



JAC

Environmental, Social and
Governance Report 2025

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Report Explanation

Reporting Considerations

This report is the first¹ Environmental, Social, and Governance (ESG) Report issued by Anhui Jianghuai Automobile Group Corp., Ltd. (hereinafter referred to as "JAC," "the Company," or "we"). It aims to present the Company's philosophy, practices, and performance in sustainable development, enabling society at large to understand and supervise JAC's ESG work. By establishing a two-way communication mechanism, we strive to jointly advance the long-term goal of sustainable development for the Company.

This report is an annual report covering the fiscal year from January 1, 2025 to December 31, 2025 (hereinafter referred to as the "Reporting Period"). Certain related information may extend to the previous reporting period or 2026.

Scope and Boundaries

The policies and data provided in this report cover the Company and its subsidiaries. The reporting scope is consistent with that of the annual report. Unless otherwise specified, the currency unit used in this report is Renminbi (RMB). The data and cases in this report are primarily derived from internal statistical reports and relevant documents of the Company. The Board of the Company commits that the content of this report is true, accurate, and complete, and contains no false records or misleading statements.

Language

This report is available in both Chinese and English versions for readers' reference. In the event of any discrepancy between the Chinese and English versions of this report, the Chinese version shall prevail.

Reporting Basis

This report complies with the compilation requirements of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)*. It also references and responds to the disclosure requirements of the United Nations Sustainable Development Goals (UN SDGs) and the Chinese Academy of Social Sciences' Guidelines for Corporate Sustainability Reporting of China Enterprises (CASS-ESG 6.0), and was prepared in conjunction with the Company's double materiality assessment results.

Reporting Assurance

JAC has engaged the external institution, Standard Inspection and Certification Services Co., Ltd. (SGS), to provide independent assurance services for this report. For detailed information, please refer to *Assurance Statement on the Report* in Appendix III.

Confirmation and Approval

This report was approved by the Board on April 2, 2026, following confirmation by the management.

¹ Since 2011, the Company has continuously disclosed 15 social responsibility reports. In 2025, we comprehensively upgraded our ESG reporting framework. Therefore, this report marks our first ESG report.

From the Chairman

2025 marks the concluding year of the "14th Five-Year Plan" and a year for JAC to engrave our legacy of struggle and forge an era benchmark. From pioneering the first vehicle produced in Anhui to establishing the independent luxury brand MAEXTRO as a benchmark, our original aspiration has remained unchanged, and our pursuit of dreams has never ceased.

This year, JAC raised the banner and advanced together with one heart. We have thoroughly studied and implemented the spirit of the Fourth Plenary Session of the 20th CPC Central Committee and General Secretary Xi Jinping's important speech during his inspection in Anhui. We have comprehensively strengthened Party building and promoted high-quality development through Party leadership. Achieved sales of 384,100 units in 2025 and was included in the Top 500 Chinese Manufacturing Enterprises for 2025, taking solid steps on the journey to build a strong automotive nation.

This year, JAC led innovation and technology advancement while uniting efforts to tackle key challenges. We are dedicated to the development direction of intelligent new energy. We focus our efforts on intelligence and green initiatives, concentrating on four key areas: vehicle integration, application layers, core critical technologies, and green low-carbon agile manufacturing, to build our core competitiveness. We maintained high-intensity R&D investment, with cumulative spending exceeding RMB 13 billion during the "14th Five-Year Plan" period. In 2025, we received 23 science and technology awards, participated in formulating 16 national standards, and joined an international standard research working group for the first time. Established the industry's first autonomous intelligent security system and launched an L3 intelligent connected vehicle access management platform for enterprises. The MAEXTRO Super Factory was selected as a national-level benchmark factory for intelligent manufacturing.

This year, JAC focused on openness and going global with high-quality. We promote integrated development through high-level open cooperation and, in deep collaboration with Huawei, venture into the "no-man's land." The MAEXTRO S800 set a new record for the fastest delivery of a million-level luxury sedan in China. From September to December 2025, it ranked first in sales volume for vehicles priced at over 700,000 RMB for four consecutive months, with a NPS² exceeding 85 points. We refined our internationalization strategy and strengthened our overseas investment layout. We have cumulatively delivered over 1.7 million vehicles overseas.

This year, JAC broke through barriers and drove innovation to unleash momentum. We continue to deepen the IPD³, LTC⁴, and ISC⁵ transformations while empowering digitalization. We have established three product line BUs and professional capability platforms, shortening the product development cycle by 36%. We have comprehensively upgraded our corporate social responsibility perspective to a sustainable development responsibility model, established an ESG governance system, and embedded ESG principles into the Company's corporate culture. We established the "1+5+N" talent system, improved differentiated assessment and incentive mechanisms, and leveraged projects at the Advanced Research Institute to achieve joint talent cultivation between enterprises and universities, thereby building a high-quality and professional workforce. In 2025, we invested nearly RMB 90 million to implement 245 projects under the "Doing Practical Things for Employees" initiative, enhancing employees' sense of belonging and well-being.

This year, JAC moved towards green development and low-carbon growth. We actively respond to the national "Dual Carbon" goals and contribute to the construction of a beautiful China. Deeply advance the transformation of the energy structure, the construction of zero-carbon and green factories, low-carbon product development, and the upgrading of the green supply chain. We have successfully obtained carbon management system certification, becoming the first enterprise in the automotive industry to receive this honor. Xingang Intelligent Automotive Industrial Park was selected for Anhui Province's first batch of zero-carbon industrial park preparation list. MAEXTRO S800 pure electric vehicle model successfully obtained low-carbon product certification.

This year, JAC built an ecosystem to foster mutual growth and integration. We leverage top-tier global resources to build an open innovation ecosystem. The MAEXTRO Project has jointly built a "Quality Alliance" with over 200 top-tier supply chain partners worldwide. We actively engage in public welfare initiatives and firmly advance rural revitalization. We continue to deepen the "Glimmer Action" public welfare brand and develop projects such as "Hand-in-Hand REFINE Action," "Jianghuai Safe Journey," and "Co-building Beautiful Countryside." Through these efforts, we transmit positive energy and fulfill our social responsibility.

2026 will be the beginning of the 15th Five-Year Plan. Standing at a new starting point, we will fully implement the spirit of the 20th National Congress of the CPC and all previous plenary sessions of the 20th Central Committee. We will continue to hold high the banner of struggle, accelerate the high-quality transformation and development of the Company, move towards innovation and achieve qualitative leaps, and contribute greater strength from JAC to building a global automotive power.

Party Secretary and Chairman of
Anhui Jianghuai Automobile Group Corp., Ltd.




² NPS: Net Promoter Score

³ IPD: Integrated Product Development

⁴ LTC: Lead to Cash

⁵ ISC: Integrated Supply Chain

01

Corporate Overview

About JAC

Strategy and Culture

Honors and Milestones



About JAC

Established in 1964, JAC is a global comprehensive automotive enterprise integrating the R&D, manufacturing, sales, and service of full-series commercial and passenger vehicles. The business scope covers numerous sectors including automotive mobility and financial services. The Company has cumulatively delivered over 12 million vehicles to users worldwide and serves as a key force driving the rise of China's automotive industry.



JAC Global Layout

The Company currently offers a full product lineup—including heavy, medium, light, and micro trucks, multi-functional commercial vehicles, MPVs, SUVs, sedans, and buses. We have established four core business segments: traditional and new energy vehicle manufacturing, core components, mobility, and automotive services. The Company is dedicated to building a integrated service platform featuring the entire ecosystem, industry chain, and value chain.

The Company is accelerating its transformation and upgrading towards intelligent new energy. As a pioneer in China's new energy vehicle industry, the Company has persisted in iterative R&D. Over an 18-year industrialization journey, we have accumulated leading core technologies in the "three-electric" systems (battery, motor, and electronic control), completed accumulation of electrification technologies, and established a strategic layout for intelligent industries. In the field of smart cars, we will strive to build the first CNAS⁶ recognized "Anhui Key Laboratory of Automotive Intelligent Networking Technology"; it has the only designated intelligent assisted driving demonstration operation test base in Hefei; join forces with technology giants to continuously provide users with safer, freer and more enjoyable mobile travel solutions.

Against the backdrop of pursuing intelligent transformation, the Company firmly seized the opportunities of the era. Adhering to the principles of fostering innovation through openness and promoting development through collaboration, the Company joined hands closely with Huawei and industry partners to successfully launch the million-level luxury flagship new energy sedan, MAEXTRO S800. Furthermore, the Company deepened its strategic cooperation with Volkswagen Group, expanded new avenues for collaboration with NIO, and refined partnerships in emerging strategic industries. Accelerating ecological integration with CATL and iFLYTEK, the Company is adding value to win-win outcomes and concentrating efforts on intelligence.

The Company is working to manufacture better products for global users. Our products are exported to over 130 countries and regions worldwide, with a cumulative export volume exceeding 1.7 million vehicles. We actively respond to the national initiative of jointly building the "Belt and Road."

JAC works on manufacturing superior products and creating a better society. Always aligning with industry development trends, the Company adheres to independent innovation and open cooperation, continuously strengthens technological innovation, and fosters the growth of new quality productive forces to achieve high-quality enterprise development. The Company strives to develop into a mainstream automotive group with "1 million vehicles in sales volume and 100 billion RMB in revenue" during the "15th Five-Year Plan" period.

⁶ China National Accreditation Service for Assessment, China National Accreditation Committee for Conformity Assessment in China.

Strategy and Culture

JAC upholds the corporate vision of "Better Drive, Better Life," adheres to the corporate mission of "Provide customers with the optimal transportation solutions and driving experience to promote continuous progress of the world," practices the core values of "respecting customers, being quality-oriented, seeking truth and being pragmatic," and inherits and carries forward the corporate spirit of "self-improvement, hard work, prohibition of business, learning and innovation." While pursuing sustainable business development, the Company coordinates efforts to achieve synergistic progress in environmental and social dimensions, driving high-quality and sustainable development of the automotive industry through concrete actions.

Strategic Support

JAC is dedicated to building a high-end new energy passenger car and commercial vehicle brand with global competitiveness. The Company will strengthen innovation in key technology research and development, optimize production capacity layout and product structure, innovate cooperation models, deepen cooperation outcomes, achieve enterprise transformation and upgrading, and promote high-quality development of the Company.

- Achieve a sales volume of 1 million vehicles and revenue of 100 billion RMB during the "15th Five-Year Plan" period. By 2035, we aim to build a world-class smart mobility technology company and develop into a high-end luxury automobile brand.

- Independent Development
- Open Cooperation

- MAEXTRO Lead
- Premium Passenger Vehicles
- Strengthen Light Commercial Business
- International Advancement

- Highlight Technology-driven Innovation
- Build a First-class Brand
- Advance Marketing Innovation
- Establish Quality Benchmarks
- Continuously Deepen Reform
- Comprehensive Digital and Intelligent Transformation
- Optimize Capital Empowerment
- Strengthen Party Building Leadership

One
Goal

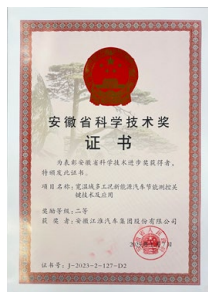
Two
Pathways

Four
Major
Battlefields

Eight
Key Initiatives

JAC JAC LID24

Honors and Milestones



The Company was awarded two First-Class Prizes and two Second-Class Prizes for Scientific and Technological Progress in Anhui Province. This recognition highly affirms JAC's research innovation capabilities and technical breakthrough strength, while further demonstrating the Company's corporate responsibility for continuous dedication to the intelligent new energy vehicle sector.



The Company has obtained the "Certification Certificate for Trustworthiness Management Process of Automotive Simulation Test and Toolchain" issued by CATARC Huacheng Certification (Tianjin) Co., Ltd., marking that its simulation verification capabilities for intelligent connected vehicles have reached a leading industry level.



Signed a strategic cooperation agreement with Huawei. Both parties will carry out comprehensive cooperation in the fields of intelligent automotive solutions, enterprise digital and intelligent transformation, and enterprise green and low-carbon transformation, jointly promoting the electrification, intelligence, and connectivity development of the automotive industry.

January

March

May

June

Ranked among the Top 5 in the China Automotive (Truck) Enterprise Innovation List and the Top 10 in the China Automotive (Commercial Vehicle) Enterprise Innovation List, demonstrating the Company's leading position and profound foundation amid the transformation of the automotive industry.



The MAEXTRO S800 has officially launched. The MAEXTRO S800 showcases luxury that transcends its era and reshapes the value standards for luxury sedans, empowered by Huawei's cutting-edge technology and JAC's craftsmanship.





DEFINE TwinStar was awarded the German Red Dot Design Concept Award, validating the forward-looking nature of DEFINE Platform's strategy of "Born in China, Global from Day One."



工业互联网平台资源管理能力全景图

Being selected for the 2025 Anhui Provincial Key Industrial Internet Platform List signifies that the achievements in industrial internet platform construction have received high recognition from leaders and experts at both provincial and municipal levels.



Being listed among the China's Leading Enterprises in Industrial Data Governance and selected to the case for the same initiative, demonstrating the Company's benchmark role in the digital transformation journey.

June

Recognized for "Outstanding Case of Technological Innovation" due to its exceptional innovation and breakthrough achievements in the field of intelligent new energy.



August

The MAEXTRO Super Factory has been selected for the latest list of national-level intelligent manufacturing benchmark enterprises, guided by the Ministry of Industry and Information Technology of the People's Republic of China, thanks to its innovative achievements including a full-link digital production line, an AI-powered quality inspection system, and an industrial internet platform.



September



The projects "Data Security and Efficient Protection Technology and Application for Intelligent Connected Vehicles" and "Key Technology Research and Industrialization of High-Efficiency and Environmentally Friendly Light Diesel Engines" were awarded the First Prize and Third Prize in Science and Technology Progress, respectively, by the China Society of Automotive Engineers.



The delivery of the 10,000th MAEXTRO S800 vehicle marks another significant achievement in the strategic partnership between JAC and Huawei, serving as an important milestone for "Made in China" in advancing towards high-end positioning within the automotive sector.



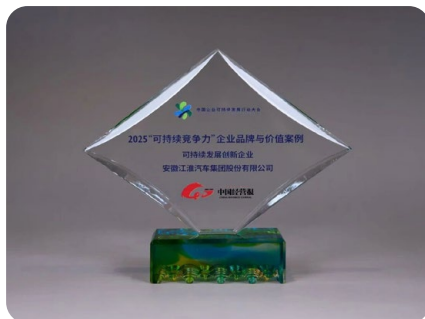
The Company was successfully selected for China's Top 100 Overseas Brand Index, awarded by People's Daily Overseas Network and GYBrand Global Brand Research Institute. The case study titled "Writing a Mexican Sample of High-Quality Overseas Expansion for Chinese Brands with ESG as the Pen" was recognized as an Outstanding Case of ESG Overseas Communication by People's Daily Overseas Network.

September

October

December

Recognized for its achievements in high-end intelligent new energy transformation and development, the Company was selected as a featured case of sustainable innovation enterprises in the "2025 Sustainable Competitiveness Corporate Brand and Value Cases."



Based on the effective operation of quality management system over the years, the Company was awarded the "2025 CQC Quality Benchmark · Hengxin Award" by the China Quality Certification Centre.



The Italian subsidiary has launched. The establishment of this subsidiary is not only a significant milestone in the enterprise's global strategic layout but also a positive practice of deepening cooperation between China and Italy in the fields of high-end manufacturing and green transportation.



02

Innovation Upgrade

Open Collaboration:

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Benchmark of Intelligent Manufacturing:

Innovative Practices of the MAEXTRO Super Factory 12

The development of China's automotive industry has entered a critical stage characterized by multi-technological innovation and the integration of multiple industries. Technological iteration continues to accelerate, with electrification and intelligence constantly breaking through. Industrial boundaries are expanding increasingly, while the traditional value-chain division of labor in the upstream and downstream automotive sectors is being continuously disrupted. The formation of new automobiles, new ecosystems, and new value-chain divisions is accelerating. Against the backdrop of accelerated innovation and transformation in China's automotive industry, alongside cross-sector integration, JAC adheres to two strategic paths: independent development and open cooperation, striving to build a first-class brand. We embrace integrated innovation with an open posture, continue to deepen our cooperation with top-tier technology enterprises such as Huawei, accelerate the transformation and development towards intelligent new energy, and continuously promote the intelligent iteration and upgrade of the MAEXTRO Super Factory, thereby further enhancing the Company's digital intelligence capabilities.



Open Collaboration: Strategic Synergy Driving Intelligent Transformation

As one of the earliest Chinese automotive enterprises to go global, JAC's development journey is a true reflection of the relentless progress and advancement of China's automotive industry. The traditional automotive value chain is being reconstructed through digitalization and intelligence. We are advancing digital and intelligent transformation with the vision of driving value-oriented upgrading and building a digital JAC.

Partnering with Huawei to Drive Transformation and Change

The collaboration between JAC and Huawei began in 2019, marking the start of a new chapter in intelligent mobility through synergistic strengths and co-creation. This partnership has continued to deepen over time, injecting powerful momentum into JAC's transformation and reform.

In 2022, JAC partnered with Huawei to initiate the IPD business process transformation. By comprehensively implementing Huawei's IPD transformation framework, the Company completed process design solutions for 21 business modules, deeply empowered ongoing R&D projects, and accelerated the conversion of results. Further advancing the path of digital and intelligent transformation, JAC, with the assistance of Huawei, has established a group-level industrial internet platform and smart factories. These initiatives serve as pilot projects to be implemented in phases, thereby solidifying the foundation for digitalization and intelligence while supporting the construction of the JAC's industrial system.

IPD Business Process Transformation

- Business Module Process Design
- Empowering R&D Projects

Industrial Internet Platform

- 80% of production equipment is connected
- Integration of IT and OT Data
- Establish a unified platform interface

Smart Factory

Agile
Delivery

Collaborative
Manufacturing

Smart
Operations

JAC Digital Intelligence System Construction

In 2023, JAC signed the "Intelligent New Energy Vehicle Cooperation Agreement" with Huawei Device Co., Ltd. The signing of this agreement marks a comprehensive collaboration between the two parties across multiple domains including product development, manufacturing, sales, and services, based on Huawei's Intelligent Automotive Solutions. The partnership aims to build luxury intelligent connected electric vehicles under the MAEXTRO brand.



"Whole Vehicle Enterprise + Technology Enterprise" Cooperation Model



Drive the Upstream and Downstream of the Automotive Industry Chain



Deliver a "Luxury + Intelligent" Driving Experience

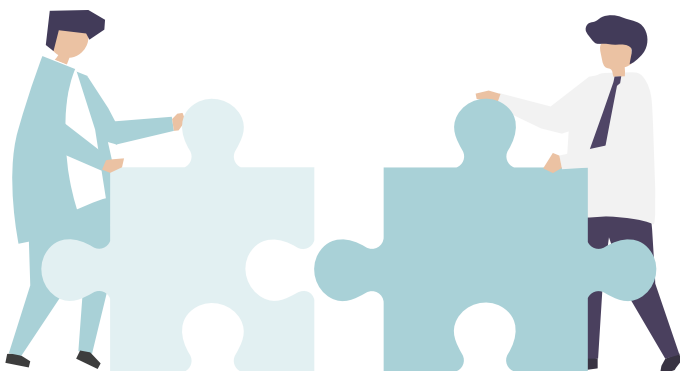
New Perspectives on JAC Digital and Intelligent Transformation

In 2024, the MAEXTRO Super Factory was officially completed, opening a new world for industry development. It has provided practical pathways and innovative ideas for the digital and intelligent transformation of the traditional automotive sector, while broadening the major boundaries of industrial integration. The collaborative paradigm of "whole vehicle enterprise + technology enterprise" drives the continuous extension, supplementation, and strengthening of the upstream and downstream automotive industry chain, opening up a new stage for innovative development.

In 2025, JAC signed a strategic cooperation agreement with Huawei to deepen the strategic partnership. Both parties will conduct comprehensive cooperation in areas such as intelligent automotive solutions, enterprise digital and intelligent transformation, and enterprise green and low-carbon transformation, jointly promoting the electrification, intelligence, and connectivity development of the automotive industry.

Diversified Collaboration to Accelerate Technology Empowerment

In recent years, JAC has not only deepened its strategic cooperation with Huawei but also collaborated with leading enterprises in the industrial chain and top-tier partners from industry-academia-research fields to drive joint innovation and progress. Leveraging a diversified cooperation system, JAC has accelerated its development in intelligent new energy, demonstrating the Company's responsibility and commitment to empowering technological innovation through diverse partnerships and facilitating industrial upgrading.



Collaborative cooperation within the industrial chain

Deepen cooperation with Baosteel in new processes and technologies for steel, aluminum, magnesium, carbon, and forming.



Collaborating with Yanfeng International in areas such as intelligent, safe, and comfortable cockpits.



Engaged in deep cooperation with CATL in the field of advanced battery technology.



Advancing technological integration with Schaeffler in areas such as rear-axle steering and active suspension.



Strengthening cooperation with ZF in areas such as steer-by-wire, brake-by-wire, and chassis motion control.



Deepen cooperation with the IAT team in areas such as low-altitude unmanned intelligent equipment and its core components.



Deep integration of industry, academia, and research

We have established a deep industry-academia-research cooperation mechanism with top-tier universities such as Tsinghua University, the University of Science and Technology of China, and Tongji University. We are collaborating with research teams from the Chinese Academy of Sciences and the Chinese Academy of Engineering to tackle frontier technologies in emerging materials, intelligent assisted driving, and electromagnetic safety.



Benchmark of Intelligent Manufacturing: Innovative Practices of the MAEXTRO Super Factory

In response to the transformation of the automotive industry, JAC promotes integrated innovation through open collaboration. Partnering with Huawei, we are venturing into the technological luxury "no-man's land" together, jointly exploring new possibilities for high-end mobility. "MAEXTRO," a super-premium brand co-created through deep collaboration between JAC and Huawei, is also the "No. 1 Project" of JAC. The MAEXTRO Super Factory establishes a benchmark for manufacturing in the automotive industry through innovative practices centered on automation, digitalization, and sustainability.

The MAEXTRO Super Factory has been Selected as a National-level Intelligent Manufacturing Benchmark Enterprise

On August 22, 2025, the awarding ceremony for the new batch of national-level intelligent manufacturing benchmark enterprises, guided by the Ministry of Industry and Information Technology, was held in Beijing. JAC's MAEXTRO Super Factory was selected for its innovative achievements, including a full-link digital production line, an AI-powered quality inspection system, and an industrial internet platform. It is the only complete vehicle manufacturer among the enterprises selected as national benchmarks for intelligent manufacturing.

This selection fully demonstrates the innovative practices of JAC in the field of intelligent manufacturing and also highlights the confidence and determination of JAC to firmly advance digital and intelligent transformation. Building upon the iterative optimization of intelligent manufacturing at the MAEXTRO Super Factory, JAC will establish enterprise-level benchmarks and solutions for intelligent manufacturing scenarios. This initiative aims to further enhance the Company's digital intelligence capabilities and empower upstream and downstream enterprises within the industrial chain to share these digital intelligence outcomes.



An Automated Factory

The MAEXTRO Super Factory is equipped with over 1,800 intelligent robots and has established a fully automated system covering stamping, welding, painting, assembly, and inspection. Additionally, through the deep integration of technologies such as AI-powered visual inspection, real-time data monitoring, and intelligent algorithmic models, the factory has achieved the comprehensive implementation of extreme technology, flexible customization, and "atomic-level" quality management, dedicated to forging industrial quality at an artistic level.

Stamping

- The stamping line adopts the largest fully enclosed dust-free stamping platform in China.
- Application of the domestically first integrated hot forming stamping process

Welding

- Leveraging the industry's most comprehensive steel and aluminum welding capabilities
- Real-time monitoring of connection points at 100% coverage.

Painting

- Adopt the "6C4B" spray coating process to achieve a full and rich paint finish.
- The industry's first dual-color automatic sorting robot, utilizing AI vision control to ensure sorting line precision.

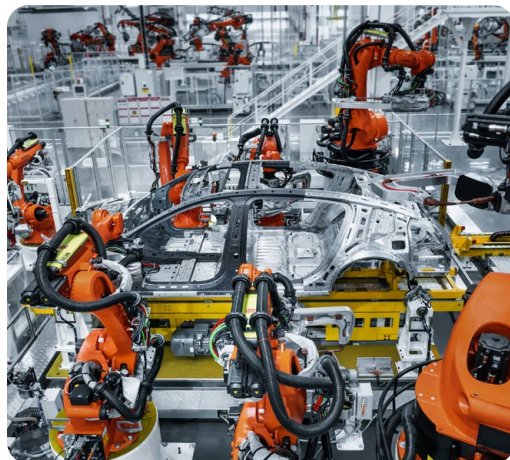
Assembly

- AI vision guides component assembly with an accuracy of 0.5 millimeters.
- Integration of automated assembly and gap and flush in-line inspection points.

Overview of the Automated System and Key Technologies

Exemplar of Extreme Precision in Fully Automated Welding

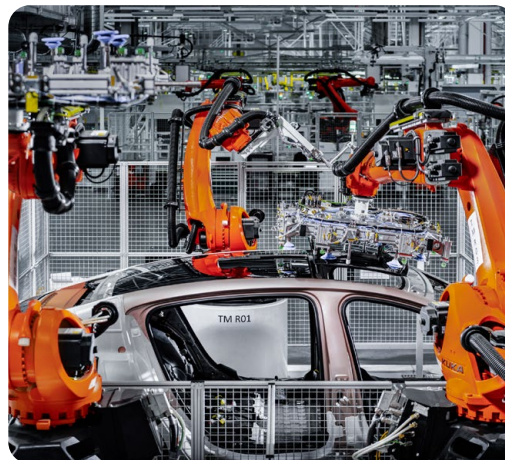
The MAEXTRO Super Factory's fully automated welding line has established a comprehensive technical system leading in the industry. It integrates 15 of the most advanced steel-aluminum welding processes available across the sector, capable of flexibly adapting to 298 process combinations, and achieves 100% real-time monitoring for all 5,714 connection points on the vehicle body. Through ultra-precise welding control, the factory successfully produced a high-strength, lightweight, and refined body.



Assembly Production Line in the Body Shop
of the MAEXTRO Super Factory

AGV⁷ Automated Assembly Islands Replace Traditional Fixed Production Lines.

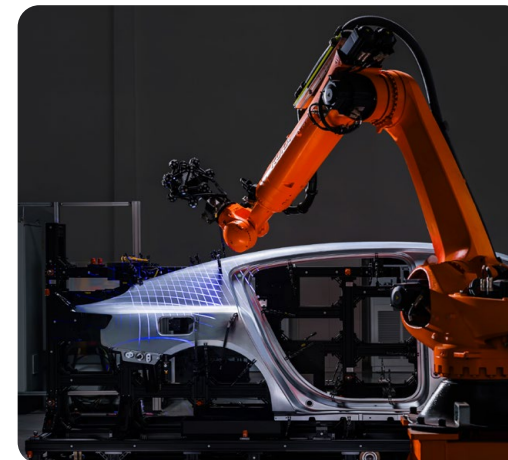
At the final assembly workshop of the MAEXTRO Super Factory, traditional fixed production lines have been replaced by AGV automated assembly islands. Huawei, JAC, and China Mobile jointly built a 5G + WiFi 7 converged network to support full-area production coverage. Once an order instruction is generated, it synchronizes to every AGV and robotic arm at millisecond-level speed. The AGV executes smooth turns and autonomous navigation to precisely deliver the center console with inlaid metal trim to the workstation. A high-precision robotic arm then commences operations, stably and agilely completing the assembly of the windshield and panoramic glass roof.



