, achieving a light energy utilization rate that leads the industry by 20%, truly realizing the use of "new energy electricity" for "new energy vehicles".

Energy Storage System: Stores electrical energy during off-peak periods and releases it during peak demand.

Super Charging and Discharging System: Rapidly replenishes vehicles with "green power" and, via V2G equipment, feeds the "green power" back into the grid, fully leveraging the flexibility of new energy vehicles as mobile energy storage terminals.



Improvement in Energy Utilization Efficiency

We have launched multiple energy conservation and emission reduction technology projects. By optimizing production processes, promoting high-efficiency energy-saving equipment, and implementing intelligent energy management, we have achieved continuous decline in per-unit energy costs for mass-produced models, with a 15% reduction in 2025 compared to the previous year.



CASE

Digital Energy Management Based on IoT Platforms

The Company has established an energy management IoT platform with independent intellectual property rights, focusing on efficient energy utilization in the production process. Based on comprehensive smart upgrades to instrumentation for key energy-consuming equipment such as workshop air compressors, water pumps, and air conditioners, the platform enables real-time collection and analysis of operational parameters for each device. This facilitates intelligent optimization of equipment switching logic and operating status, achieving precise start-stop control and dynamic energy consumption adjustment based on production load. During the Reporting Period, the Company identified improvement initiatives focused on equipment energy efficiency and process optimization. Leveraging this platform, the Company achieved carbon emission reductions of 7,618.64 tons, driving the transformation of energy management from passive monitoring to active optimization, thereby highlighting the core value of digital technologies in energy control.



CASE

AI Energy-Saving Model for Paint Curing

The Company leverages industrial big data and machine learning algorithms to build an AI-driven energy-saving model for paint application. This model achieves precise and intelligent control of thermal energy management in paint drying ovens through a high-density intelligent sensor network and high-precision thermal inertia prediction. This significantly reduces the energy consumption of the drying ovens, with annual savings in natural gas and electricity equivalent to a reduction of 369 metric tons of carbon emissions.



CASE

Application of Carbon Reduction Technology in Paint Spraying Processes

The Company introduced high-efficiency clear coat panel spraying technology in the painting workshop. By optimizing spray gun angles, pressure, and speed parameters, the paint transfer efficiency increased from 65% to 85%, reducing direct clear coat consumption by approximately 12%. This initiative simultaneously lowered VOC emissions and energy consumption during the spraying process, resulting in an 18% reduction in carbon emissions per vehicle for the painting stage.



Energy Consumption Data

Indicator	Unit	2025
Purchased Electricity	ten thousand kilowatt-hours	12,871
Natural Gas	Standard Cubic Meters	892
Gasoline	Ton	1,039
Comprehensive Energy Consumption	ton of standard coal	26,210
Comprehensive energy consumption per CNY 10,000 of output value	kgce/CNY10,000	6.87
Energy consumption per unit of product	kgce / unit	154.1

Environmental Protection

The Company continues to improve its environmental management system, strengthen capabilities for environmental risk prevention and control, comprehensively advance the standardized governance of waste gas, wastewater, and solid waste, and continuously enhance levels of pollution prevention and disposal.

Environmental Management System

The Company fully implements its primary environmental responsibilities and strictly complies with the requirements of laws and regulations such as *the Environmental Protection Law of the People's Republic of China*, *the Environmental Impact Assessment Law of the People's Republic of China*, and *the Cleaner Production Promotion Law of the People's Republic of China*. The Company strengthens environmental risk control and assessment, ensures funding allocation, establishes environmental management objectives for performance evaluation and supervision, and improves its environmental management system.

The Company has established and improved an environmental management system, comprising **1** management manual and **62** specialized policies.

Audit and evaluation were completed for **36** professional domains at a **100%** rate, ensuring the standardization and execution capability of the management system.

During the Reporting Period, **ISO 14001** environmental management system certification has covered all production bases. We have not experienced any environmental pollution incidents or major compliance violations. Investment in environmental governance and protection: CNY 4.965 million.

The Company has established the Safety and Environmental Protection Committee (SEC) as the deliberative and decision-making body for managing major matters. It coordinates safety, environmental protection, and occupational health work across the entire value chain, promoting the deep integration of green development concepts into the Company's operations.

SEC Responsibilities

- Research on the development strategy of safety and environmental protection, annual key points of work and management indicators.
- Take the lead in promoting the implementation of green manufacturing technologies such as photovoltaic application, wastewater recycling, and biodegradation.
- Deepen the construction of national-level "Green Factories"



Reporting Mechanism

- Monthly all-staff meetings are held to review the progress of achieving the zero-carbon goals and to arrange the implementation of green technologies.
- In the event of major environmental risks or sudden environmental incidents, a special temporary meeting shall be convened to handle the situation promptly.
- All resolutions will be formalized in minutes and distributed. The Safety, Technology and Environmental Protection Department will be responsible for the entire process of tracking and supervising their implementation.

To further enhance grassroots environmental management capabilities, in 2025 the Company established workshop environmental management diagnostic benchmarks across six dimensions: target management, training and awareness, resource consumption, identification of environmental factors, three-waste emission management, and emergency management. Throughout the year, the Company conducted routine diagnostics on workshop environmental management levels to ensure that all emission reduction measures were effectively implemented at the production front line.

Environmental Risk Management

The Company has established a closed-loop environmental risk management system encompassing "identification, assessment, grading, control, rectification, and de-listing". The Company continues to refine its emergency response mechanism for sudden environmental incidents. No significant environmental risks occurred during the Reporting Period.

Risk classification and control

- Form a cross-departmental special team to carry out an annual comprehensive diagnosis of EHS and an environmental risk investigation.
- Establish a risk classification management ledger

Enhance emergency response

- Revise the *Special Emergency Plan for Sudden Environmental Incidents*
- Conduct emergency response drills for the organizational environment
- Upgrade the online monitoring and real-time alarm system for pollutant discharge outlets, and improve the emergency material reserve warehouse.

Strengthen environmental monitoring

- Regularly conduct third-party monitoring
- All the indicators monitored throughout the year comply with the national and local emission standard

Environmental Risk Management Mechanism

Promotion of Environmental Protection Culture

During the National Energy Conservation Publicity Week, Safety and Environmental Protection Month, and "June 5th World Environment Day", the Company carried out diversified and comprehensive environmental awareness campaigns to deeply integrate low-carbon and green concepts into employees' daily work and life.

We established excellence awards to recognize 84 outstanding individuals and teams in annual safety and environmental protection. We shared advanced green technology applications and energy-saving and carbon-reduction experiences to foster a corporate culture where everyone advocates for environmental protection and every matter prioritizes low carbon.



CASE

"Safety and Environmental Protection Month" and "June 5th World Environment Day" activities

We conducted environmental protection education and publicity activities to actively foster a corporate culture atmosphere characterized by green low-carbon development and safety.

Exhibit boards on the themes of ecological environment and sustainable development were created to cover all production and office areas as well as cultural display spaces, fostering a learning atmosphere for all employees.

Leaders of all business units conducted environmental training sessions to strengthen the awareness and action capability of all employees regarding ecological environmental protection.

Launched a special promotional report on Safety and Environmental Protection Month to effectively convey safety and environmental protection concepts.



CASE

"National Energy Conservation Publicity Week" and "National Low-Carbon Day" series of activities

We actively participated in the 2025 National Energy Conservation Publicity Week and National Low-Carbon Day series of events. With the theme "Green and Low Carbon, Energy Saving First," the Company utilized diversified communication channels and training systems to disseminate energy-saving knowledge and interpret energy-saving policies among all employees, comprehensively fostering a corporate culture dedicated to energy conservation and carbon reduction.

- Promotional articles were disseminated via the Company's intranet and official WeChat account. Environmentally themed short videos were produced and continuously looped on electronic screens in production workshops and office areas, effectively expanding the reach and impact of energy conservation awareness campaigns.
- Organized specialized environmental protection training covering all employees. The content encompasses energy-saving technologies, pollution prevention and control, and carbon emission reduction knowledge, comprehensively enhancing the professional environmental literacy of all staff.

Waste Gas Management

The Company strictly complies with relevant laws and regulations, including the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, and fully implements emission standards such as the *Comprehensive Emission Standard for Air Pollutants* and the *Control Standard for Unorganized Emissions of Volatile Organic Compounds*. The Company systematically advances work on the governance of air pollutants. At the same time, we have established internal management policies such as the *Air Pollution Prevention and Control Measures* to build a standardized, institutionalized, and long-term environmental protection management system, thereby effectively strengthening the implementation of environmental responsibilities.



CASE

Waste Gas Treatment Optimization Project

During the Reporting Period, The Company implemented a special upgrade project for VOCs in the coating workshop. Core components of the existing RTO (Regenerative Thermal Oxidizer) equipment were replaced and the system capacity was expanded. Simultaneously, the exhaust ducts for collecting electrophoretic paint fumes and bio-paint sludge fumes were renovated, achieving 100% inclusion of unorganized workshop emissions into the sealed collection system. Through technological upgrades, the waste gas treatment efficiency increased from 95% to over 99.5%. At the same time, we introduced online monitoring equipment to conduct real-time monitoring of VOCs emission concentrations. The data is synchronized with the Wuhan Municipal Bureau of Ecology and Environment's regulatory platform, achieving visualized control over the entire emission process.

In 2025, VOCs emissions per CNY10,000 of output of the Company further decreased by 6.62% compared to the annual target, and the full-year compliance rate for waste gas emissions remained at 100%.

Data on atmospheric pollutant emissions

Indicator	Unit	2025
Nitrogen Oxides (NO _x) Emissions	Ton	7.73
Sulfur Dioxide (SO ₂) Emissions	Ton	2.84
Total Volatile Organic Compounds (VOCs) Emissions	Ton	32.51

Waste Management

The Company strictly complies with the requirements of laws and regulations such as the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste*, the *Standard for Pollution Control on Storage and Landfill of General Industrial Solid Waste*, and the *Standard for Pollution Control on Storage of Hazardous Waste*. The Company has established internal policies including the *Procedure for Management of Domestic Waste Classification* and the *Procedure for Management of General Industrial Solid Waste* to standardize the full-process management of waste.

General Solid Waste Management

The Company continues to advance the reduction and compliant disposal of general industrial solid waste. It has established a full-process solid waste management system featuring "classified collection, graded treatment, and resource recovery." Dedicated storage areas for classified solid waste have been set up in each production workshop, equipped with clearly labeled collection containers, and staffed by designated personnel responsible for sorting and transportation. During the Reporting Period, the total amount of general solid waste generated from the Company's production processes (such as waste packaging materials and scrap metal offcuts) that was comprehensively utilized reached 22,812 tons.

Hazardous Waste Management

VOYAH strictly complies with relevant laws and regulations and standards such as the *Control Standard for Pollution of Hazardous Waste Storage*. The Company has established internal management policies including the *Solid Waste Pollution Prevention and Control Management Procedure* to build a standardized management system covering the entire chain of hazardous waste generation, collection, storage, transportation, and disposal. We continuously strengthen source control and closed-loop management effectiveness.

During the Reporting Period, all hazardous waste generated during the Company's production processes (including waste batteries, waste motor oil, waste paint sludge, etc.) was entrusted to qualified third-party professional institutions for disposal, and long-term compliant disposal agreements were signed. The annual hazardous waste disposal rate reached 100%, with the entire disposal process fully traceable.

Data on Waste Disposal and Utilization

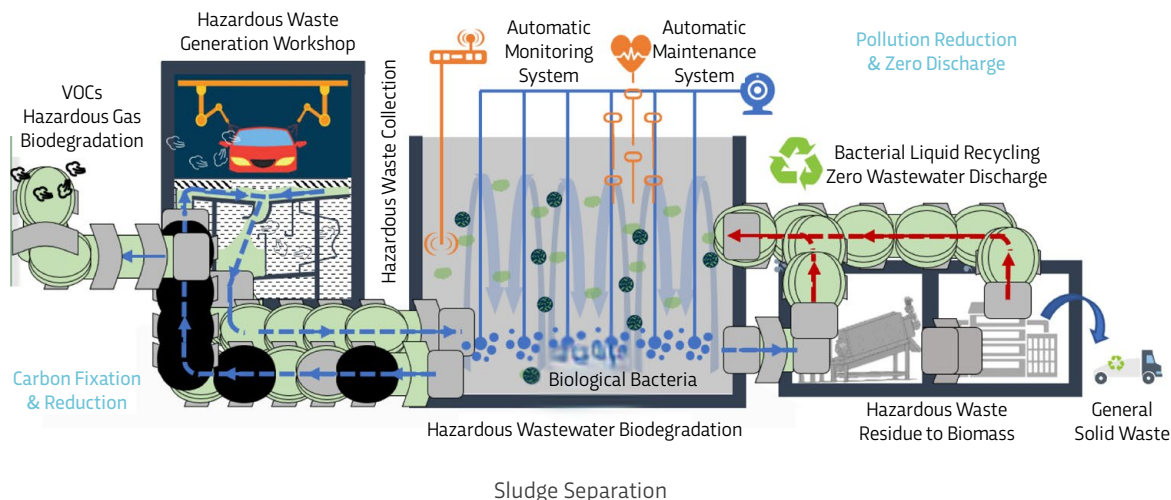
Indicator	Unit	2025
Disposed hazardous waste	Ton	1,786
Disposed hazardous waste per CNY10,000 output value	kg/CNY10,000	0.47
Disposed general solid waste	Ton	23499
Total volume of comprehensive utilization of general solid waste	Ton	22,812
Disposed general solid waste per CNY10,000 output value	kg/10,000 CNY	6.16



CASE

Application of Microbial Purification and Reduction Technology for Paint Sludge Treatment

The Company focused on the challenge of reducing waste from paint and resin workshops by advancing a bio-paint sludge improvement project. Through optimizing paint formulations and adjusting spray process parameters, the company reduced waste generation per vehicle from 5.2 kg/vehicle to 1.9 kg/vehicle, achieving a reduction of 63%.



Green Packaging

The Company enhances resource utilization efficiency by applying lightweighting and circularity principles and promoting the use of environmentally friendly packaging materials.

During the Reporting Period, the Company consumed 89,196 tons of packaging materials for finished products, of which 88,483 tons were recyclable packaging materials, accounting for approximately 99.2%.

Indicator	Unit	2025
Consumption of Packaging Materials	Ton	89,196
Packaging material consumption per 10,000 yuan of output value	kg/10,000 CNY	23.38

Water Resource Management

We strictly comply with laws and regulations such as the *Water Law of the People's Republic of China* and the *Law of the People's Republic of China on Prevention and Control of Water Pollution*. We regularly identify water resource risks and implement control measures to achieve efficient utilization and long-term stable supply of water resources.

Water Conservation

All our production water is sourced from the municipal pipeline network. The water supply is stable and risks are controllable. We actively advance water conservation management by adopting advanced water treatment technologies to achieve cascading utilization and efficient recycling of water resources, significantly reducing freshwater consumption.

Reclaimed water reuse system

The "sand filtration + carbon filtration + softening" combined process is adopted, along with an intelligent water quality monitoring and control system, to achieve deep treatment and reuse of wastewater.

Recycling and Reuse of Multiple Water Sources

Renovate the air conditioning system's coating and collect the condensate water for reuse; purify and recycle the rainwater in the factory area, and build a multi-source water circulation system of "reclaimed water + condensate water + rainwater".

Intelligent control and management

Through an intelligent system, water quality and quantity are monitored in real time, and the operation parameters of water treatment equipment are dynamically adjusted to ensure the maximization of reuse efficiency.

2025 Water Conservation Results

Annual reused wastewater reached	Reused rainwater approximately	The factory's comprehensive water reuse rate achieved	Annual water savings exceeding
205,000 tons	47,000 tons	97%	250,000 tons.

Indicator	Unit	2025
Consumption of production water	Ton	750,865
Water consumption per CNY10,000 of output value	Ton/CNY10,000	0.20

Wastewater Management

The Company's discharged wastewater mainly consists of production wastewater and domestic sewage from the plant area and office zones. We strictly comply with relevant laws and regulations, including the *Water Pollution Prevention and Control Law of the People's Republic of China*, and establish management policies such as the *Water Pollution Prevention and Control Procedure* in accordance with emission standards at our operational locations. Based on the types and concentrations of pollutants in wastewater from each plant site, we adopt targeted wastewater treatment processes. Simultaneously, we conduct dynamic monitoring of wastewater discharge through online monitoring systems and regular third-party testing to ensure that the quality of effluent discharged from the plant consistently meets the required standards.

The Company's all production wastewater undergoes closed-loop treatment, achieving 100% reuse or stable compliance with emission standards. The Gold Factory achieves "reclaimed water reuse" through its wastewater treatment system, with the treated water quality meeting ecological landscape standards.

Wastewater Discharge Data

Indicator	Unit	2025
Industrial wastewater discharge volume	Ton	499,827
Volume of industrial wastewater treated and reused	Ton	204,609
Chemical Oxygen Demand (COD) emissions	Ton	16.50
Ammonia Nitrogen Emissions	kilogram	1,146

Green Office

The Company has comprehensively advanced a green office model. From energy management and consumables conservation to process optimization, the Company systematically enhances resource utilization efficiency, establishing an efficient, low-carbon, and sustainable green office system.

Energy management and control

- Intelligent renovations were carried out on the lighting systems in the office area and the cafeteria, with infrared motion sensors and light intensity sensors installed.
- Appoint energy management ambassadors, and have each department designate a specific person to be responsible for supervising energy usage in the office area. Establish an energy inspection and notification system, and regularly investigate and rectify phenomena such as lights left on all the time and running water.
- By setting a unified temperature standard for air conditioners through an intelligent system, with a heating upper limit of 20 degrees and a cooling lower limit of 26 degrees, the annual office energy consumption can be saved by approximately 15%.

Consumables Management

- Vigorously promote paperless office work, and develop online approval, online meeting and online document collaboration systems.
- Give priority to purchasing environmentally friendly office supplies, such as biodegradable printing paper and recycled plastic stationery.

Green Office Initiatives

Biodiversity and Ecological Protection

The Company integrates environmental protection with green operations and actively fulfills its social responsibilities. In response to the *United Nations Convention on Biological Diversity*, all new construction, expansion, and renovation projects strictly conduct environmental impact assessments in accordance with national laws and regulations, covering biodiversity risk assessment and other elements. These measures effectively mitigate and control the impact of projects on the surrounding environment and ecosystems. At the same time, we collaborate with stakeholders to advance ecological restoration and biodiversity conservation, implement the concept of ecological civilization through concrete actions, and contribute to building a harmonious future between humanity and nature.



