

2024

Environmental, Social and Governance Report



Contents

Appendix

About this Report	04
Chairman's Statement	06
Special Section: Dongfeng's Ascent, Leaping into a New Era	08
Corporate Profile	12
Key Work Priorities for 2024	14

124

601

Towards Stability: Consolidating Foundations, Building Lasting Resilience

Corporate Governance	20
Risk Management	28
Compliance Audit	30
Anti-Corruption & Anti-Fraud	32
State-Owned Enterprise Reform	34

63

Towards Progress: Uniting Forces, Expanding Horizons

Talent Development	62
Stable Supply	81



Towards Innovation: Elevating Excellence, Co-Crafting the Future

Innovation Quality	38
Product Quality	48
Service Quality	56



Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

Environmental Protection	94
Climate Action	105
Harmonious Co-construction	116

About this Report

This report represents the ninth Environmental, Social, and Governance (hereinafter referred to as the "ESG") report issued by Dongfeng Motor Group Company Limited. It primarily discloses the Group's performance in environmental, social, and governance aspects during the reporting period spanning January 1, 2024, to December 31, 2024 (the Reporting Period), covering Dongfeng Motor Group Company Limited and its affiliates.



Guiding Principle

This report complies with all "Mandatory Disclosure Requirements" and "'Comply-or-Explain' Provisions" outlined in the Environmental, Social, and Governance Reporting Code issued by the Stock Exchange of Hong Kong Limited (the HKEX). The content of this report has been determined through a systematic process, including identifying and prioritizing key stakeholders, recognizing and ranking material ESG-related issues, defining the scope of the ESG report, collecting relevant materials and data, compiling the report, and conducting internal reviews of the disclosed information.



Reporting Scope & **Boundary**

The ESG-related policies, statements, implementation progress, and quantitative data presented in this report primarily cover the headquarters, subsidiaries, joint ventures, and associates (including companies in which equity interests are held directly or indirectly through subsidiaries, joint ventures, or associates) of Dongfeng Motor Group Company Limited, A limited portion of data reflects a narrower scope than described above, while certain sections of the report reference content related to Dongfeng Motor Group Company Limited's parent company, Dongfeng Motor Corporation (formerly known as Dongfeng Motor Company), which has been explicitly noted where applicable.



Appellation Explanation

For clarity and readability, terms such as "the Group", "Dongfeng Motor Group", and "we" used throughout this report refer collectively to Dongfeng Motor Group Company Limited and its subsidiaries, joint ventures, associates, and other entities in which equity interests are held directly or indirectly.

Other definitions are as follows:

Dongfeng Passenger Vehicle

Dongfeng Passenger Vehicle Company

Dongfeng Commercial Vehicle

Dongfeng Commercial Vehicle Co., Ltd.

Dongfeng Automobile

Dongfeng Automobile Co., Ltd.

Research & Development Centre

Dongfeng Research & Development Centre

Dongfeng Honda

Dongfeng Honda Automobile Co., Ltd.

Dongfeng Honda Engine

Dongfeng Honda Engine Co., Ltd.

Dongfeng Honda Parts

Dongfeng Honda Auto Parts Co., Ltd.

Dongfeng Liuzhou Motor

Dongfeng Liuzhou Motor Co., Ltd.

Dongfeng Nissan

Dongfeng Nissan Passenger Vehicle Company

Zhengzhou Nissan

Zhengzhou Nissan Motor Co., Ltd.

Dongfeng Electronic Technology

Dongfeng Electronic Technology Co., Ltd. (Dongfeng

Parts and Components Group)

Dongfeng Special Commercial Vehicle

Dongfeng Special Commercial Vehicle Co., Ltd.

VOYAH

VOYAH Motor Science and Technology Co., Ltd.

Peugeot Citroën Automobile

Dongfeng Peugeot Citroën Automobile Co., Ltd.

Zhixin Technology

Zhixin Technology Co., Ltd.

Dongfeng Changxing

Dongfeng Changxing Technology Co., Ltd.

Dongfeng Mengshi

Dongfeng Mengshi Automobile Technology Company

Dongfeng Zhuolian

Dongfeng Zhuolian Automobile Service Co., Ltd.

Dongfeng Import & Export

China Dongfeng Motor Industry Import and Export Co. Ltd.

Dongfeng Automobile Finance

Dongfeng Automobile Finance Co., Ltd.

Dongfeng Automobile Financial

Dongfeng Automobile Financial Co., Ltd.

eGT New Energy Automotive Co., Ltd.



Reporting Principles & **Data Sources**

This report adheres to the principles of "Materiality, Quantitative, Balance, and Consistency" as outlined in the ESG Reporting Code. The data and case studies presented are primarily sourced from the Group's internal statistical reports and related documentation. The Group hereby affirms that this report contains no false records or misleading statements and assumes full responsibility for the authenticity, accuracy, and completeness of its



Confirmation & Approval

This report was confirmed by management and subsequently approved by the Board of Directors on 26, March 2025.