MAEXTRO Super Factory Assembly Workshop
AGV Automated Assembly Island

Achieving Excellence in Quality through "Atomic-Level" Quality Management

To ensure the product quality of the MAEXTRO S800, the MAEXTRO Super Factory has established an "atomic-level" quality management system covering the entire process from incoming materials to manufacturing, finished products, and delivery. This system analyzes and traces 26,000 key quality data points across all production processes. At the same time, leveraging Huawei's proprietary algorithms and industrial-grade monitoring robots, the MAEXTRO Super Factory is capable of performing AI visual inspections on 1,500 critical points. The detection accuracy for minute appearance defects reaches 0.2 millimeters, ensuring that every detail is flawless.



MAEXTRO Super Factory Stamping Workshop
Blue Light Testing

⁷ Automated Guided Vehicle.

A Digital Factory

Powered by Huawei's industrial data model-driven engine and the Huawei data cloud foundation, we have recreated a factory in the digital world. Every component of the physical factory has been assigned a digital identity. Operating data is collected at millisecond-level frequency, enabling real-time synchronization with the digital twin factory and supporting real-time monitoring and retrieval of product, process, and equipment status information within a virtual environment. The capability to collect 300,000 data points per second from physical factories enables the analysis and iteration of manufacturing technologies, ensuring that the manufacturing system remains continuously innovative and capable of self-evolution.

Project Positioning



The first 5G full link factory in automobile manufacturing field in Anhui Province

Core Competencies



Millisecond-level data acquisition frequency, collecting 300,000 real-time factory data points per second
Real-time monitoring of virtual environments, data visualization, and traceability

Digitalization Construction



Digital Twin: 1:1 replication of the MAEXTRO Super Factory in the digital world

Technical Support



Huawei iDME Industrial Data Model-Driven Engine

Huawei Data Cloud Foundation

MAEXTRO Super Factory Digital Operations

A Green Factory

As one of the first zero-carbon industrial parks to be established in Anhui Province, MAEXTRO Super Factory has implemented a carbon footprint management system, integrating green and low-carbon concepts throughout the entire process of process design and energy management. At the same time, the factory continues to create environmentally friendly production scenarios by leveraging technological innovation to reduce energy consumption during production and minimize the carbon footprint of products. For specific details regarding environmental and climate matters, please refer to the chapter: Green Development.

Combining Active and Passive Technologies to Promote Energy Conservation and Carbon Reduction

The factory actively adopts active and passive energy-saving technologies to reduce energy consumption and carbon emissions from multiple dimensions. In terms of building energy efficiency, the factory adopted building insulation designs and new wall materials to effectively reduce energy loss in buildings and improve the thermal insulation performance of production facilities. In lighting and production processes, energy-saving lamps were comprehensively utilized, energy-efficient technologies were promoted, and a comprehensive energy management system was established to achieve precise monitoring and optimized allocation of energy consumption. Through the aforementioned series of measures, the factory reduced its equivalent annual carbon emissions by 16,266 tons, demonstrating its strength in green development.

Full-process Control to Enable Carbon Footprint Traceability

The facility has established a comprehensive carbon footprint management system, creating an end-to-end carbon management process encompassing "collection, statistics, forecasting, and control." The system automatically collects energy consumption data at all levels of the plant and connects to the carbon footprint management platform to real-time statistics on carbon emissions generated during the production energy usage process. Additionally, leveraging the energy calculation model, the system can forecast future carbon emission levels, scientifically formulate carbon emission plans, and reasonably manage carbon output to ensure the orderly advancement of the Company's carbon reduction targets.

03

Corporate Governance

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The Party Committee of JAC Motors Co., Ltd. has thoroughly studied and implemented the Thought on Socialism with Chinese Characteristics for a New Era under General Secretary Xi Jinping. It adheres to the Party's innovative theories to forge unity of will and soul while guiding practice, promotes the deep integration of party building work with corporate governance, and solidifies a strong political foundation for the enterprise's reform and development. Through digital transformation, we empower the modernization of our governance system, comprehensively enhance scientific management capabilities, fully unleash endogenous momentum, innovation vitality, and development potential, and contribute solid JAC strength to serving the modernization of Chinese-style socialism.



Party Building

The Party Committee of the Company thoroughly implemented the spirit of the Fourth Plenary Session of the 20th CPC Central Committee and General Secretary Xi Jinping's important speech during his inspection in Anhui. It maintained firm strategic determination to strengthen independent brands and continued to advance comprehensive deepening reform.

Resolutely implement all major decisions and deployments from higher authorities.

The Party Committee of the Company closely aligned with the concluding tasks of the deepening and upgrading reform of state-owned enterprises, fully leveraged its leadership role in "setting direction, managing overall situations, and ensuring implementation," to ensure that the Company's development proceeds in tandem with national strategies. Strictly implement the "First Topic" system and the "Double Random" learning exchange mechanism. Through collective study and thematic seminars, we continuously strengthen ideological arming. A total of 43 "First Topic" learning sessions were implemented throughout the year. Furthermore, the Party Committee plays a pivotal role in the preliminary review of major business decisions. The Party organization and management work in alignment and jointly oversee operations to ensure the effective implementation of major strategic decisions within the Company's corporate governance system. During the Reporting Period, the Company's Party Committee led the formulation of the "15th Five-Year" strategic plan and completed a comprehensive revision and upgrade of the decision-making policy for major issues. This initiative transformed the Party's will into a clear strategic blueprint, laying a solid foundation for sustainable development.

2025

Held **43** Party Committee meetings

61 major issues were subject to preliminary deliberation

Strengthen the grassroots strong fighting fortress

The Party Committee of the Company adhered to strengthening the "Three Basics"(basic-level organization, basic work and basic ability) construction, actively responded to the adjustment of business institutions within the Group in light of process-oriented organizational transformation, and innovatively adjusted the Party organization structure based on actual conditions. Documents such as *Several Measures for Building the Team of Full-Time Party Affairs Staff* and *Implementation Plan for Party Member Education and Training* were successively issued. Responsibilities for grassroots party building work were systematically consolidated at all levels. Efforts were continuously made to strengthen the core team of party affairs professionals and solidify the regular education and management of party members, thereby promoting comprehensive progress across grassroots party organizations.

High-quality Party building leads and safeguards the breakthrough of the MAEXTRO Project.

The Party Committee of the Company fully leveraged the combat fortress role of the Party organization in major project construction. It implemented a working mechanism of "Temporary Party Branch + MAEXTRO Project" to comprehensively ensure the advancement of major projects. We focused on key project stages and successively established special temporary Party branches in core business areas such as R&D, procurement, quality, and digitalization. By systematically and precisely integrating the Party organization into the front line of projects, we provided a strong organizational guarantee for the high-quality production and delivery of the "MAEXTRO" project. At the same time, we proactively explored new pathways for Party building chains to serve industrial chains. We issued the *Work Plan for Joint Construction of Party Building in Industrial and Supply Chains* and engaged with partners along the industrial chain in joint Party building initiatives to promote co-research on technology and co-control of costs, thereby enhancing the collaborative efficiency of the supply chain.

During the Reporting Period, the Company's Party Committee implemented the *Several Measures for Party Building Leading and Empowering the MAEXTRO Project*, ensuring effective execution of all initiatives. A total of 81 empowerment measures were completed, achieving a completion rate of 100%.



Continuously strengthen the construction of party conduct and clean government

The Company's Party Committee, taking internal party supervision as the lead, systematically promoted the integration and coordination of various supervisory forces. It established a "comprehensive supervision" system characterized by clear responsibilities and efficient linkage. The mechanism for the Coordination Group on Party Conduct and Clean Government Construction and Anti-Corruption was optimized, fostering a collaborative pattern of "resource sharing, information exchange, and interactive supervision." Additionally, disciplinary inspection and supervision collaboration zones were established, and the linkage mechanisms between inspection offices and working groups, as well as among working groups themselves, were improved, effectively coordinating supervisory and disciplinary enforcement resources.

During the Reporting Period, a total of three rounds of inspections were conducted on eight grassroots party organizations. Focusing on key areas such as marketing, bidding and tendering, and overseas operations, we deepened special supervision to identify issues and ensure timely feedback and rectification.



During the Reporting Period, the Party Committee of the Company advanced party building work in a solid and steady manner by issuing the *Key Points for Party Building Work*, which clarified **24** key tasks and **92** specific measures.

Corporate Governance System

As a responsible listed state-owned enterprise, JAC has always regarded standardized operations and compliant governance as the cornerstone of corporate development.

Governance Structure

JAC strictly complies with laws and regulations including the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Code of Corporate Governance for Listed Companies*, and the *Rules Governing the Listing of Stocks on Shanghai Stock Exchange*. During the Reporting Period, we revised and publicly disclosed policies such as the *Articles of Association*, *Rules of Procedure for Shareholders' Meetings*, and *Rules of Procedure for Board Meetings*.

JAC has established a standardized governance structure centered on the Shareholders' Meeting, the Board, and Management. As the core of operational decision-making, the Board is fully responsible for reviewing and approving matters such as the Company's business plans, investment proposals, the establishment of internal management structures, and fundamental policies of the Company, as well as formulating profit distribution plans.

The Board has established four specialized committees: Strategy, Audit, Compensation and Assessment, and Nomination. Each committee strictly adheres to the *Articles of Association* and the authority delegated by the Board, diligently fulfills its duties, and ensures the scientific rigor and quality of the Board's decision-making. All four specialized committees are chaired by independent directors to ensure the scientific rigor and relative independence of decision-making.

In 2025, we abolished the Company's Supervisory Board and transferred its responsibilities to the Audit Committee, which shall assume and fulfill the duty of supervising the conduct of directors and senior executives.

Strategic Committee

- Conduct research on the Company's long-term development strategy and provide recommendations;
- Conduct research on the Company's major investment decisions and provide recommendations;
- Responsible for researching sustainability policies such as ESG (Environmental, Social, and Governance) to provide recommendations to the Board of Directors on the Company's sustainable development goals and strategic directions;
- Other matters authorized by the Board of Directors.

Audit Committee

- Supervise and evaluate external audit work, and propose the engagement or replacement of external audit firms;
- Supervise and evaluate internal audit work, and coordinate between internal and external audits;
- Audit the Company's financial information and its disclosures;
- Supervise and evaluate the Company's internal controls;
- Exercise the powers of the Supervisory Board as prescribed by the *Company Law*;
- Responsible for laws and regulations, the *Articles of Association*, and other matters authorized by the Board of Directors.

Compensation and Appraisal Committee

- Study the criteria for assessing directors and senior management personnel, conduct assessments, and make recommendations;
- Research and review the compensation policies and plans for directors and senior management;
- Other matters authorized by the Board of Directors.

Nominating Committee

- To study the selection criteria and procedures for directors and senior management personnel and to make recommendations;
- Select qualified candidates for directors and senior management personnel;
- Review the qualifications of candidates for directors and senior management personnel and submit recommendations;
- Other matters authorized by the Board of Directors.

Committees and Responsibilities Under the JAC Board of Directors

During the Reporting Period, JAC convened two shareholders' meetings to deliberate on 26 proposals; held 8 board of directors' meetings to deliberate on 65 proposals; and convened 6 supervisory board meetings to deliberate on 20 proposals.

Composition of the Board

To ensure the quality of decision-making, the Board of Directors consists of 9 directors, including three independent directors, representing 33.3%. The members' professional backgrounds cover multiple key fields, including manufacturing, business administration, financial accounting, and law. At the same time, the Board emphasizes diversity in its composition, with two female directors currently serving, representing 22% of the total.

As of the end of the Reporting Period, the members of JAC's Board of Directors are as follows:

Type	Name	Gender	Strategic Committee	Audit Committee	Compensation and Appraisal Committee	Nominating Committee
Non-Independent Director	XIANG Xingchu	Male	✓	✓	✓	✓
	XU Yuanhuai	Male			✓	✓
	LI Ming	Male	✓			
	MA Cuibing	Male		✓		
	JIANG Xin	Male				
Independent Director	TANG Shukun	Male	✓	✓	✓	✓
	WANG Suling	Female	✓	✓	✓	✓
	YOU Jia	Female	✓	✓	✓	✓
Employee Director	SHENG Baozhu	Male				

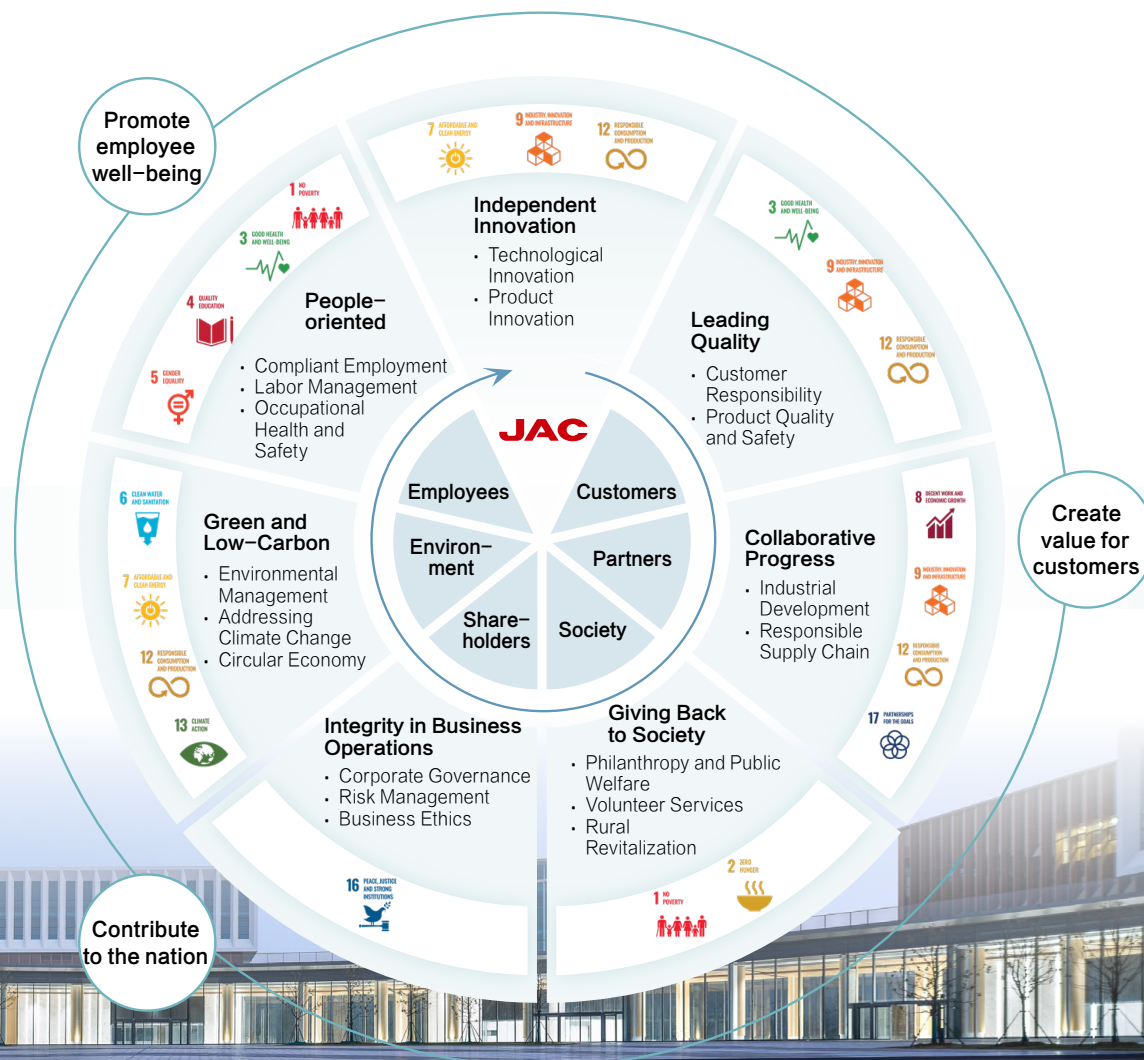
ESG Governance System

JAC integrates the core concepts of sustainable development into its corporate governance system and continuously enhances ESG governance capabilities. The Company strengthened stakeholder engagement, proactively identified and strictly controlled ESG risks to solidify the foundation for the industry's green transformation and development, accelerating the transition to a new era of low-carbon, intelligent, and sustainable mobility.

ESG Strategy

JAC upholds the corporate vision of "Better Drive, Better Life," consistently fulfills its corporate mission of "Provide customers with the optimal transportation solutions and driving experience to promote continuous progress of the world," and integrates ESG into its business operations. The Company actively responds to the UN SDGs. Centering on the sustainable development responsibility model, it collaborates with all parties to co-create a globally sustainable future.

JAC Sustainability Responsibility Model



Governance Structure

JAC has comprehensively upgraded its social responsibility management system to an ESG governance system, establishing a three-tier accountability structure comprising the Board of Directors, the Strategic Committee, and a cross-functional ESG working group to ensure the steady advancement of the Company's sustainable development initiatives.

As the highest accountability body for the Company's ESG initiatives, the Board of Directors plays a core leadership role. The Strategic Committee, a specialized committee under the Board of Directors, oversees the implementation of ESG strategies and regularly monitors progress toward goal achievement.

Concurrently, we established a cross-functional ESG working group led by relevant core functional units. This group unites multiple departments, business segments, and comprehensive bases to jointly address the Company's sustainable development matters, ensuring that industry expertise and operational practices are deeply integrated into the decision-making process.



We submit significant sustainability matters to the Board of Directors for review annually. The Company continues to strengthen the performance capabilities of its management team and professional talents by incorporating key issues such as climate change response, product quality and safety, and technological innovation into the executive compensation evaluation system. Furthermore, we engaged a third party to conduct specialized training focused on the interpretation of ESG policies and the sharing of best practices. This ensures that management and relevant personnel accurately grasp sustainable development trends, fully supporting the Company's transition toward a green and low-carbon future.

Stakeholder Engagement

JAC maintains a solid and positive communication relationship with stakeholders. We have established diversified communication channels and, adhering to the principle of openness and transparency, regularly disclose our development dynamics and relevant information to external stakeholders. At the same time, stakeholders may also proactively contact the Company through various channels to achieve efficient interaction.



Stakeholders	Issues of Concern		Engagement Channels
Investors/ Shareholders	- Corporate Governance - Risk Control - Business Ethics - ESG Governance - Stakeholder Engagement	- Product Quality and Safety - Technological Innovation - Intellectual Property Protection	- Convene a shareholders' meeting - Company research, roadshows / reverse roadshows - Publish periodic reports and hold performance briefing sessions - Investor Hotline - SSE Interactive Platform
Government / Regulatory Authorities	- Business Ethics - Party building leading - Rural Revitalization - Social Contribution	- Industrial Development - Addressing Climate Change - Circular Economy - Environmental Management	- Information Reporting - Official Correspondence - Institutional Inspection - Government Meeting - The Company regularly discloses information. - Policy Briefing
Suppliers and Partners	- Industrial Development - Responsible Supply Chain - Product Quality and Safety - Business Ethics		- Strengthen supply chain management and cooperation - Supplier Assistance Program - Participate in industry activities
Customers and Consumers	- Customer Responsibility - Technological Innovation - Product Quality and Safety - Data Security and Customer Privacy Protection		- Collect customer feedback - Handling customer complaints - Conduct customer satisfaction surveys - Online and offline promotion
Employees	- Compliant Employment - Protection of Employee Rights and Interests - Employee Training and Development - Occupational Health and Safety - Employee Care		- Employees' Congress - Employee Training - Collect and respond to employee opinions and suggestions - Establish a resource sharing platform
Society/Public	- Rural Revitalization - Social Contribution - Environmental Management - Pollutant Emissions	- Energy Utilization - Water Resource Management - Protection of Ecosystems and Biodiversity	- Maintain communication with the general public - Public Complaint Email and Telephone - Public Welfare Activities - Media Exchange Meeting

Double Materiality Assessment

JAC keeps pace with domestic and international ESG regulatory and disclosure trends. Referencing the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)*, the Company analyzed changes in internal and external environments, conducted stakeholder surveys, and prioritized sustainability issues based on two dimensions: "Impact Materiality" and "Financial Materiality." This assessment process fully integrated expert opinions and management feedback. The materiality matrix has been reviewed and approved by the Board of Directors, ensuring a high degree of alignment between issue management and the Company's development strategy⁸.

The process for determining the materiality of issues at JAC is as follows:

Dimensions of Materiality Assessment

Impact Materiality:

Definition: The significance of a positive impact depends on its magnitude, scope, and likelihood; the significance of a negative impact depends on its severity, scope, likelihood, and irremediability.

Conduct a comprehensive analysis to assess the significance of impacts and prioritize material issues.

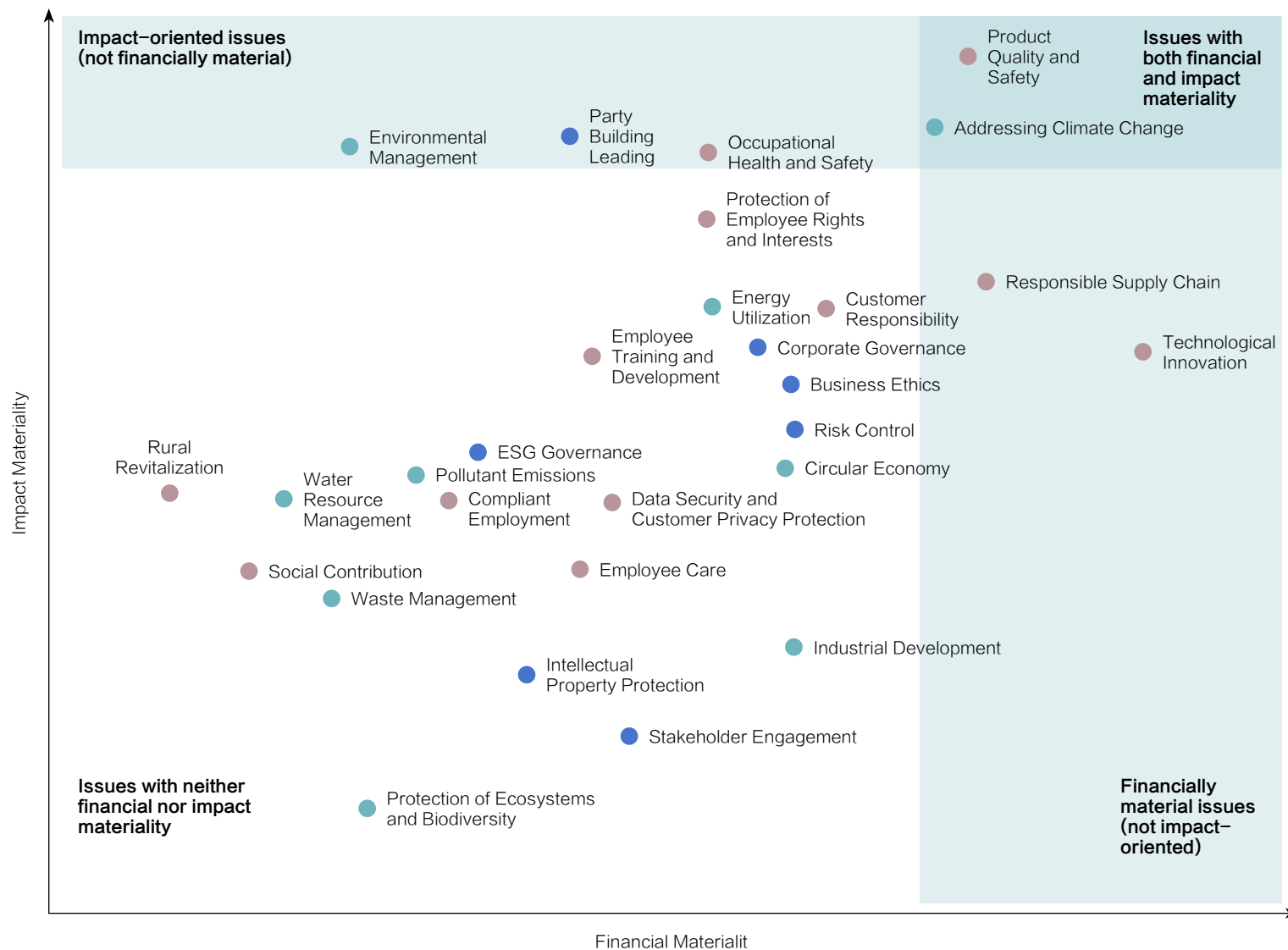
Financial Materiality:

Definition: The materiality of positive and negative financial impacts depends on the continuity of resource utilization and the dependency on sustained production and operations.

Conduct a comprehensive analysis to assess the significance of financial impacts and prioritize material issues.

⁸ Assessment Time Horizon: Short-term is 1–2 years, medium-term is 3–5 years, and long-term is 5–10 years.

In 2025, JAC identified 28 core ESG topics based on its business model and value chain characteristics. Among these, product quality and safety, climate change response, technological innovation, and responsible supply chains were recognized as having financial materiality. For the four issues of financial materiality, in-depth disclosure is conducted following the framework of "Governance—Strategy—Impact, Risk and Opportunity Management—Metrics and Targets," as detailed in the respective chapters.



JAC 2025 Double Materiality Issue Matrix

● Governance ● Environmental ● Social

Integrity and Compliance System

JAC strictly complies with applicable national and regional laws and regulations, prioritizing business ethics, anti-bribery, and anti-corruption over the Company's commercial interests, and conducts its business operations within a legal system for fair competition, anti-bribery, and anti-corruption.

Compliance Management System

JAC strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China*, and other applicable laws and regulations in all jurisdictions where it operates. To enhance compliance management standards, the Company has issued and implemented policies such as the *Compliance Management Policy*⁹, *Tendering Management Measures*, and *Data Security Management Measures*. These provide comprehensive and systematic compliance guidance for business operations, ensuring that all employees and partners strictly adhere to regulations during their activities.

During the Reporting Period, the Company successfully passed the mid-term acceptance of the Anhui SASAC Compliance Management Improvement Initiative and obtained ISO 37301 compliance system certification.

Under the leadership of the Party Committee and the Board of Directors of the Company, we established a compliance organizational structure comprising the Compliance Management Committee, the management team, the Chief Compliance Officer, the compliance management department, and compliance liaisons across all business units.

JAC is committed to ensuring the efficient operation of the Company's compliance management system and safeguarding the rights and interests of all parties through a normalized audit supervision mechanism. The Company conducts comprehensive compliance audits on an irregular basis across all operating locations and business units. The audit scope covers high-risk compliance areas including manufacturing, procurement, and sales services. A strict closed-loop tracking mechanism of "audit - rectification - assessment" has been established to ensure that identified issues are effectively corrected.

JAC has always regarded the construction of a compliance culture as a core element of corporate development and is committed to creating a workplace atmosphere where all employees participate in compliance. The Company continues to advance the "8th Five-Year Plan on Improving Legal Awareness" legal publicity and education campaign. It conducts classified and graded training for employees at different levels and organizes thematic interpretations focused on key areas such as the *Company Law of the People's Republic of China*, the *Civil Code of the People's Republic of China*, and procurement and bidding. At the same time, through thematic activities such as "National Security Education for All," "Constitution Publicity Week," and "Civil Code Publicity Week," we continuously strengthen all employees' awareness of safety, quality, integrity, and anti-corruption.



⁹ This includes due diligence: the Company identifies and manages compliance risks associated with key personnel or third-party business partners (including but not limited to suppliers, agents, distributors, consulting firms, etc.) and conducts specialized compliance investigations for significant business partners.

Business Ethics

Anti-Corruption

JAC adheres to the guidance of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, thoroughly implements the requirements of comprehensive and strict governance of the Party, and steadily advances the construction of party conduct and integrity as well as anti-corruption work. Focusing on the development of the integrity risk prevention and control system, the Company further identifies risks and hidden dangers, strengthens policy implementation, and maintains a "zero tolerance" attitude toward any form of corruption, bribery, and fraud.