CASE

"VOYAH Public Welfare Forest" Tree-Planting Activity

For four consecutive years, the Company has continued to carry out the "VOYAH Public Welfare Forest" tree-planting activities. In 2025, we organized nearly 200 employees and volunteers to visit ecological restoration areas near Wuhan, where over 300 native tree species, including Chinese pastiche and camphor trees, were planted. The initiative has cumulatively engaged more than 500 employee and participants across multiple activities, resulting in the planting of over 1,000 trees. Through these concrete actions, we are committed to supporting regional ecological restoration and greening efforts.



CASE

Integrating Biodiversity Conservation into Production Operations and Public Welfare Practices

The Company actively practices the concept of "harmonious coexistence", deeply integrating biodiversity conservation into its production operations and public welfare initiatives.

- Continuously carried out afforestation and ecological restoration work in the areas surrounding the Golden Plant, planting native tree species and ornamental flowers to create a garden-style factory landscape. This initiative provides suitable habitats for birds, insects, and other organisms, effectively improving the quality of the regional ecological landscape.
- Organized employees to participate in specialized training on biodiversity conservation. Invited environmental protection experts and scholars to explain local species resources and ecological protection knowledge, systematically enhancing employees' awareness and professional understanding of biodiversity conservation.
- We encourage employees to actively participate in volunteer activities such as wetland conservation and species monitoring, taking concrete actions to support local ecological protection efforts.





03

Value Creation and Shared Growth

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The Company remains committed to a user-centric approach, upholding the philosophy of co-creation, mutual benefit, and shared development. The Company continues to foster organic linkages and mutually reinforcing partnerships with stakeholders, including users and the supply chain.

User Ecosystem Construction

Based on user needs, we have established a full-lifecycle service system covering "vehicle viewing, vehicle selection, vehicle purchasing, vehicle usage, and vehicle maintenance". We are deeply committed to building the user ecosystem and delivering an industry-leading user experience.

User Reach

We primarily conduct sales and services through a direct-operating model, enabling direct engagement with users at all key touchpoints. This approach has enhanced service consistency, information transparency, and response efficiency. We have established an integrated omnichannel engagement system that covers the entire user lifecycle.

Through a unified digital account (One ID) and direct-operated outlets, we achieve end-to-end connection and management of the entire user journey—from initial engagement and vehicle selection and purchase to usage, after-sales service, and repurchase. This enables users to conveniently access product information, complete transactions, and receive continuous service support. Meanwhile, user feedback is centrally managed and processed in a closed-loop manner to continuously optimize products and services.

Online Digital VOYAH APP

We independently developed and operate the VOYAH APP, which integrates product browsing, personalized configuration, test drive scheduling, online ordering, and after-sales services. It also provides vehicle control, service access, and user community features, enabling end-to-end online interaction and management for users.

As of December 31, 2025, the number of registered users on the VOYAH APP exceeded 6.5 million.

Offline Sales and Service Network

The Company has established a sales and service network comprising its own stores and those of ecosystem partners. Through centralized training and unified management, it ensures consistency in product experience test drives and after-sales services.

Store site selection prioritizes core business districts and high-traffic areas, while considering urban development levels and locational conditions to enhance brand visibility and improve user reach efficiency. VOYAH's self-operated stores primarily cover first- and second-tier cities to establish a foundation of direct sales outlets in core markets; partner ecosystem stores leverage local resources to expand into broader regions.

As of December 31, 2025, the Company's sales and service network covers 164 cities in China, with a total of 506 stores, including 276 company-operated stores and 230 ecosystem partner stores.

User Services

Focusing on user needs at different stages, we continuously optimize service processes and response mechanisms while deeply leveraging data and intelligent technologies to further refine the service system covering product experience, vehicle purchasing delivery, and usage support.

At the initial stage of user engagement, We focused on enhancing the user experience.

We combined product launches and holiday milestones to plan diverse test drive formats, including on-site, road, and at-home test drives. Through themed events, we enhanced user engagement, enabling customers to gain a more comprehensive and in-depth product experience.



VOYAH Test Drive Event

Upon entering the vehicle purchase and delivery phase, we provides diverse and personalized services.



CASE

Customized Products and Modification Services

Based on research into user preferences regarding audio configurations, interior and exterior design, and material choices, the Company has continuously optimized its product supply structure. It has launched multiple customized models, including the VOYAH DREAM Theater Edition, Collector's Edition, and four-seater version, as well as the VOYAH FREE+ Sport Edition, to meet the personalized needs of different user groups. Simultaneously, we have established deep collaborations with professional modification agencies to launch customized vehicle solutions. Through our official online platform, we provide compliant modification products and service support to existing customers, ensuring that product experience remains extendable and upgradable even after delivery.



VOYAH DREAM Customized Modification



CASE

Design of Personalized Delivery Experience

By deeply integrating standardized services with personalized design, the Company has extended the originally singular handover process into a complete user experience journey, effectively enhancing user engagement and brand affinity. The relevant arrangements are reflected not only in the standardized layout of delivery spaces and control of service details but also in creative content design tailored to users' exclusive needs, including customized commemorative scenes, optimization of the delivery process, and presentation of exclusive content.



Upon entering the after-sales vehicle usage phase, the Company continues to refine its service guarantee system.

Through systematic management, organizational efficiency enhancement, experiential services, and sustainable value creation, we continuously improve user satisfaction. The after-sales service system has obtained the five-star certification under GB/T27922-2011 *Evaluation System for Commodity After-Sales Service*.



VOYAH Five-Star Certification for the Commodity After-Sales Service Evaluation System (GB/T 27922-2011)

Intelligence-driven Enhancement of Service Quality

The Company integrates data capabilities and intelligent technologies into its service system. Through data governance and intelligent applications, it enhances service response efficiency and operational precision, driving the transformation of the service model toward a data-driven approach.



Data Governance and Application

- Establish a unified data system
- Integrate business data flows
- Promote self-service analytics tools



AI Model Empowerment

- Optimize lead identification and tracking
- Enable intelligent search and recommendation
- Enhance sales support capabilities



Service Process Optimization

- Introduce automated quality control mechanisms
- Enable service process monitoring
- Provide real-time feedback and continuous improvement

Intelligence-Driven Service Enhancement



CASE

The Voice of the Customer (VOC) platform enhances the level of service closed-loop management.

The Company continues to optimize the Voice of Customer (VOC) platform, fully integrating user feedback into a unified digital management process. Users may submit questions or suggestions via the official app. Relevant feedback is automatically categorized by intelligence within the Voice of Customer platform and followed up through a closed-loop process by a dedicated customer service team. During platform operations, smart assistance tools and processing node reminder mechanisms are deeply integrated to monitor the progress of issue resolution in real time. User feedback data is analyzed in depth to precisely identify high-frequency issues and implement targeted improvements.

User Co-creation

We continue to conduct user co-creation activities that deeply integrate online and offline channels. Through mechanisms such as the User Co-creation Committee, we actively solicit user feedback on topics including vehicle interior space and comfort, intelligent cockpits, and requirements for new models. At the same time, we obtain more authentic experience feedback through regular user visits and face-to-face exchanges with senior executives. Relevant requirements are reviewed through an internal mechanism to enter the product and operations decision-making process, driving implementation and transforming user feedback into product strength.



User Co-creation Committee

Collects representative user feedback and involves users in dedicated topic discussions

Voice of Customer (VOC) Platform

Handles daily user feedback and enables issue tracking and closed-loop management

User Visits and Executive Engagement

Gathers first-hand user experience and in-depth needs

Community and Content Platform Interaction

Enriches authentic feedback through user sharing and discussions



VOYAH User Communication Channels

We continue to extend the user co-creation mechanism to brand communication and community engagement, enabling more users to directly participate in product design and the creation of brand communication content. This fosters a closer connection between users and the Company.



CASE

User participation drives continuous product optimization

During the product development process, the Company has introduced a user participation mechanism that covers key stages including product definition, design and R&D, testing and validation, and market launch. Relevant suggestions are incorporated into the product optimization and feature iteration processes.

For the vehicle's intelligent experience modules (cockpit + intelligent driving + App + OTA), we conducted offline visits on a quarterly basis in accordance with the annual OTA plan to focus on user experience following major version upgrades. We coordinated across R&D, product, and experience departments to engage directly with users at the frontline, covering nearly 20 cities.



VOYAH invites users to deeply participate in co-creation of vehicle models



CASE

The User Co-creation Day promotes joint development of products and content.

The Company has designated the 10th of each month as VOYAH LIFE “User Co-creation Day”, continuously collecting user suggestions for product improvements and translating such feedback into product development and feature updates.



CASE

Implemented multiple distinctive co-creation thematic activities

We integrate user creativity into product development and brand expression. For example, by soliciting design ideas from users and integrating these user-generated concepts with product development and brand presentation, the Company further enhances user engagement.



CASE

Perfect the collaborative co-creation mechanism of the User Co-Creation Committee

Established the 2025 VOYAH User Co-Creation Committee, increasing the number of user committee members from 9 to 17. Through the User Co-creation Committee, representative user feedback is frequently gathered. The scope covers vehicle space and comfort development, forward-looking initiatives for the all-new intelligent cockpit, identification of user needs for pre-research models, planning of the "User Night" event, and brand label brainstorming.

We also held senior management symposiums in Qingdao, Changchun, Shenyang, and other locations to engage in in-depth dialogue with user representatives.



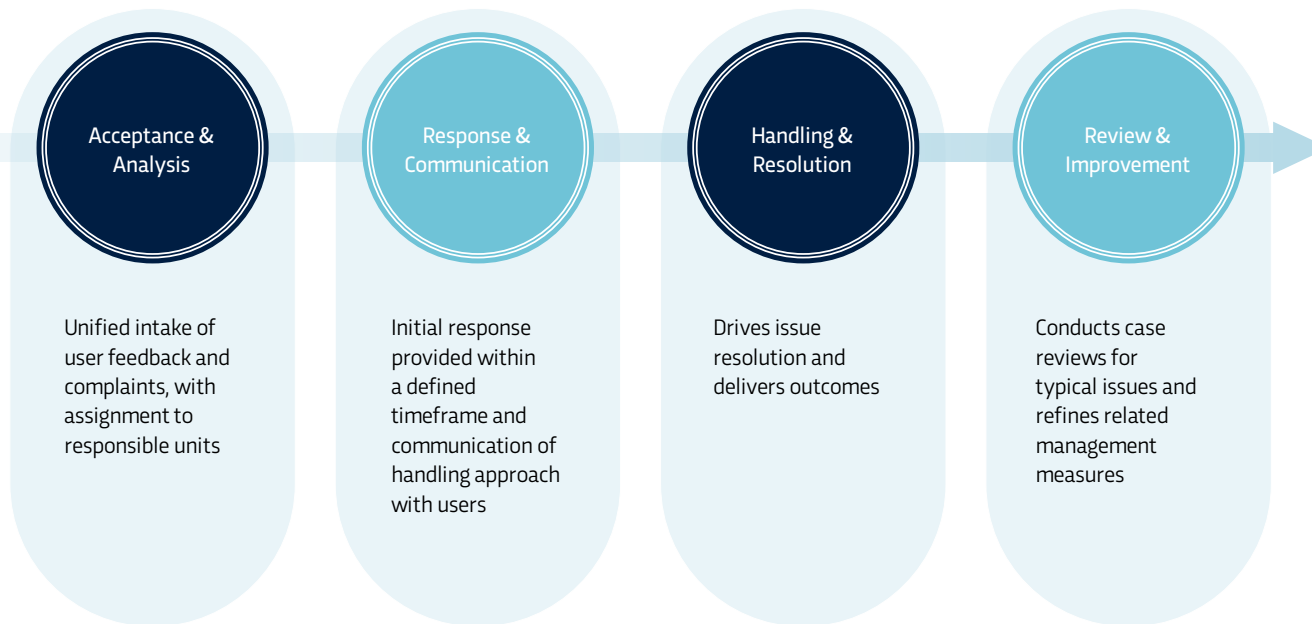
User Satisfaction

In response to user feedback, the Company has established a unified complaint acceptance and handling mechanism. In accordance with the *Dongfeng VOYAH User Complaint Management Procedure*, the Company receives user feedback through multiple channels and implements graded response and tracking management for complaint matters.

Users may submit complaints through channels such as the customer service hotline, online customer service via the APP and mini-programs, and offline stores. All relevant information is centrally integrated into the system for tracking and handling, while related cases are incorporated into review and improvement processes.

During the Reporting Period, user requests were addressed and resolved in a timely manner, achieving a complaint closure rate of 100%.

The Company has established a satisfaction survey system covering the entire lifecycle of all users. Satisfaction surveys are conducted at every stage, from test drives and major deposits to vehicle delivery and every visit for after-sales service, ensuring timely collection of user feedback. We established management policies such as the *VOYAH Auto User Service Satisfaction Management Process* to standardize store service procedures and service standards, effectively guiding stores to improve service quality and user satisfaction.



VOYAH User Complaint Handling Process



Compliant Marketing

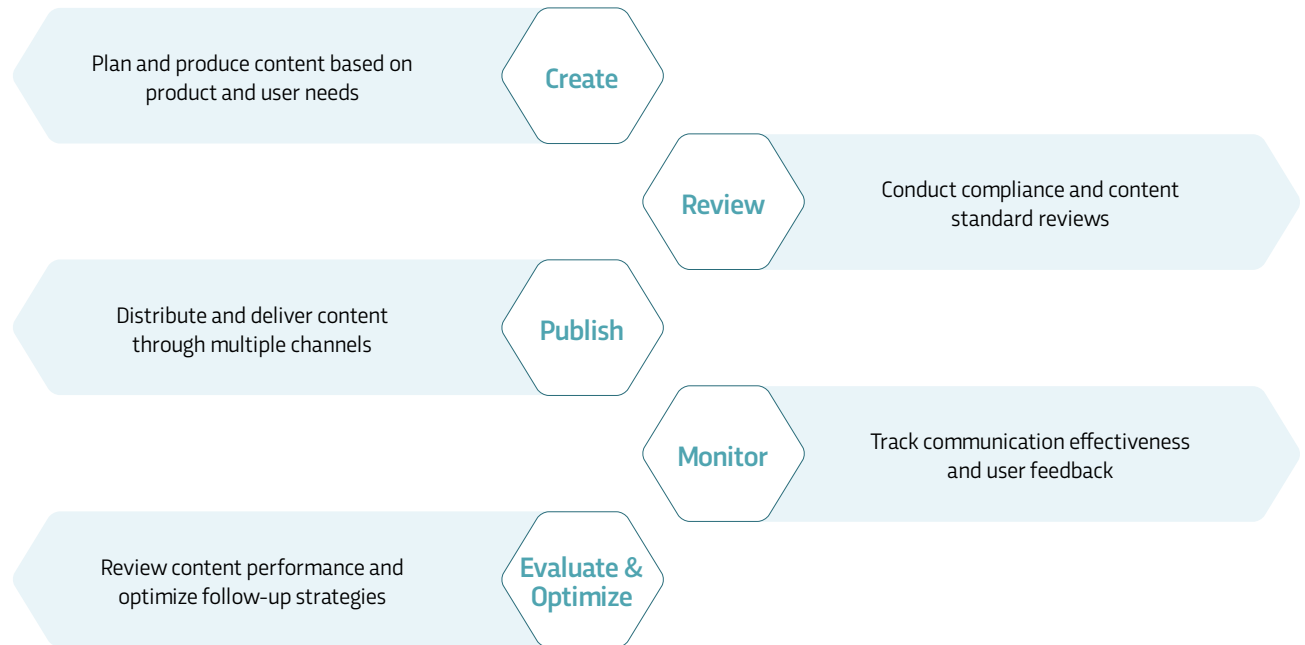
The Company integrates compliance requirements throughout the entire process of marketing activities and user information management, continuously improving its management mechanisms around content dissemination standards and data security protection. Marketing activities are conducted under regulatory constraints, and the collection and use of related information are strictly controlled. By combining policies and technical measures, we ensure that users' legitimate rights and interests and data security are safeguarded throughout the process of accessing product information and receiving services.

Responsible Marketing

We adhere to fact-based communication, refrain from using unverified data, and avoid exaggerating product performance or environmental achievements. Information regarding relevant product advantages is substantiated by third-party test reports or authoritative certifications.

Our vehicle selling prices, sales policies, financial solutions, and service terms are simultaneously published on our official website, mobile app, and physical stores to safeguard users' right to know and ensure consistency between promotional claims and actual experiences.

All our marketing activities strictly comply with applicable laws and regulations and internal policies. They are uniformly managed under policies such as *VOYAH Sales Methodology - VSW* and *VOYAH New Media Communication Standards*, covering scenarios including online new media, offline stores, product launch events, and auto shows. In overseas markets, we conduct brand communication in compliance with local laws, regulations, and cultural customs.



VOYAH Content Management Process

The Company has established the GTM¹ cross-departmental collaboration model. Through information sharing and unified objective management, it promotes seamless integration and execution consistency of marketing activities across different stages. In the sales conversion and service delivery stages, we continuously optimize sales processes and service standards. Through standardized operating procedures and digital tool support, we enhance consistency in the customer experience throughout the sales and service processes.

¹ GTM: Go-To-Market, referring to a coordinated mechanism for product launch and market promotion.

Responsible Marketing Training

In 2025, we continued to conduct a series of responsible marketing training programs. Advertising compliance, anti-unfair competition, and consumer rights protection were incorporated into the training curriculum, covering sales personnel at both headquarters and retail stores. By combining online courses with offline tutoring, we have established a normalized mechanism for knowledge dissemination and learning, ensuring that marketing compliance requirements are continuously communicated and implemented in daily operations. During the Reporting Period, employee training covered more than 1,000 person-times.



CASE

Conduct marketing compliance training focused on key links

The Company has integrated new media compliance requirements into its employee training system as a mandatory module in the *New Hire Orientation* program, conducting 12 compliance training sessions for new hires annually. For new hires in the sales team, we have established the mandatory course *Mate Personal Account Communication Standards* to strengthen communication compliance. The total number of training participants has reached 8,728.

Simultaneously, by conducting specialized compliance training for agents, we promoted alignment with the Company's standardized requirements during marketing communications, thereby extending compliance management from internal operations to the entire cooperation chain.

Privacy Protection

The Company integrates information security and privacy protection into its compliance governance framework. It strictly adheres to relevant laws and regulations, including the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and the *Personal Information Protection Law of the People's Republic of China*. The Company continuously improves user information management policies and security control mechanisms, standardizing key processes such as the collection, storage, use, and transmission of personal information to ensure full legal and regulatory compliance.