Access & Feedback

This report is available in both Traditional Chinese and English. In line with environmental conservation commitments, we encourage readers to access the digital version, which can be downloaded under the "Financial Statements/ESG Information" section of HKEX website or via the Company's official website.

We highly value feedback from stakeholders and welcome readers to share insights through the contact details below. Your input will guide us in refining future reports and enhancing the Group's overall ESG performance.

Contact Information

Email: ir@dfmc.com.cn

Address: Special No.1 Dongfeng Avenue, Wuhan Economic and Technological Development Zone, Hubei Province, China

Chairman's Statement



Chairman YANG Qing

2024 marked a pivotal year for us, as we embarked on a journey of transformation, upgrading, and high-quality development. In the face of a complex and ever-changing automotive industry landscape, we confronted challenges head-on, demonstrating resilience and innovation. Through reform and progress, we achieved a significant rebound in our overall development, making substantial strides across all areas.

Over the past year, we focused on electrification, intelligence, and internationalization, continuously nurturing and expanding new drivers of growth. Our new energy vehicles have established a comprehensive layout encompassing brand, platform, products, key technologies, and core resources. With 45 models available for sale, we achieved sales of 860,000 units, marking a 64% yearon-year increase. Our intelligent technology deployment accelerated, as we independently mastered core resources and technologies for intelligent driving, leading the industry with an L2+ level of autonomous driving adoption. Our international development took new strides, with the "2+2" export revitalization plan accelerating implementation. Our overseas market expansion and layout have gained momentum, and export volumes continue to grow rapidly.

Corporate governance serves as the foundation of enterprise development. We concentrated on our primary responsibilities and core businesses, enhancing our value creation capabilities. We promoted professional integration and structural adjustments, deeply constructing a "4+2" business layout and a "1+n" R&D system, with the effects of group development and collaborative growth becoming

increasingly evident. We improved the quality of our listed companies, strengthened investor relations and market value management, established a scientific, rational, and efficient board of directors, and improved our compliance management system covering all businesses and levels, continuously enhancing governance effectiveness.

Technological innovation is the primary driving force behind enterprise development. We actively played the leading role in technological innovation, enhancing our core capabilities. We increased investment in scientific research and development, continuously breaking through key topics in national major scientific and technological projects. For three consecutive years, we ranked first among Chinese automakers in the patent innovation index. We independently mastered core technologies and key resources in electric, hybrid, and hydrogen power systems. Our Mahle super hybrid engine's thermal efficiency continues to set industry records, and we released the industry's first independently controllable high-performance automotive-grade MCU chip, DF30.

Quality and service are crucial guarantees for enterprise development. We implemented quality excellence projects to enhance product quality and customer satisfaction. We advanced the construction of the Dongfeng Excellence Quality Management System, improved our quality management system, significantly raised quality awareness across all domains and personnel, and strengthened our quality assurance and testing capabilities. We deepened the construction of our customer service system, enhanced communication and interaction with customers, responded quickly to customer needs, and provided higher-quality products and services.

Employees are the solid foundation of enterprise development. We adhere to the philosophy of mutual development between employees and the Company, enhancing employees' sense of gain and pride. We implemented the "139" Happiness at Dongfeng plan, deepened measures to care for and support employees, and strengthened corporate culture construction, enabling our employees to have fulfilling work, colorful lives, and brilliant careers. We actively promoted the three-year action plan for fundamental safety production, strengthened safety production management and risk prevention work, and made every effort to ensure the life safety and physical health of our employees.

Cooperation and mutual benefit are key supports for enterprise development. We adhere to mutual benefit and win-win cooperation, building a cooperative ecosystem of value co-existence, shared interests, harmonious integration, and joint progress. We insist on being user-centered and market-oriented, strengthening open cooperation, enhancing deep collaboration and co-creation with partners in the supply chain and dealership chain, and achieving sustainable value growth. We actively engaged in cooperation with central enterprises, leading information technology companies, upstream and downstream of the industrial chain, and in industry-university-research applications in areas such as technology and business models.

Fulfilling responsibilities is the mission of enterprise development. We proactively fulfill our responsibilities as a central enterprise and actively serve national major strategies. We devoted ourselves to serving national defense construction, completed military service guarantees with high quality, and continuously built "China's No. 1 military vehicle brand." We collaborated in advancing the Green Dongfeng 2025 Action and Carbon Peak Action Plan, achieving reductions in carbon emissions, pollution, and expansion of green growth, and have completed safety, energy conservation, and emission reduction tasks comprehensively for 16 consecutive years. We promoted rural revitalization work in 4 provinces and 8 counties and cities, receiving the highest evaluation (Excellent) from the Central Rural Work Leading Group for four consecutive years in the evaluation of central enterprises' targeted assistance effectiveness.

Looking ahead, we will deeply study and implement the spirit of the 20th National Congress of the Communist Party of China and the second and third plenary sessions of the 20th Central Committee, resolutely win the battle of transformation and upgrading, strive for new leaps, and advance towards excellence, contributing Dongfeng's strength to the comprehensive promotion of national construction and the great rejuvenation of the nation through Chinese–style modernization.