To strengthen institutional safeguards, the Company has formulated and issued internal policies including *Operational Norms for Supervision, Discipline Enforcement, and Law Enforcement by Discipline Inspection and Supervision Institutions*, *Guidance on Effectively Conducting Joint Investigation and Governance of Corruption and Moral Issues*, *Management Measures for Integrity Commissioners of Overseas Institutions*, and *Trial Measures for Discipline Inspection and Supervision Management of Overseas Institutions*. These policies are regularly reviewed and updated to ensure that all work is conducted with standards, procedures, and a solid basis.

Regarding the supervision mechanism, the Company has established a disciplinary accountability system centered on the Commission for Discipline Inspection. Supervision is conducted through an integrated approach combining political supervision, daily supervision, and special supervision. In 2025, the Company's Discipline Inspection Commission focused on key areas and critical links such as material procurement, engineering construction, and brand marketing. Throughout the year, it conducted a total of 24 supervisory investigations, promoted the rectification of 31 issues, and urged the improvement of 13 relevant policies. The Company has continued to deepen the reform of its supervision system and has preliminarily established an internal supervision system led by Party internal supervision, with business supervision, functional supervision, and specialized supervision as the main components, while ensuring employee democratic supervision and board supervision. This initiative continuously enhances governance effectiveness.

The Company and its suppliers must sign the *Sunshine Agreement* to clearly define both parties' integrity responsibilities and codes of conduct through contractual means.

Anti-monopoly and Anti-unfair Competition

JAC strictly complies with laws and regulations such as the *Anti-Monopoly Law of the People's Republic of China* and the *Anti-Unfair Competition Law of the People's Republic of China*, and is committed to maintaining an honest, fair, and free market order and business environment.

The Company has systematically integrated compliance requirements regarding anti-unfair competition and anti-monopoly into its existing internal control processes. By strengthening internal control reviews and other measures, it enhances its capability to identify and issue early warnings for potential violations. The Company regularly organizes warning education sessions to analyze risk points in market activities, business cooperation, and promotional efforts, systematically enhancing the ability of all employees, particularly frontline business personnel, to identify and prevent violations.

In 2025, the Company was not involved in any litigation cases concerning anti-unfair competition practices or the Anti-Monopoly Law.

Integrity in Business Operations

JAC has always adhered to the principle of integrity and strictly complied with applicable laws, regulations, regulatory requirements, industry standards, as well as relevant international treaties and rules in China and the regions where its business operates. The Company integrates integrity requirements into all business and management processes.

The Company has continuously obtained certification as a trusted entity on the Credit China website. The Credit China website records 5 voluntary corporate credit commitment entries for the Company, 11 tax credit A-level taxpayer records, and 1 Customs credit rating Advanced Certified Enterprise record.





Whistleblowing Mechanism

To effectively advance business ethics and anti-corruption initiatives, the Company has established a smooth, timely, and effective internal and external communication and feedback mechanism, actively accepting reports from stakeholders including employees and partners. The Company's Discipline Inspection Commission has designated personnel and a dedicated hotline to receive reports. Upon confirmation of violations, complaints and reports are handled strictly in accordance with regulations. Where necessary, the matter shall be referred to the competent authority for legal processing.



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The Company strictly implements internal policies, including the *Interim Measures for Protecting Whistleblowers by Discipline Inspection and Supervision Institutions* and the *Interim Measures for Registration and Filing of Inquiry, Interference, or Favoritism Regarding Cases by Discipline Inspection and Supervision Personnel*, accepts anonymous reports, maintains strict confidentiality across all stages of case acceptance, registration, investigation, and custody, and adopts multiple measures to ensure the security of whistleblower information and report content, effectively preventing risks of leakage or loss.

Integrity and Compliance Education

JAC continues to advance the construction of an integrity culture as a systematic and long-term initiative, adhering to the combination of normalized education and precise warning, thereby comprehensively deepening the awareness of integrity in practice among all employees.

The Company regularly convenes annual meetings on party conduct and integrity as well as anti-corruption work, along with warning education conferences. These events cover senior management, middle-level cadres, and personnel in key positions, and typical cases are reported throughout the Company. Organized on-site court session viewings and casereadings to strengthen warning education through layered and classified approaches. Furthermore, the Company continues to integrate three key communication platforms, the website column, internal subscription accounts, and physical exhibition halls, to build a system linking online and offline integrity culture dissemination, thereby expanding the reach of integrity education and deepening its cultural penetration. During the Reporting Period, the Company conducted various integrity-building meetings, including meetings on party conduct and anti-corruption work, with a total of 110 leaders, middle-level managers, and grassroots employees participating. Additionally, 659 individuals attended warning education conferences, and 44 tiered and categorized warning education sessions were held. Comprehensive promotion activities at all levels were carried out to enhance the penetration of integrity culture.

Integrity and Compliance Training for New Employees

In 2025, JAC distributed over 1,300 "Integrity Reminder Gift Packs" to new employees and conducted 56 specialized training sessions to strengthen the foundational basis of integrity education.

Risk Prevention and Control Management

The Company has established policies including the *Comprehensive Risk Management Measures*, the *Rapid Reporting System for Significant and Major Operational Risk Information of the Company*, and the *Internal Control and Risk Management Evaluation Management Measures*. These policies systematically standardize the organizational responsibilities, operational processes, and evaluation criteria for internal control and risk management, promoting the institutionalized and standardized operation of management work.

The Company's Board of Directors and its subordinate Audit Committee exercise their powers and duties in accordance with laws and regulations to guide the construction and supervision of the internal control and risk management systems.

The Company has established a management structure centered on the "Three Lines of Defense" model, achieving coordinated operations from every stage, perspective, and level of business management.



JAC has established an internal control and risk management system that complies with regulatory requirements for state-owned assets and listed companies. Through a clear governance structure, a comprehensive policy system, and in-depth cultural development, the Company systematically ensures effective control over all stages of its business operations.

First Line of Defense

Business Units

- Fully fulfill the functions of risk identification and primary responsibility response in daily operations.

Second Line of Defense

Functional Departments

- Organizing, leading, and coordinating the specific work of internal control and risk prevention.
- Conduct information disclosure, communication, and training across all business areas.

Third Line of Defense

Discipline Inspection and Supervision, Inspections, Audit, and Accountability Departments

- Oversee the effectiveness of the Company's overall risk prevention and control measures.

JAC's "Three Lines of Defense" system

JAC continues to strengthen internal control supervision and evaluation by organizing annual external audits of internal controls, self-assessments, and comprehensive supervision evaluations, while urging the rectification of identified issues and deficiencies. The Company regularly conducts comprehensive enterprise risk assessments and has established a sound risk management system along with clearly defined risk assessment processes. It evaluates and controls various risks throughout operations, continuously monitors and tracks risks through dynamic early warning mechanisms, and adjusts response strategies in a timely manner based on monitoring, reporting, and supervisory findings. This ensures that the entire risk management system remains precise, effective, and up-to-date.

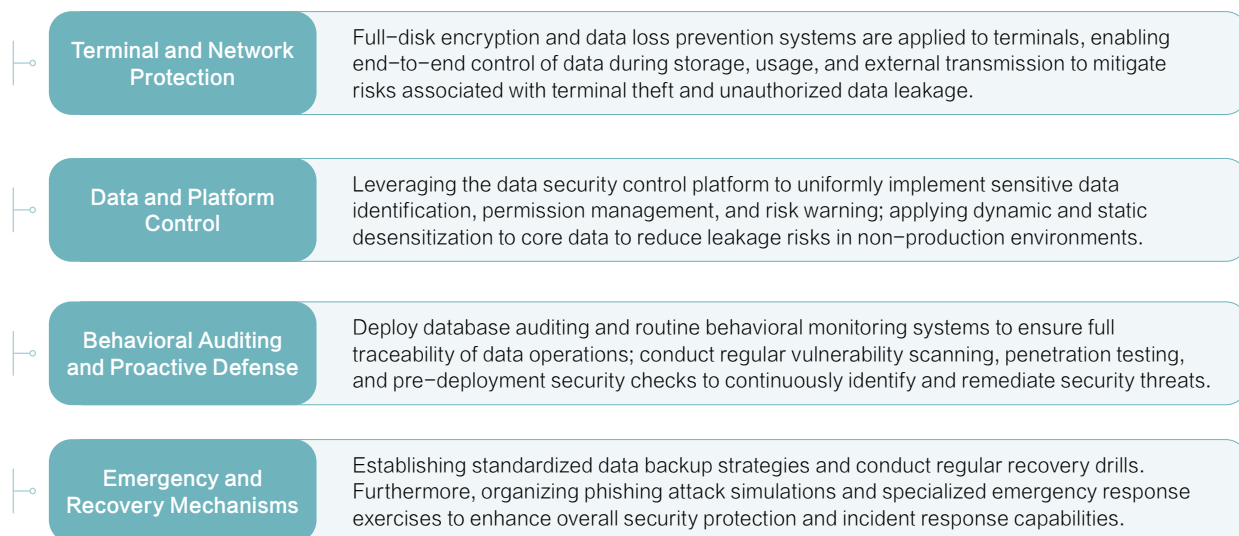
Data Security Protection

JAC has always regarded information security and privacy protection as core issues for corporate development. The Company has established a comprehensive data security management mechanism and deeply integrated it into actual business operations to ensure the effective implementation of information security management.

Information Security

JAC strictly complies with national laws and regulations such as the *Cybersecurity Law of the People's Republic of China* and the *Data Security Law of the People's Republic of China*. The Company has established policies including the *Information Security Management System*, *Data Security Management Measures*, *Personal Information Protection Management Measures*, *Data Classification and Grading Management Measures*, and *Information Security Risk and Incident Management Measures*. These measures build a high-standard data security management system that is comprehensive and compliant with regulatory requirements, effectively safeguarding the information security of the Company and its customers both domestically and internationally. During the Reporting Period, no data security incidents resulting in significant property loss to the Company occurred.

In 2025, JAC has obtained ISO 27001 information security management system certification and achieved DSMM¹⁰ Level III certification.



JAC Information Security Protection Measures

Privacy Protection Management

JAC strictly complies with legal and regulatory requirements. The Company has established privacy policies for relevant stakeholders, including employees and customers, which define the end-to-end privacy management processes for information collection, storage, usage, and sharing. These measures ensure the responsible use and systematic protection of personally identifiable information.

The Company established the basic principles and end-to-end standards for personal information processing through the *Personal Information Protection Management Measures*. It implemented requirements for minimum access rights and periodic reviews via the *Account Access Rights Management Measures*. Furthermore, it ensured confidentiality responsibilities for all employees by enforcing the *Confidentiality Agreement* and the *High-Confidentiality Project Confidentiality Agreement* targeted at key personnel. Furthermore, the Company has established the *Supplier Cybersecurity and Data Processing Agreement*, which details privacy management protocols for the entire life-cycle of information collection, storage, usage, sharing, and destruction, thereby achieving responsible use of personally identifiable information and closed-loop systematic protection across all dimensions.

Regarding users' personal privacy information, the Company clearly informs users of the rules for processing personal information and implements a separate confirmation mechanism when sensitive permissions are involved. This safeguards users' right to know and their autonomous control, establishing a systematic governance closed loop that spans from policy constraints to behavioral controls and from internal accountability to external transparency.

¹⁰ DSMM: Data Security capability Maturity Model.

Management

- Optimize the front-end privacy policy to ensure that data collection is lawful and transparent.
- Privacy compliance assessments are conducted regularly for mobile applications to fully implement legal and regulatory requirements.

Technology

- Establish an encrypted channel during the transmission phase.
- Implement dual protection of "encrypted storage + data masking" at the storage stage.
- At the terminal stage, DLP¹¹ systems and full-disk encryption are deployed to ensure data security and controllability across transmission, storage, and usage.

Operations

- Establish a data classification control and multi-level approval mechanism to standardize privacy data processing permissions.
- Implement regular backup procedures and legally mandated deletion and destruction processes to ensure continuous data availability and compliant disposal.

JAC End-to-End Privacy Protection System

Emergency Drill for Data Leakage Security Incident on the Internet of Vehicles Platform

In December 2025, JAC conducted an emergency drill for data leakage on its Internet of Vehicles (IoV) platform. The drill simulated a scenario in which the platform was attacked, resulting in a core data breach, and executed the complete end-to-end incident response procedure. The drill adheres to the mechanism of "unified command, graded response, and collaborative linkage." Leveraging the full-link architecture of the IoV, it establishes a linkage system that prioritizes technical mitigation, supports business operations, and ensures legal compliance as the ultimate safeguard.

This drill simulated a vehicle networking data leakage event, effectively validating the feasibility and applicability of the Company's *Data Security Incident Emergency Plan* and providing a practical basis for subsequent plan optimization.

Information Security Audit

To continuously enhance the system's capability to address data leakage risks, the Company employs multiple measures to rigorously monitor the operation of its supervision system and implements continuous optimization based on feedback. This ensures that the information security management system remains in optimal condition. The Company has promoted the establishment of safety audit specialists across all units to implement monthly audits, gradually building a long-term working mechanism characterized by "routine inspections, precise auditing, and closed-loop disposal."

JAC conducts internal information security audits annually. The audit scope covers core business processes, privacy protection, and data management systems. During the Reporting Period, the Company conducted 44 specialized security inspections covering key business areas and core systems across multiple dimensions including policy, technology, personnel, and operations. Additionally, multiple surprise inspections, exit security audits, and risk assessments for core systems were carried out.

Information Security Promotion

To enhance employees' awareness of information security and privacy protection, the Company regularly organizes diverse information and data security promotion campaigns and training sessions. The Company has designed and developed professional courses covering multiple domains, including data security laws and regulations, data security management systems, data classification and grading, and principles for formulating privacy policies. These courses are implemented to strengthen training and guidance in response to issues identified during external inspections and internal audits. In 2025, the Company continued to conduct training on laws and regulations related to information security as well as information security awareness training to strengthen employees' security literacy and compliance awareness. At the same time, targeted technical security training was provided to personnel in relevant positions, including business, research and development, operations, and testing.

During the Reporting Period:

A total of **11** information security training sessions were conducted

Number of employees participating in training: **1,320** person-times

¹¹ DLP: Data Loss Prevention.

04

Innovation Development

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Innovation is the core engine driving the Company's high-quality development. JAC has always adhered to the path of "autonomous development plus open cooperation." Against the backdrop of profound transformation in the global automotive industry, the Company continues to increase R&D investment and refine its independent innovation system to deliver more advanced products to users, thereby charting a new chapter for the automotive industry in the new era through innovative development.



Governance

JAC has always aimed to provide users with the most satisfactory products by strengthening user-centric thinking and promoting differentiated experiences characterized by "one thousand cars for one thousand users" and "one thousand faces for one thousand vehicles." We are advancing technological innovation across the entire value chain, focusing on key technology clusters including vehicle integration, intelligent connectivity, core components, and low-carbon agile manufacturing.

To strengthen the foundation of technology innovation management, JAC has established a collaborative innovation governance system involving the product planning department, the technology center, and the digital management center. This structure clarifies the functions of each division, consolidates synergistic efforts, and promotes the standardized and efficient execution of technology innovation initiatives, thereby supporting sustainable technological upgrades for the Company.

Specifically, the product planning department focuses on planning and strategic control throughout the product life-cycle, steering the direction of innovation strategy and anchoring the positioning of product R&D. The technology center coordinates the entire chain of technological research and development and implementation, concentrating efforts to break through core technologies. The digital center keeps pace with industry technology frontiers, empowering technological innovation to improve quality and efficiency through digital intelligence means. Collaborative efforts among three parties drive high-efficiency and innovative governance to empower the Company technological quality enhancement, industrial upgrading, and sustainable development.

Strategy

Against the backdrop of accelerated innovation and transformation in China's automotive industry, characterized by cross-border integration, JAC is accelerating its transition toward intelligent new energy solutions and embracing integrated innovation with an open concept.

Analysis of Risks, Opportunities, and Their Impacts

Identification and Assessment of Potential Risks

Risk	Risk Description	Time Period	Business Impact	Financial Impact
Market Trends/Technology Roadmap Risks	Currently, multiple pathways including pure electric, extended-range electric, hybrid, and hydrogen energy are being pursued in parallel. If a deviation occurs in the selection of technical routes or if breakthroughs in core technologies prove difficult to achieve, it may result in the waste of R&D resources.	Medium- and Long-Term	Project reset or repeated investment will lead to a decline in the Company's R&D efficiency.	Rising sunk costs in research and development have impacted the Company's overall return on investment.
Consumer Preference Risk	Consumer demand for green, smart, and safe experiences continues to rise; lagging product experiences may influence consumer purchasing preferences.	Short- and Medium-Term	Customer churn and declining brand appeal	Sales growth will gradually decrease, leading to a further increase in marketing costs.

Identification and Assessment of Potential Opportunities

Opportunities	Opportunity Description	Time Period	Business Impact	Financial Impact
Opportunities for Vehicle electrification Upgrades	- Electrification is accelerating in logistics and urban distribution sectors, driving rapid growth in demand for new energy commercial vehicles. - Driven by national policies and consumer demand for green travel, the penetration rate of new energy passenger vehicles continues to rise.	Medium- and Long-Term	We entered new market spaces, and the scale of our new energy commercial vehicle business has expanded.	New revenue streams can be established, strengthening the Company's long-term growth momentum.
Opportunities for Upgrading the Internet of Things	The rapid adoption of intelligent assisted driving, smart cockpits, and Internet of Vehicles (IoV) applications, coupled with increasing consumer demand for vehicle intelligence, is driving product upgrades toward greater intelligence and higher value-added capabilities.	Medium- and Long-Term	Develop differentiated selling points and increase the proportion of high-end products.	The unit price of vehicles will increase, thereby expanding the profit margin.

Innovation-Driven

JAC has established a systematic and standardized full-process R&D management system, focusing on core areas such as technological innovation, quality risk management, and international compliance. The Group has implemented 14 core innovative R&D policies, including *Vehicle Software Version and Release Management Measures*, *Product Experience Development Management Measures* and *Intelligent Connected Vehicle OTA¹² Management Measures*, to strengthen its strategic layout in the field of R&D innovation.

The Company continues to advance the R&D system construction centered on users, continuously enhances its forward-looking design development and experimental verification capabilities, and accelerates the conversion of technical R&D strength into competitive market advantages. The Company implements the IPD process, adhering to the principles of market demand-driven development and investment-based management of product development. This guides the product development team to deliver high-quality product packages that meet customer needs while maintaining market competitiveness and superior quality. We have established a collaborative system integrating its headquarters R&D center with research and development centers in overseas markets and domestic first-tier cities. This integrated R&D system encompasses industry-academia-research cooperation, synergy with strategic partners both domestically and internationally, and adaptive development across all business units.

The Company continues to refine the IPD product planning process (including product planning, project initiation, and requirement management), deepens collaboration with strategic partners such as Huawei, strengthens product portfolio decision-making and resource allocation, drives R&D resources toward high-value projects, and enhances the competitiveness and return on investment of the product portfolio.

Awarded the First Prize of the Science and Technology Award by the China Society of Automotive Engineers

On October 22, 2025, the opening day of the 32nd Annual Meeting and Exhibition of the China Society of Automotive Engineers (SAECCE 2025), JAC was awarded the Science and Technology Award of the China Society of Automotive Engineers.

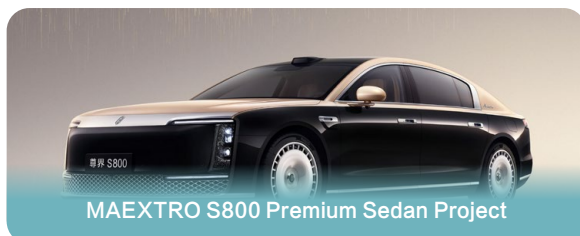
The Company's participation in the projects Data Security and Efficient Protection Technology and Application for Intelligent Connected Vehicles and Key Technology Research and Industrialization of High-Efficiency and Environmentally Friendly Light Diesel Engines received the First Prize and Third Prize of the Science and Technology Progress Award, respectively.



¹² OTA: Over-The-Air Technology.

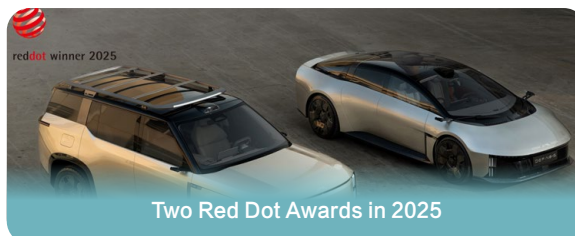
Technological Breakthrough

JAC continues to deepen the transformation and upgrading of its traditional businesses while enhancing internal combustion engine efficiency. Meanwhile, the Company accelerates breakthroughs in intelligent connectivity, electrification platforms, vehicle integration, and user experience innovation, fostering rapid iteration of new models and intelligence capabilities. This has resulted in a portfolio of core technological achievements with independent intellectual property rights.



MAEXTRO S800 Premium Sedan Project

- The new flagship model of the premium automotive brand jointly developed by JAC and Huawei.



Two Red Dot Awards in 2025

- The DEFINE-S and DEFINE-X prototypes won the German "Red Dot Design Concept Award" and the "Red Dot Brand & Communication Design" award, respectively, for their HMI intelligent cockpits and prototype designs.



Pickup HUNTER PHEV Project

- New Level 2 driver assistance systems have been added to flexibly adapt to various scenarios, ranging from personal leisure to high-end commercial use.
- The plug-in hybrid mode effectively balances power performance and economic efficiency.

JAC Passenger Vehicle Innovation Case Study



Integrated Vehicle Technology Innovation

- The technical platform solution design for the Central + Regional structure has been completed. Preliminary capabilities for independent development of vehicle control application layer software and communication middleware based on SOA have been established.
- The MAEXTRO S800 model is equipped with electronic control suspension and rear-wheel steering.
- Reserve key technologies such as wire-controlled steering and EMB.



DHE155 Engine Platform

- Independently developed the DHE155 engine platform.
- Achieved an ultimate thermal efficiency of 46.4%.
- Currently the diesel internal combustion engine with the highest thermal efficiency for displacements under 3 liters in China.

JAC Technological Innovation Achievements



New Energy Commercial Vehicle ES6 Upgrade Project

- Low Energy Consumption: By improving transmission efficiency, optimizing power consumption of high and low voltage systems, and refining energy recovery strategies, the comprehensive driving range has been increased by more than 8%.
- Intelligence: Equipped with Horizon J3 chips and Continental's sixth-generation millimeter-wave radar, featuring a self-developed AEB algorithm.
- Comfort: Interior and human-machine engineering design are upgraded synchronously to enhance operational convenience and riding comfort.

JAC Commercial Vehicle Innovation Case Study

Digitalization Development

Amidst the global wave of intelligence, electrification, and connectivity sweeping the automotive industry, JAC consistently positioned technological innovation as the core strategy for corporate development. The Company actively responded to the national leads to promote high-quality development in manufacturing and the marketization of data elements. We advanced digital transformation and systematically established a detailed data governance system covering data collection, integration, analysis, and application.

During the Reporting Period, the Anhui Provincial Department of Industry and Information Technology officially announced the list of provincial key industrial platforms for 2025. JAC Industrial Internet Platform was successfully selected as one of the 22 platforms in the province to receive this recognition, and will play a demonstrative and leading role in the digital transformation of manufacturing across the province.

In August 2025, the Company was selected as a national-level benchmark enterprise for intelligent manufacturing due to its innovative achievements, including a full-link digital production line, an AI-powered quality inspection system, and an industrial internet platform. Details regarding the MAEXTRO Project are provided in the chapter "Innovation Upgrade" of this report.

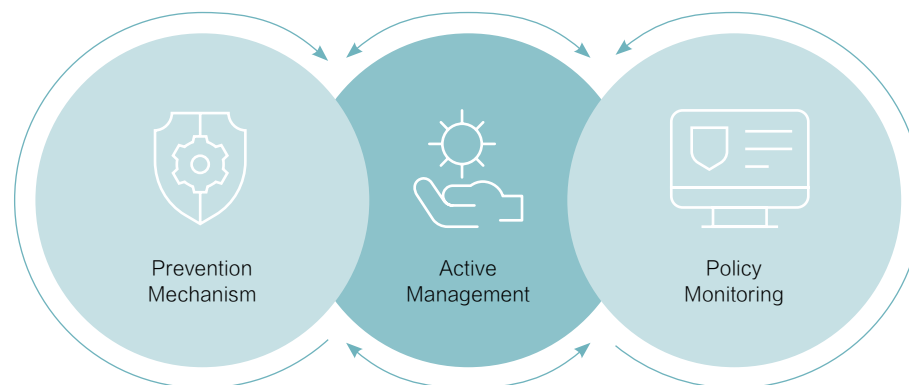
Selected as a "Leader" Enterprise in China's Industrial Data Governance

At the Third China Industrial High-Quality Development Forum organized by the China Federation of Industrial Economics, JAC was successfully selected for the list of Leading Enterprises and typical cases in the 2025 China Industrial Data Governance initiative. This recognition affirms the Company's data governance capabilities with national-level authoritative endorsement.



Intellectual Property Protection

JAC continues to refine its intellectual property protection system by establishing internal policies such as the *Measures for the Administration of Patents and Software Copyrights* and the *Trademark Management Measures*, thereby providing standardized safeguards for intellectual property. We actively foster an ecosystem that respects innovation and protects property rights, comprehensively enhancing the capacity for intellectual property creation and protection.



When outsourcing business is involved, a written contract shall be concluded in advance, specifying the ownership of intellectual property rights and confidentiality obligations. The Company's legal department shall review and file the contract

In response to malicious trademark imitation and patent infringement, we proactively enforce our rights in accordance with the law and severely crack down on such infringing practices.

Regularly monitor intellectual property rights relevant to the market and the Company. Prior to foreign trade activities, investigate applicable intellectual property laws, policies, and enforcement practices in the relevant jurisdictions. Stay informed of industry-related litigation, analyze potential disputes and their impact on the Company, and develop contingency plans for prevention.

JAC Intellectual Property Management Initiatives

The Company continues to improve its intellectual property incentive mechanisms by establishing tiered rewards, quality-oriented incentives, and special initiatives. These measures fully mobilize the innovation enthusiasm of R&D personnel and promote the continuous output of high-quality innovative results.

Special Award

- For key R&D projects, a special incentive scheme has been issued to raise reward standards and streamline the process.
- Implement a one-time full incentive to rapidly respond to project innovation needs.

Quality-Oriented

- For high-quality invention patents, establish higher standards (e.g., compliance with the classification of strategic emerging industries) while providing higher rewards.

Tiered Reward

- Establish two reward dimensions: authorization rewards and application rewards.
- Establish a dual incentive mechanism of "authorization plus conversion."

The Company adheres to a development philosophy of openness, collaboration, co-construction, and shared benefits. It deepens collaborative linkages with all stakeholders across the industrial chain in areas as standard-setting, technological innovation, and industrial cooperation, working together to promote the co-construction of the industry ecosystem and high-quality industrial development.

Industry Development

JAC adheres to an innovation-driven development strategy and upholds the principles of openness, co-construction, and shared benefits. The Company continuously deepens collaborative innovation with upstream and downstream entities in the industrial chain, as well as universities and research institutions, fostering a joint innovation ecosystem to accelerate breakthroughs in key core technologies and achieve industrial upgrading.

The Company has established a cluster of internal R&D laboratories as its foundation. It initially planned and constructed 18 first-tier laboratories, complemented by a supply chain joint research institute system and academician team joint laboratories. This forms an "open innovation engine" with "two wings synergy," continuously deepening innovation in core technology clusters such as vehicle integration, intelligent connectivity, core components, and low-carbon agile manufacturing. The Company is working to enhance product competitiveness and brand influence.