In marketing activities, the Company strictly complies with the *Personal Information Protection Law of the People's Republic of China* and the *Data Security Law of the People's Republic of China*, and has obtained ISO/IEC 27001 and 27701 certifications. Starting from the moment users place orders to purchase vehicles, we integrate data protection requirements throughout the entire lifecycle of vehicle usage. By implementing privacy control functions on the vehicle side, users are enabled to independently manage relevant data. Simultaneously, relying on a security monitoring and early warning mechanism, continuous perception of terminal operating status and risk identification are conducted to mitigate potential data security risks.

In alignment with information security and privacy protection requirements, the Company has established a management system covering all business processes. We successfully passed the surveillance audits for both the EU R155 and R156 certification systems. Concurrently, we completed the surveillance audits for ISO/IEC 27001 and ISO/IEC 27701 information security management capabilities, thereby establishing a systematic user privacy protection framework.

During data processing, we employ technical measures such as encrypted transmission and encrypted storage for sensitive information, combined with data masking and anonymization, to strictly prevent data leakage. In the data access and usage phase, we strictly adhere to the "minimum necessary" principle. A tiered authorization mechanism has been established to grant access only to essential data for personnel with appropriate permissions. All relevant operations are recorded and audited to ensure the traceability of the data usage process. To protect user data rights and interests, we provide multi-channel service entry points that enable users to query the usage of their personal information. Users may also apply for corrections or deletion of their data as needed to safeguard their right to know regarding their own data.



VOYAH ISO/IEC 27701 Privacy Information Management System Certification

Sustainable Supply Chain

The Company has continuously optimized its supply chain management mechanisms focusing on key issues such as quality, environment, and business ethics to promote stable supply chain operations and enhance resilience.

Supplier Full Lifecycle Management

The Company systematically reviewed and integrated its supplier management policies, gradually establishing a three-tier management system architecture based on general policies, supported by classified policies, and supplemented by operational guidelines.

Level 1 Policies

- Updated the general management document, *Supplier Management System*, by integrating supplier admission and change management requirements, and supplementing provisions on supplier incentives and performance evaluation. This serves as a foundational institutional document applicable to all suppliers.

Level 2 Policies

- Consolidated and integrated system documents into the *Administrative Measures for Procurement Strategic Supplier Management* and the *Administrative Measures for Supplier Credit Management*, providing unified management for various types of procurement suppliers.
- Based on the characteristics of different procurement categories, revised and updated specialized systems, including the *Administrative Measures for Admission of Spare Parts and Raw Material Suppliers*, the *Administrative Measures for Supplier Management in Zero-Component Procurement Strategy*, and the *Administrative Measures for Spare Parts Procurement Supplier Management*, as well as the *Bidding Management Measures*, further clarifying requirements for supplier admission, evaluation, and procurement management.

Level 3 Policies

- Based on the procurement strategic supplier system, developed detailed operational management documents, including the *Rules for Classification Management of Spare Parts and Raw Material Suppliers* and the *Rules for Flexible Supplier Management in Production Materials*, to enhance implementation in specific business scenarios.

VOYAH Three-Level Management System Architecture



The Company continues to refine its ESG management mechanism covering the full lifecycle of suppliers. It systematically manages suppliers across stages including access, tiered management, performance evaluation, and exit. Through standardized processes and continuous supervision, it enhances the standardization and transparency of supply chain management.

Supplier Access and Performance Evaluation Grading

We have incorporated requirements regarding environmental protection, occupational health and safety, labor employment, and business ethics into the *General Procurement Rules* and related agreements. During the supplier onboarding phase, we review suppliers' production capacity, technical capabilities, cost efficiency, quality assurance capabilities, management standards, and relevant certification documents. Concurrently, a special evaluation for EHS (Environment, Health, and Safety) is conducted. Suppliers scoring below 60 points are prohibited from entering the VOYAH system. During the access review process, We conducted compliance checks based on management system standards such as IATF 16949, ISO 14001, and ISO 45001. Enterprises with significant environmental violations or those listed on government dishonesty lists were subject to an immediate veto, thereby identifying and blocking high-risk partnerships at the source.

We grade suppliers after onboarding through an evaluation process that encompasses five dimensions: quality, delivery, cost, technology, and management. Based on the evaluation results, the Company categorizes suppliers into four grades: A, B, C, and D, and implements differentiated management measures for suppliers at each grade.

During the Reporting Period, a total of 197 suppliers were subject to supplier admission and management practices.

A/B-Level Suppliers

Provide support in terms of cooperation scope and business resources to promote stable long-term partnerships

C-Level Suppliers

Drive capability improvement through continuous tracking and targeted support

D-Level Suppliers

Restrict the scope of cooperation based on evaluation results and initiate exit mechanisms where appropriate

VOYAH Supplier Grading Management

Supplier Evaluation and Assessment

The Company has established a supplier evaluation and assessment mechanism covering on-site assessments, special audits, third-party information verification, and rectification tracking to identify supply chain risks and drive continuous improvement. Key focus is placed on high-risk and critical suppliers through targeted verification, with ongoing monitoring of issue remediation. On this basis, requirements for green supply chains were incorporated into performance evaluations to urge suppliers with identified risks to implement corrective actions, and cooperation restrictions were imposed where necessary. Simultaneously, a performance warning and feedback mechanism has been established. Evaluation reports are generated regularly and communicated to suppliers. Suppliers with low scores or identified risks receive timely notifications and warnings to facilitate prompt improvements, thereby enhancing the standardization and stability of supply chain operations.

On-site Supplier Assessment and Special Audits

Based on questionnaire results and category-specific risk levels, conduct on-site assessments for high-risk suppliers and key raw material suppliers. ESG factors are incorporated into quality system audits or addressed through dedicated audits to strengthen on-site verification.

Third-party Risk Information Verification

Introduce external environmental and compliance risk databases to verify supplier information such as environmental penalties, labor disputes, and public risk records, enhancing the objectivity and completeness of supplier risk identification.

Risk Rectification Tracking and Dynamic Review

Incorporate identified issues into supplier rectification tracking systems, and conduct continuous follow-up through quarterly reviews and annual audits. Major risk items are subject to random inspections to ensure effective implementation of corrective actions.

VOYAH Supplier Assessment Mechanism

Supplier Rectification and Optimization

The Company adheres to prudent and standardized management principles and has established a management mechanism covering supplier cooperation assessment and dynamic adjustment. The Company conducts comprehensive assessments of suppliers based on their performance in fulfilling obligations and potential risks. Through guidance, support, and phased improvements, the Company continuously optimizes supplier quality management, production delivery, and management capabilities, thereby providing opportunities for improvement and enhancement. For suppliers that still present significant risks or do not yet meet cooperation requirements, the Company will implement appropriate adjustments in accordance with management processes, clearly define subsequent cooperation boundaries and division of responsibilities, and ensure a smooth transition.

During the Reporting Period, the number of suppliers for VOYAH was as follows:

Number of suppliers by region for VOYAH

Number of Suppliers by Region	Unit	2025
Mainland China	Home	529
Mainland China, Hong Kong SAR, Macao SAR, and Taiwan	Home	0
Overseas Suppliers	Home	1
Total Number of Suppliers	Home	530

Supply Chain ESG Management

The Company incorporates environmental protection, labor rights, occupational health and safety, and business ethics into its supply chain risk management system. The Company continues to conduct identification and assessment activities while strengthening the control and monitoring of supply chain risks.

ESG Dimensions	Key Focus Areas	Requirements for Suppliers
Environment	Environmental Protection	Suppliers shall ensure that all commercial activities comply with applicable environmental laws and regulations as well as the requirements of environmental protection emission permits. Additionally, they shall establish monitoring and regulatory measures regarding pollutant generation, treatment, discharge, and disposal, along with a continuous improvement action plan, to fulfill their environmental management responsibilities.
	Carbon Emissions	Suppliers shall conduct organizational carbon verification, promote energy-saving technical retrofit projects, carry out product carbon footprint accounting, and implement supply chain emission reduction initiatives.
	Full-Link Environmental Protection	Suppliers shall comprehensively consider energy conservation and environmental protection factors across multiple stages, including product design, procurement, production, packaging, logistics, sales, service, recycling, and reuse, to promote collaborative environmental protection practices among upstream and downstream enterprises.
	Green Production	Suppliers shall ensure the establishment and sound operation of a green factory management system, proactively assume social responsibilities such as environmental protection, consciously implement and strengthen low-carbon production, integrate low-carbon procurement concepts into their business strategies throughout the entire production process, continuously improve and refine management standards and policies, and persistently enhance environmental management capabilities.
	Green Technology Innovation	Suppliers should align with the characteristics of the automotive industry and the Company's actual development to lead the green upgrade of production activities through standards. Prioritize the adoption of green new technologies, processes, materials, and products to advance green technological innovation.
Social	Labor and Human Rights Protection	Suppliers shall safeguard the legitimate rights and interests of employees, prohibit child labor, forced labor, and discrimination, and fulfill their social responsibilities within the supply chain.
	Occupational Health and Safety	Suppliers shall provide and maintain a safe working environment for employees, comply with applicable occupational health and safety regulations and licensing requirements, and identify, assess, and manage occupational health and safety hazards.

ESG Dimensions (Continued)	Key Focus Areas	Requirements for Suppliers
Governance	Business Ethics	Suppliers shall not offer, pay, promise, or authorize the payment of money and/or any other valuable items to any government official, political party, or political candidate in violation of any anti-bribery or anti-corruption laws. Suppliers shall not provide any benefits to employees of VOYAH and its affiliates and their stakeholders, including but not limited to cash, cash equivalents, entertainment, dining, gifts, and hospitality.
	Data Security	Suppliers shall strictly comply with data security laws and regulations in China and other countries or regions confirmed by the Supplier and the Company, including but not limited to the <i>Cybersecurity Law of the People's Republic of China</i> , the <i>Data Security Law of the People's Republic of China</i> , and the <i>Personal Information Protection Law of the People's Republic of China</i> . Suppliers shall not process personal information or Company data in violation of such regulations.
	Management of Downstream Suppliers	Suppliers shall ensure that their downstream suppliers comply with applicable laws and regulations regarding ESG and transmit VOYAH's requirements for supplier ESG to their downstream suppliers.

Supply Chain Integrity Management

The Company incorporates integrity and compliance requirements into its supply chain integrity management system. Through measures such as improving policies, standardizing behaviors, and strengthening supervision, it maintains a fair, just, clean, and transparent cooperative ecosystem.

At the outset of our collaboration, we clearly defined relevant responsibilities and behavioral boundaries. By incorporating integrity clauses into procurement contracts and signing integrity agreements and credit commitments with suppliers, we established anti-commercial bribery and compliant operations as foundational conditions for cooperation. Incorporate the relevant requirements into the *General Procurement Policy* to clearly define suppliers' basic standards regarding performance fulfillment, information security, and business ethics from the source.

In terms of execution and supervision, we continuously monitor supplier integrity through on-site inspections, special verifications, and third-party audits, while leveraging relevant platforms to collect risk information and conduct dynamic monitoring. For any identified abnormal behaviors or potential risks, timely verification and communication shall be conducted to promote the implementation of corrective measures.

Through measures such as rotation of key positions and joint development management, while introducing digital management tools, we proactively prevent integrity risks in procurement and supply chain areas and strengthen supervision and control over key processes and business links.

During the Reporting Period, we signed integrity co-construction agreements with 86 partners. At the annual partner conference, we issued an integrity initiative and reinforced integrity requirements to over 500 global partners.

Signed integrity co-construction
agreements with **86** partners

Issued an integrity initiative and reinforced integrity
requirements to over **500** global partners



Supply Chain Resilience

The Company advances the assurance of key resources and the coordinated development of the industrial chain by conducting joint R&D and testing with core local suppliers. Through the co-establishment of joint laboratories and integrated innovation platforms, it promotes resource sharing and capability complementarity, thereby enhancing the stability of supply chain operations and risk response capabilities while ensuring product quality and performance.

Through innovative development, we actively promoted the growth of its independent supply chain, including chips, head-up displays (HUD), air suspension systems, and regional intelligent units (VIU), thereby enhancing the autonomy, security, and controllability of the supply chain. As the company advances further towards intelligence, green development, and integration, it drives technological innovation in fields such as artificial intelligence, high-performance computing chips, automotive large-scale models, and high-precision sensors, thereby fostering new business formats and commercial opportunities.

Green Procurement

The Company integrates green and low-carbon concepts into all links of its supply chain. Focusing on key areas such as green product development, green factory construction, packaging optimization, transportation structure adjustment, and digital management, the Company continues to promote carbon reduction in the supply chain and enhance resource utilization efficiency. We prioritize suppliers' performance in environmental protection and social responsibility to promote green development across the supply chain. We have incorporated ESG-related audit clauses into the VQS (VOYAH Quality System) standards to encourage suppliers to proactively conduct ESG evaluations.

In 2025, the Company carried out quality assurance capability enhancement initiatives and targeted training for key suppliers. Through live-stream sessions and on-site guidance, the Company communicated quality requirements, including the “Ten Prohibitions and Ten Requirements”. The Company conducted quality audits for Tier 1 and Tier N suppliers. By promoting targeted, supplier-specific rectification and systematic improvement initiatives, the Company refined relevant processes and mechanisms, enhanced overall system capabilities, and built a stable, reliable, and resilient supply chain.

Supply Chain Empowerment

The Company focuses on enhancing supply chain capabilities and is progressively establishing a supplier empowerment mechanism centered on training and collaborative improvement, with the aim of strengthening suppliers' capabilities in quality control, compliance management, and green development.

Supplier Assistance

Aligning with actual supply chain operations, we provide targeted support to key and small-to-medium suppliers through multi-dimensional measures involving funding, technology, and quality to alleviate their operational and performance pressures. Capacity-building guidance was provided to key suppliers to drive improvements in their production and delivery processes.



CASE

Conduct joint special projects to enhance supplier capabilities

The Company continues to advance the special action for supplier capability enhancement by assembling cross-functional teams to conduct joint improvements at supplier sites. For instance, in response to unstable deliveries from a door panel supplier during the initial mass production phase, we deployed a special task force comprising personnel from procurement, quality, manufacturing, and R&D departments to the supplier's site. The team conducted systematic analysis and implemented corrective actions focusing on key elements such as manpower, machinery, materials, and methods. By aligning quality standards, optimizing production processes, upgrading automated production lines, and collaboratively resolving quality issues with lower-tier components, both the product pass rate and on-time delivery rate have achieved stable improvements.

Supplier Training

The Company places high importance on strengthening the capabilities of its supply chain partners. Based on key ESG issues such as environmental management, business ethics, and quality control, it continuously conducts multi-level training and exchanges. Aligning with actual business needs, we strengthen information interaction and capability transfer with supply chain partners through thematic training, experience sharing, and policy communication. This ensures that relevant requirements are implemented in daily operations and promotes the steady improvement of overall supply chain management levels.



CASE

Green and Low-Carbon Specialized Training Enhances Supplier Capabilities

The Company, in collaboration with China Automotive Carbon Digital Company, conducted a special training program on green and low-carbon practices for key suppliers, focusing on carbon management and green operations to enhance the suppliers' low-carbon management capabilities. Simultaneously, green supply chain-related indicators were incorporated into the performance evaluation system, integrating energy conservation and emission reduction alongside environmental compliance. This initiative aims to drive suppliers in continuously optimizing their operational performance.



CASE

Conduct specialized training on supplier quality management.

The Company has established a multi-level supplier training system, implementing training activities through a combination of centralized online sessions and on-site specialized coaching. In 2025, the Parts Quality Team conducted specialized training on quality culture and quality standards for key parts manufacturers. In conjunction with project development progress, we also organized suppliers to participate in a dedicated production ramp-up exchange session to share experiences on production preparation and quality control. During Quality Month, a special live training session on the "Ten Prohibitions and Ten Requirements for Supplier Quality" was conducted to convey quality concepts and management requirements to Tier 1, Tier 2, and Tier 3 suppliers, thereby further enhancing supply chain quality awareness and collaboration levels.

Coordinated Industry Development

We continue to expand the boundaries of our cooperation. Through comprehensive collaboration with upstream and downstream enterprises in the industrial chain, research institutions, and industry organizations, we are gradually building a cooperative network that covers technology, industry, and resource synergy, thereby achieving resource complementarity and capability enhancement.

Industrial Cooperation and Ecosystem Building

We continue to deepen cooperation across the industrial chain and build an ecosystem for win-win development.



CASE

VOYAH × CATL: Deepening Synergy in Power Battery Technology and Global Markets

On December 17, 2025, VOYAH signed a deepened cooperation agreement with CATL. By strengthening collaboration between technology and the supply chain, both parties will jointly enhance the competitiveness of new energy vehicle products and further consolidate the stability and security of the power battery supply chain.

Exhibition Exchange and Industry Linkage

The Company actively participates in industry exchange activities and maintains close interaction with partners across the industrial chain and industry organizations. Leveraging various platforms such as partner conferences, industry alliances, and international auto shows, we are gradually expanding our collaboration opportunities with stakeholders across the industry.

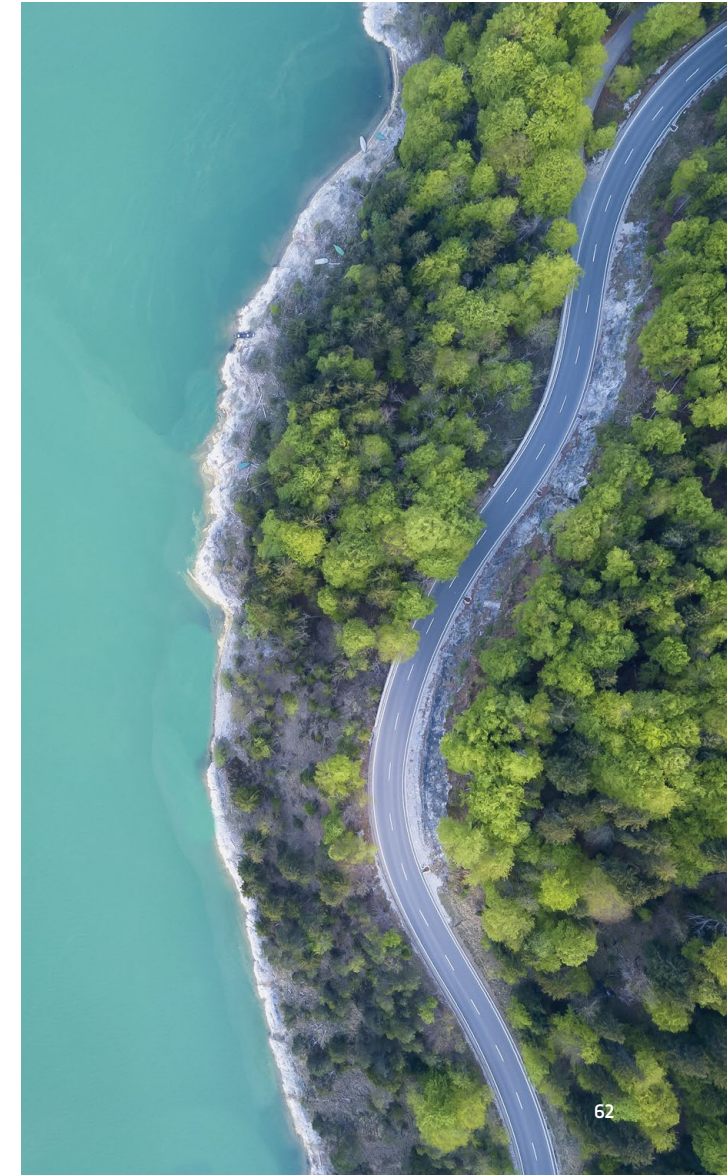


CASE

The Partner Conference Promotes Industrial Synergy and Supply Assurance

On November 25, 2025, The Company held its annual partner conference in Wuhan. The meeting focused on discussions regarding technological development, the construction of the supply chain system, and resource synergy to further strengthen collaboration in key business areas.