We sincerely thank our customers, investors, partners, and friends from all walks of life for their concern and support for Dongfeng's development!

Special Dongfeng's Ascent Section Leaping into a New Era

2024 marked a pivotal year for us as we accelerated our all-round renewal and rallied momentum to achieve the objectives of China's 14th Five-Year Plan. At this critical juncture of transformation, we unveiled our "Three Leaps, One Renewal" strategy to drive breakthroughs in business development. Anchored by our focus on new energy, intelligent technologies, and global expansion, we pursued bold innovation with relentless determination, propelling comprehensive transformation and steering Dongfeng toward a new future, one that aligns with China's vision for modernized automotive excellence.

"Three Leaps, One Renewal"

New Energy Leap Intelligentization Leap Globalization Lear

Balancing enterprise growth with employee development to advance a renewed Dongfeng.

New Energy Leap

Dongfeng Motor Group prioritizes both passenger and commercial vehicles while harmonizing independent and joint venture operations to accelerate our new energy initiatives. Our goal is to surpass higher sales targets for NEVs. By refining our industrial layout, supply chain ecosystem, and technological innovation, we are building a strategic framework that outperforms the traditional fuel-powered era. We aim to convert our strategic advantages into market competitiveness. targeting over 1 million annual sales of self-developed NEVs by 2025 to achieve transformative breakthroughs.

Accelerating NEV Business Expansion to Reshape the Industry

The Group has rolled out NEV models across passenger and commercial vehicle segments, achieving a 34% NEV penetration rate groupwide and 83% in self-developed passenger vehicles. Furthermore, we are pioneering "reverse technology transfer" to joint ventures, sharing platforms, products, and technical expertise.

Securing Full-Chain **Control Over Core** Components

Dongfeng Motor Group dominates the entire value chain for critical NEV components, such as batteries, electric drives, and control systems. ensuring self-reliance and innovation.

Deepening the NEV **Ecosystem to Strengthen Systemic Competitiveness**

We are enriching our product and service ecosystem to address the full lifecycle of NEVs and meet diverse user scenarios through initiatives such as building a smart ultrafast charging network to enhance energy replenishment infrastructure. advancing BaaS models with integrated battery operation and platform management, and expanding power battery recycling to ensure sustainable resource utilization.

Dongfeng Motor Group's Strategic Adjustments in NEV Development and Industrial Layout

NEV Powertrain: Next-Generation Mach Power System

We have developed the Mach Power System, a groundbreaking suite of hybrid, electric, solid-state battery, and hydrogen fuel cell technologies, delivering unparalleled performance as the "heart" of our vehicles.

Mahe Super Hybrid PHEV:

This system featuring an industry-first multi-mode hybrid architecture supporting range extension, plug-in hybrid, and pure electric modes.

Super Hybrid Engine:

Self-developed, certified by CATARC as an "Energy Efficiency Star", boasts a record-breaking thermal efficiency of 47.06%.

Hydrogen Fuel Cells:

Our "Dongfeng Hydrogen Ark" series spans 20 - 350 kW products, and we aim to debut the world's first 350 kW single-stack fuel cell by 2025.

Mahe Pure Electric Drive System:

This system currently operates on an 800-volt architecture with 25,000 RPM capability, while its next generation will achieve a 1,200-volt architecture exceeding 30,000 RPM and 98% motor efficiency to enhance acceleration and range.

Solid-State Batteries:

In battery technology, we are preparing to launch solidstate batteries with 350 Wh/kg energy density, with future models targeting 550 Wh/kg.



Commercial Vehicle NEV Platform: The 4.0 Modular Platform - T1 Platform

Pioneering the T1 4.0 Modular Platform, the Gorup offers an industry-leading solution for next-gen NEV commercial vehicles, emphasizing modularity, integration, and customization. The platform incorporates core technologies such as a modular ultra-fast charging battery, an 800V silicon carbide integrated e-axle and central e-drive for maximum efficiency, a centralized 8-in-1 domain control system for unified management, and an intelligent thermal management system. Designed for flexibility, it supports expansion into hydrogen fuel cells and autonomous driving modules. Covering tractor trucks, cargo trucks, dump trucks, and specialized vehicles, the platform serves 29 market segments and over 400 usage scenarios, delivering tailored solutions for every operational need.

Intelligentization Leap

Dongfeng Motor Group highlights a "self-developed + collaborative innovation" approach to achieve full-stack controllability, accelerating the mastery and industrialization of key technologies and core resources. Our intelligent driving capabilities now rank among the top three in the industry, while our smart cockpit solutions lead the first tier. We have achieved full-scenario application of vehicle-road-cloud integration and pioneered the mass production of advanced autonomous driving systems, securing a competitive edge in the new track of intelligentization.