Gathering top-tier R&D talent globally

JAC employs 7,833 R&D personnel. We have established a deep industry-academia-research cooperation mechanism with Tsinghua University, the University of Science and Technology of China (USTC), Tongji University, and other institutions. By precisely aligning university research resources with the Company's actual needs, we promote the rapid transformation of innovation outcomes.

In the intelligent automotive sector, JAC has actively promoted technological research and development across four key areas: intelligent architecture, intelligent assisted driving, intelligent cockpits, and intelligent services. The Company established Anhui Province Intelligent Assisted Driving Industry Innovation Center, a provincial-level innovation platform, and dedicated to build the Anhui Province Automotive Intelligent Connected Technology Key Laboratory. The Company has formed a strategic alliance with technology giants such as Huawei and CATL to continuously provide users with safer, more flexible and enjoyable mobility solutions.

Co-develop a next-generation autonomous and controllable new energy vehicle R&D and industrialization platform

JAC participated in the kick-off seminar for the project "R&D and Industrialization Platform for Next-Generation Autonomous and Controllable New Energy Vehicles," led by the Anhui Future Intelligent Connected New Energy Vehicle Innovation Center. This project is dedicated to advancing the technological breakthroughs and industrialization of next-generation new energy vehicle platforms on a global scale. By integrating the "Eight New" Concepts¹³, we aim to reshape the development system for next-generation automobiles, thereby enhancing the overall R&D capabilities and core competitiveness of the global automotive industry.



¹³ Namely new functions, new architectures, new energy sources, new materials, new structures, new processes, new equipment, and new business models.

Industry Standard

JAC actively participates in the development of national and industry standards for the automotive sector, leveraging standardization to drive technological innovation and industrial upgrading. In 2025, the Company continued to participate in the formulation of multiple standards and successfully joined international standard research working group for the first time. This achievement marked a breakthrough of the Company from zero participation in international standards, enhancing the influence and voice of Chinese brands within the global automotive standard system.

JAC has joined the **15** sub-technical committees under the National Automotive Standardization Technical Committee

and the drafting working groups for standards in **22** countries and industries

• JAC 2025 National and Industry Key Focus Standard Participation (Excerpt) •

Electric Vehicle Conductive Charging and Discharging System – Part 4: Requirements for Vehicle-to-Grid Discharge

Technical Requirements and Test Methods for Onboard Information Interaction System Based on LTE-V2X Direct Communication

Evaluation Methods and Indicators for Fuel Consumption of Passenger Cars

Special Requirements for Heavy Commercial Vehicles and Trains on the Equipment Upgrade Bridge

Sharing Experience on the Formulation of Industry Standards for Intelligent Connected Vehicles

In April 2025, JAC, as one of the lead units for the national standard *Technical Specification for Safety Warning System Based on Direct Communication Technology for Intelligent Connected Vehicles*, jointly convened with the Anhui Future Intelligent Connected New Energy Vehicle Innovation Center the Third Series Meeting of the Intelligent Connected Vehicle (ICV) Related Standards Project Team and the 13th Meeting of the Connected Function and Application (CFA) Working Group to facilitate the refinement of key technical specifications for intelligent connected vehicles.



Management of Impacts, Risks, and Opportunities

To ensure the effective implementation of R&D innovation management strategies, the Company has established a systematic risk identification and assessment mechanism to regularly analyze risks related to R&D innovation and their potential impacts. Building on this, specific control measures and standardized workflows have been established for high-priority risk items, clearly defining responsible entities and deploying dedicated teams to conduct continuous monitoring and dynamic tracking.

Meanwhile, the Company integrates risk prevention and control requirements into the entire R&D management process. By concurrently implementing early warning, assessment, and improvement mechanisms, it continuously optimizes control effectiveness to minimize the potential impact of R&D innovation activities on the Company's operations and relevant stakeholders, thereby ensuring the steady advancement and sustainable development of innovation work.



Metrics and Targets

JAC continues to increase R&D investment, optimize the allocation of R&D resources, and continuously improve the proportion of highly educated R&D talent.

During the Reporting Period, the Company's R&D investment reached RMB 4.18 billion, representing a year-over-year increase of 20.64%, accounting for 8.99% of revenue.

Number of R&D personnel	7,833
Proportion of R&D personnel to total employees (%)	35.3
Educational Structure of R&D Personnel	
Educational Background Structure Categories	Number of Employees by Educational Qualification
Doctoral Candidate	28
Master's Graduate Student	1,653
Bachelor's Degree	5,673
Specialized College	448
High school and below	31
Age Structure of R&D Personnel	
Age Structure Categories	Number of Personnel by Age Structure
Under 30 (excluding 30)	2,959
30–40 years old (inclusive of 30, exclusive of 40)	3,182
40–50 years old (inclusive of 40, exclusive of 50)	1,505
50–60 years old (inclusive of 50, exclusive of 60)	179
60 years of age and older	8

Composition of R&D Personnel

Cumulative authorized patents

16,421 Cases

Cumulative number of
authorized invention patents

4,215 cases

Cumulative Utility Model
Patents Granted

8,416 cases

Cumulative number of
granted design patents

3,790 cases

Participated in the preparation and publish of Industrial Standard

4 (Year of 2025) / **70** (Cumulative)

Participated in the preparation and publish of National Standard

16 (Year of 2025) / **171** (Cumulative)

05

Quality Assurance

Full-Chain Quality Control	41
Sustainable Supply Chain	47
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JAC adheres to the principle of "building brands through quality" and integrates total quality management into its development fabric. The Company collaborates with global partners to strengthen supply chain quality and drives continuous brand elevation through premium quality.



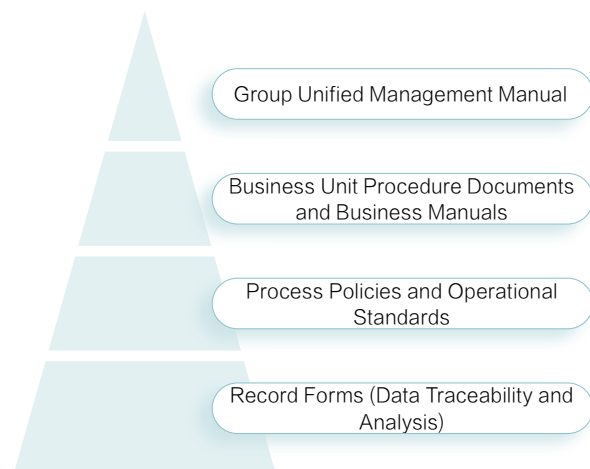
Full-Chain Quality Control

JAC continues to build a quality governance system covering the entire product life-cycle. By leveraging digital capabilities, it reshapes R&D, manufacturing, delivery, and service processes to create an intelligent, efficient, and verifiable quality management closed loop, dedicated to fulfilling its brand commitment centered on customers.

Governance

JAC places quality governance at the core of corporate sustainable development and has established a quality decision-making system with the Chief Quality Officer as the highest accountable executive. The Chief Quality Officer holds authority over quality strategy formulation, cross-departmental coordination, and decision-making on major matters, thereby ensuring the execution of quality work at the organizational level.

The Company has established a systematic, four-tier document system to advance quality management toward high-end, refined, and international development. Quality system certification spans the entire process of vehicle R&D, manufacturing, service, and key component control. As of the end of the Reporting Period, the Company held five valid ISO 9001 certification certificates and eight valid IATF 16949 certification certificates.



JAC 4 Levels of Quality Management Document System

Strategy

Currently, China's automotive industry is at a critical stage of transformation and upgrading from scale expansion to quality leadership. As an active practitioner of high-quality industry development, JAC adheres to the principle of "building brands through quality." Relying on continuous innovation and intelligent transformation, we work on to creating exceptional value for customers, injecting momentum into industrial progress, and consistently demonstrating the leadership and responsibility of Chinese brands amidst profound changes in the global automotive industry.

Analysis of Risks, Opportunities, and Their Impacts

Identification and Assessment of Potential Risks

Risk	Risk Description	Time Period	Business Impact	Financial Impact
Consistency Risk in Manufacturing Processes	Drifts in process parameters, equipment failures, or human operational errors on the production line can cause deviations in key product characteristics from standards, thereby affecting the consistency of overall vehicle quality.	Short- and Medium-Term	The product pass rate declined, and vehicles leaving the factory contained potential defects, leading to an increased early failure rate in the market.	Compression of Gross Margin and Operating Profit
Quality Risks in New Product Introduction	During the rapid introduction of new vehicle models and technologies, insufficient validation has led to design defects or potential failure modes being exposed in the late stages of mass production.	Medium- and Long-Term	Following the launch of new vehicles, significant quality reputation issues emerged, hindering model sales and disrupting product planning.	Resulting in significant short-term cash outflows and pressure on profits.
Risk of After-Sales Service Quality	Delays or breaks in the closed-loop process for collecting information on market quality issues, analyzing them, tracing root causes, and feeding back improvement measures to the front end have led to the recurrence of similar issues.	Medium- and Long-Term	Customer satisfaction continues to decline, the churn rate of existing customers has increased, and the negative impact of word-of-mouth referrals has expanded.	Selling expenses increased, impacting profit margins.

Identification and Assessment of Potential Opportunities

Opportunities	Opportunity Description	Time Period	Business Impact	Financial Impact
Quality System Upgrades Driven by Strategic Cooperation	Leveraging industry-leading best practices, we successfully established and validated a modern quality governance system characterized by endogenous momentum and high replicability.	Medium- and Long-Term	Align quality standards and execution levels with international mainstream benchmarks to achieve breakthroughs in product reliability and sensory quality, thereby enhancing brand premium capability.	The proportion of high-value product sales increased, improving the overall gross profit margin. The reduction in R&D expenses has improved the operating profit margin.
Shifting from experience-based to data-driven decision-making.	The quality monitoring and collaborative system established represents not only an upgrade of technical tools but also signifies the Company's transformation toward a data-driven modern quality operation model.	Medium- and Long-Term	By establishing a data closed loop encompassing "Market-Factory-Supply Chain," the Company will gain unprecedented market perception, operational insight, and collaborative control.	Quality management has been transformed from a cost center into a profit-driving center.
Transform quality capabilities into service and brand value.	Leveraging reliable product quality and a comprehensive traceability system, we provide value-added services to our clients.	Medium- and Long-Term	Transitioning from a pure automobile manufacturer to a mobility solutions provider offering "products + services" to enhance customer stickiness and open up new revenue streams.	A high-quality brand image supports the stability of new vehicle terminal prices, reduces promotional discounts, and increases sales revenue per vehicle.

Quality Risk Management

JAC has established a quality risk prevention and control system covering the entire product life-cycle. Through systematic risk assessment and process control, the Company ensures that product quality is safe and reliable.

Full-process quality control

JAC has established a general quality management process centered on full-process control of product realization, comprehensively covering the entire value chain from design, procurement, and manufacturing to delivery. This process focuses on strengthening key links such as incoming parts quality control, production consistency control and traceability, and handling of non-conforming products. Relying on information platforms including the DMS system and fieldbus control systems, it ensures full-process integration and alignment of objectives.

Furthermore, the Company has established a quality performance assessment mechanism centered on the *Quality Performance Management Policy*. Covering three key dimensions—quality performance indicators, quality objectives, and internal operational management—the system creates a comprehensive evaluation system spanning the entire process. The Company has established a drive model that combines positive and negative incentives while balancing spiritual and material rewards through weekly and monthly dynamic evaluations and incentive realization, promoting full staff participation in quality management.

Establish positive incentives such as the Project Quality Award, Problem Improvement Incentive, and Excellence Performance Award.

Implement a "Quality Red and Black List" exposure mechanism: positive measures include blue trays and performance upgrades; negative measures include quality interviews and performance downgrades.

Establish the Company's general quality enforcement system and closed-loop management standards to strengthen awareness among all employees and enhance process compliance.

JAC Quality Incentive Mechanism

Deep Collaboration with Huawei: Driving a Quality Revolution Across the Entire Value Chain with the "Five-Dimensions" Quality System

To systematically enhance the quality awareness, management capabilities, and product quality levels of all employees, JAC has integrated the *Guidelines for Maturity Assessment of Quality Management Systems* with industry best practices from companies such as Huawei. Centering on the PDCA¹⁴ management cycle as the core methodology and incorporating quality management requirements specific to the automotive industry, the Company implemented innovations across dimensions including management efficiency, evaluation models, and resource integration. Consequently, it constructed and comprehensively promoted a "Five-Dimensions" quality management system, characterized by: professionalized quality planning, process-oriented quality requirements, distinctive quality activities, systematic quality improvement, and rigid quality accountability. This system effectively addresses a series of management pain points, including insufficient employee quality awareness, difficulties in implementing management requirements, and the failure to fully leverage performance incentives.

All business units of the Company have fully adopted and promoted this practical experience, systematically carrying out quality system improvement initiatives within their respective organizations. Subsidiaries are also actively learning from, drawing on, and adapting this model.

Quality Audit Mechanism

JAC has established a quality audit mechanism centered on "internal audits, external audits, and special audits." This mechanism comprehensively covers the entire value chain of product realization and systematically ensures the effective operation and continuous improvement of the quality management system.

Internal Audit

- The professional internal audit team conducted a comprehensive review of the business chain based on standards such as ISO 9001 and IATF 16949, as well as internal management system documents, to proactively identify improvement opportunities and quality risks.
- Conduct at least once annually.

External Audit

- Regularly undergo supervision and recertification audits by authoritative bodies such as the China Quality Certification Centre (CQC) to validate the compliance and effectiveness of the system's operation from an independent and objective perspective.

Special Audit

- Initiated flexibly for scenarios such as new product introduction, application of new processes, major changes, and specific customer requirements, focusing on risk control to demonstrate the agility and foresight of quality management.

JAC Quality Audit Mechanism

Planning Phase

Develop an annual audit plan to define the scope and resource allocation.

Implementation Phase

Through document review, on-site inspection, personnel interviews, and physical testing, the entire process from R&D to delivery was covered.

Reporting Period

Audit findings were communicated through formal meetings, and a written report was prepared.

Closed-loop Phase

Track the responsible department's implementation of corrective measures until all identified issues are verified and resolved, achieving a closed-loop management process.

JAC Quality Audit Process

During the Reporting Period, all issues identified in internal and external audits were rectified within the prescribed timelines, achieving a 100% closure rate.

¹⁴ PDCA: Plan-Do-Check-Act.

Quality Culture Construction

The Company has established a systematic, multi-level, and comprehensive quality training system. This system is founded on enhancing quality awareness across all employees and supported by professional competency certification. It closely integrates with business processes to drive the deep integration of quality culture and the quality management system into organizational operations.

Comprehensive Basic Training for All Employees

- Conducted "Quality Awareness Training," covering more than 23,000 person-times.
- Organized the "All-Staff Quality Knowledge Competition," with nearly 17,000 participants.
- Launched a series of Six Sigma management courses for all employees.

Deepening Training on Professional Competence

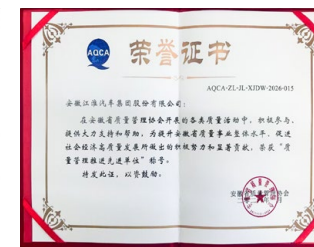
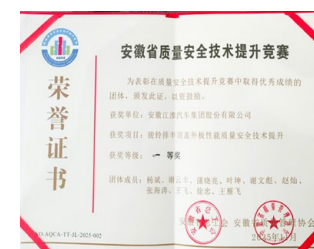
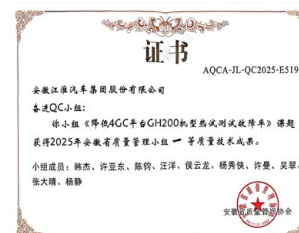
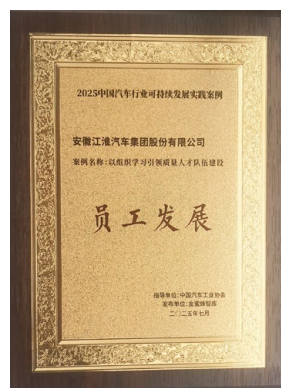
- Conducted specialized training in Six Sigma Green Belt, Black Belt, and Design for Six Sigma (DFSS). Among them, 84 individuals received Green Belt training, and 48 passed the internal certification.
- Nine specialized training sessions were conducted on quality tools and methodologies, cumulatively training 361 person-times of technical and quality core staff.

Business Training

- Focusing on the luxury new energy X6 platform project, we organized system process knowledge training sessions totaling 75 (50 offline and 25 online), reaching 20,800 person-times.

The Company adopted a whole-staff participation approach and, focusing on key annual quality priorities, systematically planned and implemented quality management activities and themed campaigns such as "Quality Month," fostering an atmosphere where every employee values and creates quality.

During the Reporting Period, the Company accumulated a total of 1,120 results from quality management activities, including trustworthy work teams and Six Sigma initiatives, representing an increase of 26 compared to the same period last year. In total, the Company received 206 quality awards throughout the year, of which 114 were external awards, marking a year-over-year growth of 8.5%.



Product Quality Support

JAC has always adhered to a user-centric approach by building a comprehensive customer service system and establishing diversified communication channels. The Company regularly conducts customer satisfaction surveys to gain deep insights into customer needs, continuously driving the optimization of product quality and service excellence based on user feedback.

Customer Issue Resolution

JAC has established a systematic mechanism for customer service, product traceability, and continuous improvement across the entire product life-cycle. The Company has established a nationwide after-sales service network. Leveraging digital platforms, it achieves rapid response and standardized processing of customer needs. Additionally, the Company conducts specialized risk assessments regarding safety and quality issues to provide scientific support for product recall decisions.

Through the vehicle full life-cycle traceability system, the Company can locate production, circulation, and maintenance information for relevant vehicles. During the recall implementation, we ensured that the recall process was completed in a standardized, efficient, and orderly manner by leveraging a multi-channel user communication system and a service outlet supervision mechanism. Furthermore, the Company conducts root cause analyses on recalled components on a regular basis, driving optimization and upgrades in upstream processes such as research and development and procurement. The lessons learned from recalls are integrated into the quality knowledge base to continuously refine processes, standards, and training systems, thereby achieving steady enhancement of quality management capabilities.

In 2025, the Company proactively initiated one product recall involving more than 40 vehicles. The relevant details are as follows:

From Problem Recall to Full-Process Traceability: Our Practices

In 2025, the Company proactively initiated a recall of more than 40 vehicles to address potential safety hazards associated with customer-commissioned modifications. To systematically control similar risks at the source, the Company has further strengthened end-to-end management of entrusted modifications, improved the filing and reporting mechanisms for modification information, standardized the processes for video shooting and photo uploads, optimized the review procedures, and ensured a 100% coverage rate for the review of key modification areas.

Furthermore, the Company upgraded its digital management system to enable full-process traceability and risk early warning for entrusted modification operations, effectively ensuring compliant operation and usage safety of vehicles after they leave the factory.

Quality Feedback Handling

JAC has established a comprehensive complaint channel network covering official, government, and industry platforms to ensure that users can report quality and safety issues through multiple pathways, including the Company's service hotline, official website, the national 12315 platform, and the 12345 hotline. In 2025, the Company launched the "Government Complaint Digital System Management Platform" based on its existing user complaint digital management platform, achieving efficient closed-loop management of quality complaints.



Management of Impacts, Risks, and Opportunities

The Company has established a comprehensive quality risk prevention and control mechanism to proactively identify and manage potential risks related to component quality, production processes, and equipment status. Aligning with digital transformation trends, the Company has formulated monitoring plans covering complete vehicles and key systems. By applying intelligent error-proofing technologies and traceability systems, it achieves full-process traceability from raw materials to vehicle delivery, continuously enhancing product consistency and reliability.

Metrics and Targets

The Company adheres to a core strategy of driving quality performance through quantifiable targets, providing guidance for the efficient implementation and optimization of corporate strategic objectives. We are working on enhancing core metrics such as customer satisfaction and conducting annual comparisons against target implementation.

During the Reporting Period, the Company's quality management-related indicators were as follows:

Indicators	2025 Targets	Actual Achievement
Number of failures per thousand vehicles	30% reduction from 2024	39% reduction
Proportion of Yellow Belt Employees who have received quality-related training	100%	100%
Number of Major Safety and Quality Incidents Related to Product and Service Responsibilities	0	0

Sustainable Supply Chain

JAC emphasize on the stability and sustainability of its supply chain and has established a systematic supply chain management system. The Company actively introduces and cultivates high-quality supplier resources. We established a structured mechanism for supplier on-boarding, evaluation, and exit. By applying ESG audit standards to supplier screenings, the Company ensures that suppliers meet its sustainability requirements in environmental protection, social responsibility, and corporate governance.

Governance

The Company has established a procurement governance system comprising the Procurement Management Committee, the Specialized Procurement Committee, and the category procurement working group. The Procurement Management Committee is responsible for procurement strategies and decision making. The Professional Procurement Committee is tasked with implementing decision requirements and managing procurement matters and risks within its authorized scope. The Category Procurement Working Group is responsible for executing procurement strategies and supplier management, conducting specific procurement activities, and performing daily supervision and risk control over relevant business operations. We have established a series of supplier management policies. Through scientific decision-making and regular communication, we are implementing sustainable supply chain objectives.

Strategy

JAC manages its supply chain responsibly by fully identifying potential risks and opportunities. We are dedicated to building an efficient and green supply chain and working with supply chain partners to achieve sustainable development across the industry.

■ Identification and Assessment of Potential Risks

Risk	Risk Description	Time Range	Business Impact	Financial Impact
Supplier Quality	Fluctuations in the quality of key components or deficiencies in a supplier's quality management system may lead to vehicle quality issues or product recalls.	Short- and Medium-Term	An increase in product complaints has impacted user satisfaction and damaged brand reputation.	Increased costs for recalls, compensation, and after-sales services.
ESG Management	The automotive industry involves many dispersed parts. If the Company fails to effectively enhance the ESG performance of its supply chain, it may adversely affect the Company's reputation.	Medium- and Long-Term	Increased pressure to source suppliers for specific product categories has resulted in damage to brand reputation.	Raw material prices have increased due to rising compliance costs, leading to higher production costs.
Geopolitical and Trade	Changes in international trade policies or the imposition of sanctions may impact on the import and export of components as well as the layout of overseas markets.	Medium- and Long-Term	Supply chain adjustment pressures have increased, and the alternative development cycle has been extended.	Increased procurement costs, tariffs, and compliance costs.

■ Identification and Assessment of Potential Opportunities

Opportunities	Opportunity Description	Time Period	Business Impact	Financial Impact
Empowerment through Chain Leader Collaboration	Integrate upstream and downstream resources of the automotive parts industry to promote technical transformation and upgrades among suppliers, achieve local substitution by suppliers, and reduce external dependencies.	Medium- and Long-Term	Enhancement of Supply Chain Security.	Transportation costs have decreased. As economies of scale strengthen, long-term costs are optimized.
Collaborative in the Green Supply Chain	In accordance with relevant national policies, suppliers have implemented energy conservation and emission reduction measures by utilizing eco-friendly materials and low-carbon logistics, resulting in an overall improvement in their green performance.	Medium- and Long-Term	The products meet low-carbon and environmental protection requirements as well as consumers' low-carbon expectations, enhancing the brand's competitiveness.	Reduction in compliance costs for "Dual Carbon" objectives enhance ESG value.

End-to-End Supplier Management

JAC places high importance on supply chain management. The Company has established a systematic full life-cycle supply chain management system. Internally, the Company has formulated and implemented relevant policies and processes for supplier management, covering the entire closed-loop process from supplier access to evaluation and exit, thereby achieving risk control across the entire chain from source to terminal.

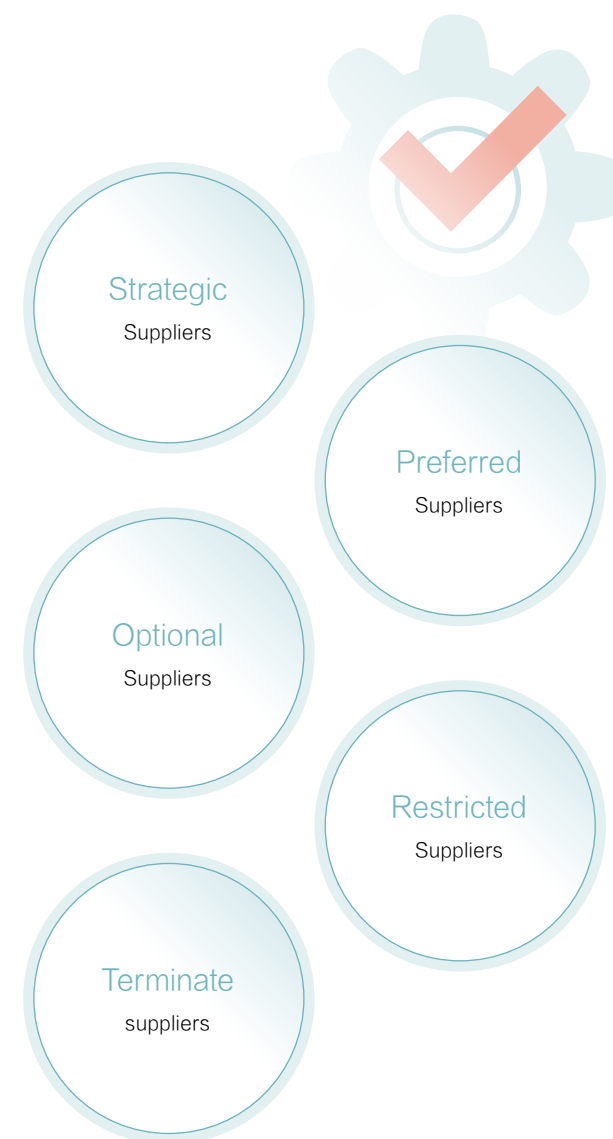
Supplier On-boarding

JAC strictly controls entry quality in accordance with policies such as the *Measures for the Administration of Supplier Access to Productive Materials* and the *Description Document on Management Material Certification Process*. During the Reporting Period, the Company also introduced the *Supplier Sourcing Management* process and optimized the *Supplier Certification Management* process to proactively reserve and align supplier resources with business development needs, thereby advancing the construction of a high-quality supplier resource pool. The Company has established a normalized review mechanism for the supplier resource pool. Core members of the CEG¹⁵ team collaborate to conduct sourcing and certification activities, jointly completing the assessment and confirmation processes.

In terms of access management, the Company categorizes supplier certification into three stages: qualification certification, system certification, and material certification. Qualification certification focuses on establishing entry thresholds and screening rules based on product categories. System certification concentrates on evaluating quality management systems and production process capabilities to ensure suppliers possess systematic quality management and continuous improvement capabilities. Material certification centers on phased verification through APQP¹⁶ and PPAP¹⁷ to confirm the consistency and reliability of products from design to mass production, thereby further enhancing the overall quality level and stability of the supply chain.

Supplier Classification Management

In accordance with the *Supplier Classification and Assessment Criteria*, the Company implements a monthly and annual evaluation mechanism to manage suppliers through classification across multiple dimensions, including technology, quality, cost, delivery, service, safety and environmental protection, and willingness to cooperate.



¹⁵ CEG: Commodity Expert Group.

¹⁶ APQP: Advanced Product Quality Planning.

¹⁷ PPAP: Production Part Approval Process.

Supplier Performance Management

The Company conducts routine performance assessments of suppliers across quality, delivery, commercial, and technical dimensions in accordance with the *Supplier Performance Evaluation Standards*. The assessment results are engaged with suppliers, and Supplier Performance Improvement Plans are formulated to drive implementation and ensure closed-loop management. The Company will recognize suppliers with superior performance and provide business preference support. For suppliers with poor performance, the Company will reduce their business share and, where necessary, eliminate them from the supplier base and terminate business relationships.