To meet the delivery requirements for new vehicle models, VOYAH and its partners have jointly advanced production capacity and supply chain assurance, strengthened quality management and resource coordination, and supported the stable delivery of key vehicle models. Simultaneously engage in thematic exchanges with outstanding partners to facilitate experience sharing and capability synergy, thereby promoting efficient supply chain operations.



Industry-Academia Integration and Cultivating Talent

Through sustained R&D investment and the establishment of a talent development system, we have built a high-level innovation platform integrating provincial, regional, and international cooperation levels. This platform covers areas such as basic technology research and development, frontier application exploration, and international exchange and cooperation.



CASE

Major Scientific and Technological Innovation Platform: Hubei Provincial Enterprise Technology Center

In 2025, the VOYAH Technology Center was recognized by the Hubei Provincial Development and Reform Commission as a "Hubei Provincial Enterprise Technology Center," becoming one of the province's highest-level platforms for technological innovation. As the core carrier of our innovation system, this center coordinates the development of key core technologies, intellectual property layout, and forward-looking technology reserves. It continuously promotes product iteration and industrial technology upgrades, providing systematic support for the Company's sustainable innovation and high-quality development.



CASE

Source of Cutting-Edge Technology: New Energy Passenger Vehicles and Advanced Intelligent Hubei Provincial Engineering Research Center

The New Energy Passenger Vehicle and Advanced Intelligent Hubei Provincial Engineering Research Center is the core R&D platform of the Company for undertaking major provincial scientific research tasks and promoting industrial technology upgrades. The Center focuses on the engineering R&D and industrial application of new energy powertrains and advanced intelligent driving technologies, dedicated to overcoming common technical challenges in the fields of "three-electric systems" (battery, motor, and electronic control) and intelligent driving. Leveraging this platform, the Company systematically conducted engineering validation and system integration for key technologies including the 800V intelligent super-hybrid system, axial flux electric drive, high energy density batteries, and L3-level intelligent driving architecture, accelerating the conversion of cutting-edge scientific achievements into mass-production products. Through continuous technical iteration and engineering capability building, we effectively supported the implementation of innovative outcomes such as the VOYAH Tianyuan Intelligent Architecture and Kunpeng Intelligent Safety Driving System.



CASE

Industry-Academia-Research Collaboration: Talent Training Base and Academician Workstation

The Company continues to deepen the integration of industry, academia, and research, actively building an open and collaborative innovation ecosystem. Established talent cultivation and scientific research innovation bases in collaboration with multiple universities. Established an Academician Workstation to jointly tackle lightweight materials for vehicle bodies. Relevant technologies have obtained patent authorizations in multiple countries and achieved mass production application. Through school-enterprise cooperation projects such as the "Qinglan Plan" and the "Fuyao Plan," we collaborated with multiple "Double First-Class" universities to advance the R&D of 15 national and provincial research projects. We also attracted more than 20 external experts for regular residency, establishing a complete innovation chain spanning from forward-looking research to mass production implementation.

Standard Setting and Leading the Industry

We actively participate in the development of technical specifications and standards. Through collaboration with industry organizations and relevant institutions, we promote the refinement and application of standards in key areas, facilitating effective integration between technological advancement and industrial implementation.



CASE

Participating in the research and formulation of national standards

The Company focuses on areas such as intelligent technologies and safety, and has taken the lead in pre-research on the national standard for "Automated Connection and Charging Navigation" with related outcomes now entering the finalization stage. The Company has also continued to participate in the drafting and revision of multiple key national standards, providing technical recommendations in areas such as intelligent driving and safety design, thereby promoting both technological application and the development of industry standards.





CASE

Promote the development of industry and group standards

The Company conducts research in areas such as battery management, smart manufacturing, and overall vehicle performance. We participated in the development of the industry standard *Guidelines for Exporting EU Battery Passports*, exploring information disclosure and traceability requirements for new energy vehicles in international markets. We led or participated in the formulation of multiple group standards covering production technologies and product safety, promoting the application and implementation of relevant technical specifications.



CASE

Standardized Talent Development and Capacity Building

Employees of the Company actively participated in industry talent development and exchange activities, as well as the industry standardization expert training program, and received recognition in professional evaluations.



Mutual Benefit and Global Synergy

Guided by the Let's-VOYAH "Co-Explore VOYAH" global expansion strategy, we continue to expand our international cooperation network and promote localized operations, striving to transition from a "trade-oriented global expansion" to an "ecosystem-oriented global expansion".



CASE

Promote international cooperation and expand market layout

In 2025, we accelerated its overseas market expansion and officially entered the Middle East region. On May 9, we held a brand launch event in the United Arab Emirates to engage with local dealers and partners. On May 12, a launch ceremony was held in Doha, Qatar, marking the entry of relevant models into the local market and the commencement of sales.

We adhere to a localized operational approach and collaborate with local partners in channel expansion and market operations to promote the entry of VOYAH products into markets along the "Belt and Road" initiative.



VOYAH held a brand launch event in the United Arab Emirates



04

Inclusive Care and Collective Growth

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The Company upholds a people-centric philosophy, dedicated to providing every employee with a broad development platform. We have established a full-chain talent development system and fostered a diverse, equitable, inclusive, safe, and healthy work environment to achieve mutual growth between employees and the Company.

Talent Attraction

Equal Employment

We strictly comply with relevant laws and regulations, including the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and the *Provisions on the Prohibition of Using Child Labor*. We have established internal management policies such as the *Recruitment Management Measures* to fully implement requirements for equality and compliance, eliminate any form of employment discrimination, and ensure that all job seekers enjoy fair employment opportunities.

Improving policy standards

Strictly implement the *Recruitment Management Measures*, standardize job descriptions to eliminate any bias based on gender, age, or region, and ensure fairness and transparency throughout the resume screening, interview, and hiring processes.

Ensuring diverse employment opportunities

We provide high-quality employment opportunities covering technology research and development, manufacturing production, and terminal services. We have established a diversified talent acquisition system to recruit social professionals and young graduates with diverse educational backgrounds and academic qualifications. During the year, we hired over 200 university graduates and introduced more than 3,000 individuals from various sectors of society.

Promoting equal employment opportunities

We are building a recruitment and career development system that ensures gender equality and equal opportunities. We continuously optimize the structure of our talent workforce, resolutely eliminate gender barriers in employment and promotion, and guarantee female employees equal access to career pathways and growth spaces. We actively guide and attract female talent to join the new energy vehicle industry.

Prohibiting child labor and forced labor incidents

We maintain a “zero-tolerance policy” towards child labor and forced labor issues and have established a comprehensive management system for the protection of workers' rights throughout the entire process. During the recruitment process, a standardized and digital identity verification mechanism has been established to ensure that all new hires meet the statutory minimum working age. During the employment process, we strictly adhere to the principle of autonomy and voluntariness. By standardizing the signing of labor contracts to clearly define the rights and obligations of both parties, we ensure that all employees are employed in a safe, legally compliant, and dignified environment.

Employment Principles of the Company

As of December 31, 2025, the Company employed 8,738 individuals, as detailed below:

Key Performance Indicators		Unit	2025 Data ²
Total number of employees		Person	8,738
Total Number of Employees by Gender	Male	Person	6,894
	Female	Person	1,844
Total Number of Employees by Employment Type	Full-time	Person	8,198
	Intern	Person	540
Total Number of Employees by Age	< 30	Person	3,062
	30-50	Person	5,639
	> 50	Person	37
Total Number of Employees by Function	Research and Development	Person	3,164
	Sales and Marketing	Person	3,262
	Manufacturing	Person	2,081
	General Administration and Management	Person	231
Total Number of Employees by Region	Regions within Hubei Province	Person	6,133
	Regions outside Hubei Province	Person	2,605

² The statistical scope of this table covers the Company's full-time employees and interns.

Recruit Talents Broadly

The Company continues to build a diverse and well-structured talent pipeline, effectively promoting the agglomeration of automotive industry talent and high-quality coordinated development of regional industries. In 2025, the Company was honored with multiple awards, including "Most Preferred Employer for College Students" and "Hubei Province's Extraordinary Employer of the Year".

Campus Recruitment

Through initiatives such as the "Qinglan Plan" and the "Zhui Guang Plan", campus recruitment achieves full coverage of bachelor's, master's, and doctoral candidates. The Company actively promotes the integration of industry and education, providing high-quality practical platforms and comprehensive employment support for young students. The Company fulfills its corporate responsibility for talent cultivation and facilitates the high-quality growth of young professionals.



Creating an Immersive Study Tour Experience

The "VOYAH Tour" campus research initiative serves as a gateway for university students to explore the industry and gain insights into our business. Cumulatively hosting hundreds of visits from faculty and students across numerous universities in China, we have engaged over 10,000 participants. This program allows students to intuitively experience the green intelligent manufacturing practices of new energy vehicles, building a vital communication bridge between the industry and talent.



Launching Public Welfare Job-Seeking Services

We introduced the "Job Seekers' Treasure House" public welfare project, focusing on the employment needs of fresh graduates. Covering over 600 students from multiple universities nationwide, we provide comprehensive job-seeking support, including resume coaching, interview training, practical drills, and professional headshots. This effectively addresses the key challenges students face in their job hunting journey.



Providing Internship and Practice Opportunities

With over 1,000 internship positions open, we offer current students authentic industry practice scenarios. Through mentorship and hands-on job practice, we help students accumulate industry experience and achieve a smooth transition from campus to the workplace, thereby reserving future talent for the industry.

Social Recruitment

Focusing on core technologies of new energy vehicles and targeting frontier fields such as artificial intelligence and big data, the Company leverages its R&D bases in Beijing, Shanghai, and Wuhan to recruit top-tier talent. Throughout the year, 1,105 technology talents were recruited, and their proportion increased to 37.4%.

Throughout the year,
1,105 technology talents
were recruited



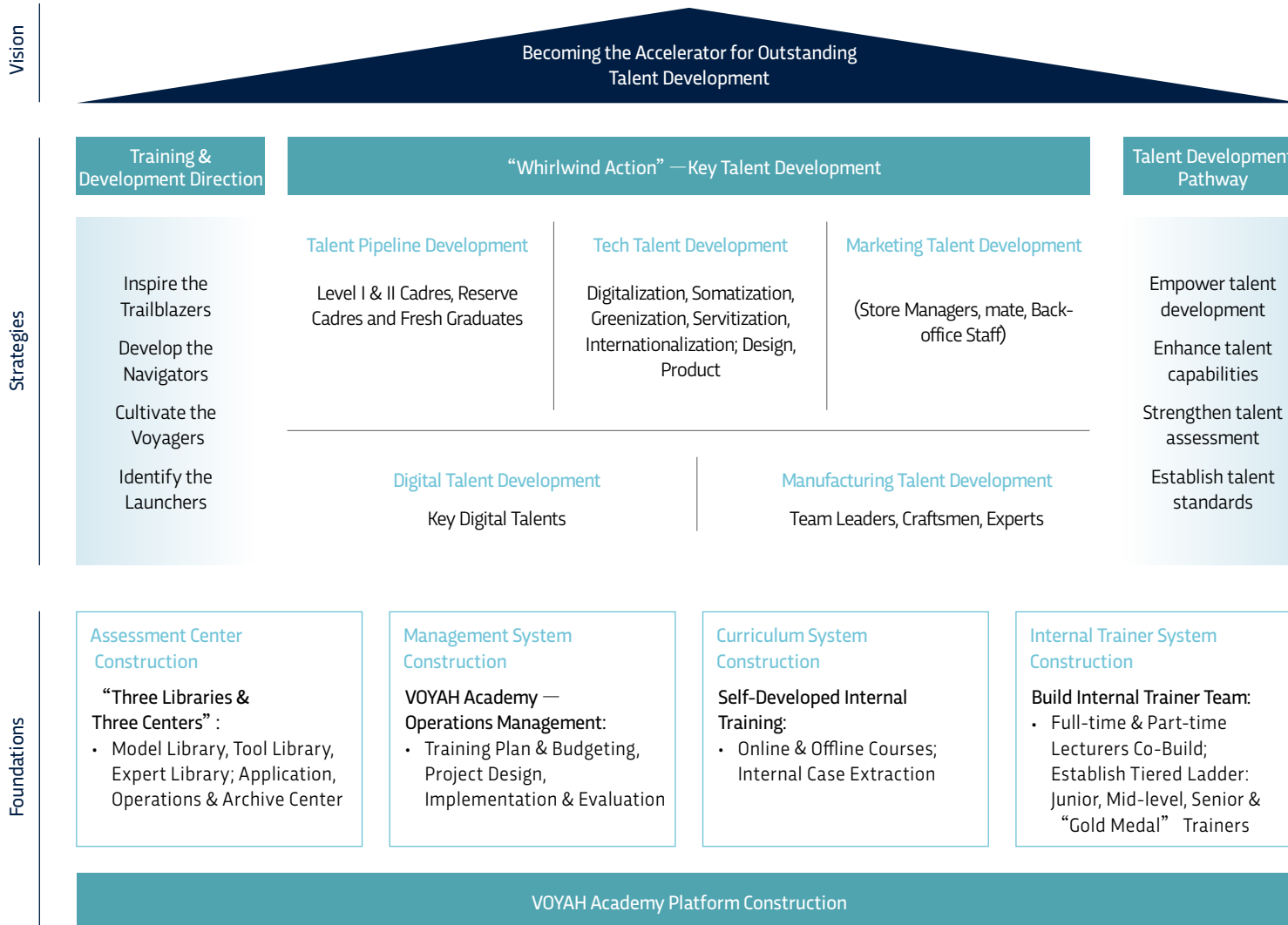
Recruitment Activity

Talent Development

The Company regards employee growth as a core driver of sustainable development. The Company is committed to building an equal, inclusive, and systematic career development system and talent cultivation mechanism, providing all employees with clear, diverse, fair, and open career pathways.

Talent Development

The Company has established a talent development system covering all employees and implemented policies such as the *Employee Training Management Measures*. The company has precisely cultivated key talent teams in management, technology, and marketing through layered and classified approaches, solidifying the foundation of professional capabilities. It has earnestly advanced the "Whirlwind Action" for talent development, comprehensively enhancing the overall quality and core competitiveness of its workforce.



In 2025, VOYAH's talent training program fully entered a new stage of systematic and standardized operations. A total of 2,429 training sessions were conducted throughout the year, with over 198,000 participant instances and a cumulative total of 500,000 training hours. The training content focuses on three dimensions: leadership, general competencies, and professional expertise, providing fair, inclusive, diverse, rich, and continuously evolving learning resources for employees at all levels.

Leadership Capability

- Establish the development system, covering talent from assistant general managers to senior vice presidents.
- In 2025, a total of 25 training sessions were conducted, reaching 3,139 participants, continuously strengthening the high-level management talent pipeline.

General Competency

- Leveraging the VOYAH Academy platform, we delivered targeted training on project management, cross-functional collaboration, goal setting, and problem-solving—core universal competencies.
- Throughout 2025, 261 training programs were held, with 20,372 participants, significantly enhancing employees' overall capabilities.

Professional Expertise

- In 2025, we, aligned with role-specific requirements, precisely implemented four specialized talent development programs: Technical Talent, Marketing Talent, Digital Talent and Manufacturing Talent.
- Annual training reached 170,000 person-times, with a total training duration of 441,000 learning hours, providing robust talent support for the company's high-quality development.

The Company actively advocates a culture of instruction and encourages all employees to embrace the growth philosophy that everyone can be an instructor. In 2025, we certified 69 new instructors and developed 186 courses. Focusing on key roles in R&D, materials, processes, and quality, we launched specialized courses on recycled material applications, carbon footprint accounting, and ELV/REACH regulations. This initiative achieved comprehensive professional coverage across the entire process from material definition to mass production delivery, empowering business capability enhancement through knowledge accumulation and skill inheritance.

Employee Development Case



Leadership Capability -
R&D Special Task Force



Leadership Capability -
Manufacturing Task Force



General Competency -
R&D "Smart Report" Training



General Competency -
Business Etiquette Training



General Competency -
New Employee Onboarding Training



General Competency -
University Student Training

Employee Development Case (Continued)



Professional Expertise -
Qinghe Mate Training



Professional Expertise -
Enterprise-wide AI Skills Competition



Professional Expertise -
Master Studio Training



Professional Expertise - Automotive Assembly
and Commissioning Skills Competition



Teacher's Day Event for Internal Trainers



Internal Trainer Development Program

Key Performance Indicators	Unit	2025 Data
Trained Employees Percentage by Gender	Male	% 79
	Female	% 21
Trained Employees Percentage by Category	Senior Management	% 0.1
	Middle Management	% 0.6
	Regular Employees	% 99.3
Average Hours of Training per Employee by Gender	Male	Hour 57.5
	Female	hour 56.9
Average Hours of Training per Employee by Category	Senior Management	hour 187
	Middle Management	hour 160
	Regular Employees	hour 55.16



Career Advancement

The Company has established internal promotion policies, including the *Professional Rank Management Measures*. Aligning with job attributes and talent development characteristics, the Company has constructed four career development channels: management, professional, self-operated, and skilled. This forms a career development system covering multiple domains such as project management, technical R&D, marketing operations, and management support, scientifically matching growth paths for various types of professional talents. The Company has established clear and explicit promotion criteria and evaluation mechanisms for all channels and continues to invest in training resources to empower employees' capability enhancement. In 2025, we opened promotion channels in compliance with regulations, achieving a promotion ratio of 46.1%.

Compensation Incentives

The Company has established a goal management and value evaluation system guided by objectives, measured by contributions, and oriented toward growth. It advocates value creation to achieve precise alignment between individual contributions and compensation returns.

We have established an incentive ecosystem centered on “co-creating value, sharing outcomes, and diverse recognition”, integrating a reward mechanism that combines long-term incentives, current-period incentives, and honorary incentives.