Pioneering the Concept of "Embodied Intelligence Entity"

At Dongfeng Motor Brand Autumn Launch and the 9th Science and Technology Innovation Week, the Group formally unveiled "New Vehicles, New Technologies" 3.0 strategy, introducing the industry-first concept of an "Embodied Intelligence Entity". Future intelligent vehicles will be mobile, green, and hyper-connected, integrating with urban energy, transportation, and information networks ("Three-Network Convergence") while unifying autonomous driving, smart cockpits, intelligent platforms, smart energy systems, and intelligent manufacturing ("Five Intelligences in One"). These vehicles will proactively serve users, exceeding expectations. To realize this vision, Dongfeng Motor is developing eight core technological engines that empower the Embodied Intelligence Entity with a robust "body", a powerful "heart", a user-centric "brain", and an agile "nervous system", empowering users for a better life.





Next-Generation Tianyuan Architecture: China's First Centralized SOA Electronic-Electrical Architecture

The next-generation Tianyuan Architecture establishes a robust foundation for Al-powered cockpits, end-to-end autonomous driving, and vehicle-road-cloud integration, while enabling the self-evolution of Embodied Intelligence Entities. Leveraging Huawei's QIANKUN vehicle control modules, the architecture features regionally fused controls, ultra-low-latency Ethernet communication, dual-layer security (functional and informational), and flexible deployment for chassis motion control. It will debut on Dongfeng's brands, M-Hero and VOYAH, before expanding across all passenger and commercial vehicle lines.

DF30 MCU Chip: Fill the gap in China's High-Performance Automotive-Grade Semiconductors field



Developed by the Hubei Automotive–Grade Chip Industry Innovation Consortium led by Dongfeng, the DF30 is China's first ASIL–D compliant, highend automotive MCU chip. Built on a domestically controlled 40nm process and an open–source RISC–V multi–core architecture, it excels in performance, controllability, safety, and reliability. Having passed 295 rigorous tests, including foundational, stress, and application trials, the DF30 is poised for deployment in powertrain control, chassis systems, electronics, and driver assistance.

LAPA Domain Controller:
Advanced Autonomous
Parking Solutions positioning
at the forefront of China



The LAPA domain controller, featuring a domestically developed high-performance SOC chip with 50+ TOPS computing power and ASIL-B functional safety, represents a leap in autonomous parking. We have achieved six critical technological breakthroughs, enabling full-stack control over parking algorithms, middleware, and operating systems. The system supports L2.5+ features such as memory parking (with a 1,000-meter path recall range) and one-click summoning, positioning it at the forefront of China's autonomous parking capabilities.



Kunpeng Autonomous Driving System: Join the first echelon of self-developed NEV manufacturers

The Kunpeng system, developed by Dongfeng's VOYAH brand, is an end-to-end autonomous driving platform renowned for its adaptability, stability, and iterative efficiency. By analyzing expert driving data and employing generative closed-loop learning, it continuously refines its performance. Enhanced by real-time data collection and AI model optimization, Kunpeng excels in complex environments. Currently operating at L2.9 autonomy, it leads among Chinese NEV automakers, with city-level NOA (map-free navigation) and valet parking ranking first-tier. Its centralized computing architecture and AI large models further cement its technological leadership.

Globalization Leap

Dongfeng Motor Group is accelerating the strategic expansion of our international operations, enhancing capabilities in marketing, business planning, branding, talent development, and operational efficiency. By balancing scale-driven growth with risk management, we aim to surpass the milestone of one million annual overseas vehicle sales.

Optimizing Global Marketing and Service Networks

We rigorously implement our "Three-Year Transformation and Upgrading Initiative", driving marketing and supply chain service reforms. Through institutional innovation and the cultivation of global talent, we are dedicated to achieving breakthroughs in export performance.

Building Agile, Global-Centric Organizational Structures

We are restructuring our operations to strengthen strategic planning and management capabilities, fostering business transformation and systemic capacity building. By establishing frontline regional marketing hubs and mid-office support units, we are creating a new model for global market engagement.

Transitioning from "Global Presence" to "Global Integration"

We are methodically executing our one million overseas sales roadmap, ensuring the global reach of our commitment to quality, technological leadership, and sustainability.

Dongfeng Motor Group's Strategy for Enhancing Global Competitiveness

Corporate Profile

Dongfeng Motor Group was listed on HKEX in 2005 (stock code: 00489). Our business spans a full range of commercial vehicles, passenger vehicles, military vehicles, new energy vehicles, key automotive components and parts, automotive equipment, mobility services, and automotive finance. Domestically, our operations are distributed across more than 20 cities in China, including Wuhan, Shiyan, Xiangyang, Guangzhou, Liuzhou, Zhengzhou, Chengdu, Chongqing, and Dalian. Internationally, we have established an R&D center in Sweden and collaborate with over 10 global automakers and suppliers, with our products sold in more than 80 countries worldwide.