Supplier Exit

JAC continues to conduct quality supervision and management of suppliers and has established a supplier exit management mechanism. Based on supplier classification or the procurement committee's decision results, the Company formulates exit plans and risk response measures in a coordinated manner. The Company implements classified management for different scenarios, including overall exit, overall exit with spare parts supply retention, site exit, and category exit, ensuring a smooth business transition during the supplier exit process and safeguarding the Company's operational stability and legitimate rights and interests.

Overall Exit	Terminate all procurement business cooperation with the supplier and remove the supplier's information from the JAC SRM ¹⁸ system.
Overall Exit (Spare Parts Supply Retained)	Ceased procurement cooperation with suppliers for front-end production vehicle assembly and retained only spare parts procurement.
Site Exit	When a supplier has multiple sites in the JAC SRM system, procurement activities at that specific collaborating site shall no longer be conducted with the supplier.
Category Exit	Termination of procurement business with suppliers for a certain product category.

JAC Supplier Exit Scenario

Supplier ESG Management

JAC prioritizes the ESG management within its supply chain. The Company has established internal policies, such as the *Supplier Dual Carbon Management Measures* and signed *Procurement Agreement* with suppliers to clearly define requirements regarding environmental management, labor rights, occupational health and safety, and business ethics.

ESG Dimensions

Requirements for Suppliers

Environmental Protection

- Encourage suppliers to establish an environmental management system in accordance with standards such as ISO 14001 and obtain relevant certifications.

Greenhouse Gas Management

- By signing the *Procurement Agreement* with suppliers, greenhouse gas accounting standards and carbon management requirements are further clarified.
- Encourage suppliers to prioritize the use of clean energy and advance energy conservation and efficiency improvements.

Occupational Health and Safety

- Suppliers are required to provide a safe and healthy working environment for employees and actively control and reduce occupational health hazards in the workplace.

Labor Rights

- Suppliers are required to comply with all applicable laws and regulations in their operating locations. The child labor and forced labor are strictly prohibited.
- Suppliers are required to protect employees' rights to freedom of association and collective bargaining.

Integrity Management

- Suppliers are required not to obtain any improper benefits in any manner during their business dealings with JAC, nor to provide any improper benefits to relevant personnel of JAC.

¹⁸ SRM: Supplier Relationship Management.

Digital Supply Chain Management

Advancing digital transformation in the supply chain is a critical pathway to enhancing management efficiency, optimizing resource allocation, and strengthening risk control. JAC has established a digital platform for the full life-cycle supplier management and strengthened low-carbon supply chain management and responsibility coordination mechanisms. Relying on the “Carbon Management Platform,” the Company conducts emission data collection, monitoring, and information management, promotes emission reduction actions among key suppliers, and achieves end-to-end online processing and data integration across procurement operations.

The digital carbon management platform has been launched to support green development

JAC Carbon Management Digital Platform has been launched. The platform covers multiple stages including manufacturing and production, supply chain management, and product usage, providing the Company with precise carbon emission monitoring and optimization solutions.

During the Reporting Period, the Company focused on collecting greenhouse gas emission data for sites such as glass, tires, and batteries, covering over 1,200 parts.

Supplier Carbon Management Training Empowerment Program

The Company actively promotes the adoption of a digital carbon management platform by suppliers. Focusing on the construction and accounting of greenhouse gas management systems, it delivers specialized training through a hybrid approach combining centralized online sessions with one-on-one offline coaching. This initiative systematically enhances suppliers' systematic capabilities in establishing carbon management systems and applying information technology platforms.



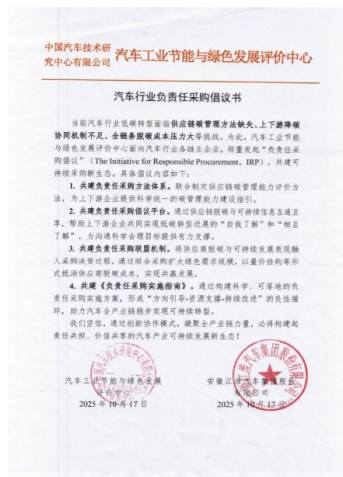
Supplier ESG Assessment

JAC actively guides and encourages suppliers to conduct their operations in accordance with international standards while complying with applicable laws and regulations, thereby promoting continuous improvement in environmental protection, social responsibility fulfillment, and commercial ethics compliance. The Company has signed the *Supplier Corporate Social Responsibility Agreement* with suppliers, specifying requirements in areas such as labor standards, freedom of employment, occupational health and safety, environmental protection, business ethics, and management system construction, thereby embedding ESG principles throughout the entire supply chain management process.

The Company continues to promote key suppliers, including upstream cooperative parts, coatings, and power integration, in obtaining ISO 14001 environmental management system certification. As of the end of the Reporting Period, 1,390 suppliers were certified under the ISO 14001 environmental management system, and 1,118 suppliers were certified under the ISO 45001 occupational health and safety management system.

Advocate for the co-creation of a new sustainable procurement ecosystem

During the Reporting Period, JAC jointly signed the *Initiative on Responsible Procurement in the Automotive Industry* with the Energy-Saving and Green-Development Assessment Center for Automobile Industry. This initiative effectively enhances transparency in the automotive sector's supply chain decarbonization efforts, providing a reference for optimizing corporate procurement strategies and establishing a robust low-carbon supply chain management system. It advocates for the co-creation of a new sustainable procurement ecosystem.



Deepen green supply chain collaboration and partner with upstream steel suppliers to achieve decarbonization

As one of the key industrial raw materials for complete vehicle manufacturing, steel procurement plays a significant role in reducing the carbon footprint of automotive products through its low-carbon transition. The Company collaborated closely with steel supplier Baosteel to continuously optimize production processes. This initiative assisted Baosteel in reducing its crude steel greenhouse gas emissions from 2.13 metric tons of carbon dioxide equivalent (tCO₂e) in 2020 to 2.00¹⁹ tCO₂e in 2024, representing a 6.1% decrease compared to the base year. These levels remain below the industry average, further supporting the Company's manufacturing of low-carbon products.

Industrial Synergy for High-Quality Development

During the Reporting Period, JAC deepened its strategic cooperation with CATL by signing an agreement to further strengthen long-term strategic collaboration, dedicated to jointly developing advanced power battery products. Both parties committed to continuously investing advantageous resources and technologies in product quality control, leveraging their respective industry strengths and influence, to provide customers with safer, more reliable, and high-quality products and services.



¹⁹ The data for this case are sourced from the Baoshan Iron & Steel Co., Ltd. 2024 Sustainability Report.

Resilient Supply Chain

JAC identifies and manages potential risks in the supply chain regarding environmental compliance, carbon emissions, and social responsibility. It has established a comprehensive supply chain risk management system across the entire value chain to continuously enhance supply chain resilience.

The Company continues to advance the localization of its supply chain layout and regional synergy construction, driving integrated supply chain transformation. The Company shortened its procurement radius and optimized its logistics network, effectively reducing total logistics mileage and greenhouse gas emissions from the supply chain. In addition, the Company has guided major suppliers of large-volume materials, such as bumpers, instrument panels, and medium-to-large body components, to establish production bases in Hefei and surrounding cities. As of the end of the Reporting Period, based on procurement value, over 60% of production components were sourced from suppliers within the province²⁰, significantly enhancing local supply capabilities and supply chain stability.

JAC actively act responsively as a supply chain leader and is dedicated to building a collaborative, symbiotic, and sustainable industrial ecosystem.

"Driving Development Through Transformation, Fostering Win-Win Outcomes Through Ecosystems" Supplier Partner Conference

On December 19, 2025, the annual Supplier Partner Conference was held in Anhui under the theme *Driving Change for Development and Fostering Ecosystems for Mutual Success*, with approximately 800 supplier partners in attendance. JAC collaborates with partners to explore solutions for high-quality supply chain development in response to industry transformation trends and directions for cooperative growth.



Management of Impacts, Risks, and Opportunities

JAC continues to focus on the establishment of a supply chain risk prevention and control system. During the Reporting Period, a total of 57 routine supplier risk items were identified and tracked. Among them, risks for 47 items have been substantially mitigated or are assessed as low risk, while 10 risk events remain under continuous monitoring. No major risk incidents occurred throughout the year, and there were no instances of overdue payments to small and medium-sized enterprises.

The Company identifies ESG risk factors across all stages of the supply chain and establishes a full-chain control system covering supplier on-boarding, process monitoring, and performance evaluation to ensure compliance and stability in supply chain operations. The Company actively promotes the upgrade of the supply chain toward low-carbon and environmentally friendly practices by establishing green supplier standards and continuously reducing the environmental impact of the supply chain. Furthermore, the Company deepens the implementation of the supplier empowerment program to enhance the capabilities and compliance awareness of supply chain partners.

Metrics and Targets

In 2025, JAC had a total of **4,138** domestic suppliers.

The proportion of qualified production material suppliers obtaining IATF 16949 certification is **90.78%**.

The proportion of suppliers that have signed the *Supplier Code of Conduct* (including anti-corruption provisions) is **99.86%**.

The proportion of local procurement within the province exceeds **60%**²⁰.

²⁰ The statistical scope of this data covers the domestic Technology Center, Procurement Center, and 17 manufacturing enterprises (excluding the Feixi New Energy Passenger Vehicle Branch).

Customer Experience and Responsibility

Customer Satisfaction

JAC adheres to a user-centric development philosophy, focuses on enhancing the user service experience, improves the user satisfaction management system, and establishes a full-process service guarantee mechanism. The Company adheres to national laws and regulations as well as internal data management policies, strictly implements standardized data processing procedures, secure customer privacy security²¹, and ensures the compliance and confidentiality of information collection, storage, and usage.

The Company has consistently and firmly implemented its global development strategy, driven by commercial vehicles and passenger cars as engines, continuously deepening its global layout and brand upgrading. Currently, multiple commercial and passenger vehicle products under JAC not only continue to lead the domestic market and gain widespread recognition but have also successfully been exported to over 130 countries and regions worldwide, becoming a shining symbol of Made in China globally.

JAC adheres to a customer first development philosophy and prioritizes the user experience. The Company continuously strengthens its responsible marketing management capabilities to effectively safeguard consumer rights while consistently enhancing user experience and satisfaction levels.

Customer Satisfaction Survey

During the Reporting Period, both the Commercial Vehicle Marketing Division and the Passenger Vehicle Marketing Division under JAC conducted customer satisfaction surveys. By examining scenarios such as vehicle purchase, maintenance and repair, product usage, and competitor comparison, and applying core evaluation metrics including Sales Net Promoter Score (NPS) and After-sales NPS, the Company gained insights into customer needs.

Car Purchasing Experience

Covering the vehicle purchase process, sales services, and delivery experience

Maintenance Experience

Covers service processes for vehicle entry maintenance and servicing, technical capabilities, service attitude, and fee transparency

Survey Dimensions

Encompassing product performance indicators such as vehicle performance, reliability, comfort, and intelligent configurations

Including brand awareness, brand reputation, NPS, user experience pain points and sensitivities, failure frequency, and service processes

Product Using Experience

Competitor Comparison

JAC Customer Satisfaction Survey Dimensions

²¹ For details regarding JAC Group's customer privacy management, please refer to the Data Security Protection chapter of this report.

Business ²²	Indicator	Achieved Value	Compared to 2024
JAC Comprehensive Performance	Sales NPS	>78%	a slight increase
	After-sales NPS	>72%	a slight increase
Commercial Vehicle Marketing Division	Sales NPS	>79%	remained largely flat
	After-sales NPS	>84%	a slight increase
Passenger Vehicle Marketing Division	Sales NPS	>77%	significantly enhance
	After-sales NPS	>68%	a slight increase

JAC User Satisfaction Survey Results

During the Reporting Period, the Company collected a total of 67,323 survey samples from domestic and international sources. NPS has improved across multiple business lines. While the Company's new energy business achieved leapfrog growth, its Net Promoter Score (NPS) also increased significantly, reflecting enhancements in JAC's product competitiveness and customer experience.

Continuous Monitoring of User Satisfaction

The Company steadfastly adheres to a customer first approach. JAC has established a three-tier user satisfaction survey system based on the "1+2+1" framework, covering the entire vehicle life-cycle: selection, purchase, usage, maintenance, and replacement. By integrating multiple research methodologies, the Company has built a multi-level and multi-dimensional user satisfaction survey system. This system systematically analyzes customer needs and experience performance, providing data support for service optimization and management decision-making.

User Satisfaction Service Guarantee Mechanism

To better convert satisfaction survey results in users' feedback, the Company strives to perfect its service mechanism from four aspects: rapid response to service, deepening of improvement closed loops, enhancement of industry bench-marking analysis, and optimization of execution efficiency.

User Defamation Remediation
MechanismApplication of Results and
Closed-Loop ImprovementVertical Monitoring and
Horizontal BenchmarkingOptimize investigation
resources and execution
efficiency

JAC Customer Satisfaction Enhancement Initiatives

Training for Customer Service Representatives

JAC has consistently adhered to a user-centric business philosophy, embraced user thinking, and designed scientific, standardized service processes to address diverse customer needs. The Company regularly organizes specialized training for customer service personnel to continuously enhance their professional service capabilities.

During the Reporting Period

JAC conducted **107** training sessions related to domestic and international customer service

With a cumulative total duration of

598,264 hours

The average training hours per employee amounted to

88.5 hours.

²² In 2025, the organizational structure of the Passenger Car and Commercial Vehicle Marketing Division underwent changes. The 2025 Dealer Satisfaction Survey was conducted based on the latest organizational structure, yielding the corresponding data. Original passenger car sales, new energy vehicle sales, and pickup dealer operations have been consolidated into Passenger Car Sales. Original passenger car after-sales services, new energy vehicle after-sales services, and pickup service stations have been merged into Passenger Car After-Sales. Original light truck and heavy truck dealerships have been consolidated into Commercial Vehicle Sales, while original light truck and heavy truck service stations have been merged into Commercial Vehicle After-Sales.

Responsible Marketing

JAC strictly complies with all applicable laws, regulations, and regulatory requirements in the jurisdictions where it operates. The Company has established the *New Media Management Measures for Official Corporate Branding* and implemented a rigorous three-level review system. This system enforces tiered approval management for published content and layout to standardize marketing promotion and sales activities. JAC ensures that all external information is truthful, accurate, and complete, while eliminating any false, exaggerated, or misleading statements.



JAC Content Publication Review Process

Dealer Management

JAC manages its dealers in strict accordance with rigorous and standardized principles. The Company has established a monitoring mechanism to continuously conduct compliance reviews of sales practices, price execution, after-sales service, and marketing promotion. This initiative aims to further enhance the professionalism of the dealer network and jointly maintain a sustainable market ecosystem.

The Company emphasizes on dealership building and value alignment. It regularly convenes dealer conferences to invite outstanding dealers to share their experiences and establishes a diversified recognition system, forming a positive incentive loop. In 2025, the Company held communication conferences including the JAC Pickup Global Business Annual Meeting and the Passenger Vehicle Division Market Work Kick-off Meeting to jointly implement quality service concepts with dealers.

In addition, the Company conducts comprehensive and multi-dimensional dealer satisfaction surveys on an annual basis. These surveys fully cover core dimensions including policy support, marketing, regional management, product competitiveness, technical support, capability empowerment, and user/customer operations. Through scientific analysis of weakness in the business management process, the Company identifies items requiring improvement to foster mutual benefit and win-win outcomes between dealers and JAC.

Business	Indicators	Score (Maximum: 1000)
Passenger Cars	Overall Satisfaction	905 points
Commercial Vehicles	Overall Satisfaction	942 points
International Company	Overall Satisfaction	838 points

2025 Dealer Satisfaction Survey Results



06

Green Development

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JAC firmly implements the concept of green development. In the process of addressing global climate change and promoting sustainable development, it embeds green development into the core of corporate strategy. The Company continues to advance environmental management, actively fulfill climate commitments, promote resource conservation and environmental protection, and focus on building a circular economy system for the automotive industry.

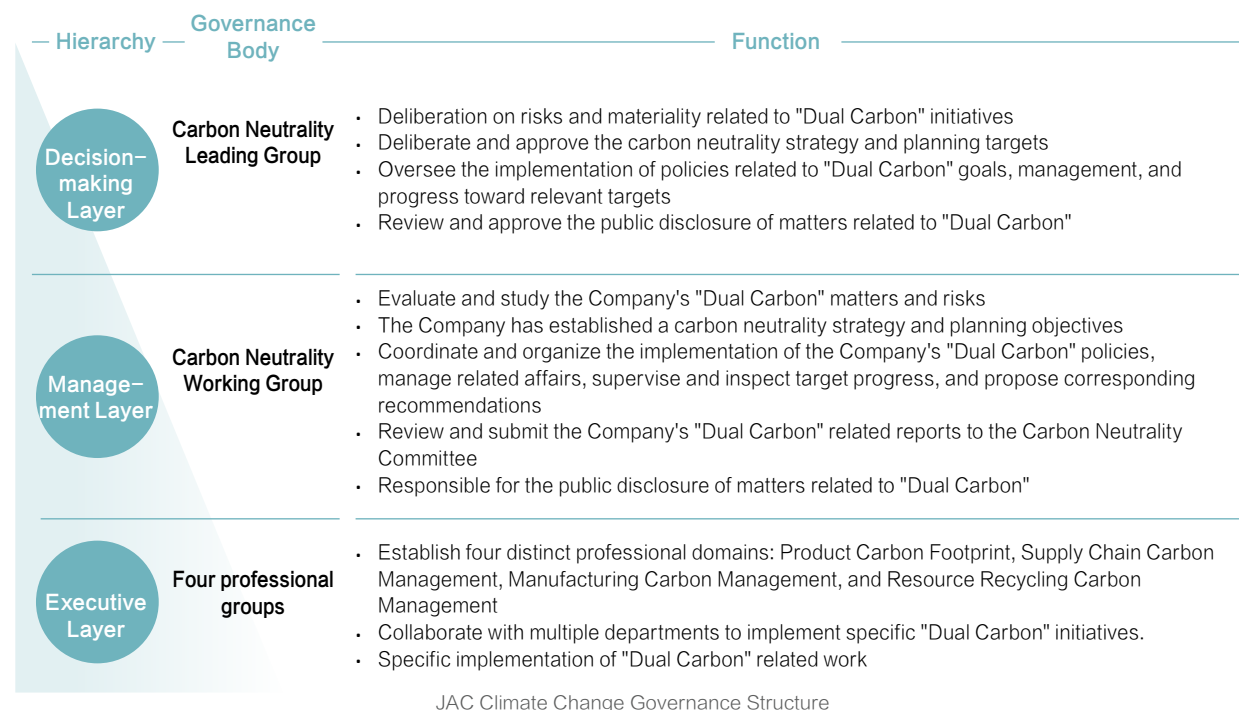


Addressing Climate Change

JAC has thoroughly implemented the national strategic decisions on peaking carbon emissions and achieving carbon neutrality. The Company is steadily advancing its low-carbon transition, fully dedicated to effectively realizing its carbon neutrality strategic planning goals, and actively addressing carbon market challenges both domestically and internationally. The Company integrates the systematic identification of climate-related risks and opportunities into its corporate strategy and develops a climate strategic planning framework to lead green and low-carbon operational practices.

Governance

JAC established a Carbon Neutrality Leading Group and set up a Carbon Neutrality Working Group to promote and summarize the implementation of work and conduct performance evaluations. The Carbon Neutrality Working Group is divided into four specialized domains: Product Carbon Footprint, Supply Chain Carbon Management, Manufacturing Carbon Management, and Resource Recycling Carbon Management. Each professional group coordinates the resolution of issues arising during the advancement of "Dual Carbon" goals, promotes and summarizes the implementation status of work in the current phase, and deploys the work plan for the next phase.



JAC integrates climate-related risks and opportunities into its corporate strategy and decision-making processes, conducting specialized seminars on climate change issues on a regular basis. During the Reporting Period, the Company's Carbon Neutrality Leadership Group convened two special meetings to focus on the implementation of the Group's "Dual Carbon" strategic planning, target realization, and key work advancement.

Strategy

In response to the challenges and transformation opportunities posed by global climate change, the Company has established a closed-loop system of "Identification-Planning-Action." Based on the identification of climate-related risks and opportunities, the Company formulated a strategic plan for carbon peaking and carbon neutrality, ultimately focusing on key areas to continuously explore decarbonization pathways and achieve strategic implementation.

Climate Change-Related Risks and Opportunities

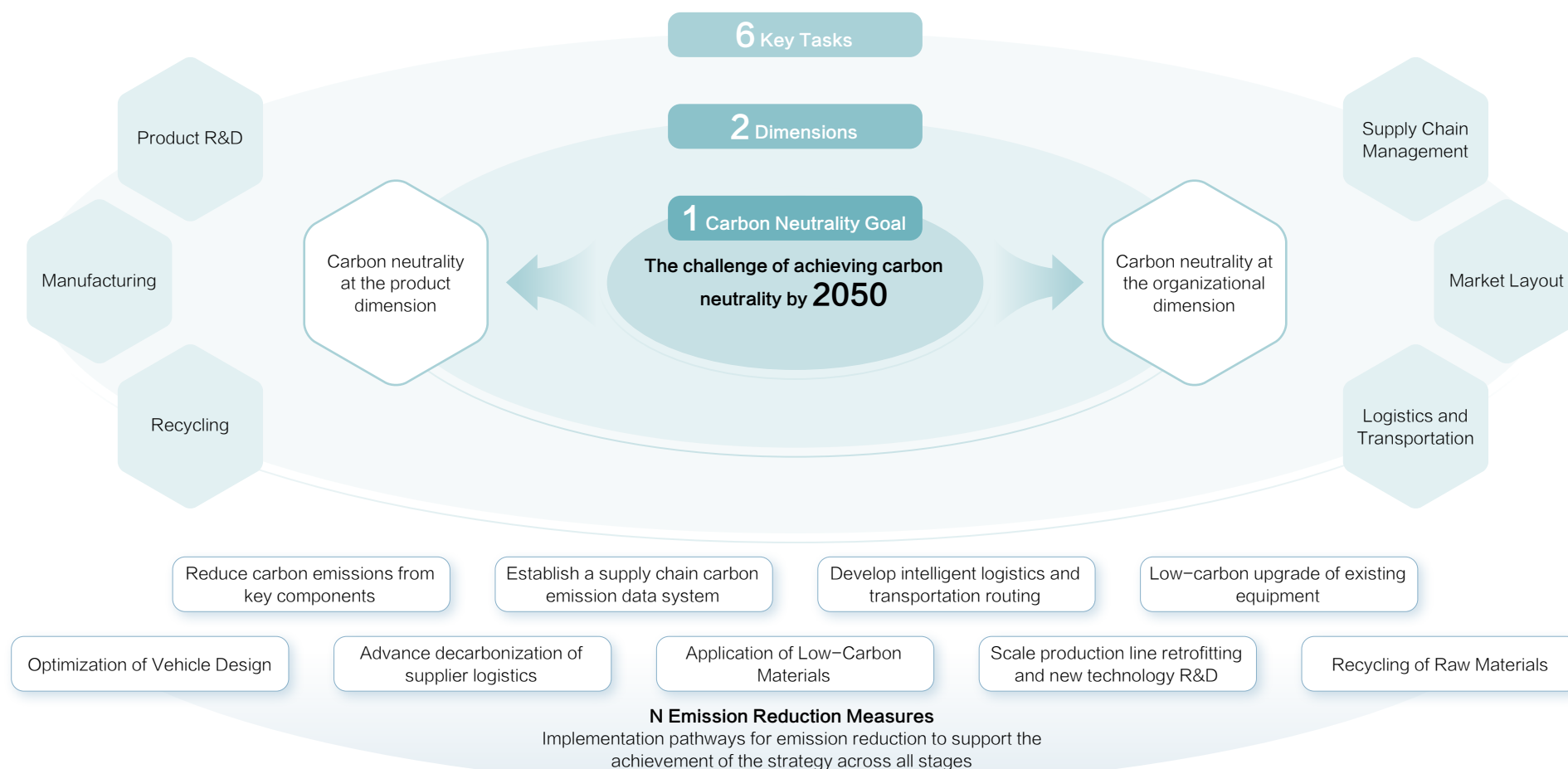
During the Reporting Period, JAC identified climate risks and opportunities with significant potential impact by considering its business characteristics, internal and external development environments, and expert recommendations. The Company comprehensively assesses the impact of climate-related risks and opportunities on its business model, corporate strategy, value chain, and financial position, and formulates response strategies based on the identified climate risks and opportunities.

Risk Category	Risk Name	Risk Description	Time Dimension	Potential Financial Impact	Response Strategies
Physical Risk	Acute Risks	Extreme weather events (such as typhoons and floods) may cause damage to production facilities, disrupt logistics, impact product delivery, and result in employee casualties and safety incidents.	Short-, medium-, and long-term	- Operating costs increased - Insurance expenditures increased	- Strengthen facility inspections and maintenance - Establish emergency response plans and evacuation procedures - Establish alternative logistics routes and maintain material reserves
	Chronic Risks	Chronic risks such as sustained high temperatures may affect production efficiency, equipment operation, and employee health, leading to a surge in water and electricity demand.	Medium- and Long-Term	Operating costs increased	- Installation of high-efficiency energy-saving equipment and facilities - Install heatstroke prevention and cooling equipment and supplies - Adjust the production schedule to avoid high-intensity operations during peak temperature periods
		Abnormal rainfall patterns may lead to frequent extreme precipitation and droughts, affecting water supply, damaging production facilities, and disrupting the supply chain.	Medium- and Long-Term	Operating costs increased	- Improve flood control and drainage facilities - Water Recycling and Reuse - Optimize the supply chain layout

Risk/ Opportunity Category	Risk/ Opportunity Name	Risk/Opportunity Description	Time Dimension	Potential Financial Impact	Response Strategies
Transition Risks	Legal and Policy Risks	Stricter carbon emission regulations may lead to increased compliance costs, stranded high-carbon assets, and restricted market access.	Short-, medium-, and long-term	- Rising compliance costs - Operating revenue decreased	- Continuously monitor policy trends, strengthen analysis of industry development dynamics, and increase investment in transformation - Decarbonization across the full life-cycle, with clear phased emission reduction milestones incorporated into strategic planning
	Technology Risk	Driven by the rapid iteration of low-carbon technologies, existing technical routes or products may face disruption, resulting in sunk R&D investments and loss of market share.	Medium- and Long-Term	- R&D investment increased - Operating costs increased - Revenue decreased	- Increase investment in the research and development of new energy technologies - Collaborate with universities and research institutions to tackle cutting-edge technologies and establish a technological moat - Deploying low-carbon technologies (e.g., waste heat recovery equipment, green power substitution)
Transition Risks / Opportunities	Market Risk / Opportunity	With multiple pathways currently running in parallel—including pure electric, extended-range, hybrid, and hydrogen fuel technologies—the Company must accelerate the new energy transition of passenger and commercial vehicles while building green brand equity to capture growth opportunities in the low-carbon market.	Short-, medium-, and long-term	- Operating costs increased - Decrease/Increase in Operating Revenue	- Optimize the product structure and implement an electrification product layout - Launched low-carbon vehicle models that meet market expectations - Strengthen the brand's green transformation
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 like hydrogen energy and energy storage will enhance the Company's energy supply resilience and long-term competitiveness.	Medium- and Long-Term	Operating costs decreased.	- Construction of Renewable Energy Facilities - Optimize the energy structure - Procurement of Green Electricity

"Dual Carbon" Development Strategy Planning

JAC has established a group-level "Dual Carbon" development strategy centered on the "1+2+6+N" framework and published the *White Paper on the Dual Carbon Plan of the Group*, providing systematic guidance for the implementation of the Company's Dual Carbon strategy. This plan clarifies the core objective of achieving carbon neutrality by 2050. It systematically advances this goal across two major dimensions: "Products" and "Organization." Focusing on six key tasks—product R&D, manufacturing, recycling, market layout, supply chain management, and logistics and transportation. The plan implements a series of targeted emission reduction measures to build a low-carbon development strategy covering the entire value chain.