Long-term Incentives

We encourage employees to share risks and benefits with the Company, fostering long-term value co-creation.

Current Period Award

Special awards have been established to encourage employees to achieve breakthroughs in innovation, foster cross-domain collaboration, and enhance efficiency, focusing on key initiatives such as technological innovation, collaborative problem-solving, and lean efficiency improvement.

Honorary Awards

Establish benchmarks for the “three types of employees”—entrepreneurial, user-oriented, and knowledge-driven—and confer annual honors such as Star of Struggle, Talent in R&D, Quality Model, Outstanding Store Manager, and Advanced Collective for Safe Production.

Talent Care

We have established a comprehensive employee care system, comfort at work, security in life, peace of mind. Through targeted initiatives—including cultural activities, hardship assistance, dedicated support for women employees, and mental health services—we actively foster an equitable, inclusive, and supportive work environment.

Regarding statutory benefits, we strictly implement national regulations by ensuring compliance with policies on statutory holidays, paid parental leave, and labor protection. We have fully contributed the mandatory "five insurances and one fund" for all employees, achieving a coverage rate and timeliness rate of 100%.

Regarding distinctive benefits, we continuously enhance employees' sense of belonging through initiatives such as providing a favorable working environment, enriching cultural life, and safeguarding physical and mental health.

Comfort at Work

Flexible Work, Commuting Support, Renewal Gifts, Summer Heat Relief, Lactation Rooms, etc.

Security in Life

Youth Singles' Apartments, On-site Canteen, Festival Benefits, Spring & Autumn Outings, Youth Matchmaking, Group Weddings, Family Open Day, Children's Gift Days, Special Holidays, etc.

Peace of Mind in Health

On-site Fitness Center, Annual Health Checks for All, Critical Illness Insurance, Health Management, Hardship Assistance, EAP Psychological Counseling, etc.



CASE

Growth Companion Program

Family Open Day

In December 2025, we organized the "Family Open Day: Sharing Dreams and Powering the Future", which included factory tours, automotive knowledge sessions, and parent-child interactive activities. These initiatives further strengthened employees' sense of belonging.



Group Photo of Family Open Day

Employee Children's After-school Care Program

In 2025, we dedicated ourselves to caring for and accompanying our employees' children by launching the "Employee Children's After-school Care Program" during the winter and summer breaks.



After-school Care Program Activity Site



CASE

Initiative for Caring for Female Employees

We place high importance on building a care system for female employees, focusing on their growth and rights protection to foster a corporate atmosphere that respects, cares for, and empowers women.

Health Assurance

Fully implement screening for the "two cancers"
among female employees.

Coverage rate reaches **100%**

Facility Construction

High standards completed **8**
"Mommy Room"

Culture Building

Build the **women-focused** brands have launched
themed activities including flower arranging, manicures, and
handicrafts.



Event Site

Employee Communication

The Company has established a comprehensive communication platform to listen to frontline voices, gather collective wisdom, and optimize management efficiency.

Leveraging internal instant messaging tools, digital feedback platforms, and anonymous suggestion channels, employees can express their opinions and participate in interactions at any time.

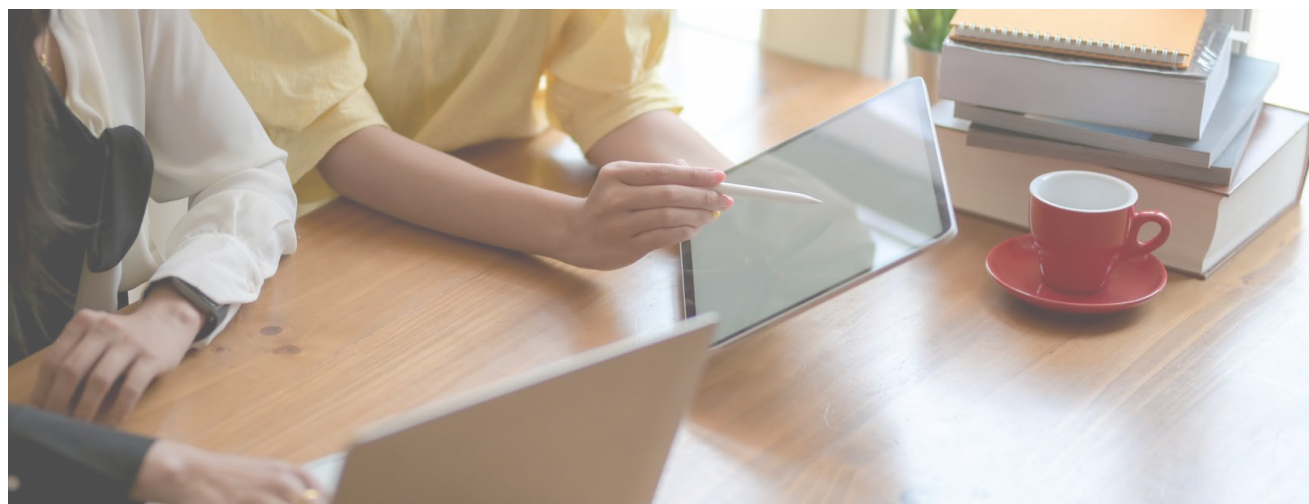
A normalized communication mechanism has been established through regular management forums and employee representative meetings.

We strictly implement the system of the Workers' Congress, convening the congress on schedule. Both the establishment rate and the convening rate have reached 100%, fully safeguarding employees' rights to democratic decision-making, management, and supervision. VOYAH conducts the "Employee Proposal Collection" activity twice annually to broadly gather reasonable demands from employees. In 2025, three employee proposals were initiated, with two completed; fourteen rationalization suggestions were initiated, with ten completed. These efforts fully safeguard employees' rights to information, participation, expression, and supervision.

In December 2025, we conducted an annual employee engagement survey themed "Joyful Alignment", systematically collecting authentic feedback from employees regarding organizational identification, work experience, and development support. We translated the survey findings into management improvement initiatives to continuously optimize the work atmosphere, thereby enhancing employees' sense of belonging and well-being.

As of the end of the Reporting Period, all our employees were located in China, with a turnover rate of 15.3%. The details are as follows:

Employee Turnover Rate		Unit	2025 Data
Employee Turnover Rate by Gender	Male	%	15.4
	Women	%	15.2
Employee Turnover Rate by Age	< 30	%	14.5
	30-50	%	15.7
	> 50	%	13.3



Security Assurance

The Company attaches great importance to employee safety and health. Adhering to the policy of "Safety First, Prevention-Oriented, and Comprehensive Management", the Company has systematically established a comprehensive protection system covering production safety and workplace health. Through continuously improving safety management mechanisms, strengthening risk prevention and control capabilities, and advocating healthy work practices, we are committed to creating a safe, reliable, and healthy working environment for every employee, thereby solidifying the safety foundation for the Company's sustainable development.

Work Safety Management System

We strictly comply with national laws and regulations such as the *Work Safety Law of the People's Republic of China* and the *Measures for the Administration of Contingency Plans for Work Safety Accidents*. Based on these legal frameworks, we have formulated and implemented a series of internal safety management policies, including the *Safety Production Responsibility System* and the *Management Measures for Safety Accidents and Incidents*, to standardize and systematize our work safety management. By clarifying the division of responsibilities and authority, standardizing management processes, and strengthening execution supervision, we ensure the effective operation of the safety management system and continuously safeguard the safety and stability of production and business activities.

We continuously refine the production safety management structure by establishing a Safety and Environmental Protection Management Committee to comprehensively coordinate EHS (Environment, Health, and Safety) matters across the entire value chain, providing organizational assurance for the Company's green, safe, and sustainable development.

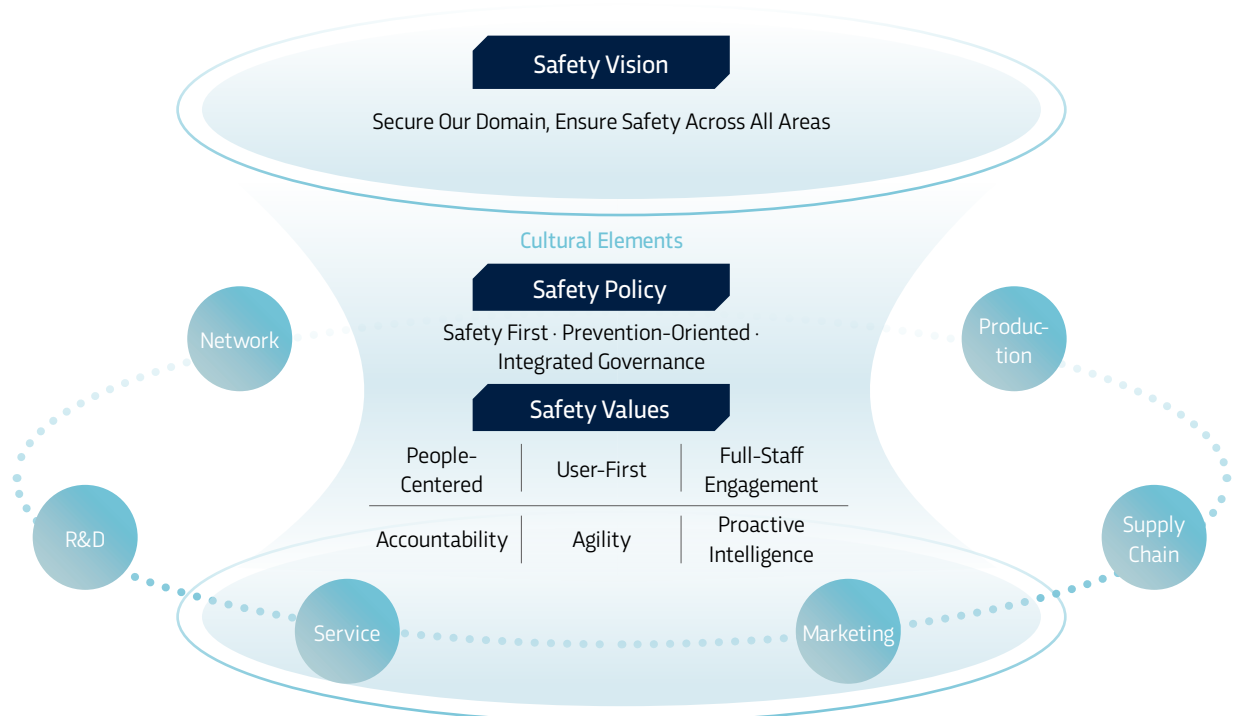
Safety Assurance Measures

We consistently prioritize workplace safety in our operations. We continuously optimize safety assurance measures through dynamic adjustments and actively introduce new technologies and methodologies. Focusing closely on current key priorities and major risk areas, we systematically carry out specialized initiatives to enhance safety, ensuring that the entire production process remains safe, stable, and controllable.

The Company has not experienced any work-related fatalities in the past three years. During the Reporting Period, there were 132 lost workdays due to work-related injuries, and the work-related injury accident rate was 1.26%.

Construction of Safety Production Culture

Through a systematic, normalized, and scenario-based training system combined with multi-level, practical emergency drills, the Company continues to strengthen employees' safety awareness and operational skills. This initiative promotes the internalization of a safety production culture in mind and its externalization in action, providing solid assurance for the safe and stable operation of the Company.



Safety Production Culture



Safety Capability Training

In 2025, we systematically advanced safety capability building, achieving notable results in three key areas: training and education, visual management, and accident/incident learning. In terms of Safety Visualization (SVI), a total of 18,339 safety scenario signs were produced and installed throughout the year. Furthermore, we conducted in-depth learning from accidents and incidents while continuously providing support to key teams for improvement, driving the transformation of safety management from reactive response to proactive prevention.



CASE

Safety and Environmental Protection Month

In June 2025, we organized a series of activities for the "Safety and Environmental Protection Month". Various safety training sessions were conducted during this period, covering the Ten Life-Saving Rules, hazard identification, and AED first-aid certification. Through internal platforms, safety-themed articles, warning education, and commitment signing campaigns were disseminated, effectively promoting the integration of safety culture into daily operations.



On-site activities of the Safety and Environmental Protection Month

Occupational Health

We strictly comply with national laws and regulations such as the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* and the *Provisions on the Administration of Occupational Health at Workplaces*. We have established internal occupational health policies, including the *Manual for Management of Environmental, Occupational Health, and Safety Management Systems* and the *Management Measures for Occupational Health Surveillance*, to systematically build a full-cycle occupational health management system covering "prevention, assessment, intervention, and improvement", and have obtained external certification for the ISO 45001 Occupational Health and Safety Management System. We maintain and effectively operate one management manual and 62 supporting policies, achieving quantitative internal audit evaluation across all areas of the Company. We continuously reduce occupational disease hazards to create a safe, healthy, and sustainable working environment for all employees.

We have established a systematic occupational health risk management mechanism, routinely conducted risk assessments, and implement differentiated hierarchical controls. We combine methods such as KYT (Hazard Anticipation Training) and re-identification of mechanical hazards to dynamically optimize protection standards and equipment allocation, ensuring employee health.

Regarding occupational health surveillance, we strictly enforce pre-employment, on-the-job, post-employment, and emergency occupational health examination requirements to ensure that 100% of employees exposed to occupational disease hazard factors are included in the surveillance scope. No suspected occupational diseases or occupational contraindications were detected throughout the full year of 2025, and the overall occupational health status of employees remained stable.



ISO 45001 Occupational Health and Safety Management System Certificate



In terms of publicity and training, the Company has established the *Occupational Health, Safety, and Environmental Training and Qualification Management Policy* to build a system for enhancing employee safety and health capabilities. We reviewed the regulations for certification-required employment, established a three-level emergency response plan, and conducted regular drills to strengthen control over high-risk areas such as paint mixing rooms. In collaboration with the Red Cross, we carried out first aid training, enabling employees to master cardiopulmonary resuscitation (CPR) and Automated External Defibrillator (AED) skills. Simultaneously, we deepened publicity on occupational disease prevention by hosting municipal awareness week activities and collaborating with the Occupational Disease Prevention Institute on research into musculoskeletal disorders, advancing occupational health management toward specialization and scientific research.



Occupational Health and Safety Training



CASE

"Employee Health Express" Activities

In 2025, we continued to deepen the "Employee Health Express" brand initiative, upholding the philosophy of "proactive health and preventive care", and provided employees with diversified health care services. We collaborated with high-quality medical resources to conduct multiple health clinics and specialized lectures within the Company, covering common disease screenings and sub-health condition management. These initiatives served over 500 employee visits annually. Aligning with seasonal characteristics, we launched targeted conditioning services during the summer to address common issues such as neck and shoulder fatigue, attracting more than 200 active participants and receiving widespread recognition. To safeguard employees' mental well-being, the Trade Union established four fully functional Health Huts and Psychological Counseling Rooms, providing professional psychological counseling and health monitoring services. The Employee Assistance Program (EAP) was officially launched in 2025. Regular EAP psychological counseling sessions are conducted monthly across the Company's four major campuses through multiple channels to effectively alleviate employees' physical and mental stress, ensuring their overall well-being.



"Employee Health Express" Series Brand Activities

We regularly conduct occupational health audits to systematically identify management gaps and continuously improve the safety management system through a closed-loop rectification mechanism, thereby effectively enhancing risk prevention and control capabilities.



05

Social Value and Community Commitment

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The Company has consistently integrated the fulfillment of social responsibilities into its corporate development strategy. Through volunteer services, charitable donations, emergency disaster relief, and other forms, VOYAH actively gives back to society. Simultaneously, it creates long-term value with stakeholders—including employees, communities, and the environment—in a sustainable manner, continuously promoting the harmonious coexistence of the enterprise and society.

Rural Revitalization

The Company is committed to stimulating endogenous momentum and exploring a path toward common prosperity through sustainable industrial collaboration. Since 2023, we have maintained continuous engagement with Keping County in Xinjiang and Mashan County in Guangxi. By establishing a long-term mechanism of "purchasing to assist" and "sales to promote production", we procured local specialty agricultural products exceeding CNY 4.15 million throughout the year. This initiative has effectively increased farmers' income and contributed to the gradual development of sustainable industrial capacity in the region.



CASE

VOYAH Keping County (Xinjiang) Consumer-Driven Agricultural Support Campaign

The Company has jointly developed co-branded agricultural assistance products with the China National Supply and Marketing Cooperative and the Keping County People's Government. Relying on the VOYAH LIFE mall, the Company established a short supply chain model of "farmers' direct procurement – cooperative processing – platform sales", effectively promoting green agricultural products such as red dates and walnuts from Keping County to markets nationwide.

At our fifth-anniversary user night event, a dedicated tasting zone for agricultural products from Keping County, Xinjiang was established. The authentic quality of these products received positive feedback from VOYAH users, deepening their recognition of the Company's social responsibility values. Following the event, users spontaneously shared and recommended the experience on social media platforms. With its reliable quality, the agricultural products from Keping County have become the preferred choice for users to "practice responsibility," extending the initiative of supporting farmers from "corporate practice" to "user participation + value transmission."

In 2025, sales of related agricultural assistance products reached 38,000 cases. This not only directly increased farmers' income and promoted industrial development but also established a sustainable rural revitalization pathway from consumption-based assistance to industrial "self-sustaining" growth through long-term support mechanisms, the launch of a digital order management system, and special initiatives such as the "Xinjiang Agricultural Assistance New Year Goods Festival". These efforts have continuously reinforced the Company's commitment to corporate social responsibility.



Letter of Appreciation from the Keping County People's Government



CASE

VOYAH "Intangible Cultural Heritage + New Energy" Initiative Empowering Rural Women's Income Growth

The Company has partnered with Ping An Insurance to jointly explore a new public welfare model integrating "Intangible Cultural Heritage" and New Energy Vehicles. Both parties focused on Ping An's "Mother's Needlework" public welfare project. Through establishing "Orange Workshops" in multiple locations across the country, this initiative helps rural women in Sichuan's Daliang Mountains, Guizhou, Yunnan, and other areas achieve employment near their homes through intangible cultural heritage skills such as embroidery. The collaboration between the Company and Ping An aims to leverage the automobile as a medium to connect a vast base of car owners with public welfare projects, thereby establishing a platform that combines cultural heritage preservation with social value to support the inheritance of intangible cultural heritage and increase income for rural women. This not only provides local women with a stable source of income, transforming intangible cultural heritage craftsmanship into a "livelihood-enhancing skill", but also, through the injection of financial and technological capabilities, constructs a sustainable public welfare ecosystem characterized by "Intangible Cultural Heritage Inheritance + Women's Income Growth + Rural Development".