Dongfeng Motor Group boasts a comprehensive commercial vehicle industrial chain and outstanding product capabilities, positioning us as a leader in the commercial vehicle manufacturing sector. Simultaneously, our complete passenger vehicle lineup has long cemented our position as a frontrunner in China's automotive industry, with extensive market influence and strong brand recognition. In the field of self-developed new energy vehicles, we have strategically established a full-spectrum presence, covering brands, platforms, products, core components, and key technologies across luxury, premium, midrange, and economy segments.

In recent years, Dongfeng Motor Group has focused on building ourselves into an innovation hub for new energy powertrains and smart vehicles. We have deepened our technological advancements, achieving breakthroughs in automotive chips, batteries, and software engineering to enhance supply chain autonomy and security. Committed to accelerating independent development, we continue to drive the upward momentum of the Dongfeng brand.



Our operations are distributed across

more than 20 cities in China

Collaborate with

over 10 global automakers and suppliers

Our products sold in

more than 80 countries

Organizational Structure

The Group's organizational structure is illustrated below:



Corporate Culture



Key Work Priorities for 2024

The year 2024 presented a complex and challenging operating environment for the automotive industry. Facing growing external pressures and internal difficulties, we thoroughly implemented the guiding principles of the 20th CPC National Congress with a strong sense of responsibility and mission. We coordinated efforts to stabilize growth, optimize structure, enhance operations, drive innovation, deepen reforms, increase efficiency, and mitigate risks. Through proactive and determined actions, we made solid progress in our transformation and upgrading journey. Our relentless efforts enabled us to fully achieve all set targets, demonstrating our resilience and breakthrough capabilities in adverse circumstances.



Accelerating Transformation Across All Fronts

- Specialized vehicles showed our strength. We secured exclusive supply contracts for strategic military projects. Dongfeng Mengshi vehicles played a vital role in the Shenzhou spacecraft recovery missions and gained significant attention at the Zhuhai Airshow.
- NEVs gained momentum. Multiple new models hit the market, with brands like VOYAH, eπ, and NAMMI seeing rising sales. The L7 model from Aeolus achieved a combined range exceeding 2,000 km.
- Intelligentization layout has been accelerated. Our smart cockpit solutions entered the industry's top tier, while adoption rates for autonomous driving technologies increased substantially.
- Important steps have also been taken in the process of internationalization. Overseas exports grew by over 8% year-on-year, with self-assembled (KD) units accounting for 20% of international sales, reflecting our strong global competitiveness.



Deepening Structural Adjustments

- The "Leap Motive Project" was further implemented. Through technical consolidation and centralized procurement, we significantly reduced the variety of passenger vehicle platforms, engines, and e-drive systems while increasing shared modules, achieving cost reduction and R&D expense optimization.
- We launched the "Leap Forward Initiative" for passenger vehicles and "Leap Up Project" for commercial vehicles, establishing dedicated operating committees and commercial vehicle business units respectively. This enhanced collaboration, improved resource allocation efficiency and operational quality, while modular platform planning helped establish a full-value-chain operating system.
- Our joint ventures accelerated their new energy transition with new model launches.
- For components, we established a dedicated business unit under the "Leap Innovation Project" to create synergy mechanisms and industrialize high-value, high-tech components.
- We coordinated financial services development, optimized the financial ecosystem layout, and increased financial penetration rates, with particularly significant improvement in the NEV sector.



Effective Operational Management

- Market-oriented approaches were adopted with focus on operational analysis and research. Targeting "three improvements", we achieved stable operations, boosted retail sales, strengthened management, and mitigated risks.
- While pursuing quality and efficiency, we advanced the "Leap New Project", achieving substantial inventory reduction and historic profitability in self-developed passenger vehicles. Selfdeveloped NEVs reached positive gross margin per vehicle, with aftermarket revenue showing year-on-year growth.
- Marketing management was strengthened through optimized network layout, enhanced system capabilities, new media marketing expansion, improved after-sales service quality, and establishment of dealer ranking, evaluation, and replacement mechanisms.
- Brand communication was intensified with comprehensive brand planning. The "whole-staff promotion" approach expanded brand influence while effective PR management maintained stable public sentiment.



Strengthened Technological Innovation

- We continued increasing R&D investment, with self-developed brands' R&D intensity exceeding 7%. Multiple innovation bases were accelerated, key technology projects advanced, and national R&D tasks completed with quality. We were approved as the "chain leader" enterprise in the Al industry chain
- Significant achievements were made in key technology mastery and industrialization, particularly in energy-saving/NEV and intelligentization fields. Examples include the Mach super hybrid engine setting new industry records in thermal efficiency, and launching DF30 the industry's first self-developed high-performance automotive-grade MCU chip.
- We maintained rich patent achievements, ranking first in China's auto patent innovation index for three consecutive years, and winning multiple SAE-China Science and Technology Awards.