To ensure the steady advancement of overall strategic objectives, the Company has broken down long-term goals into actionable and assessable carbon reduction action paths centered on six key tasks, promoting organizational decarbonization and product emission reductions in a coordinated manner.

Product Dimension

Product R&D

Product carbon footprint decreased

Reduce the carbon footprint of passenger and commercial vehicle products and develop low-carbon models

- Application of low-carbon materials
- Optimization of vehicle design
- Power-train optimization
- Enhanced battery performance
- Hydrogen and other fuel substitution

Manufacturing

Carbon emission intensity decreased

Construction of photovoltaic power stations, carbon neutrality and green factories

- Low-carbon upgrade of existing equipment
- Scale production line retrofitting and new technology R&D
- Promote the comprehensive adoption of green electricity
- Introduce carbon removal and offsetting mechanisms

Recycling

Improvements in Utilization Rate and Recycling Ratio

Comprehensive utilization of resources from scrapped vehicles and recycling of lithium, cobalt, and nickel

- Recycling of Raw Materials
- Recycling of Parts
- Battery Recycling and Recovery

Organizational Dimension

Market Layout

Increased penetration rate of new energy vehicles

Electrified product portfolio and brand green transformation

- Product new energy transition
- Product intelligence
- Optimize the product structure

Supply Chain Management

Reduction in supply chain carbon emissions

Reduce carbon emissions in the supply chains of raw materials such as steel, aluminum, and batteries

- Establish a supply chain carbon emission data system
- Establish a low-carbon supplier rating system
- Reduce carbon emissions from key components
- Formulate a low-carbon material assurance strategy

Logistics and Transportation

Reduction of carbon emissions in the transportation sector

Build a clean logistics system

- Advance decarbonization of supplier logistics
- Switch to low-carbon logistics and transportation modes
- Build intelligent logistics and transportation routes
- Enhance the power efficiency of transport vehicles

To support the promotion and implementation of the "Dual Carbon" strategy, JAC has established a digital carbon management platform, including an enterprise carbon accounting system and a product carbon footprint calculation system. The visualization dashboard intuitively presents multi-dimensional emission trends and distributions across the Group, factories, and products. It precisely identifies high-emission components and materials, providing quantitative basis for green design, process optimization, and supply chain collaboration.

Carbon Reduction Practices Across the Full Life-cycle

The Company focuses on six key areas: product R&D, manufacturing, recycling, market layout, supply chain management, and logistics and transportation. It actively explores carbon reduction practices across the full life-cycle to drive green and low-carbon transformation throughout the entire value chain.

Product Research and Development

JAC continues to advance low-carbon product development. Through technological upgrades and energy efficiency optimization, the Company systematically reduces the carbon footprint across the entire product life-cycle. In 2025, the Company promoted a green and low-carbon transformation across all sectors through fuel efficiency upgrades for fuel products, energy efficiency optimization for new energy products, and the development of low-carbon vehicle models.

Fuel Consumption Optimization

To meet the new fuel consumption standards, the entire commercial vehicle fuel system will undergo optimization and upgrades for both internally produced and external power-trains.

Energy Efficiency Optimization

For new energy products, strategies such as optimizing aerodynamic drag, rolling resistance, electric drive efficiency, and energy recovery are adopted.

Development of Low-Carbon Vehicle Models

The MAEXTRO S800 has obtained low-carbon vehicle certification through lightweight design, intelligent chassis technology, and low-carbon supply chain management.

The MAEXTRO S800 model has obtained low-carbon product certification

We create low-carbon products through green factories. During the R&D and manufacturing of the MAEXTRO S800, we systematically established a full life-cycle decarbonization pathway to lead the low-carbon transformation of the industry chain. During the Reporting Period, the MAEXTRO S800 pure electric vehicle successfully obtained low-carbon product certification.

Product Design

Optimize structure and materials to achieve light-weighting, thereby reducing energy consumption and emissions.

Supply Chain Management

By optimizing each link in the supply chain, implementing low-carbon management and collaborative R&D, and planning to adopt green aluminum and recycled materials, we aim to reduce the carbon emissions of the entire vehicle.

Production

By constructing on-site photovoltaic systems and procuring green electricity, we reduce carbon emissions across all manufacturing stages, including stamping, painting, body-in-white assembly, and final assembly.



In 2026, the Company plans to further establish targets for the proportion of low-carbon material applications and, through green transformation of the supply chain, continue to reduce the carbon footprint across the full product life-cycle.

Carbon Inventory Theoretical Training

To enhance the professional capabilities of personnel conducting organizational carbon inventories, the Company conducted training on organizational carbon theory for carbon management specialists across its 18 subsidiaries in October 2025. The training content covers the automotive industry's "Dual Carbon" policies, differences between domestic and international standards, emission source identification and calculation based on ISO 14064-1, and other relevant topics. Practical case studies were conducted to enhance the theoretical application capabilities of specialists.

Manufacturing

JAC has formulated and implemented energy conservation and carbon reduction management plans and promotion programs covering all units within the Group. The Group continues to advance the transformation of its energy structure and implement energy-saving technical upgrades while actively promoting the construction of green factories. These measures systematically reduce energy consumption and carbon emissions in the manufacturing process, establishing a solid management and operational foundation for the Company to achieve green development across the entire industrial chain.

• Construction of Zero-Carbon industrial Parks and Green Factories

JAC is actively promoting green transformation in the manufacturing sector. By focusing on zero-carbon industrial park construction and the creation of green factories, it systematically builds a green manufacturing system covering the entire value chain. The Company actively responded to the 2025 National Green Factory Evaluation Standards by organizing participation in national and municipal special training sessions and promoting the completion of dynamic declaration maintenance for existing green factories.

As of the end of the Reporting Period, JAC operated three national-level green factories and four provincial-level green factories.

Zero-Carbon Park Construction for the Xingang Intelligent Automotive Industrial Park

The JAC Xingang Intelligent Automotive Industrial Park has been included in the list of pilot zero-carbon industrial parks announced by the Provincial Development and Reform Commission and the Provincial Energy Bureau as the first batch in Anhui Province. In 2024, the Xingang High-end Light Truck Base obtained the "Carbon Neutral Factory" certification from an authoritative third party. The industrial park has adopted low-carbon technologies such as photovoltaic power generation, low-carbon retrofitting of heating systems, ground-source heat pumps, and energy storage systems, establishing a zero-carbon factory energy management paradigm.

Photovoltaic Power Generation

The Company's self-built photovoltaic power station has a total installed capacity of 14.14 MW, with an annual power generation of approximately 14.28 million kWh and a self-consumption ratio of approximately 97%.

Low-carbon Retrofitting of Heating Systems

By the end of 2025, municipal heating systems have replaced gas boilers to reduce carbon emissions in the heating process.

Ground Source Heat Pumps

Ground source heat pump systems are widely adopted to meet heating and cooling demands in workshops, enhancing operational efficiency and effectively reducing the carbon intensity of building energy consumption.

Energy Storage System

A 4,000 cubic meter water-based energy storage system is configured to enhance the absorption capacity of clean energy and grid coordination efficiency through "charging during off-peak hours and discharging during peak hours."

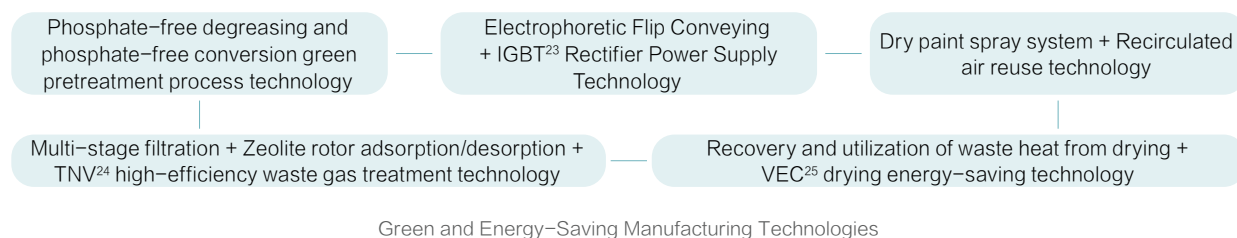


• Transformation of Energy Structure

JAC continues to advance the transformation of its energy structure by increasing the proportion of clean energy supply through initiatives such as photovoltaic construction and green power procurement. As of the end of the Reporting Period, the Company has completed photovoltaic power generation projects at 15 bases, with a cumulative installed capacity of 116 MW. In 2025, total photovoltaic power generation exceeded 100 million kWh, representing a year-over-year increase of approximately 25%, and annual electricity cost savings reached approximately RMB 10 million. At the same time, the Company further expanded its scale of green power usage, cumulatively consuming 53,480 MWh of green electricity throughout the year and obtaining corresponding green certificates.

• Energy-saving technology retrofit

JAC actively plans and implements multiple energy-saving technologies to promote the implementation and dissemination of emission reduction technologies. The Company has established a case library for low-carbon technologies in the automotive industry to promote the rapid dissemination and iterative upgrading of energy-saving and carbon-reduction technologies.



• Electrophoretic Flip Conveying + IGBT Rectifier Power Supply Energy Saving Technology Project •

The pretreatment electrophoresis stage is a critical production process in the coating plant. Traditional conveyor systems occupy large areas and consume high energy, while traditional rectifier power supplies result in uneven film thickness and low energy efficiency. To address the aforementioned issues, Feixi New Energy Passenger Vehicle Branch adopted an electrophoretic flip conveyor system, reducing line length by approximately 20% and lowering energy consumption of pumps and fans. IGBT rectifier power supplies were applied with modular power distribution and precise control to enhance coating thickness uniformity and energy efficiency.

Upon implementation of this project, overall energy consumption and carbon emissions will be reduced: the pretreatment electrophoresis flip conveyor system can achieve an annual maximum electricity savings of 600,000 KWh, equivalent to approximately 70 tons of standard coal, with an estimated annual maximum carbon reduction of 400 tons; each vehicle utilizing the IGBT rectifier power supply system saves 1 KWh of electricity.

• Specialized Training on Green and Low-Carbon Technologies •

In May 2025, JAC invited experts from leading international coating enterprises to conduct specialized technical training for 57 key technical personnel at the Technical Center and manufacturing units. The session focused on exploring the latest international green and low-carbon coating technologies, energy-saving and emission-reduction innovations, new equipment, and future development trends in the coating industry.



²³ IGBT: Insulated Gate Bipolar Transistor.

²⁴ TNV: Thermal-Nox Vapor.

²⁵ VEC: Variable Exhaust-air Control.

Recycling

In terms of resource recycling, JAC has established an in-plant closed-loop resource circulation system covering "production-recycling-regeneration-remanufacturing." Scrap steel and trimmings generated during the production process at each manufacturing base will be transported to the casting subsidiary for processing and recycling.

• High-value reuse of waste trimmings and offcuts •

During the manufacturing process of complete vehicles, waste trimmings can be recycled and reused as resources. As a subsidiary with the requisite qualifications, Hefei Jianghuai Casting Co.,Ltd. is capable of handling scrap and offcuts generated by various remanufacturing production bases. Baled scrap steel is added as a melting auxiliary material and adjusted according to the process to produce qualified molten iron, ensuring that cast iron products meet technical requirements.



Market Layout

In the "15th Five-Year" product line planning for passenger vehicles, the Company adopted reducing the carbon footprint across the entire product life-cycle as its core strategic orientation. It advanced the layout of electrified products and the brand's green transformation through platform-based and series-based layouts combined with key technology integration, thereby driving green transformation of products and reduction of carbon footprints.

"15th Five-Year" New Energy Penetration Rate Target (including exports)

- Increase in the penetration rate of new energy passenger vehicles
- Increase in the penetration rate of new energy commercial vehicles

New Energy Transition

Achieving comprehensive coverage of low-carbon technologies through a platform-based layout: The X6 platform plans to offer both extended-range and pure electric products, building a zero-carbon mobility matrix; DEFINE (a mid-to-high-end electric platform) adopts a parallel development strategy for extended-range and pure electric vehicles to accelerate the replacement of traditional high-emission power systems.

Intelligent Transformation

We deepened our strategic cooperation with Huawei by fully equipping the DEFINE and MAEXTRO models with the HarmonyOS Cockpit and Huawei Intelligent Driving Assistance System. By enhancing cockpit energy efficiency and optimizing driving strategies, we significantly reduced energy consumption and carbon emissions during the actual usage phase of the vehicles.

Supply Chain Management

JAC treats supply chain carbon management as a core component for achieving emission reductions across the full life-cycle and systematically advances the construction of a supplier carbon inventory and audit system. The Company annually formulates a carbon inventory plan for key vehicle model suppliers, covering critical materials such as batteries, steel, and aluminum alloys, to calculate the carbon footprint of complete vehicles. At the same time, the quality of supplier data submission is incorporated into the annual performance evaluation system.

In 2025, the Company formally implemented a supplier carbon audit system. Through document reviews and on-site audits, suppliers were comprehensively evaluated both qualitatively and quantitatively across five dimensions: low-carbon strategy, low-carbon management, capacity building, low-carbon products, social responsibility, and willingness to collaborate. Based on the scoring results using a percentage-based system, suppliers are categorized into five-star to one-star levels²⁶ to promote the green transformation of the supply chain.

²⁶ Based on a total score of 100 points: One-star suppliers (total score < 60), Two-star suppliers (60 ≤ total score < 70), Three-star suppliers (70 ≤ total score < 75), Four-star suppliers (75 ≤ total score < 80), and Five-star suppliers (total score ≥ 80).

Logistics and Transportation

To systematically advance the construction of a green transportation system, JAC has comprehensively deployed and implemented low-carbon transportation initiatives across three key areas: supply chain logistics, proprietary logistics operations, and public transit services.

Supply Chain Logistics Management

- Green transportation requirements are explicitly stipulated in procurement agreements. The system guides suppliers to adopt recyclable packaging, optimize transport routes, promote inter-modal transport and the use of new energy vehicles, and leverages digital systems to track logistics carbon footprints.

Self-operated Logistics Operations

- Increase investment in new energy transportation vehicles by introducing new energy buses, intelligent connected minibuses, and box trucks for shuttle services and freight transport to reduce carbon emissions from transportation.
- In warehousing and logistics, autonomous tractors and electric forklifts are applied to achieve inter-warehouse transfer, in-warehouse cargo assembly, intelligent cargo scheduling, and sorting.

Public Transportation

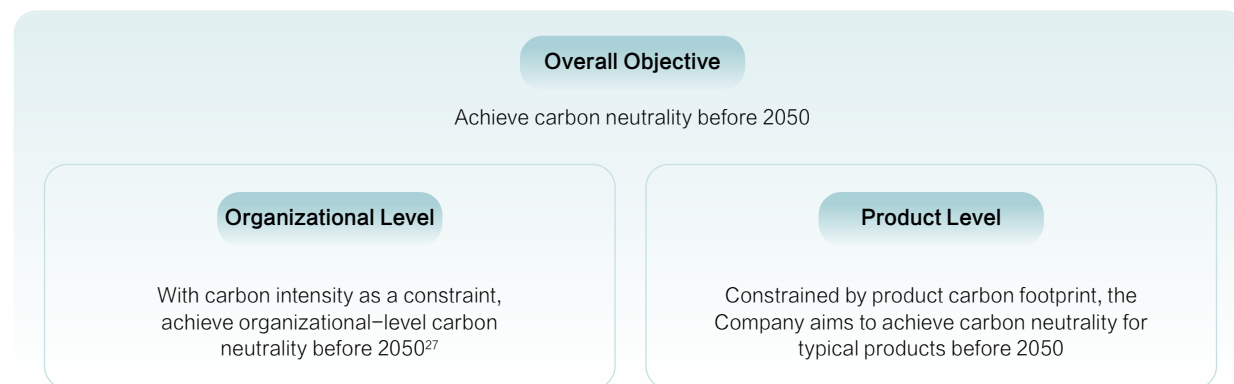
- As a mobility service provider, the subsidiary Hexing Technology is accelerating its transition to pure electric vehicles. Both the taxi and ride-hailing businesses have achieved 100% electrification with pure electric vehicles.

Management of Impacts, Risks, and Opportunities

JAC places the management of climate-related risks and opportunities at a strategic level, fully integrating them into the enterprise's overall risk control system. The Company continues to conduct climate risk assessments and develops precise response strategies based on the findings, effectively supporting the stable operation of its business. Against the backdrop of accelerating implementation of the "Dual Carbon" goals, JAC will continue to optimize its management mechanisms, introduce more forward-looking monitoring indicators and intelligent technical tools, and continuously enhance climate resilience and green transformation efficiency.

Metrics and Targets

To systematically address climate change risks and seize transition opportunities, the Company has established an overarching strategic goal to achieve carbon neutrality before 2050. Based on national and provincial industrial carbon peak policies and benchmarking against domestic and international peers, JAC has established a goal system at two levels: organizational and product. At the organizational level, the focus is on controlling carbon intensity, while at the product level, the focus is on managing carbon footprints. The Company conducted a Business As Usual (BAU) scenario for greenhouse gas baseline emissions, simulating two distinct emission reduction intensity trends to guide future green and low-carbon transformation through clear quantified pathways.



JAC will monitor the achievement of short-term targets in a timely manner by integrating the evolution of domestic and international new energy markets with sales dynamics. Through dynamic assessment, it will flexibly optimize targets and emission reduction pathways to ensure the steady realization of the long-term goal of carbon neutrality by 2050. Data on Scope 1 and Scope 2 emissions are detailed in the Appendix.

²⁷ The scope of greenhouse gas emissions covered by this carbon neutrality target is based on the Greenhouse Gas Protocol Standards and includes Scope 1 and Scope 2 emissions.



Environmental Resource Governance

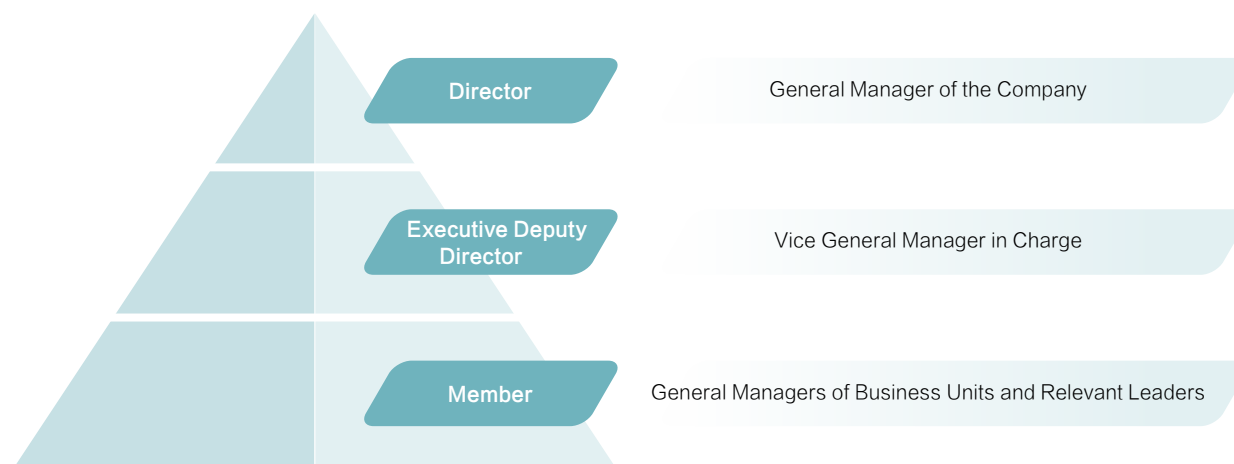
JAC continues to enhance the modernization of environmental resource governance. Based on the environmental management system and centered on efficient resource utilization, with systematic pollution prevention as support, the Company is comprehensively advancing the construction of a green operations system.

Environmental Management System

JAC continues to advance the standardization and professionalization of its environmental management system. Through ongoing training and risk prevention mechanisms, the Company effectively implements environmental protection objectives, systematically enhancing green operational capabilities and risk response levels.

Management Structure

JAC established an EHS²⁸ Committee, with the General Manager serving as Chairman, the Vice General Manager in charge of operations as Executive Deputy Chairman, and the General Managers of all business divisions along with their respective supervising leaders as members. The Committee is responsible for comprehensively coordinating the Company's safety and environmental protection management work. At the same time, the Company has established a professional management body and assigned dedicated personnel to systematically plan, coordinate, and advance safety and environmental protection management across the entire organization. The Company has incorporated environmental performance indicators into the management performance appraisal system.



JAC EHS Committee Organizational Structure

Management System Certification

The Company continues to advance the construction of environmental management systems for core business units, including the Passenger Vehicle Manufacturing Division, Commercial Vehicle Manufacturing Division, Engine Division, and Technology Center, ensuring continuous compliance and effective operation through triennial re-audits. The Company has obtained certification for the Carbon Management System (T/CCAA39-2022), becoming the first enterprise in the automotive industry to receive this certification, while maintaining its Environmental Management System (ISO 14001:2015) and Energy Management System (ISO 50001:2018).

As of the end of the Reporting Period, among the major manufacturing units²⁹

The coverage rate of the environmental management system is **89.47%**.

The coverage rate of the energy management system is **78.95%**.

The coverage rate of the carbon management system is **31.58%**.

²⁸ EHS: Environment, Health and Safety.

²⁹ The statistical scope covers 18 manufacturing enterprises and the Technology Center within the consolidated reporting boundary (excluding the New Energy Light Logistics Vehicle Branch that has ceased operations and Anhui Jianghuai Special Automobile Co., Ltd.).



Environmental Management Objective: **100%** compliance in the discharge of waste gas, wastewater, and solid waste.

Environmental Risk Management

JAC regularly conducts environmental impact identification and assessment to continuously strengthen environmental risk management. The Company systematically identifies all environmental factors associated with its activities, products, and services. It comprehensively considers seven categories of environmental impacts: water bodies, the atmosphere, land, natural resources, energy consumption, pollutant emissions, and waste management. Based on this assessment, the Company compiles an inventory of environmental factors and implements a tiered control mechanism with dynamic updates. At the same time, the Company identifies environmental risks and opportunities in light of changes in internal and external environments and expectations from relevant stakeholders, formulates response measures, and ensures the continuous effectiveness of the environmental management system.

To enhance environmental risk prevention and control capabilities, JAC has formulated the *Emergency Plan for Sudden Environmental Incidents* and established a full-process control mechanism covering risk identification, emergency response, and post-event assessment. The Company regularly conducts internal drills to clarify preventive measures and emergency response procedures for sudden environmental pollution incidents, aiming to minimize and eliminate the adverse impacts caused by such accidents. During the Reporting Period, no significant environmental accidents occurred, and no major administrative penalties for environmental violations were imposed.

Environmental Protection Training

To strengthen environmental compliance and green operational capabilities, JAC conducts various environmental management training sessions annually. These sessions cover the identification of environmental factors, ecological case studies, wastewater treatment, compliant disposal of solid waste, and emergency response plans for sudden environmental incidents. Through these initiatives, the Company continuously enhances the environmental management awareness and professional competencies of all employees.

Specialized Training on Environmental Protection Cases

In September 2025, the Commercial Vehicle Manufacturing Division organized an environmental protection training session. By conducting a centralized video viewing activity, the initiative effectively enhanced employees' awareness of environmental protection.



Pollution Prevention and Control

The Company attaches great importance to pollution and waste management and strictly complies with all national environmental protection laws and regulations. During the Reporting Period, the Company comprehensively reviewed and updated relevant environmental standards and regulatory requirements. It continued to standardize processes for wastewater, waste gas, and solid waste management while establishing annual environmental performance targets. Through strict pollutant monitoring and control measures, the Company ensured compliant disposal of emissions and minimized environmental pollution.

Waste Gas Emissions

The types of atmospheric pollutants emitted during JAC's manufacturing processes include volatile organic compounds (VOCs), nitrogen oxides (NOx), sulfur oxides (SOx), and particulate matter (PM). These emissions primarily originate from exhaust gases generated in manufacturing activities such as welding, painting, and spraying. Based on the characteristics of different pollutants, the Company adopts differentiated exhaust gas treatment processes to ensure compliance with all pollutant discharge standards.

Dust and Smoke Treatment	Treatment of VOCs in Coating Processes	Final Assembly Workshop Vehicle Exhaust Treatment	Ammonia, Hydrogen Sulfide, and Odorous Gas Treatment	Centralized Treatment of Organic Waste Gas
Utilizing cartridge filtration to efficiently capture particulate matter.	Application of the "Zeolite Rotor + Heat Recovery Combustor" combination technology to achieve efficient adsorption and incineration purification.	Relying on the vehicle's built-in three-way catalytic converter to achieve organized emissions.	Adopting the synergistic technology of "Low-Temperature Plasma + UV ³⁰ Photolysis" to efficiently decompose odorous components and harmful gases.	Introduce a Regenerative Thermal Oxidizer (RTO) to centrally incinerate organic waste gas collected from various coating lines. Implement a waste heat recovery energy conservation and renovation project.

JAC's Differentiated Waste Gas Treatment Process

The Company also actively promotes source emission reduction and the application of green materials by developing and deploying environmentally friendly materials such as low-VOC water-based paints, water-based damping adhesives (LASD), and high-solid waxes. This approach reduces VOC emissions and paint sludge generation at the front end of the process while continuously optimizing waste gas treatment efficiency.

During the Reporting Period, the Company's waste gas treatment and emissions fully complied with all standards.

Wastewater Discharge

Water pollutants generated during JAC's manufacturing processes mainly include Chemical Oxygen Demand (COD), total nickel, ammonia nitrogen, and Biochemical Oxygen Demand (BOD). These pollutants primarily originate from wastewater produced in the stamping, painting, electrophoresis, spray painting, and final assembly processes. The Company strictly implements comprehensive wastewater treatment and real-time monitoring to ensure compliant discharge.

The Company continues to advance innovation in environmental governance mechanisms and practices of clean production, promoting emission reduction and efficiency enhancement while ensuring compliant operations. During the Reporting Period, the Company invested approximately RMB 20 million to ensure compliant and efficient treatment of industrial wastewater across all production sites. Consequently, 100% of the wastewater generated throughout the year was treated and discharged in full compliance with applicable standards.

Pilot Program for Trading of Pollutant Discharge Rights

The construction project for an annual production capacity of 200,000 mid-to-high-end intelligent pure electric passenger vehicles by the Feixi New Energy Passenger Vehicle Branch of JAC is a key construction project in Hefei City. To ensure the smooth construction and commissioning of the project, the Company conducted a pilot program for trading emission rights through the exchange of emission rights and internal and external transfers.

³⁰ UV: Ultraviolet Photolysis.

Solid Waste Management

Solid waste generated during JAC's production processes mainly includes scrap metal, paint sludge, sewage sludge, waste organic solvents, chemical packaging drums, waste batteries, and waste oil. The Company has established a comprehensive system for the classification, collection, storage, transfer, and disposal of waste, and continues to strengthen standardized management and compliant disposal of waste. During the Reporting Period, the Company invested approximately RMB 13 million in compliant disposal of solid waste, achieving 100% compliance for both general solid waste and hazardous waste.

Conduct compliance screening for solid waste.

During the Reporting Period, JAC conducted a self-inspection on solid waste compliance in accordance with the requirements of the provincial government and the provincial SASAC. The Company implemented technical specifications for setting up hazardous waste identification signs and established an information-based ledger covering the full life-cycle of hazardous waste. Furthermore, the Company conducted a review of compliance with solid waste disposal regulations and the qualifications of disposal units across its 23 subsidiaries to strengthen the foundation of management.