Support the Development of Culture and Sports

We regard automobiles as mobile platforms that connect context, convey the spirit of sports, and nurture young dreams. Through deep engagement in cultural and tourism cooperation, active support for domestic and international sports and cultural events, and the implementation of youth sports public welfare initiatives, we integrate the brand's Chinese aesthetics and smart technologies into diverse scenarios driving the development of the cultural and sports sectors, thereby contributing to their advancement.



CASE

VOYAH Culture & Tourism Integration Project

In 2025, the Company continued to deepen its integration with cultural and tourism sectors in Hubei Province and Wuhan City, becoming the official mobility partner for multiple major cultural events. In the spring, we collaborated with Wuhan Culture and Tourism to launch the "Romantic Wuhan, Flowers Blooming Along the Way" cherry blossom viewing special drive event. The Company provided 30 VOYAH COURAGE vehicles as complimentary shuttle services to facilitate local and out-of-town visitors in touring core cherry blossom attractions, including Wuhan University and East Lake Cherry Blossom Park. In April, VOYAH was designated as the official vehicle provider for the 2025 Hubei Cultural and Tourism Development Conference. The company deployed multiple models from its lineup to deliver premium travel services to conference guests, contributing to the showcase of Jingchu cultural charm. In September, VOYAH was once again designated as the official vehicle for the 2025 Yangtze River Culture and Art Season, providing security and support for this national-level cultural event.



CASE

VOYAH Title Sponsorship of the Wuhan Open

For two consecutive years, VOYAH has served as the title sponsor of the Wuhan Open (a WTA 1000 event), providing official designated vehicles for the tournament. VOYAH PASSION L and the 2026 VOYAH Dream provided green and intelligent travel services for event guests, including athletes. Leveraging the robust capabilities of "Made in China", they achieved a deep integration of sports culture with the VOYAH brand culture.



CASE

VOYAH Youth Tennis Program

On September 12, 2025, the Company initiated the "Net Gathering Dreams: Youth Tennis Champions Public Welfare Program" with measures including equipment donations, tennis scholarships, public welfare tennis programs entering schools, and a public welfare forum. Together, these initiatives aim to build a cultivation system encompassing "basic popularization, potential selection, elite training, and professional excellence". We organized a public welfare tennis class for teenagers to help them achieve their tennis dreams and promote the sustainable development of the sport.



Emergency Rescue and Disaster Relief

The Company demonstrated its concern for disaster-stricken areas by actively donating supplies and conveying love and positive energy through concrete actions.

During the Reporting Period, We made cumulative external donations totaling CNY **860,800**.



CASE

VOYAH Earthquake Relief Campaign in Shigatse City, Tibet

In January 2025, a magnitude 6.8 earthquake struck Dingri County, Shigatse City, Tibet Autonomous Region. The Company immediately activated its emergency response mechanism and simultaneously launched dual assistance programs for both users and the disaster-affected areas. For VOYAH owners in disaster-affected areas, we have established a green channel for claims and repairs, provided free vehicle safety inspections, and ensured 24-hour online service to meet users' emergency needs. At the same time, We donated CNY500,000 to earthquake-stricken areas for emergency rescue and post-disaster reconstruction, demonstrating its commitment to supporting the affected regions in overcoming difficulties through concrete actions. This initiative reflects the Company's user-centric service philosophy and its commitment to 'progressing with society,' continuously conveying brand warmth during emergencies.



VOYAH Provides Emergency Aid Following the Tibet Shigatse Earthquake



CASE

VOYAH Public Welfare Campaign for Spring Festival Travel Assistance

On February 7, 2025, during the critical period of the Spring Festival travel rush, and to address potential extreme snow and rain weather while strengthening road safety assurance, We formally delivered 10 VOYAH FREE vehicles and 2 VOYAH Dream vehicles to the Highway Police Corps of the Hubei Provincial Public Security Department for use as police patrol and emergency command vehicles. These vehicles, featuring superior four-wheel-drive performance, extended range, and assisted intelligent driving assistance tools, were immediately deployed for the Spring Festival travel rush guarantee. They were assigned to fixed-point duty, emergency command, and coordinated linkage, significantly enhancing the efficiency of patrols and the emergency response capabilities of Hubei Expressway Traffic Police under adverse weather conditions. This initiative is a vivid practice of the Company leveraging its product advantages to participate in the construction of the public safety emergency system.



Community Development

The Company adheres to the philosophy of "co-creating a better life with users." It has established a distinctive public welfare ecosystem led by the brand, initiated by car owner clubs, and deeply engaged by a broad user base. By integrating public welfare initiatives closely with user community culture, VOYAH ensures that every act of kindness serves as a warm bond connecting the Company, its users, and society, thereby promoting the sustainable development of community-based public welfare.



CASE

VOYAH Car Club Community Public Welfare Project

The "Spring Festival Heartwarming Convoy," launched by the VOYAH Car Club, has become a cherished highlight of the winter ice-and-snow tourism season. This goodwill initiative originated in early 2024, when the Shenyang Shengjing VOYAH Owners Club pioneered the "VOYAH Friends" airport pickup service for southern tourists (affectionately dubbed "Little Potatoes" on Chinese social media). The campaign quickly received enthusiastic support from Liaoning TV's New North program team and Shenyang Taoxian International Airport. In 2025, the initiative was upgraded to version 2.0, evolving into a dual-city collaboration between Shenyang and Harbin. Officially renamed the "VOYAH 'Lao Tie' (Buddies) Spring Festival Convoy," it now extends its services to all tourists visiting Northeast China, as well as fellow car owners returning home for the Lunar New Year.

By 2026, this public welfare initiative will have successfully held its third edition, themed "From South to North: A Warm Farewell." Through three years of continuous charitable relay, the "New Year's Warmth Fleet" has not only effectively alleviated traffic pressure during peak tourism seasons but also extended the warmth of the VOYAH brand from its owner community to the broader public. It has become a mobile link conveying the city's enthusiasm and enhancing friendship between the north and south, vividly interpreting the social value of co-creation and mutual benefit between user communities and the brand.



CASE

VOYAH Car Club Public Welfare Series

We collaborated with owner volunteers to establish a normalized public welfare system for caring for teenagers. For four consecutive years, the "Gaokao Escort Plan" has been implemented. Each year, employees and VOYAH owner volunteers form a charity exam transport fleet. "VOYAH Service Stations" were set up at key examination centers in multiple core cities across China, including Wuhan and Shanghai, providing free pick-up and drop-off services, stationery supplies, heatstroke emergency materials, and rest areas for parents. Additionally, college application consultation services were provided. Cumulatively, over 10,000 students and their parents have been served. For two consecutive years, a special welcome service for university freshmen was organized. A fleet composed of owners and employee volunteers provided landing pick-up and drop-off services for new students at universities in Wuhan, safeguarding their journey to pursue higher education.



Volunteer Love-Driven Exam Transportation Fleet



CASE

"VOYAH Friends" Public Welfare Initiative

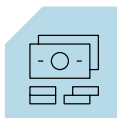
VOYAH has established "VOYAH Friends", a public welfare participation platform centered on vehicle owners. Throughout the year, this initiative engaged 650 owners and carried out diverse support activities for groups including children with cerebral palsy, persons with disabilities, elderly individuals living alone, and left-behind children. The total number of beneficiaries exceeded 1,730, with a total investment of CNY 300,000. Through material donations, rehabilitation companionship, skills empowerment, and academic tutoring, the program addressed the specific needs of different groups, fostering a sustainable ecosystem for owner-led public welfare.



Throughout the year, this initiative engaged
650 owners



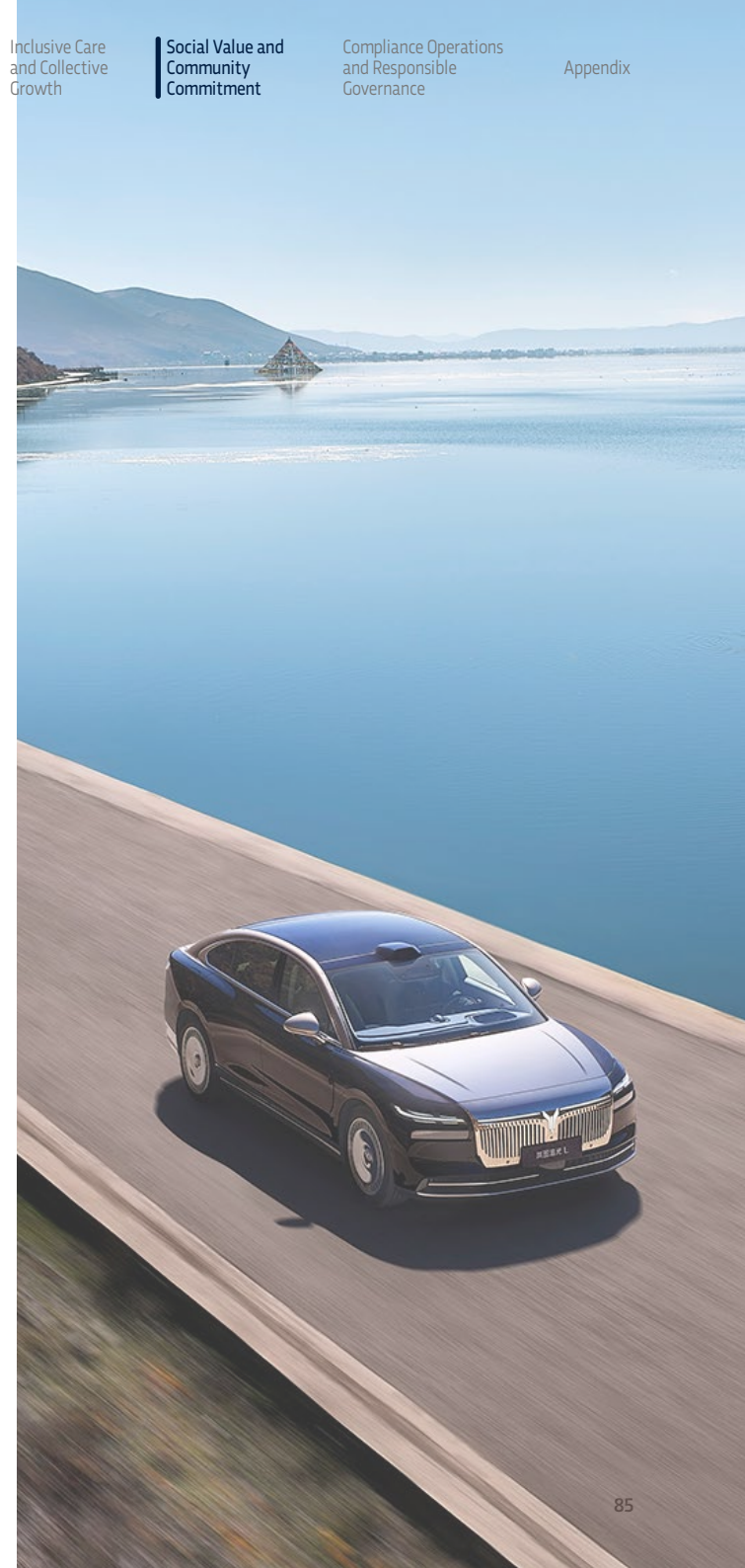
The total number of beneficiaries
exceeded **1,730**



A total investment of
CNY **300,000**



The "VOYAH Friends" Public Welfare Event Site





06

Compliance Operations and Responsible Governance

- 87 Corporate Governance
- 88 ESG Governance
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- 93 Integrity in Business Operations

Through clarifying its governance structure and defining responsibilities, the Company has progressively established and refined its governance system. We incorporate environmental, social, and climate-related issues into our scope of responsibility to ensure the effective operation of decision-making and oversight. We continue to strengthen policy frameworks, reinforce risk prevention and control as well as internal audit functions, and effectively manage risks in business operations.

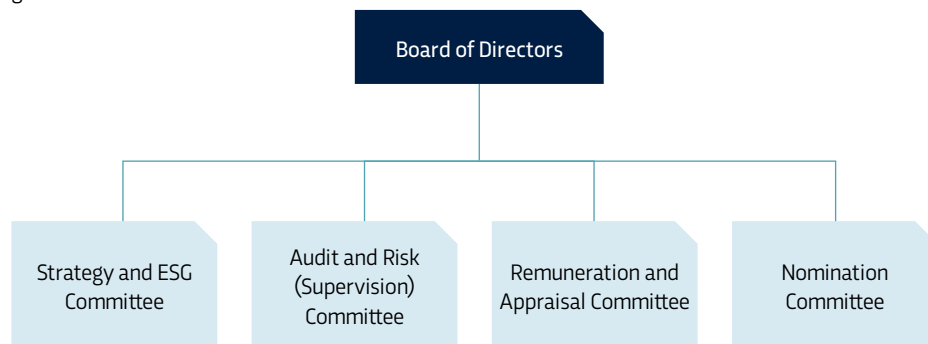
Corporate Governance

The Company strictly complies with laws and regulations such as the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Listing Rules of the HKEX* and the *Corporate Governance Code for Listed Companies of the HKEX* to ensure that its business operations comply with applicable laws and regulatory requirements. We continue to strengthen the Board's role in driving governance, fostering a system with clearly defined responsibilities, standardized operations, and mutual checks and balances.

Governance Structure

To standardize corporate governance and enhance the level of decision-making and management, we have established a policy system structured as "1+4+N". Among these, the Articles of Association serve as the cornerstone, while the *Rules of Procedure for Shareholders' Meetings*, the *Rules of Procedure for Board Meetings*, the *Rules of Procedure for Special Committees of the Board*, and the *Detailed Rules for the General Manager's Work* constitute the core. These are extended by specialized policies such as the *Measures for the Administration of External Investments*, the *Management System for Related Transactions*, the *Information Disclosure Management System*, and the *Working System for Independent Non-Executive Directors*. During the Reporting Period, the Company added or revised 17 policies, achieving a systematic reshaping and dynamic optimization of its governance policy framework.

In 2025, in accordance with laws and regulations, the Company abolished the Supervisory Board and organically integrated its functions into the Board of Directors. The Board is responsible for making decisions on major business matters of the Company. It has established the Strategy and ESG Committee, the Audit and Risk (Supervision) Committee, the Remuneration and Appraisal Committee, and the Nomination Committee to clarify division of responsibilities and provide professional supervision and guidance.



VOYAH Corporate Governance Structure

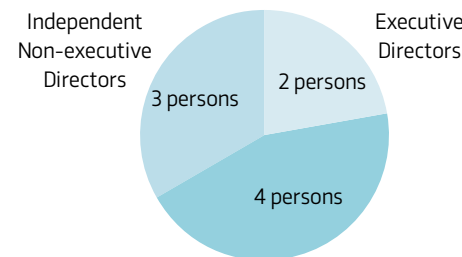
Board Diversity

The Company continues to optimize the composition of its Board of Directors, enhance the efficiency of the Board's operations, and support sound and efficient decision-making.

As of the end of the Reporting Period, the Board of Directors of VOYAH consisted of nine directors, including two executive directors, four non-executive directors, and three independent non-executive directors.

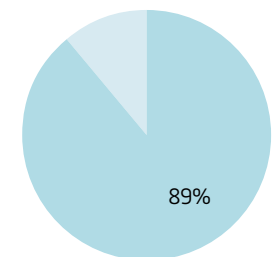
The Company has incorporated diversified factors, including gender, age, educational background, professional competence, and industry experience, into the comprehensive evaluation for director nomination and selection. During the Reporting Period, the Board of Directors included one female director. Board members possess professional experience in relevant fields such as finance, law, industry, and investment. Directors holding a master's degree or higher account for 89%.

Board Composition



Non-executive Directors

Board Composition by Educational Background



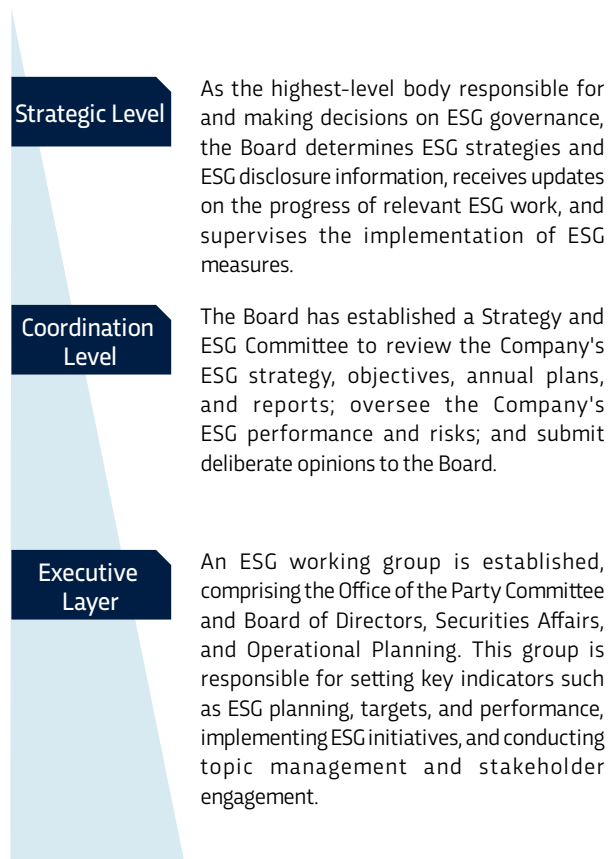
Master's degree and above

ESG Governance

The Company Automotive incorporates environmental, social, and governance (ESG) issues into its governance system, clarifies the organizational structure and division of responsibilities, strengthens the role of the Board of Directors by integrating stakeholder engagement and materiality analysis, and supports sustainable development.

ESG Governance Structure

The Company has established a standardized ESG governance structure to promote the implementation of ESG-related matters:



Board of Directors' Statement

The Board's overall supervision of ESG strategies and objectives

The Board of Directors of VOYAH serves as the highest authority responsible for and making decisions on ESG governance. It is tasked with coordinating the formulation and review of the Company's ESG-related strategies and objectives to ensure alignment with the overall development direction of the Company. The Board has integrated environmental, social, and climate-related issues into the Company's strategic planning and major decision-making processes, considering the specific characteristics of its business. Through the establishment of annual ESG targets and a regular review mechanism, the Board continuously oversees these initiatives. Based on the Company's development stage and operational reality, the Board comprehensively considers resource utilization efficiency, product responsibility, and climate-related factors when deliberating significant operational matters. Where necessary, the Board adjusts ESG strategies and objectives to ensure alignment with the Company's operating environment and external requirements.

The Board's ESG and Climate Risk Management Mechanism

The Board of Directors and its Audit and Risk (Oversight) Committee are responsible for overseeing the operation of the Company's risk management system and integrating ESG and climate-related risks into the overall risk identification and assessment framework. The Company identifies and assesses relevant risks through internal risk identification, feedback from business units, and analysis of industry information, while also evaluating their potential impact on business operations and development goals in conjunction with operational performance analysis.