Deepening Reforms with Solid Progress

- We fully implemented the "dual objectives" evaluation system, combining KPI assessments with MTP capability evaluations to incentivize units and adjust leadership appointments, thereby energizing internal dynamism.
- The PM system was comprehensively rolled out, establishing cross-functional "spherical teams" to streamline product development processes and enhance team capabilities.
- Our "lean and fit" initiative advanced significantly through organizational flattening, divestment
 of non-core/non-performing assets ("two non-s"), and targeted restructuring of loss-making
 subsidiaries, maintaining the Group's debt-to-asset ratio at industry-leading lows.



Strengthening Foundational Management

- Quality management was reinforced by elevating organization-wide quality awareness, with focused improvements in R&D, manufacturing, service, and software quality.
- Compliance systems were expanded to grassroots units, ensuring implementation of key internal controls. Procurement and bidding activities adopted a "management-operation separation" model
- Safety and environmental stewardship were prioritized through root-cause improvement campaigns, including a risk mapping system that achieved "dynamic clearance of major accident hazards".
- Digitalization transformation empowered management upgrades, with the Group's digitalization strategy driving systemic reforms, process optimization, and organizational restructuring. A foundational digital infrastructure was largely completed, marking critical milestones.



Highlighting Party Leadership

- Integrity in operations was further cultivated through intensive Party discipline education, consolidating a clean and upright political ecosystem.
- Rural revitalization efforts delivered tangible results, with our CSR performance ranking among the top 10 centrally administered SOEs for three consecutive years. For four straight years, we received the highest rating in the central government's targeted poverty alleviation assessments.

2024 ESG Performance Highlights

Environmental Performance

Total environmental protection

Total energy conservation

Output value of energy-saving & environmental protection industries Industrial water reuse rate

96%

RMB 386.3 million

RMB 34.99 million

RMB 299.22 million

Production facilities certified with ISO 14001 | 3 new national-level "Green Environmental Management System Factories" added cumulative total 98%

Green electricity procurement

15

187,681,557.9 kWh

Green certificate transactions

Energy consumption per RMB 10,000 output value Greenhouse gas emissions per RMB 10.000 output value

reduce 5%YoY

reduce 24%YoY

7,255,440_{kWh}

NAMMI 01 has been awarded the title of "2024 A0 - Segment Pure - Electric Sedan Low -Carbon Leader"

The carbon footprint of all newly launched passenger vehicle products is disclosed on the China Automotive Industry Chain Carbon Disclosure Platform

Self-developed passenger vehicles with first-tier lowcarbon labels proportion

83%

Social Performance

R&D investment

RMB 13.05669 billion

R&D investment accounted for

6.75% of operating revenue

R&D personnel

14,482

Cumulative valid patents

Production facilities certified with ISO 9001/ IATF 16949 Quality Management Systems Customer satisfaction score Average training hours per employee

15,424

100%

93.5 points

69 hours

Workplace accident injury

O person

Community initiative investment

RMB 67.25 million

Rural revitalization donations

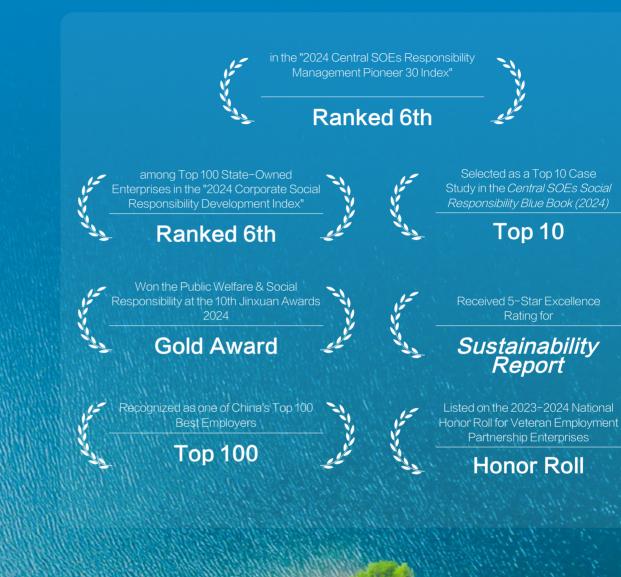
RMB 38.42 million

Governance Performance

Board meeting attendance rate

Proportion of female directors

100%



2024 Honors & Awards



Corporate Governance

A sound governance mechanism serves as the cornerstone for protecting shareholder rights and ensuring our stable, healthy growth. We strictly adhere to laws and regulations such as the *Company Law of the People's Republic of China* and the *Corporate Governance Guidelines for Listed Companies*, upholding integrity in all operations. Grounded in our corporate charter, we continuously enhance the governance framework, strengthen board development, improve risk management, and deepen state—owned enterprise reforms.

Governance Structure

Under the modern corporate governance framework, we have established a clear, balanced, and effective governance system comprising the Board of Shareholders, the Board of Directors and its specialized committees, the Board of Supervisors, and Management Team. The Board leads strategic decision-making, reviews and approves corporate objectives, and oversees business performance and strategic execution.