Construction of "Zero-Waste Factory"

In accordance with the *Hefei City Zero-Waste City Construction Work Plan*, the Company actively organized the creation of a "Zero-Waste Factory" and is progressively achieving zero-waste management. In 2024, six subsidiaries involved in complete vehicle manufacturing were included in the preliminary public notice list for the acceptance of Hefei's first batch of "Zero-Waste Factories." In 2025, the Xingang High-end Light Truck Base successfully passed the public notice for acceptance as a "Zero-Waste Factory."

The Company advanced the resource utilization of solid waste. For the major production units²⁹, it entrusted qualified manufacturers to recycle and dispose of the primary industrial solid wastes, including scrap steel and paper boxes, achieving a comprehensive utilization rate of 100%. For major hazardous wastes such as waste mineral oil, waste lead-acid batteries, and waste chemical drums, the Company achieves compliant disposal of hazardous wastes through professional recycling and circular utilization via standardized hazardous waste resource recovery pathways, while simultaneously promoting resource circularity.

Waste Mineral Oil

Entrust qualified entities to produce regenerated lubricating oil base stocks for blending into industrial lubricants and fuel oils.

Waste Lead-Acid Batteries

Lead is refined and purified by qualified entities for use in producing new battery plates; sulfuric acid is neutralized and treated for reuse; plastic casings are crushed, cleaned, and regenerated.

Waste Chemical Drums

Disposed of based on drum condition for storing similar raw chemical materials (must comply with packaging container standards) or sent to compliant enterprises for plastic product manufacturing (ensuring no secondary pollution during the crushing process).

JAC Measures for Resource Utilization of Hazardous Waste

Recycling of Waste Solvents

During the Reporting Period, JAC Yiwei added water-based waste solvent recycling facilities to its zero-carbon smart factory. This significantly increased the recovery rate of water-based pure solvents in the coating process, reduced the volume of waste solvents and associated treatment costs, and promoted the clean transformation of the coating technology.

Noise Management

The Company strictly controls high-noise equipment in the stamping workshop (presses), painting workshop (fans), final assembly line and inspection areas, air compressor station (air compressors), circulating water system (cooling towers), and short test track. Through comprehensive measures including optimized equipment selection, soundproof enclosure, vibration reduction and noise attenuation, as well as spatial layout adjustments, the Company ensures that noise levels at all factory boundaries comply with national standards.

The stamping workshop utilizes low-noise presses with minimal vibration. Vibration dampers are installed at the equipment foundations, and the entire stamping line is fully enclosed.

The coating workshop's booster fan is equipped with a separate enclosed fan room. Supply and exhaust fans are selected as low-noise, low-vibration equipment, installed within the workshop with a dedicated fan room.

The final assembly workshop selected low-noise equipment and installed vibration-damping bases.

The air compressor station utilizes low-noise equipment. The main structure is equipped with vibration-damping foundations, the air intake is fitted with silencers, and the storage tanks are coated with damping sound-absorbing materials.



The circulating water pumps are located in a separate pump house, and the pipe connections utilize flexible joints.

JAC Noise Management Measures

Ecological Protection

JAC strictly complies with laws and regulations such as the *Regulation of the People's Republic of China on Nature Reserves*, the *Wild Animal Conservation Law of the People's Republic of China*, the *Regulations of the People's Republic of China on Wild Plants Protection*, the *Forest Law of the People's Republic of China*, the *Environmental Protection Law of the People's Republic of China*, and the *Law of the People's Republic of China on National Parks*, and effectively fulfills its corporate responsibilities for ecological environmental protection. During the site selection phase for the plant construction, the Company consistently adhered to the principle of prioritizing ecology, strictly avoiding nature reserves, ecological red-line zones, and other environmentally sensitive areas to minimize interference with and damage to the original ecosystem.

Resource Management

JAC continues to advance the optimization of its energy structure and the construction of a water resource recycling system. Through the application of clean energy, upgrades in energy-saving technologies, and systematic water conservation management, the Company comprehensively enhances resource efficiency and sustainable operational levels.

Water Resource Management

The Company strictly complies with relevant laws and regulations in its operating locations, including the *Water Law of the People's Republic of China*, systematically advances the application of various water-saving technologies, and works on building an efficient water resource recycling system.

Multi-system collaborative circulation

By adopting circulating water utilization technologies such as hot water systems, cold water systems, welding machines, air compressor systems, vehicle frame longitudinal beams, and sewage reuse, the Company has improved its circulating water usage rate.

Concentrate Grading and Reuse

For the concentrated water generated during the pure water cleaning stage after electrocoating in the painting process, a tiered reuse mechanism is implemented to recycle a portion of the process effluent for non-critical applications such as floor washing, landscape irrigation, and dust suppression within the facility.

Cascading utilization of wastewater

By sequentially connecting the first through fourth water rinse tanks in the pre-treatment stage, the system achieves "using the cleanest water to wash the cleanest vehicle bodies" and "using relatively dirty water to wash relatively dirty vehicle bodies."

Dynamic bath management to extend the electrocoating bath cycle

Extend the service life of the tank solution to reduce the substantial amount of cleaning water consumed due to tank replacement and spray rinsing of workpieces upon removal from the tank.

Recycling air from air conditioning systems to reduce water usage in spray painting

The painting system utilizes an air conditioning recirculation process, which reduces energy consumption while simultaneously decreasing the volume of matching circulating water required.

JAC Water Conservation Technology Application (Excerpt)



Green Packaging

JAC has adopted green packaging as a key vehicle for advancing circular economy practices and continues to enhance resource utilization efficiency. The Company has explicitly incorporated green packaging requirements into procurement agreements, advocated for logistics and transportation suppliers to adopt recyclable and biodegradable packaging materials, introduced a packaging leasing model, and promoted the standardization and light-weighting of packaging design. Furthermore, the Company's logistics subsidiary aims to reduce carbon emissions across the entire value chain by promoting green packaging transformation through multiple dimensions, including material innovation, design optimization, and recycling management, thereby integrating green concepts throughout the full process of packaging and logistics.



Material Innovation

Actively promote the use of eco-friendly materials such as reusable packaging boxes and biodegradable fillers to reduce environmental pollution from packaging waste at the source.



Design Optimization

Promote the widespread adoption of standardized pallets and reusable packaging, unify packaging specifications to enhance operational efficiency in cargo handling and transportation, and reduce overall packaging material consumption.



Recycling Management

Approximately 200 tons of packaging materials, such as cardboard boxes and films, are recycled annually through systematic daily processing.

JAC Green Packaging Initiative

07

Co-creating the Future

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Guided by a people-centric value orientation, JAC has always regarded employees as a vital driving force and precious asset for high-quality development. The Company is dedicated to building a diverse, inclusive, fair, equitable, healthy, and safe workplace environment. We uphold our talent philosophy across multiple dimensions, including compliant employment, talent development, welfare care, and health and safety, with a commitment to fostering the mutual progress of employees and the Company.



Employee Development Assurance

JAC strictly complies with labor laws and regulations to build harmonious labor relations. By offering competitive compensation and benefits and establishing a diverse and transparent training and promotion system, the Company effectively safeguards the legitimate rights and interests of every employee.

Employee Hiring

JAC strictly complies with labor laws and regulations such as the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*. The Company adheres to international frameworks including the *Universal Declaration of Human Rights*, the *UN Guiding Principles for Business and Human Rights (UNGPR)*, the ten principles of the *UN Global Compact*, and *International Labour Organization (ILO) Conventions*. JAC strictly prohibits child labor and forced labor. During the recruitment process, the Company rigorously implements background checks and identity verification for applicants, fully respecting employees' personal will. During the Reporting Period, no incidents involving child labor or forced labor occurred.

JAC works on building a workplace environment that is "equal, diverse, and inclusive." The Company firmly opposes any form of harassment or discrimination based on ethnicity, gender, region, religious belief, health status, or other grounds. The Company is dedicated to addressing the career development needs of groups such as women and persons with disabilities. It actively implements a diversity hiring policy to provide equal opportunities for their growth. At the same time, the Company focuses on employment and career development for local staff at its overseas subsidiaries, creating equal employment opportunities for more individuals.



Female Employment

- The *Management Measures for Labor Protection of Female Employees* has been established to respect and safeguard the rights of women to equal employment and promotion opportunities, thereby leveraging the value of female talent in the Company's development.



Employment of Persons with Disabilities

- We persist in implementing and carrying out relevant policies such as the *Regulation on the Employment of the Disabled* to place persons with disabilities into employment through diverse forms and channels.
- Assign work positions appropriately to prevent employees from engaging in excessive physical labor.

As of the end of the Reporting Period, JAC employed a total of 22,179 employees, including 4,539 female employees, representing 20.47% of the workforce; the employment rate for persons with disabilities was 0.79%. The breakdown of the Company's employees by gender, age, and job level is detailed in the Appendix.

Recruitment Management

The Company has established internal policies, including the *Talent Introduction Management Measures*, and implemented a market-based recruitment mechanism that is fair, transparent, and selects candidates based on merit. The Company relies on campus recruitment and social recruitment as its core channels. Actively fulfilling its social responsibility to stabilize and expand employment, the Company has deepened ties with universities through school-enterprise cooperation. In collaboration with institutions such as Tsinghua University and Hefei University of Technology, the Company organized campus information sessions and specialized job fairs to cultivate and supply high-quality talent for industrial development. In 2025, the Company recruited a total of 2,884 full-time employees through campus hiring and social recruitment.

Employee Training and Development

JAC provides rich and diverse training content for employees based on the Company's development strategy and employees' growth aspirations, continuously helping them establish clearer career advancement paths.

Employee Training

The Company optimized and refined seven training management policies, including the *Employee Training Management Policy*. By systematically integrating high-quality internal and external training resources, it established and strengthened a talent development system encompassing three dimensions: new employee on-boarding, professional skills cultivation, and management talent development. To effectively ensure training quality and implementation outcomes, a three-dimensional closed-loop design of "Competency-Practice-Evaluation" is adopted, combined with a "Process Tracking + Phase Assessment" mechanism. This approach promotes the deep integration of training and business operations, providing solid support for talent pipeline construction and high-quality development at the Company.

Management Talent Training

Executive Lecture Series Training

Long-term and Medium-term Training for Outstanding Young Management Personnel

Leadership Empowerment Training for Front-line Managers

Professional Skills Training

Six Sigma Belt-Level Talent Training

Project on the "Talent Introduction" Plan in Key Technology Areas

Lecture Series on Leading Disciplines

New Employee Training

Campus Recruitment Boot Camp for New Knowledge

Experienced Hire Integration Boot Camp

Mentor-ship and On-the-Job Practice Empowerment Training



Leadership Empowerment Training for Front-line Managers

During the Reporting Period, the Company organized and conducted a specialized rotational training program to enhance leadership capabilities for newly appointed M2 and M3 level front-line managers. Additionally, the Company established a "Face-to-Face with Executives" mechanism to guide participants on their growth trajectory. The curriculum design integrates red culture thematic education and, relying on the competency model, establishes a "Five Major Modules + Eight Core Courses" system to solidify the foundation of the Company's grassroots management.



Six Sigma Belt-Level Talent Training

To advance the Company's strategic transformation and upgrading, the Company has established a Six Sigma belt-level talent development system comprising "All-Staff Yellow Belt, Core Green Belt, and Master Black Belt."

- The Yellow Belt program targets all employees who have not yet received training. Through online learning and examinations, it aims to disseminate Six Sigma knowledge, unify thinking, and ensure that all employees pass.
- The Green Belt program conducts training, coaching, and assessment for personnel in quality-critical positions in phases. Candidates who have passed the theoretical examination are required to participate in the project breakthrough certification.
- Black Belt Masters are selected from personnel at the excellent level and cultivated through external training programs. They actively contribute to project breakthroughs and talent development.

Talent Development

JAC has implemented multi-level talent development initiatives to comprehensively strengthen internal talent motivation and the Company's competitive advantage.

Advanced studies while employed; enterprise-university collaboration

Enhancement of Academic Qualifications

Build an international talent management system

External Training

Construction of Star Studios

Integrate the Master Studio to build a three-dimensional empowerment system

Professional Title Review

Internal professional title review, aligned with the Company's talent development system

JAC Talent Development Initiatives

This year, the Company focused deeply on the development of craftsman-type talents and formulated the *Star Studio Construction Management Plan*. The Company has prioritized the integration of its existing master studios to establish a three-dimensional empowerment system centered on "Star Studios," facilitating technology sharing, joint project development, and collaborative talent cultivation.



The Company actively integrates learning resources and promotes the adoption of online learning platforms. By adopting a blended training model that combines online and offline approaches, it enhances the competency of all employees and empowers talent development. In 2025, we developed 934 self-built courses and launched 1,334 online training programs. During the Reporting Period, the Company collaborated with universities including the University of Science and Technology of China and Hefei University of Technology to implement personnel capability enhancement programs.

Approved by the Department of Human Resources and Social Security of Anhui Province, the Company holds qualifications to evaluate professional technical titles in mechanical engineering and electromechanical engineering within the engineering series. This initiative has effectively expanded the Company's authority for title evaluation. Based on the actual talent development situation, the Company established specific evaluation standards. During the Reporting Period, the Company recognized 591 senior engineers and 35 chief senior engineers. In 2025, two batches of vocational skill level assessments were conducted, resulting in a total of 161 individuals obtaining certification (including 7 junior workers, 46 intermediate workers, 79 senior workers, 22 technicians, and 7 senior technicians). A total investment of 82,950.91 RMB was made.

Employee Promotion

The Company has established policies such as the *Employee Growth Path Management Measures* and provides three types of growth pathways: professional, technical, and skill-based. Centered on individual employee development plans, the Company matches clear growth pathways and resource support to each employee. Guided by its business strategy, the Company forecasts and plans for key position requirements to build a high-potential talent pool. The Company has established a regular tracking, assessment, and feedback mechanism for career development. It continuously monitors employees' career paths, listens to their voices, and persistently optimizes the Company's talent development system.

Protection of Employee Rights and Interests

JAC integrates the practice of protecting employee rights and interests throughout the entire life-cycle of enterprise development. The Company ensures the legitimate rights and interests and needs of employees through a scientific and reasonable compensation system, diversified employee welfare programs, and an efficient democratic communication mechanism.

Compensation System and Performance Appraisal

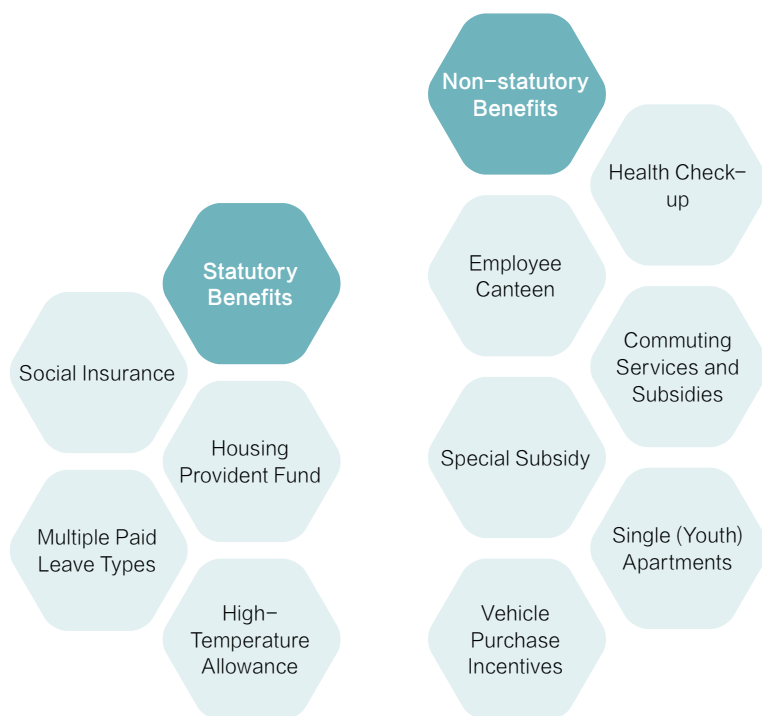
JAC upholds values of fairness, reasonableness, and scientific rigor. It has established a compensation allocation system centered on performance orientation and value contribution. This system comprehensively considers skill requirements for positions, market scarcity, as well as working conditions and risk levels. Consequently, compensation is directed towards key positions, high-tech and highly skilled talents, front-line employees, and roles in arduous environments. This approach leverages the role of compensation in attracting, retaining, and motivating talent.

JAC has established normative documents such as the *Employee Performance Management Policy*. Performance results are closely linked to employee compensation, personal growth, and training selection. Additionally, the Company established a performance appeal channel to support employees in safeguarding their rights. If employees have objections to performance results, the Company's Performance Management Committee shall handle and review appeals in accordance with regulations, respecting employee concerns and ensuring procedural fairness.

Employee Benefits

JAC strictly complies with national laws and regulations and fully implements a social insurance and housing provident fund policy covering all employees to ensure that staff enjoy statutory welfare protections.

The Company values and maintains a balance between employees' work and personal lives. It has established policies such as the *Employee Leave Management Measures* and the *Employee Paid Annual Leave Management Measures* to implement various paid leave arrangements, including annual leave, sick leave, maternity leave, paternity leave, and parental leave. In addition, the Company has established an employee cafeteria, provided shuttle bus services for commuting, and granted various subsidies covering housing and medical care, continuously improving measures to attract and retain talent.



JAC Employee Benefits System

Employee Care

JAC has always been committed to creating a caring, safe, and harmonious work environment while continuously monitoring and actively responding to the diverse needs of its employees. The Company implemented diverse care initiatives to ensure every employee perceives the organization's humanistic concern and warmth. During the Reporting Period, the Company provided assistance to 126 employees in need.

Holiday Benefits

- In-kind benefits are distributed on New Year's Day, Spring Festival, Dragon Boat Festival, and Mid-Autumn Festival.

Employee Assistance

- During the Reporting Period, the Company revised the *Policy on the Use and Management of Funds for Employee Mutual Assistance and Hardship Relief*, lowering the declaration threshold.
- For financially distressed families facing critical illnesses or severe accidents, we provide major illness assistance and mutual aid measures.
- Provide care and condolences to employees regarding hospitalization or bereavement (including immediate family members).

Health Care

- Health supplies were distributed to employees of the high-temperature and extreme-cold testing team.
- Annual wellness retreats are organized for model workers and advanced employees.

Care for Female Employees

- Conduct annual health screenings for female employees to detect cervical and breast cancers.
- Labor protection hygiene supplies are regularly distributed to female employees.

Warm companionship

- In-kind benefits are distributed to employees on their birthdays.
- Provide marriage and childbirth subsidies for employees.

Summer Parent-Child Educational Study Activity for Female Employees

On August 9, 2025, the Company organized a summer parent-child study tour activity titled "Harmonious JAC, Love and Growth" for female employees. Over 100 participants from 50 families of female employees embarked on a technology-themed parent-child journey at the iFLYTEK Voice Industry Base. This educational program integrates corporate care, parent-child education, and technological enlightenment, enabling female employees and their children to jointly explore the fascinating world of artificial intelligence.



Stress Reduction and Empowerment Health Lecture

In 2025, the Company conducted two sessions of stress-relief and empowerment health lectures titled "Caring for Employees, Starting from the Heart" at the MAEXTRO Super Factory and the Technology Center. More than 100 employees participated in the training to apply scientific stress-reduction techniques and enhance team collaboration effectiveness.



Summer Cooling Care and Condolences

In July 2025, the Company's leadership visited front-line employees at the high-temperature test site in Turpan, Xinjiang, to convey organizational care and concern. During the visit, they emphasized that the test team must always prioritize safety and pay attention to dietary hygiene and heatstroke prevention.



Employee Activities

JAC places high importance on building a corporate culture for its employee team. The Company regularly organizes diverse employee activities covering multiple dimensions, including professional skills development, sports, and interest cultivation. These initiatives aim to enrich employees' leisure cultural life while further enhancing communication, exchange, and trust among team members, thereby continuously strengthening employees' identification with and sense of belonging to the corporate culture.

Skills Competition



On July 25, 2025, the opening ceremony of the 2025 "JAC Cup" Vocational Skills Competition and Employee Skills Sports Meeting was held at the Xingang Base, with over 200 participants attending.



Sports Competitions



In November 2025, the 22nd "Youth Cup" Basketball Tournament, the 11th "Transcendence Cup" Football Tournament, the 18th "Health Cup" Badminton Tournament, and the 11th Table Tennis Team Tournament were launched with great enthusiasm.



Interest Cultivation Activities



On October 24, 2025, the tenth "Bookish Companionship" Reading Season series of activities was officially launched. The inaugural event utilized classic literature as its medium, enabling 20 young employee representatives to deeply experience the charm of the fusion between literature and art.



Employee Communication

JAC has solidly advanced democratic management by formulating and implementing normative documents such as the *Operational Procedures for the Workers' Congress* and the *Guidelines for Factory Affairs Disclosure* to guide the implementation of democratic management work and effectively safeguard employees' legitimate rights. The Company fully values and safeguards employees' rights to know, participate, express, and supervise. In matters directly affecting employees' vital interests, the Company adopts a collective consultation approach, wherein relevant departments and the trade union jointly study, discuss, and formulate optimization measures and plans.

The Company enters into written collective agreements, including triennial collective bargaining contracts on wages, general collective contracts, and special collective contracts for the protection of female employees' rights and interests every three years. The Company actively guides trade unions and employee representatives to offer suggestions and proposals, ensuring that the agreement content closely aligns with the vital interests of employees and the practical realities of enterprise development.

The Company places high importance on the construction of employee communication mechanisms and is committed to building multi-level communication channels to ensure smooth two-way information flow. The Company regularly holds the Staff and Workers' Congress to ensure employees are informed of corporate development dynamics and to address employee concerns. The Company continues to maintain open channels, including the Chairman's mailbox, the General Manager's mailbox, and the petition office, ensuring that employees' reasonable suggestions and complaints receive timely responses and proper handling.



Chairman's Mailbox

Management Mailbox

Petition Office Report

Staff and Workers'
Congress

JAC Employee Communication Channels

JAC conducts systematic employee engagement and satisfaction surveys annually to comprehensively understand the Company's operational management status and employees' ideological dynamics. The Company has formulated and implemented targeted improvement plans to drive progress from both management optimization and individual development dimensions, aiming to promote the joint advancement of the enterprise and employees.

2025 Employee Engagement **83.57** points

2025 Employee Satisfaction **83.26** points

Occupational Health and Safety

JAC has designated production safety, occupational health, and the cultivation of employee safety awareness as core tasks. In accordance with the requirements of the ISO 45001 Occupational Health and Safety Management System, the Company systematically advances comprehensive safety and health control across the entire production and operation process, steadily working towards the achievement of its safety and health management objectives. The Company further advanced the implementation of the ISO 45001 Occupational Health and Safety Management System this year. As of the end of the Reporting Period, 14 bases under the Company have completed ISO 45001 system certification.

Safety Management

JAC strictly complies with and implements relevant laws and regulations on work safety and occupational health in the jurisdictions where it operates, including the *Work Safety Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, and the *Fire Protection Law of the People's Republic of China*. The Company has established internal policies such as the *Safety Management Policy* and the *Measures for Rewarding Reporting of Accident Hazard Investigations*, which are regularly optimized and updated to standardize production and business activities and work safety management practices across the entire organization. The Company proactively identifies and manages safety risks, integrates safety performance assessment into the entire business operation process, and solidifies the foundation for the Company's safe development.

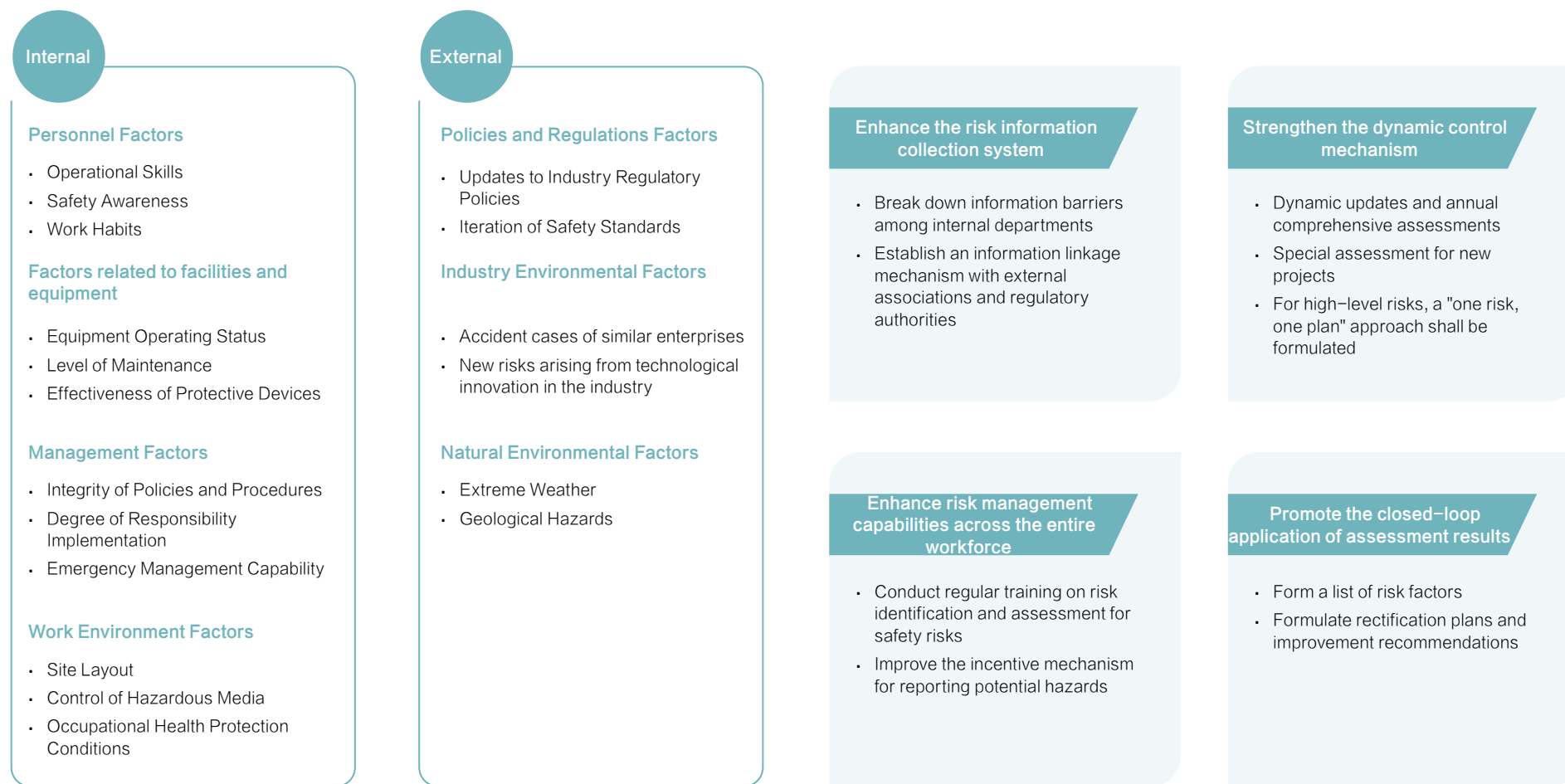
The Company has established a sound safety and environmental protection management structure and clarified responsibilities at all levels. For details, please refer to the section on environmental management systems in the Green Development chapter. Aligned with strategic planning and the requirements for production operations and development, the Company has established four "Zero" safety and health management objectives: zero work-related fatalities, zero fires, zero occupational diseases, and zero major or above accidents.

In addition, JAC has established a comprehensive closed-loop mechanism for safety risk management, strengthened the implementation of responsibilities throughout the entire risk management process, and ensured the safe and efficient operation of the production and operation system.