For identified key risk matters, the Company tracks and addresses them through a tiered management mechanism and submits them to the Board of Directors for review when necessary. Based on relevant information, the Board supervises risk response measures and management arrangements.

Board Reporting Mechanism and Tracking for ESG Performance

The implementation and execution of the Company's daily ESG initiatives are primarily managed by the ESG Working Group, which is responsible for organizing and tracking relevant data and performance metrics, as well as reporting to senior management and the Board of Directors. Based on the reporting content, the Board assessed the completion status of key ESG topics and related targets, while monitoring any discrepancies or risks arising during the execution process. For identified key matters, the Company promotes the implementation of improvement measures through continuous tracking and feedback mechanisms and makes dynamic adjustments in subsequent management processes to support the achievement of ESG goals.

Stakeholder Engagement

Combining its strategic development direction with operational realities, the Company has established a normalized communication mechanism to incorporate stakeholder concerns into corporate governance and management considerations. It continues to optimize information disclosure and interaction methods, thereby enhancing decision-making transparency and management specificity. During the Reporting Period, the Company categorized stakeholders closely related to daily operations into eight groups and developed differentiated communication strategies tailored to the characteristics of each group to ensure open channels and effective operations.

Within the scope of our business operations, the table below outlines the key stakeholders and their respective concerns and communication methods:

Stakeholders	Focus Issues	Forms of Communication
Shareholders and Investors	- Information Disclosure - Business Performance - Corporate Governance - Innovation and Development - Compliance with Laws and Regulations - Business Ethics - Risk Management	- Shareholders' Meeting - Performance Presentation - On-site Survey - Roadshows and Reverse Roadshows - Multi-channel meetings - Reception of client visits
Employees	- Legal Employment - Employee Care - Training and Development - Employee Health and Safety	- Internal Office System - Employee Training - Activities of the Trade Union and the Communist Youth League - Employees' Congress - Opinions and Suggestions Collection
Ecosystem Partners	- Product Safety and Quality - Community Public Welfare	- Product Performance Training - Consumer Complaint Handling - Product Repair

Stakeholders	Focus Issues	Forms of Communication
User	- User Service and Satisfaction - Product Quality and Safety - Information Security and Privacy Protection	- VOYAH Auto App - WeChat Official Account - Customer Satisfaction Survey - Customer Complaints and Handling - Promotion through online and offline activities - Company website and social media interactions
Supplier	- Supply Chain Management - Product Quality and Safety - Management of Packaging Materials - Business Performance	- On-site Survey - Supplier Assessment - Quality Communication - Telephone/Written Communication - On-site Office - Supplier Conference - Public Procurement Tender
government departments	- Emission Management - Water Resource Management - Energy Consumption Management - Addressing Climate Change - Compliance with laws and regulations, integrity, and honesty - Intellectual Property Protection	- On-site survey - Communication and Negotiation - On-site spot checks - Participate in research and formulation of policies, standards, and rules.
Community/ Non-Governmental Organizations	- Community Public Welfare - Industry Exchange - Environmental Management - Product Quality and Safety	- Community Public Welfare Activities - Community Engagement - On-site survey - Industry Forums and Exchange Activities - Information Disclosure
Media	- Customer Satisfaction - Industry Exchange	- Media Press Conference - Interview and Exchange

Materiality Issue Analysis

We assessed and prioritized various issues based on two dimensions: their impact on the Company's long-term value creation and stakeholder engagement. This evaluation was conducted through internal surveys, policy analysis, and industry benchmarking. During the Reporting Period, the Company identified five highly material issues, six moderately material issues, and three general material issues.



VOYAH Material Issues Matrix

Compliance Management

Based on the requirements for standardized operations and sound business practices, VOYAH integrates compliance management and risk prevention requirements into the entire process of corporate governance and business management. It continuously improves its compliance and risk management systems while leveraging the synergistic effect of audit supervision and internal control mechanisms to enhance risk response capabilities and corporate governance levels.

Construction of the Compliance Management System

The Company promotes the coordinated operation of compliance management functions at both the organizational structure and policy levels, establishing a governance framework with clear responsibilities and well-defined divisions of labor. We have established a "Three Lines of Defense" risk management system. Business departments assume responsibility for risk identification and daily management during operations. The risk management functional department is responsible for overall coordination, supervision, and methodological guidance. The Board of Directors and supervisory bodies, such as the Audit Committee, conduct independent evaluations and provide assurance regarding the effectiveness of risk management and internal control systems. This forms a risk prevention and control mechanism characterized by clear division of labor and mutual collaboration.

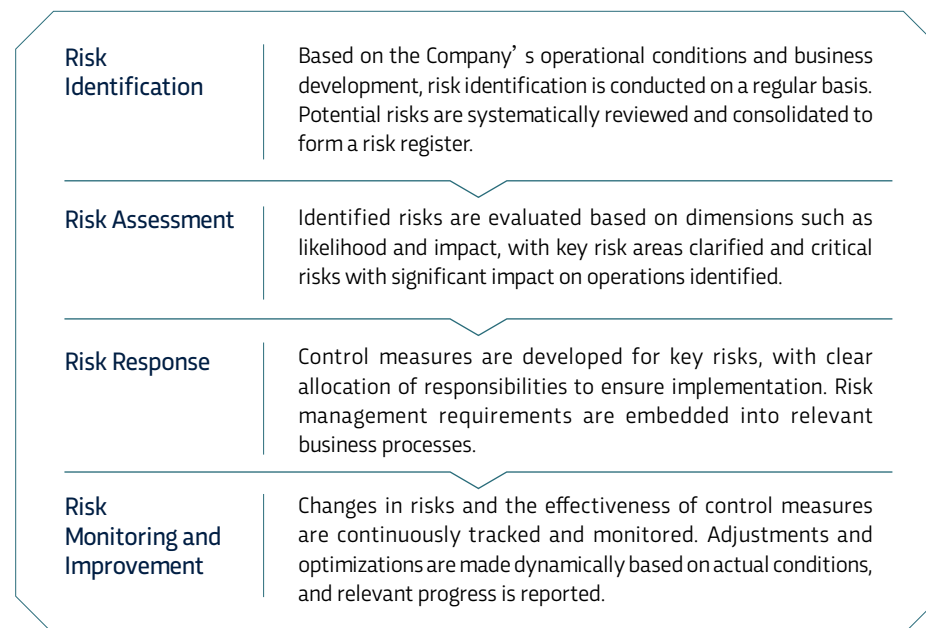
During the Reporting Period, the Company convened the Compliance Management Committee five times to deliberate on 27 agenda items covering key matters such as major case handling, policy revisions, and compliance inspections, effectively supporting the implementation of compliance decisions.



Three Lines of Defense for Compliance Management at VOYAH

Risk Management

The Company has established a risk management mechanism covering the entire process of identification, assessment, response, and monitoring based on its operational status. The Company systematically manages significant operational risks through institutionalized processes and embeds risk control requirements into daily operational decision-making. In specific operations, the Company leads with its risk management department, integrating annual risk identification, graded assessment, and key control mechanisms to implement dynamic tracking and closed-loop management of major risks. By clarifying responsibilities and establishing a regular monitoring mechanism, the Company ensures that risk response measures are effectively implemented and adjusted in a timely manner according to changes in risks.



VOYAH Risk Prevention and Control Process

Major Risk Prevention and Control

We have incorporated the identified significant risk controls into key management and operational priorities. Through cross-departmental collaboration mechanisms, we formulate and advance risk response measures while continuously tracking and evaluating their implementation effectiveness.

During the Reporting Period, the Company identified market risk, overseas business risk, and talent risk as key control items. Collaborating with seven professional domains including product development, the Company formulated and implemented eight risk mitigation measures. Based on the year-end tracking results, all measures achieved their targets as planned.



CASE

Prevention and Control of Infringement Risks in Research

To address legal and compliance risks in the R&D sector, the Company has established a risk assessment and control mechanism covering the entire R&D lifecycle, embedding intellectual property and compliance requirements into each stage of the R&D process.

Project Initiation Stage

Assess potential patent infringement risks and clarify intellectual property ownership during collaborative development.

R&D Stage

Implement a clear division of responsibilities and authority, apply tiered protection measures for trade secrets, and conduct reviews of third-party technology introduction terms.

Product Launch

Complete product compliance certification and intellectual property clearance, and conduct compliance reviews of user agreements.

Risk Control Mechanism for the Full Lifecycle of VOYAH R&D

Internal Control Audit

The Company has established a collaborative mechanism between internal audit and internal control. Focusing on business areas such as R&D, manufacturing, marketing, and service support, the Company implements pre-management for policies, significant decisions, major projects, and major capital arrangements. For issues identified during the audit process, targeted rectification plans are formulated to drive issue resolution into a closed loop.

During the Reporting Period:

The Company conducted **5** special audit projects covering key businesses in four major areas: research and development, manufacturing, marketing, and service support. The completion rate for rectification of audit issues upon expiration was **100%**.

The Company reviewed a cumulative total of over **11,600** contracts throughout the year, and all relevant matters were processed in accordance with the required review procedures.

In the process of handling disputed matters, the Company reviewed and analyzed typical cases, updating them to form the 'Compliance White Paper' and 'Compliance Case Collection' to support subsequent risk identification and management optimization.

Compliance Culture Construction

We embed compliance requirements into daily business operations and leverage training as a key initiative to continuously strengthen our compliance culture. Leveraging internal and external professional resources within the organization, we conducted 11 specialized compliance training sessions covering major risk areas including contract management, compliance bottom lines, data and AI risks, intellectual property, labor employment, and sales compliance. The training participants included key personnel from procurement, marketing, research and development, technical information, retail stores, and service support.

Integrity in Business Operations

The Company has always adhered to the bottom line of compliant operations, continuously improved its integrity risk prevention and control system, resolutely prevented various corruption and fraud risks, maintained a fair and transparent business environment, and shaped a positive corporate reputation.

Strengthening the anti-corruption and integrity management policy system

We systematically reviewed and updated our policies related to anti-corruption and integrity management. Focusing on conduct management, accountability implementation, and business supervision, we have established a clearer management mechanism. By refining policies and execution mechanisms, we have integrated integrity requirements into daily business operations. We have strengthened constraints and supervision over key positions to continuously enhance supervisory effectiveness, ensuring the Company's compliance, stability, and sustainable development.

Strengthen accountability for integrity management and enhance supply chain integrity compliance.

We clearly define that business supervisors are the primary subjects of supervisory responsibility. We organized more than 1,300 managers and personnel in key positions to sign integrity and self-discipline commitment letters, establishing a closed-loop management mechanism covering commitments, execution, and evaluation. In the field of supply chain management, the Company strengthened integrity and compliance requirements for partners by revising and improving the *General Procurement Policy* to incorporate relevant integrity and compliance clauses. Simultaneously, the Company requires all cooperating suppliers to sign the *Agreement on Joint Construction of Compliance and Integrity* and the *Commitment Letter on Creditworthiness*, promoting partners to jointly uphold commitments to integrity and compliance.

Deepen the prevention and control of integrity risks in key areas

We continue to strengthen integrity risk management in key business areas. We have established a rotation mechanism for professional procurement positions. Directors and personnel in key roles meeting the rotation criteria are subject to regular rotations to effectively prevent and mitigate corruption risks.

Whistleblowing Procedures and Whistleblower Protection

We have established a diverse and robust reporting and appeal mechanism along with communication channels. We strictly implement whistleblower protection measures, ensuring strict confidentiality of whistleblower information and reported content, thereby fostering an open, transparent, fair, and equitable development environment.

We continuously refine our reporting handling process by establishing an investigation procedure independent of business departments. In accordance with regulations, disciplinary rules, and laws, we conduct verification and evidence collection for reporting leads. We generate investigation reports in compliance with established procedures and promptly feedback the results of investigations and handling.

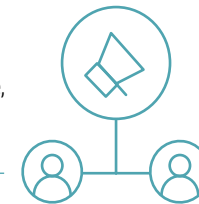
VOYAH Anti-Corruption Reporting Channel

Mail Reception

Discipline Inspection and Audit Department,
VOYAH Technology Co., Ltd., VOYAH Science
and Technology Park, No. 6 Shenlong Avenue,
Economic and Technological Development
Zone, Wuhan City, Hubei Province

Unified Reporting Hotline

12388



During the Reporting Period

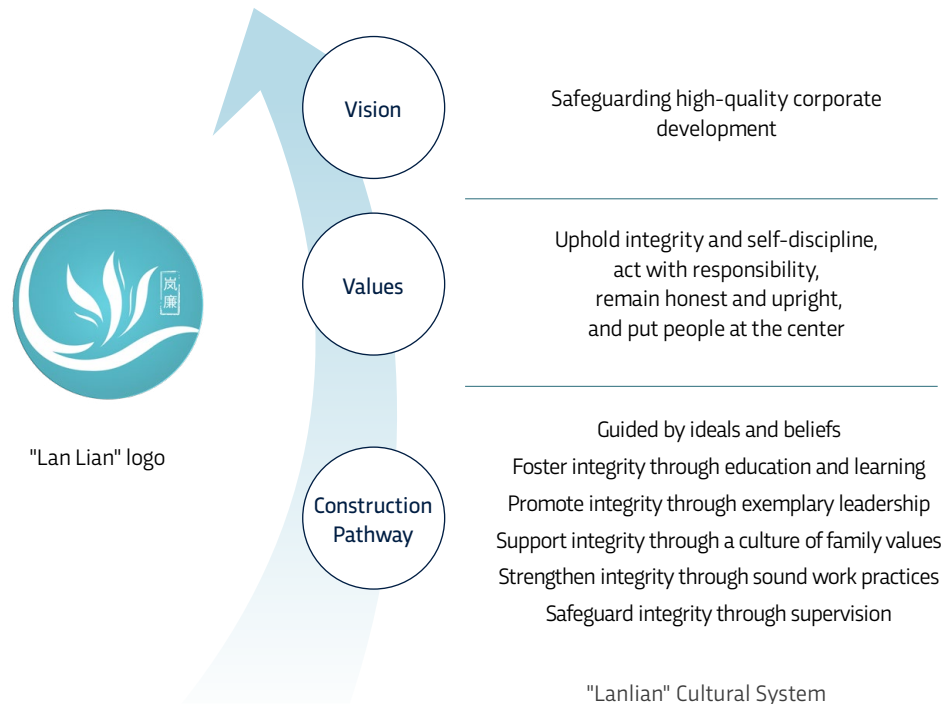
NO litigation cases related to
corruption occurred at the Company.

Construction of Integrity Culture

Deepen the construction of integrity culture and firmly establish an ideological defense line against corruption.

We continue to advance the construction of an integrity culture system. We adhere to cultivating a clean and upright atmosphere through integrity culture, positioning its development as a key lever for deepening anti-corruption efforts and enhancing corporate governance standards. We have established the "Lan Lian" cultural brand, promoting the integration of integrity principles into all aspects of corporate governance to achieve normalized and long-term integrity education. Organized multi-level learning and training activities centered on integrity standards for professional conduct, typical warning cases, and internal policy requirements. These activities covered board members, senior management, and personnel in key positions, continuously strengthening the organization-wide awareness of integrity and self-discipline as well as compliance performance capabilities.

During the Reporting Period, we conducted 112 integrity training sessions, with a total of 10,087 participations.



CASE

"Clear Breeze Blows Gently, Mist and Integrity Bloom": Calligraphy and Painting Exhibition

During the Reporting Period, the Company organized and carried out an exhibition of works themed on integrity culture, encouraging employees to enhance their awareness of integrity through forms such as calligraphy and painting, thereby promoting the integration of the "Lan Lian" culture into minds, hearts, and actions.



"Clear Breeze Blows Gently, Mist and Integrity Bloom":
Employee Calligraphy and Painting Exhibition

Appendix I: Applicable Laws and Regulations

Serial Number	Document Name
(I) List of Applicable Laws and Regulations on Energy Conservation and Environmental Protection	
1	Energy Conservation Law of the People's Republic of China
2	Law of the People's Republic of China on Promoting Cleaner Production
3	Environmental Protection Law of the People's Republic of China
4	Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution
5	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste
6	Law of the People's Republic of China on Prevention and Control of Water Pollution
7	Law of the People's Republic of China on Prevention and Control of Noise Pollution
8	Law of the People's Republic of China on Promoting Circular Economy
9	Water Law of the People's Republic of China
10	Renewable Energy Law of the People's Republic of China
11	Environmental Protection Tax Law of the People's Republic of China
12	United Nations Convention on Biological Diversity
13	Measures for the Energy Conservation Review of Fixed Asset Investment Projects
14	Measures for the Administration of Industrial Energy Conservation
15	Notice on Launching the Special Supervision of National Major Industrial Energy Conservation
16	Measures for Energy Conservation Supervision
17	Measures for the Administration of Electricity Conservation
18	Electric Power Law of the People's Republic of China

Serial Number	Document Name
19	Regulations on the Administration of Environmental Protection of Construction Projects
20	Energy Law of the People's Republic of China
21	Law of the People's Republic of China on Environmental Impact Assessment
22	Comprehensive Emission Standard for Air Pollutants
23	Control Standard for Unorganized Emissions of Volatile Organic Compounds
24	Environmental Quality Standards for Surface Water
25	Emission Standard for Electroplating Pollutants
26	General Standard for Pollution Control of Storage and Landfilling of Industrial Solid Waste
27	Standard for Pollution Control on Hazardous Waste Storage
28	Administrative Measures for the Permit Management of Discharging Urban Sewage into Drainage Pipe Networks
29	Interim Regulations on the Administration of Carbon Emission Trading
30	General Principles for Accounting and Reporting of Greenhouse Gas Emissions from Industrial Enterprises
II. List of Applicable Laws and Regulations on Occupational Health and Safety	
1	Law of the People's Republic of China on Prevention and Control of Occupational Diseases
2	Work Safety Law of the People's Republic of China
3	Provisions on the Supervision and Administration of Occupational Health in the Workplace
4	Measures for the Administration of Occupational Health Examinations
5	Administrative Measures for Emergency Plans for Production Safety Accidents

Serial Number	Document Name
III. List of Applicable Laws and Regulations for Human Resources	
1	Labor Contract Law of the People's Republic of China
2	Trade Union Law of the People's Republic of China
3	Labor Law of the People's Republic of China
4	Law of the People's Republic of China on the Protection of Minors
5	Implementation Regulations of the Labor Contract Law of the People's Republic of China
6	Measures for the Determination of Work-Related Injuries
7	Regulations on Work-Related Injury Insurance
8	Provisions on the Prohibition of Child Labor
9	Convention (No. 111) concerning Discrimination in Respect of Employment and Occupation
10	Forced Labor Convention
IV. List of Other Laws and Regulations	
1	Criminal Law of the People's Republic of China
2	Company Law of the People's Republic of China
3	Securities Law of the People's Republic of China
4	Product Quality Law of the People's Republic of China
5	Advertising Law of the People's Republic of China
6	Law of the People's Republic of China on the Protection of Consumer Rights and Interests
7	Trademark Law of the People's Republic of China