We have been continuously improving our "1+N" corporate governance system. To ensure all governance bodies perform their duties in compliance with laws and regulations, we have formulated and issued multiple management measures including the Subsidiary Board Work Report Management Procedures, Guidelines on Strengthening Risk Prevention Functions of Subsidiary Boards, and Management Measures for Companydispatched Directors (Supervisors). At the same time, to strengthen corporate charter management, we developed the Subsidiary Charter Management Measures and

Key Points for Subsidiary Charter Revisions, clarifying mandatory and amendable clauses in the charters. Through enhanced professional training and rigorous review processes, we have improved the standardization of charter amendments. By the end of 2024, all secondtier subsidiaries had completed their charter revision work.

We are dedicated to a diversified Board structure encompassing varied ages, cultural and educational backgrounds, professional expertise, industry experience, management skills, and tenures. Currently, our Board of Directors comprises five members, with independent directors constituting the majority. Members bring specialized competencies in corporate investments, capital operations, marketing, HR, finance, legal affairs, and sustainability, ensuring multidimensional insights for strategic decisions and risk mitigation. Their collective expertise enables the Board to provide independent, professional judgment on critical matters.







Advance Comprehensive Board Establishment and Optimization

- Deepen reform initiatives for performance enhancement
- Strengthen oversight functions of state-owned enterprise boards
- Maintain a majority of independent directors

 Implement tailored strategies for subsidiary board development

Build Scientific, Rational and

Highly Effective Boards

- Leverage digital transformation to empower corporate governance
- Improve organizational support systems

Diligent Fulfillment of Duties by

 Conduct performance evaluations for boards and their members

Specific Measures to Strengthen the Board Development

Towards Stability: Towards Green: Harmonizing with Nature Advancing Shared Consolidating Foundations, Building Lasting Resilience General meeting Audit and Risk Management Committee **Board of Supervisors Board of Directors** Nominating Committee Remuneration Committee

¹ The governance framework is for the December 31/2024 version and does not include 2025 adjustmen

 \sim 20

Towards Progress: Uniting Forces, Expanding Horizons Towards Green: Harmonizing with Nature Advancing Shared Prosperity

ESG Governance

Our Board of Directors place high importance on sustainable development governance. We have integrated Environmental, Social, and Governance (ESG) principles into our operations, establishing an effective ESG management mechanism and clear governance structure to effectively control relevant risks and continuously improve corporate governance standards. Guided by the core values of "collaborative excellence, innovative harmony, and joyful coexistence", we adhere

to the ESG development philosophy of "responsible operation, integrated innovation, employee engagement, open cooperation, green development, and dedication to society". We have built a scientific and comprehensive ESG management framework, established regular communication mechanisms with stakeholders, and conduct periodic materiality assessments to deeply implement sustainable development concepts.

ESG Governance Philosophy

We take the Nourishment Plan as our action guide and anchors our efforts in the "Green Dongfeng 2025 Action". We actively align with the national "Carbon Peaking and Carbon Neutrality" strategy, resolutely winning the battle against pollution prevention and control. By collaborating with customers, employees, partners,

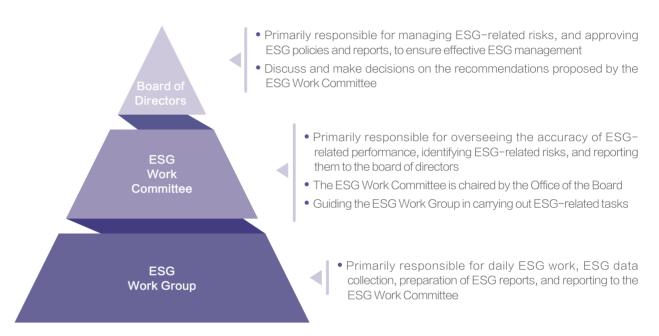
and other stakeholders across the entire value chain, we comprehensively plan and advance ESG initiatives to enhance the Dongfeng brand image, explore new pathways for domestic automotive brands, and inject new momentum.



Dongfeng Motor Group's ESG Development Philosophy

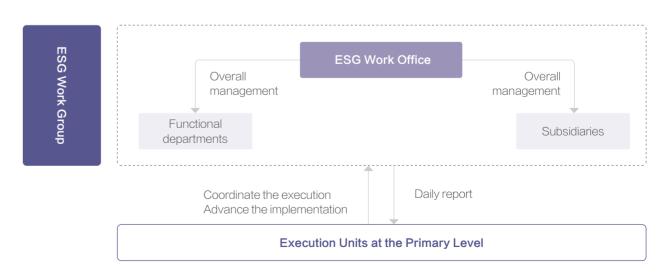
ESG Governance Structure

We continuously elevate our ESG governance standards through a three-tier sustainable development management framework, ensuring effective ESG governance and the smooth operation of our management mechanisms. This provides a solid foundation for setting sustainable development goals and strategies, conducting regular assessments, and managing related risks. In our daily operations, we coordinate and implement corporate governance, environmental protection, and social responsibility efforts, striving to enhance our sustainable development performance.