Safety Risk Assessment and Management

The Company systematically identifies internal security risks and establishes a quantifiable risk assessment model by integrating historical accident data with rectification records of potential hazards. In addition, the Company proactively collects various external security risks, assesses their impact and transmission pathways, implements precise measures, and achieves a transition from passive response to active prevention.



Internal and External Risk Identification Factors within JAC

JAC Safety Risk Control Methodology

Emergency Response Mechanism

To further enhance the response speed and processing accuracy of safety incidents, the Company has established the *EHS Emergency Management Policy*. It is continuously tested and optimized based on actual operational scenarios to ensure alignment with the Company's business realities and risk management requirements. Furthermore, the Company strengthens the emergency response capabilities of personnel in all positions through normalized training and review mechanisms.

Emergency Comprehensive Drill for the Commercial Vehicle Manufacturing Division

In November 2025, the Commercial Vehicle Manufacturing Division conducted a large-scale comprehensive drill involving synchronized operations across multiple production sites. Over 3,000 employees participated in the exercise, achieving full coverage of safety production at the "last mile" and effectively validating the operational effectiveness of the emergency response system while strengthening the foundation for safety emergency management.



The 13th Fire Emergency Capability Competition

In November 2025, the "Health Cup" and the 13th Fire Emergency Capability Competition were held, with a total of 20 representative teams participating in the contest. The activity focused on four key links: fire alarm confirmation, initial fire suppression and casualty rescue, material transfer, and firefighting operations. It verified the effectiveness of daily fire safety training, identified weak links in emergency response, and effectively enhanced all staff's risk prevention awareness and emergency response speed.



Occupational Health Management

JAC cares for the safety and health of every employee. The Company has established the *Occupational Health Management Policy* to effectively safeguard the occupational health rights and interests of all employees. The Company proactively deployed and implemented improvement measures to address specific risks faced by employees. These measures aim to establish a comprehensive occupational health management mechanism involving all staff, focusing on source prevention, process control, and awareness enhancement.

Inspection of Equipment and Facilities

Distribution of Labor Protection Supplies

Post Optimization and Renovation

Risk and Hazard Feedback

Occupational Health Examination

Safety and Health Training

JAC Employee Occupational Safety and Health Assurance Measures

JAC has fully paid work-related injury insurance premiums for all employees in accordance with the law. In 2025, the coverage rate for employee work-related injury insurance reached 100%, with a total investment of RMB 36.4945 million. In addition, the Company has also purchased work safety liability insurance as supplementary coverage to ensure that employees receive adequate compensation in cases of work-related injuries or occupational diseases. During the Reporting Period, the Company achieved a 100% coverage rate for occupational health examinations among employees in positions involving occupational hazards, with no cases of occupational diseases reported among on-site personnel.



Eliminate Noise Interference to Build a Healthy Production Line

To eliminate the impact of production line noise on employee health, during the Reporting Period, the Engine Division invested RMB 2.27 million to complete a robot automation upgrade, replacing manual operations with robotic arms. Employees conduct inspections only outside equipment operation areas, effectively safeguarding occupational health and safety.



Upgrading Welding Automation to Build a Safe Production Line

During the Reporting Period, JAC's light vehicle company introduced four welding robots to replace manual operations, successfully streamlining two occupational hazard positions. While enhancing welding quality and efficiency, the welding robot has simultaneously reduced safety risks and occupational health hazards at the source.

Occupational Health and Safety Training

JAC has established the *EHS Propaganda and Education Management Policy*. To strengthen employees' occupational health and safety awareness and incident response capabilities, the Company regularly conducts EHS-related training covering all employees. The training content encompasses legal and regulatory education, fire and electrical safety, certification standards, construction safety, and prevention of occupational diseases.

Specialized Training on Key Points of Occupational Health Management

To enhance occupational health management capabilities, the Company conducted a specialized training session on key aspects of occupational health management in September 2025. The session focused on three core areas: assessment and monitoring of hazard factors, management of medical examination reports, and workplace management. This initiative assisted various departments in clarifying compliance requirements and mastering new priorities for the prevention and control of occupational diseases.



Specialized Training on Public Courses Regarding Safety Laws and Regulations

To promptly implement the latest national regulatory requirements, the Company conducted a specialized training session on newly promulgated safety laws and regulations in August 2025. This initiative provided an in-depth interpretation of the core provisions and implementation key points to ensure that relevant departments accurately understood and strictly enforced these regulations, thereby effectively consolidating the foundation of the Company's compliant operations.



08

Together Toward a Better Future

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JAC upholds the corporate vision of "Better Drive, Better Life." It established the "Glimmer Action" public welfare brand, systematically integrating and elevating years of practical experience in philanthropy to advance the Company's charitable initiatives toward a new stage characterized by systematic organization and sustainable development. The Company actively leads partners, users, and employees to collaborate and share responsibilities, continuously contributing "JAC Power" to co-create a better society.



Focus on **ONE** core domain, extend to **TWO** major domains,
target **THREE** key stakeholder groups, and develop **FIVE** flagship public welfare activity IPs

Brand Name

Glimmer Action

Brand Vision

A Glimmer of Light to Make
Tomorrow Better

Brand Philosophy

Walking Together in the Glimmer,
Accompanied by Warmth

Education Sector

Agriculture, Rural Areas,
and Farmers

Health Sector

Rural Children

Truck Drivers

Youth

The three rural sectors

Elderly population

Caring for the Growth and
Education of Rural ChildrenHand-in-
Hand: REFINE
InitiativeSafeguarding the safety and
career development of truck
driversJianghuai
Peaceful
JourneyEmpowering young people to
secure employment and realize
their dreamsCreative Design
ChallengeBoosting Rural Revitalization in
AnhuiWarm Spring
Blossoms: Rural
RevitalizationIntegrate JAC volunteers and
the JAC Hospital to care for
the physical and mental
well-being of the elderlyGlimmer
Volunteers
Health Care
Initiative

Glimmer Action "1235" Public Welfare Plan

Empowering Growth

JAC continues to carry out compassionate public welfare practices. Relying on projects such as "Hand-in-Hand REFINE Initiative," "Jianghuai Peaceful Journey," and the "Creative Design Challenge," the Company precisely serves three key groups: rural children, truck drivers, and young students. By fulfilling its responsibilities in a concrete manner, JAC fosters individual growth and injects warmth into social development.

Accompanying rural children in their healthy growth

The "Hand-in-Hand: REFINE Initiative" focuses on caring for the health and growth of children in rural areas. Since 2013, we have traveled over 20,000 kilometers to visit more than 50 towns and schools, warmly accompanying over 20,000 children to support their futures.

In 2025, the "Hand-in-Hand: REFINE Initiative" continued to deepen its presence in rural areas through systematic and sustainable philanthropic practices, providing safety protection, inspiration for dreams, and growth support for rural children. Throughout the year, activities focused on safety education, cultural immersion, and collaboration among multiple resources, further solidifying the project's brand connotation and social value. JAC will expand the range of thematic courses and diversify the types of charitable supplies, actively supporting the growth of rural children through concrete actions.



Winter Break Growth Empowerment Activities

Visited Danjiamiao Village, Danjiamiao Town, Huoshan County, Lu'an City



Anti-Infringement Awareness Campaigns

Visited Gudui Primary School in Huainan City



Science and Technology Dream Inspiration Activities

Visited the Sunshine Post Station in Sanlian Village, Jishan Town, Nanling County, Wuhu City



Social Practice Activities

Visited Jianghuai Automobile to experience the technological strength of "Intelligent Manufacturing in China"

Safeguarding the safe travel of truck drivers

"Jianghuai Peaceful Journey" is a public welfare project continuously carried out by JAC since 2016. Over the years, the project has continuously provided assistance and services to truck drivers through activities such as "Summer Coolness Delivery" and "Winter Warmth Delivery," free vehicle maintenance inspections, and safety legal education training.

In September 2025, the tenth season of the "Jianghuai Peaceful Journey" public welfare initiative was officially launched. Building on the foundational commitment to "safe driving and civilized travel," this season's activities have undergone comprehensive upgrades in knowledge dissemination, service support, and career development. The Company continues to collaborate with all parties to ensure that "Jianghuai Safe Journey" serves as a "beacon of safety" for truck drivers on the road, making continuous contributions to the safe and healthy development of the logistics industry.



The Tenth Season of "Jianghuai Peaceful Journey" Visits Service Areas

Volunteer Service

JAC has consistently adhered to the volunteer service objectives of standardization, professionalism, and branding. The Company has established a three-tier volunteer service system comprising the Youth League Committee, grassroots Youth League Committees, and grassroots branches. It has created distinctive volunteer organizations such as the "JAC 1-Card" Volunteer Service Team and the "Jiang Xiao Niu" Volunteer Service Team, and launched brand-name volunteer activities including the "Spring Sprout Initiative" and the "Golden Autumn Dream Fulfillment Initiative." As of the end of the Reporting Period, the Company had registered 7,600 volunteers. During the year, 334 volunteer service activities were conducted, totaling over 8,400 hours of service.

Warm Support for Exams: Safeguarding Dreams

In 2025, the JAC Love Fleet continued its mission. Under the organization of the Company's Youth League Committee, the fleet has continued to focus on community needs by providing "Love Exam Transport" services during the college entrance and high school entrance examinations. Through concrete actions, we have accompanied students in taking their exams with peace of mind, spreading warmth and kindness throughout the city's streets and alleys.

"Silver Memory" Photography Corner

JAC has established the "Silver Memory" volunteer activity brand by visiting its rural revitalization assistance sites. The Company set up a "Silver Memory" photography corner and organized volunteers to take photos of each elderly person with their cameras, print them on-site, frame them, and deliver them directly to the recipients. This initiative brings joy and comfort to the elderly while contributing corporate strength to the cultural development of the rural revitalization assistance sites.

Voluntary Blood Donation Activity

JAC collaborated with the Hefei Central Blood Station to widely conduct voluntary blood donation activities within the Company. During the Reporting Period, the cumulative blood donation volume exceeded 90,000 liters.



Appendix I: Sustainability Performance Table

Environmental Performance³¹

Performance Indicators		2025 Data	Unit
Greenhouse Gas Emissions			
Total GHG Emissions (Scope 1 + Scope 2) ³²		229,253.63	Metric Tons of Carbon Dioxide Equivalent
Scope 1		75,558.81	Metric Tons of Carbon Dioxide Equivalent
Scope 2 (Location-based)		182,178.63	Metric Tons of Carbon Dioxide Equivalent
Scope 2 (Market-based)		153,694.82	Metric Tons of Carbon Dioxide Equivalent
Scope 1 and Scope 2 emission intensity (per 10,000 yuan of revenue)		0.049	Metric Tons of CO ₂ Equivalent / RMB 10,000 Revenue
Number of National Green Factory Production Bases Obtained		3	Facility(ies)
Number of production bases that have obtained carbon neutrality factory certification		1	Facility(ies)
Energy Use and Management			
Direct Energy Consumption	Natural Gas	2,007.94	10,000 Cubic Meter(s)
	Diesel	2,250.95	Ton(s)
	Gasoline	1,308.52	Ton(s)
Indirect Energy Consumption	Purchased Steam	47,980.37	Gigajoule(s)
	Purchased Electricity ³³	321,321.15	Megawatt-hour
Clean Energy Consumption	Voluntary Green Electricity Consumption	87,019.18	Megawatt-hour
	Volume of Purchased Green Electricity	53,480.00	Megawatt-hour
Total Comprehensive Energy Consumption		82,551,800.19	Ton(s) of Standard Coal
Comprehensive Energy Consumption Intensity		17.76	Ton(s) of Coal per 10,000 RMB Revenue
Coverage rate of ISO 50001 energy management system certification		78.95	%

³¹ The scope for statistics on greenhouse gas emissions and comprehensive energy consumption includes 20 manufacturing enterprises within the consolidated reporting boundary, along with the Technology Center and Logistics Company. The scope for other environmental data statistics covers 18 manufacturing enterprises within the consolidated reporting boundary and the Technology Center (excluding the New Energy Light Commercial Vehicle Branch that has ceased operations and Anhui Jianghuai Special Purpose Automobile Co., Ltd.).

³² Greenhouse gas emissions accounting follows the ISO 14064-1 standard. The accounting boundary includes Scope 1 (mobile sources, stationary combustion, process emissions, and fugitive emissions) and Scope 2 (purchased electricity and heat, based on market-based values). The scope of gas accounting covers CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃. The impact of purchased green electricity has been factored into the calculation. For location-based and market-based electricity emission factors, the Company selected the Announcement on the Release of 2022 Electricity Carbon Dioxide Emission Factors issued by the Ministry of Ecology and Environment of China.

³³ Purchased electricity includes purchased thermal power and purchased green power.

Performance Indicators		2025 Data	Unit
Environmental Compliance Management			
Environmental Protection Fund Investment		3,736.20	RMB 10,000
Number of Environmental Compliance Training Sessions and Activities Conducted		94	Time(s)
Coverage rate of ISO 14001 environmental management system certification		89.47	%
Number of Environmental Emergency Drills Conducted		329	Time(s)
Significant environmental violations or administrative penalties imposed by environmental protection authorities		0	Time(s)
Water Resource Utilization			
Total Water Consumption ³⁴		2,094,779.42	Ton(s)
Water consumption per unit of revenue		0.45	Ton(s) per 10,000 RMB Revenue
Volume of reclaimed water		317,753.00	Ton(s)
Wastewater			
Total Wastewater Discharge		1,562,012.99	Ton(s)
Industrial water reuse rate ³⁵		97.64	%
Chemical Oxygen Demand (COD)		60.93	Ton(s)
Ammonia Nitrogen		7.13	Ton(s)
Waste Gas			
Emissions of Volatile Organic Compounds (VOCs)		210.66	Ton(s)
Particulate Matter (PM) Emissions		43.37	Ton(s)
Nitrogen Oxides (NOx) Emissions		53.31	Ton(s)
Sulfur Oxide (SOx) Emissions		8.09	Ton(s)
Solid Waste			
Volume of Hazardous Waste Disposed	Hazardous Waste	3,810.58	Ton(s)
	Density of Hazardous Waste	0.00082	Ton(s) per 10,000 RMB Revenue
Volume of General Waste Disposed	General Waste	40,906.42	Ton(s)
	General Waste Density	0.0088	Ton(s) per 10,000 RMB Revenue

³⁴ Total water consumption = Total water withdrawal – Reclaimed water usage. All water used by JAC is sourced from municipal supply and does not involve surface water or groundwater.

³⁵ Industrial Water Reuse Rate (%) = Industrial Reused Water Volume / Total Industrial Water Consumption × 100%

Social Performance – Employees

Performance Indicators		2025 Data	Unit
Employee Hiring			
Total number of employees at the end of the period ³⁶		22,179	Person(s)
Total number of employees by gender	Male employees	17,640	Person(s)
	Female Employees	4,539	Person(s)
Total number of employees by age	Under 30 (excluding 30)	5,092	Person(s)
	30–50 years old	15,267	Person(s)
	Over 50 years old (excluding 50)	1,820	Person(s)
Total number of employees by rank	Management Employees	1,609	Person(s)
	Non–managerial employees	20,570	Person(s)
Proportion of female employees ³⁷	Board of Directors	22.22	%
	Management Employees	16.1	%
	Non–managerial employees	20.8	%
Number of employees from ethnic minorities ³⁸		353	Person(s)
Proportion of employees from ethnic minorities		1.59	%
Total number of new employees		2,884	Person(s)
Employment Rate of Persons with Disabilities		0.79	%
Number of voluntary employee attrition		1,213	Person(s)
Voluntary employee attrition by gender	Male employees	1,000	Person(s)
	Female Employees	213	Person(s)
Voluntary employee attrition by age group	Under 30 (excluding 30)	521	Person(s)
	30–50 years old	621	Person(s)
	Over 50 years of age (excluding those aged 50)	71	Person(s)
Number of voluntary employee attrition by job level	Management Employees	34	Person(s)
	Non–managerial employees	1,179	Person(s)
Voluntary Employee Turnover Rate ³⁹		5.47	%

³⁶ The employee statistics follow the same scope as the annual report, covering domestic employees under labor contracts and outsourced Chinese nationals.

³⁷ Proportion of female employees = Number of female employees in this category / Total number of employees in this category.

³⁸ This statistical scope is based on ethnic information voluntarily disclosed by employees to the Company.

³⁹ Voluntary Employee Turnover Rate = Number of Voluntary Employees Leaving / Total Number of Employees at Period End * 100%

Performance Indicators		2025 Data	Unit
Employee Development			
Amount of investment in training		1,002.71	RMB 10,000
Total number of employees trained		22,179	Person(s)
Total Employee Training Hours		1,850,050.84	Hour(s)
Total training hours by gender	Male employees	1,478,073.55	Hour(s)
	Female Employees	371,977.29	Hour(s)
Total Training Hours by Job Level	Management Employees	163,976.56	Hour(s)
	Non-managerial employees	1,686,074.28	Hour(s)
Average training hours per employee		83.41	Hour(s)
Average training hours per employee by gender	Male employees	83.79	Hour(s)
	Female Employees	81.95	Hour(s)
Average training hours per employee by job level	Management Employees	101.91	Hour(s)
	Non-managerial employees	81.97	Hour(s)
Employee Training Coverage Rate		100.00	%
Employee Benefits and Care			
Amount invested in employee work-related injury insurance		3,649.45	RMB 10,000
Coverage rate of employee work-related injury insurance		100.00	%
Employee Social Insurance Coverage Rate		100.00	%
Employee Satisfaction		83.26	Point(s)
Employee Engagement		83.57	Point(s)
Number of employees assisted in over-coming difficulties		126	Person(s)
Occupational Health and Safety			
Safety Training Coverage Rate		100	%
Coverage rate of ISO 45001 Occupational Health and Safety Management System certification ²⁹		89.47	%
Investment in Occupational Health and Safety ²⁹		5,588.57	RMB 10,000
Number of recordable occupational health and safety incidents ⁴⁰		12	Case(s)
Number of work-related fatalities		0	Case(s)

⁴⁰ Unexpected events occurring during production and business operations that result in personal casualties or direct economic losses.

Social Performance – Product and Innovation

Performance Indicators		2025 Data	Unit
Innovation-Driven Development			
R&D Investment		41.79	100 Million Yuan
The ratio of R&D investment to operating revenue is		8.99	%
Number of R&D Personnel		7,833	Person(s)
Proportion of R&D Personnel		35.3	%
Intellectual Property			
Number of Authorized Patents in 2025		199	Item(s)
Among which:	New invention patents	172	Item(s)
	New utility model patents	6	Item(s)
	New design patents added	21	Item(s)
Cumulative authorized patents		16,421	Item(s)
Among which:	Cumulative number of authorized invention patents	4,215	Item(s)
	Cumulative Utility Model Patents Granted	8,416	Item(s)
	Cumulative number of granted design patents	3,790	Item(s)
Personnel covered by intellectual property-related training		292	Person(s)
Product Safety and Quality			
Number of ISO 9001 Quality Management System Certifications Obtained		5	/
Number of IATF 16949 Quality Management System Certifications Obtained		8	/
Number of Major Quality Incidents		0	Incident(s)
Coverage of Yellow Belt employees in training related to product quality and safety		100	%
Complaint Resolution Rate		100	%
Number of Product Recalls ⁴¹		1	Recall(s)
User Services and Rights			
Number of customers participating in customer satisfaction surveys		4,626	/
Customer Satisfaction Rate	Sales NPS	>78	%
	After-sales NPS	>72	%
Customer Service-Related Training	Total Number of Training Sessions	107	Session(s)
	Total Training Hours	598,264	Hour(s)
	Average Training Hours per Employee	88.5	Hour(s)

⁴¹ In 2025, the Company proactively initiated a product recall involving more than 40 vehicles.

Social Performance – Supply Chain

Performance Indicators		2025 Data	Unit
Supply Chain Management			
Total Number of Suppliers ⁴²		4,138	Supplier(s)
The proportion of expenditure on procurement from local suppliers within the province ²⁰		>60	%
Proportion of qualified production material suppliers with IATF 16949 certification ²⁰		90.78	%
Suppliers certified under the ISO 14001 Environmental Management System		1,390	Supplier(s)
Suppliers certified under the ISO 45001 Occupational Health and Safety Management System		1,118	Supplier(s)
Supplier Integrity Assessment Management	Percentage of suppliers that have signed the <i>Supplier Code of Conduct</i> (including anti-corruption provisions)	99.86	%
Annual Coverage Rate of Supplier Communication		100	%

Social Performance – Social Contribution

Performance Indicators		2025 Data	Unit
Social Contribution			
Special Investment in Rural Revitalization ⁴³		1,221.52	Ten thousand yuan
Total Social Public Welfare Investment ⁴⁴		322.51	Ten thousand yuan
Social Welfare Investment	Total volunteer service hours during the year	8,440.9	Hour(s)
	Total number of individuals participating in volunteer services during the year	3,301	Person(s)

⁴² The Company's domestic production bases currently have no overseas suppliers; therefore, this figure represents the total number of domestic suppliers.

⁴³ This covers the various assistance funds invested by the controlling shareholder JAC Holdings in its paired support efforts for Longwan Village, Jiudian Community, and Gufang Township in Anhui Province, covering areas such as industrial development, cultural revitalization, talent revitalization, and consumer-driven agricultural assistance.

⁴⁴ This data primarily consists of donations to earthquake disaster relief areas (including employee fundraising), contributions to the "University of Science and Technology of China Education Foundation," and investments in public welfare activities such as "Hand-in-Hand Ruifeng Action" and "Jianghuai Peaceful Journey."

Governance Performance

Performance Indicators		2025 Data	Unit
Corporate Governance			
Number of Meetings Held by the Three Major Bodies	Shareholders' Meeting	2	Time(s)
	Board of Directors	8	Time(s)
	Supervisory Board	6	Time(s)
Number of Directors	Total Number of Directors	9	Person(s)
	Number of Independent Directors	3	Person(s)
	Number of female directors	2	Person(s)
Anti-Bribery and Anti-Corruption			
Proportion of employees who participated in anti-corruption training		100	%
Percentage of participants by job level	Management Personnel	100	%
	Non-managerial employees	100	%
Public litigation cases involving commercial bribery or corruption by the Company, its directors, management personnel, or employees during the Reporting Period.		1	Case(s)
Data Security and Customer Privacy Protection			
Total number of information security training sessions conducted		11	Session(s)
Total number of employee participations in information security training		1,320	Person-time(s)

Appendix II: SSE Indicator Index

Disclosure Requirements	The Corresponding Chapter of This Report
Addressing Climate Change	Green Development–Addressing Climate Change
Pollutant Emissions	Green Development–Environmental Resource Governance
Waste Disposal	Green Development–Environmental Resource Governance
Protection of Ecosystems and Biodiversity	Green Development–Environmental Resource Governance
Environmental Compliance Management	Green Development–Environmental Resource Governance
Energy Utilization	Green Development–Addressing Climate Change
Water Resource Utilization	Green Development–Environmental Resource Governance
Circular Economy	Green Development–Environmental Resource Governance
Rural Revitalization	Together Toward a Better Future–Supporting Rural Revitalization
Social Contribution	Together Toward a Better Future
Innovation-driven	Innovation Development

Disclosure Requirements	The Corresponding Chapter of This Report
Technology Ethics	Corporate Governance–Data Security Protection
Supply Chain Security	Quality Assurance–Sustainable Supply Chain
Treat SMEs equally	Quality Assurance–Sustainable Supply Chain
Safety and Quality of Products and Services	Quality Assurance–Full-Chain Quality Control
Data Security and Customer Privacy Protection	Corporate Governance–Data Security Protection
Employees	Co-creating the Future
Due Diligence	Corporate Governance–Integrity and Compliance System
Stakeholder Engagement	Corporate Governance–ESG Governance System
Anti-Bribery and Anti-Corruption	Corporate Governance–Integrity and Compliance System
Anti-Unfair Competition	Corporate Governance–Integrity and Compliance System

Appendix III: Assurance Statement on the Report

SGS

ASSURANCE STATEMENT

REPORT ON SUSTAINABILITY ACTIVITIES IN THE ANHUI JIANGHUAI AUTOMOBILE GROUP CORP., LTD.'S ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT FOR 2025

NATURE OF THE ASSURANCE/VERIFICATION

SGS-CSTC Standards Technical Services Co., Ltd. (hereinafter referred to as SGS-CSTC) was commissioned by Anhui Jianghuai Automobile Group Corp., Ltd. (hereinafter referred to as JAC) to conduct an independent assurance of the JAC's Environmental, Social and Governance Report for 2025 (Chinese version) for the period of January 1, 2025 to December 31, 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all Anhui Jianghuai Automobile Group Corp., Ltd.'s Stakeholders.

RESPONSIBILITIES

The sustainability information in the Environmental, Social and Governance Report for 2025 and its presentation are the responsibility of The Board, Strategy Committee and Cross-functional ESG Working Group of JAC. SGS-CSTC has not been involved in the preparation of any of the material included in the JAC's Environmental, Social and Governance Report for 2025.

Our responsibility is to express an opinion on the sustainability performance information within the scope of assurance based upon sufficient and appropriate objective evidence.

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

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The SGS Group ESG & Sustainability Report Assurance (SRA) protocols used to conduct assurance are based upon internationally recognised assurance standards including the ISAE 3000.

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

Assurance Standard	Level of Assurance
ISAE 3000	Limited

SCOPE OF ASSURANCE

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria
Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at No. 176, Dongliu Road, Hefei City, Anhui Province, P.R. China, including documentation and record review and validation where relevant. This assurance engagement was restricted to the group level of JAC and did not include traceability of all original data from subordinate institutions.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

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LIMITATIONS AND MITIGATION

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

The greenhouse gas emissions related data in the JAC's Environmental, Social and Governance Report for 2025 was calculated by JAC. In the context of the present assurance engagement, our procedures were limited to sample-based validation.

STATEMENT OF INDEPENDENCE AND COMPETENCE

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

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

FINDINGS AND CONCLUSIONS

ASSURANCE/VERIFICATION OPINION

On the basis of the methodology described and the assurance engagement performed, no inaccuracies or reliability issues were identified within the scope of the sustainability performance information covered by the JAC's Environmental, Social and Governance Report for 2025.

ADHERENCE TO GUIDELINES NO. 14 OF SHANGHAI STOCK EXCHANGE FOR SELF-REGULATION OF LISTED COMPANIES—SUSTAINABILITY REPORT (TRIAL)

The assurance team concludes that the JAC's Environmental, Social and Governance Report for 2025 has been prepared in accordance with the requirements of Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial).

Signed:



For and on behalf of SGS-CSTC

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

Mar. 24th, 2026
WWW.SGS.COM



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Appendix IV: Feedback

Dear Reader:

We sincerely thank you for taking the time to read the "Anhui Jianghuai Automobile Group Corp Ltd 2025 Environmental, Social and Governance Report." We look forward to your evaluation of this report and welcome your valuable feedback to help us continuously improve our sustainability efforts and enhance our capacity and level in fulfilling sustainability commitments. We will carefully listen to your feedback and express our sincere gratitude!

You may provide your feedback using the following methods:

Mailing Address: No. 176 Dongliu Road, Baohe District, Hefei City, Anhui Province; Anhui Jianghuai Automobile Group Corp Ltd

Email: esg@jac.com.cn

Your evaluation of this report: (Please mark with a checkmark in the appropriate space)

1. Do you believe this report effectively highlights significant information regarding JAC's environmental, social, and governance performance?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

2. Do you consider the information and indicators disclosed in this report to be clear, accurate, and complete?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

3. How do you evaluate the structure of this report?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

4. How do you rate the layout design and presentation format of this report?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

5. How would you rate the readability of this report?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

Open Question:

We welcome your valuable feedback and suggestions on this report.

JAC