Serial Number	Document Name
8	Patent Law of the People's Republic of China
9	Civil Code of the People's Republic of China
10	Copyright Law of the People's Republic of China
11	Anti-Unfair Competition Law of the People's Republic of China
12	Cybersecurity Law of the People's Republic of China
13	Data Security Law of the People's Republic of China
14	Personal Information Protection Law of the People's Republic of China
15	Regulations on Customs Protection of Intellectual Property Rights of the People's Republic of China
16	Paris Convention for the Protection of Industrial Property
17	Patent Cooperation Treaty
18	Madrid Agreement Concerning the International Registration of Marks
19	Hague Agreement Concerning the International Registration of Industrial Designs
20	Listing Rules of the HKEX
21	Corporate Governance Code for Listed Companies of the HKEX
22	Provisions on the Administration of Recall for Motor Vehicle Emissions
23	Regulations on the Recall of Defective Automobiles
24	Measures for the Administration of Recall of Defective Automobile Products by the Company
25	Measures for the Administration of Automobile Sales

Appendix II: Index of Content for the Hong Kong Exchanges and Clearing Limited *Environmental, Social and Governance Reporting Code*

Environmental, Social and Governance Scope and General Disclosure and Key Performance Indicators (KPIs)		Index
A. Environment		
Level A1: Emissions		
General Disclosure	Regarding the generation of waste gases and greenhouse gas emissions, discharges to water and land, and the generation of hazardous and non-hazardous wastes: (a) Policies; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the issuer.	Low-Carbon Transition and Green Development
A1.1	Types of emissions and related emission data.	Low-Carbon Transition and Green Development
A1.3	Total volume of hazardous waste generated (in metric tons) and (where applicable) density (calculated per unit of production or per facility).	Low-Carbon Transition and Green Development
A1.4	Total volume of non-hazardous waste generated (in metric tons) and (where applicable) density (calculated per unit of production or per facility).	Low-Carbon Transition and Green Development
A1.5	Describe the established emission reduction targets and the steps taken to achieve these targets.	Low-Carbon Transition and Green Development
A1.6	Description of the methods for handling hazardous and non-hazardous waste, as well as the description of established waste reduction targets and the steps taken to achieve these targets.	Low-Carbon Transition and Green Development

Environmental, Social and Governance Scope and General Disclosure and Key Performance Indicators (KPIs)		Index
Level A2: Resource Usage		
General Disclosure	Policy on the effective use of resources (including energy, water, and other raw materials).	Low-Carbon Transition and Green Development
A2.1	Total consumption (in thousands of kWh) and intensity (per unit of production or per facility) of direct and/or indirect energy by type (e.g., electricity, gas, or oil).	Low-Carbon Transition and Green Development
A2.2	Total water consumption and density (calculated per unit of production or per facility).	Low-Carbon Transition and Green Development
A2.3	Description of the established energy efficiency targets and the steps taken to achieve these targets.	Low-Carbon Transition and Green Development
A2.4	Describe whether there are any issues regarding the availability of applicable water sources, as well as the established water efficiency targets and the steps taken to achieve these targets.	Low-Carbon Transition and Green Development
A2.5	The total quantity of packaging materials used for finished products (measured in metric tons) and, where applicable, the quantity per production unit.	Low-Carbon Transition and Green Development
Level A3: Environment and Natural Resources		
General Disclosure	Policies to reduce the significant adverse impacts of the issuer on the environment and natural resources.	Low-Carbon Transition and Green Development
A3.1	Description of the significant impacts of business activities on the environment and natural resources, and actions taken to manage such impacts.	Low-Carbon Transition and Green Development

Environmental, Social and Governance Scope and General Disclosure and Key Performance Indicators (KPIs)		Index
B. Social		
Employment and Labor Practices		
Level B1: Employment		
General Disclosure	Regarding remuneration and termination, recruitment and promotion, working hours, leave, equal opportunities, diversity, anti-discrimination, and other terms of employment and benefits: (a) Policies; and (b) Compliance with relevant laws and regulations that have a significant impact on the issuer.	Inclusive Care and Shared Growth
B1.1	Total number of employees by gender, employment type (e.g., full-time or part-time), age group, and region.	Inclusive Care and Shared Growth
B1.2	Employee turnover rates by gender, age group, and region.	Inclusive Care and Shared Growth
Level B2: Health and Safety		
General Disclosure	Regarding the provision of a safe working environment and the protection of employees from occupational hazards: (a) Policies; and (b) Compliance with relevant laws and regulations that have a significant impact on the issuer.	Inclusive Care and Shared Growth
B2.1	The number and rate of work-related fatalities per year over the past three years (including the reporting year).	Inclusive Care and Shared Growth
B2.2	Number of workdays lost due to work-related injury.	Inclusive Care and Shared Growth
B2.3	Describe the occupational health and safety measures adopted, as well as the related implementation and monitoring methods.	Inclusive Care and Shared Growth

Environmental, Social and Governance Scope and General Disclosure and Key Performance Indicators (KPIs)		Index
Level B3: Development and Training		
General Disclosure	Policies regarding the knowledge and skills of employees to perform their duties. Description of training activities.	Inclusive Care and Shared Growth
B3.1	Percentage of trained employees by gender and employee category (e.g., senior management, middle management).	Inclusive Care and Shared Growth
B3.2	Average hours of training completed per employee, disaggregated by gender and employee category.	Inclusive Care and Shared Growth
Level B4: Labor Standards		
General Disclosure	Regarding the prevention of child labor or forced labor: (a) Policies; and (b) Compliance with relevant laws and regulations that have a significant impact on the issuer.	Inclusive Care and Shared Growth
B4.1	Describe measures to review recruitment practices to prevent child labor and forced labor.	Inclusive Care and Shared Growth
B4.2	Describe the steps taken to eliminate the circumstances upon discovery of non-compliance.	Inclusive Care and Shared Growth

Environmental, Social and Governance Scope and General Disclosure and Key Performance Indicators (KPIs)

Index

Operating Practices

Level B5: Supply Chain Management

General Disclosure	Policy on managing environmental and social risks in the supply chain.	Co-creation of Value and Shared Win-Win Development
Key Performance Indicator B5.1	Number of suppliers by region.	Co-creation of Value and Mutual Win-Win Development
Key Performance Indicator B5.2	Describe the practices regarding supplier engagement, the number of suppliers to whom these practices are applied, and the relevant implementation and monitoring methods.	Co-creation of Value and Mutual Win-Win Development
Key Performance Indicator B5.3	Description of the management regarding the identification of environmental and social risks at each stage of the supply chain, as well as the relevant implementation and monitoring methods.	Co-creation of Value and Shared Win-Win Development
Key Performance Indicator B5.4	Describe the practices that encourage the use of environmentally friendly products and services during supplier selection, along with the related implementation and monitoring methods.	Co-creation of Value and Shared Win-Win Development

Level B6: Product Responsibility

General Disclosure	Regarding health and safety of the products and services provided, advertising, labeling and privacy matters, as well as remedial measures: (a) Policy; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the Issuer.	Technological Innovation and Excellence in Products
Key Performance Indicator B6.1	The percentage of total products sold or shipped that were recalled for safety and health reasons.	Technological Innovation and Excellence in Products
Key Performance Indicator B6.2	Number of complaints received regarding products and services and the corresponding response measures.	Co-creation of Value and Shared Win-Win Development

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Key Performance Indicator B6.3	Describe practices related to the maintenance and protection of intellectual property rights.	Technological Innovation and Excellence in Products
Key Performance Indicator B6.4	Description of the quality inspection process and product recall procedures.	Technological Innovation and Excellence in Products
Key Performance Indicator B6.5	Description of consumer data protection and privacy policies, as well as the related implementation and monitoring methods.	Co-creation of Value and Shared Win-Win Development

Level B7: Anti-Corruption

General Disclosure	Regarding the prevention of bribery, extortion, fraud, and money laundering: (a) Policy; and (b) Information on compliance with relevant laws and regulations that have a significant impact on the Issuer.	Compliant Operations and Responsible Governance
Key Performance Indicator B7.1	The number of concluded corruption litigation cases filed against the Issuer or its employees during the Reporting Period and the outcomes of such litigation.	Compliant Operations and Responsible Governance
Key Performance Indicator B7.2	Description of preventive measures and reporting procedures, as well as relevant implementation and monitoring methods.	Compliant Operations and Responsible Governance
Key Performance Indicator B7.3	Description of anti-corruption training provided to directors and employees.	Compliant Operations and Responsible Governance

Community

Level B8: Community Investment

General Disclosure	Policies regarding community engagement to understand the needs of the communities in which operations are conducted and to ensure that business activities take into account community interests.	Social Value and Public Welfare Responsibility
Key Performance Indicator B8.1	Focus on contribution areas (such as education, environmental matters, labor needs, health, culture, and sports).	Social Value and Public Welfare Responsibility
Key Performance Indicator B8.2	Resources (such as money or time) allocated to the scope of focus.	Social Value and Public Welfare Responsibility

Part D: Climate-related Disclosure

Climate-related disclosure requirements	Chapter
Governance	
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.	Low-Carbon Transition and Green Development
(b) the role of the management in the governance processes, monitoring measures and procedures used to monitor, manage and oversee climate-related risks and opportunities, including the following information:	
Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	Low-Carbon Transition and Green Development
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.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
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.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
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.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
An issuer shall disclose information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 4(a)	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change

Climate-related disclosure requirements	Chapter
Financial position, financial performance and cash flows	
Current financial effect	After a prudent assessment, due to the high uncertainty in the measurement methodology for assessing relevant impacts, the Company currently finds it difficult to obtain quantitative data on its related climate risks and opportunities. The Company intends to progressively deepen the quantification of financial impacts in the future and disclose relevant data as appropriate.
6. An issuer shall disclose how climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period; and	
Financial position, financial performance and cash flows	
Anticipated financial effect	After a prudent assessment, due to the high uncertainty in the measurement methodology for assessing relevant impacts, the Company currently finds it difficult to obtain quantitative data on its related climate risks and opportunities. The Company intends to progressively deepen the quantitative analysis of financial impacts in the future and disclose relevant data as appropriate.
7. The issuer disclose about: 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; 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.	
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.	The Company has not yet conducted a systematic climate scenario analysis. The Company plans to gradually introduce a scenario analysis method combining qualitative and quantitative approaches when conditions are mature, referencing industry practices, to assess the potential impacts of different climate scenarios on its operations and business development.

Climate-related disclosure requirements	Chapter
Risk	
9. An issuer shall disclose information about: (a) the processes and related policies it uses to identify, assess, prioritise and monitor climate-related risks.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
(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	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
(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.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
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 CO2 equivalent, classified as: Scope 1 greenhouse gas emissions; Scope 2 greenhouse gas emissions; and Scope 3 greenhouse gas emissions.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change Scope 3 Emissions: The Company has commenced the statistical compilation and disclosure of total greenhouse gas emissions and emission intensity. Given the Company's current data foundation, Scope 3 emission data is still being systematically organized. The Company will progressively enhance relevant data disclosure when conditions are mature.

Climate-related disclosure requirements	Chapter
11. An issuer shall measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004), 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 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).	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
Climate-related transition risks 12. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	No climate-related transition risks with significant impact on the Company's assets or business were identified during the Reporting Period, nor was any monetary quantification of such impacts performed. Subsequent improvements to relevant assessments and disclosures will be made in a phased manner based on business development and regulatory requirements.
Climate-related physical risks 13. An issuer shall disclose the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	The Company has identified and assessed climate-related physical risks, such as extreme weather events. No circumstances were found that would have a significant impact on assets or business activities. Consequently, no monetary disclosure was made during the Reporting Period. In the future, we will continue to carry out relevant assessment work in conjunction with climate change trends.

Climate-related disclosure requirements	Chapter
Climate-related opportunities 14. An issuer shall disclose the amount and percentage of assets or business activities aligned with climate-related opportunities.	Given the Company's current business model and development stage, the impact of climate-related opportunities on assets or business activities has not yet reached a quantifiable scale; therefore, no monetary disclosure was made during the Reporting Period. The Company will continue to monitor potential development opportunities arising from the low-carbon transition and gradually improve relevant assessment and disclosure.
Capital deployment 15. An issuer shall disclose the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	During the Reporting Period, the Company incurred no capital expenditures directly related to climate-related risks or opportunities. If future investments are required, the Company will gradually carry out relevant disclosures based on business development.
Internal carbon prices 16. An issuer shall disclose: 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 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 established an internal carbon pricing mechanism. In the future, the applicability of the internal carbon pricing mechanism will be evaluated based on relevant national policies and industry development trends.
Remuneration 17. An issuer shall disclose whether and how climate-related considerations are factored into remuneration policy, or an appropriate negative statement.	The Company has not yet incorporated climate-related factors into its compensation incentive policies. Future assessments will be conducted to evaluate the feasibility of incorporating relevant indicators into performance appraisals, based on the progress of the Company's sustainable development strategy.

Climate-related disclosure requirements	Chapter
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.	Low-Carbon Transition and Green Development — Low-Carbon Operations — Addressing Climate Change
20. An issuer shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target.	
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.	After a prudent assessment, it has been determined that the current cross-industry and industry-specific indicators have limited applicability to the Company; therefore, no specific disclosure has been made.
Applicability of cross-industry metrics and industry-based metrics 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).	

Appendix III: ESG Performance

Indicator Name	Indicator Unit	2025
Level A1: Emissions		
A1.1 Types of Emissions and Related Emission Data		
Nitrogen Oxides (NOx) Emissions	Ton	7.73
Total Volatile Organic Compounds (VOCs) Emissions	Ton	32.51
Sulfur Dioxide (SO ₂) Emissions	Ton	2.84
Industrial wastewater discharge volume	Ton	499,827
Volume of industrial wastewater treated and reused	Ton	204,609
Chemical Oxygen Demand (COD) emissions	Ton	16.50
Ammonia Nitrogen Emissions	kilogram	1,146
Scope 1 greenhouse gas emissions	tCO ₂ e	25,547
Scope 2 greenhouse gas emissions	tCO ₂ e	67,663
Total Greenhouse Gas Emissions (Scope 1 + 2)	tCO ₂ e	93,210
Greenhouse Gas Emission Intensity (Scope 1 + 2)	tCO ₂ e per million CNY	2.44
A1.3 Total volume of hazardous waste generated (in metric tons) and density (e.g., per unit of production or per facility)		
Volume of Hazardous Waste Disposed	Ton	1,786
Quantity of hazardous waste disposed per 10,000 yuan of output value	kg/10,000 CNY	0.47
A1.4 Total volume of non-hazardous waste generated (in metric tons) and (where applicable) density (calculated per unit of production or per facility)		
Disposal volume of general solid waste	Ton	23,499
Total Comprehensive Utilization of General Solid Waste	Ton	22,812
Quantity of general solid waste disposed per 10,000 yuan of output value	kg/10,000 CNY	6.16

Indicator Name	Indicator Unit	2025
Level A2: Resource Usage		
A2.1 Total consumption and intensity (e.g., per unit of production or per facility) of direct and/or indirect energy by type (such as electricity, gas, or oil)		
Purchased Electricity	10,000 kWh	12,871
Natural Gas	Standard Cubic Meters	892
Gasoline	Ton	1,039
Comprehensive Energy Consumption	ton of standard coal	26,210
Comprehensive energy consumption per 10,000 yuan of output value	kgce/10,000 CNY	6.87
Energy consumption per unit of product	kg standard coal / unit	154.1
A2.2 Total water consumption and intensity (calculated per unit of production or per facility)		
Production water consumption	Ton	750,865
Water consumption per 10,000 yuan of output value	Ton/10,000 CNY	0.20
A2.5 Total amount of packaging materials used for finished products (in metric tons) and (where applicable) per unit of production		
Consumption of Packaging Materials	Ton	89,196
Packaging material consumption per 10,000 yuan of output value	kg/10,000 CNY	23.38
Indicator Name	Indicator Unit	2025

Indicator Name	Indicator Unit	2025
Level B1: Employment		
B1.1 Total number of employees by gender, employment type, age group, and region		
Total number of employees	Person	8,738
By gender		
Male employees	Person	6,894
Female Employees	Person	1,844
By Employment Type		
Full-time employees	Person	8,198
Intern	Person	540
By Age		
29 years old and below	Person	3,062
30 years of age or older and under 50	Person	5,639
50 years of age and older	Person	37
By Region		
Regions within Hubei Province	Person	6,133
Areas outside Hubei Province	Person	2,605
By Function		
Research and Development	Person	3,164
Sales and Marketing	Person	3,262
Manufacturing	Person	2,081
General Administration and Management	Person	231
B1.2 Employee turnover ratio by gender and age group		
Total Attrition Rate	%	15.3
Employee turnover rate by gender		
Male employees	%	15.4
Female Employees	%	15.2
Employee Turnover Rate by Age		
Employees under 30 years old	%	14.5
Employees aged 30-50	%	15.7
Employees over 50 years old	%	13.3

Indicator Name	Indicator Unit	2025
Level B2: Health and Safety		
B2.1 Number and rate of work-related fatalities		
Number of work-related fatalities	Person	0
B2.2 Lost Workdays Due to Occupational Injury		
Lost Time Due to Work-Related Injury	Day	132
Work-related injury accident rate	‰	1.26
Level B3: Development and Training		
B3.1 Percentage of trained employees by gender and employee category		
Percentage of trained employees by gender		
Male employees	%	79
Female employees	%	21
Percentage of trained employees by employment type		
Senior Management	%	0.1
Middle Management	%	0.6
Regular Employees	%	99.3
B3.2 Average number of training hours completed per employee by gender and employee category		
Average hours of training per employee by gender		
Male employees	hour	57.5
Female Employees	hour	56.9
Average Hours of Training per Employee by Employee Category		
Senior Management	hour	187
Middle Management	hour	160
Regular Employees	hour	55.16

Indicator Name	Indicator Unit	2025
Level B6: Product Responsibility		
B6.2 Number of complaints received regarding products and services and the response methods		
Total Number of Complaints	Case	1,335
Complaints arising from service issues	Case	108
Among them, the number of complaints due to product quality	Case	430
Consumer/Customer Satisfaction (LandRoads Brand NPS Score)	Segment	72.7
Level B8: Community Investment		
B8.2 Resources (such as money or time) committed to the focused scope		
Cumulative External Donations	ten thousand yuan	86.08