Our ESG Governance Structure

Our ESG Work Group operates under the coordination of the ESG Office, collaborating with various functional departments and subsidiaries to implement and execute ESG initiatives.



Our ESG Working Group Structure

Towards Green: Harmonizing with Nature Advancing Shared Prosperity

Appendi

The Board Statement

The Board's Oversight of ESG Matters

As the central governance body for ESG, our Board of Directors formulates ESG strategies tailored to our operations, regularly reviews ESG objectives, and ensures stable and effective ESG management. The Board oversees the ESG Work Committee and ESG Work Group's activities to align with corporate realities.

When reviewing corporate strategies, plans, risk policies, budgets, and business plans, the Board considers

climate-related issues, sets performance targets, and monitors execution. The Board and Audit & Risk Management Committee integrate environmental principles, prioritizing ecological impact in decision—making. Approved proposals are assigned to relevant departments with clear mandates, and the Board regularly reviews implementation progress.

The Board's ESG Risk Management Approach

The ESG Committee provides ongoing supervision and guidance, ensuring management and departments regularly identify and mitigate risks while reporting to the Board with recommendations. The Board and Audit & Risk Management Committee oversee a comprehensive risk identification system, leveraging internal assessments, external expert consultations, and industry research to evaluate risks and quantify their

financial, operational, and strategic impacts. We maintain transparent communication channels with stakeholders to address their concerns, conduct regular ESG materiality assessments, and refine ESG strategies accordingly. Identified key ESG issues are reviewed and approved at appropriate levels, with data collected and reported to the Working Committee to support risk management.

ESG Performance Reporting and Tracking

24

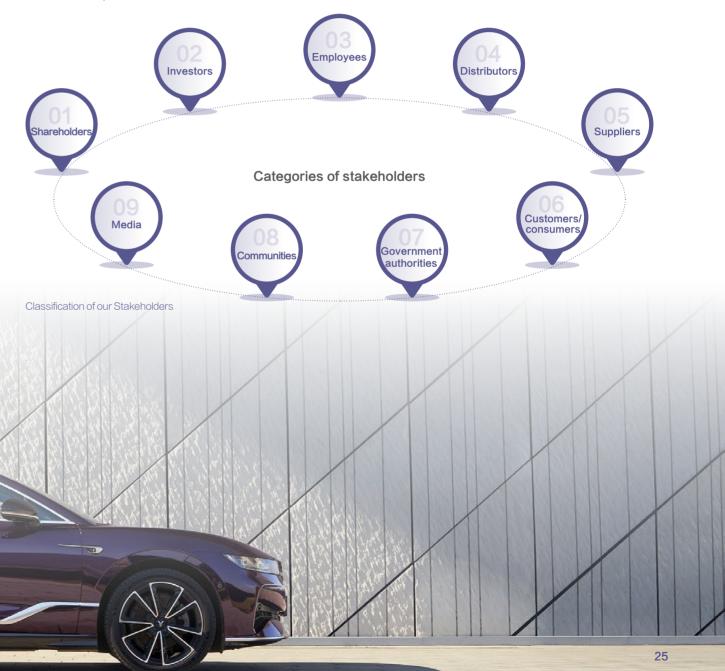
Daily ESG implementation is led by the ESG Work Group, coordinated by the ESG Office. The group collaborates with departments and subsidiaries to collect ESG data, prepare reports, and disclose findings while regularly updating the ESG Work Committee to ensure smooth progress.

The ESG Work Committee establishes stable, transparent feedback mechanisms with stakeholders. Based on their priorities, it identifies core ESG objectives for Board review, guides the Work Group's activities, and monitors performance against targets.

Stakeholder Engagement

We place great importance on communication with stakeholders and maintains cooperative relationships based on mutual benefit, equality, and harmony. We have established regular communication mechanisms to work together and inject long-term momentum into our corporate transformation and development. To deeply understand the opinions, demands, and expectations of stakeholders and all sectors of society regarding Group governance, environmental protection, and social welfare, we integrate stakeholders' suggestions and focal points into our production, operations, and decision-making processes based on our own business scope and nature of operations.

During the reporting period, we actively sought to understand the expectations and opinions of stakeholders and engaged them in our major decision—making and other strategic adjustments through various means, making them help the Group implement management decisions more effectively. Categorizing nine stakeholder groups tied to our business, we collected and analyzed their perspectives against global ESG standards and industry trends, culminating in our 2024 Materiality Matrix.



Towards Stability:
Consolidating
Foundations, Building
Lasting Resilience

Towards Innovation: Elevating Excellence, Co-Crafting the Future Towards Progress: Uniting Forces, Expanding Horizons Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

ppendix

Within our business scope, the Group's key stakeholder categories, their material concerns related to our operations, and corresponding communication channels are detailed below:

Stakeholder		Issues of concern	Channels of	Communication frequency
Shareholders	<u> </u>	Business performance Compliance with the law Corporate governance	Communications/feedback General meeting Results briefing On-site investigations Roadshows and reverse roadshows Multi-channel meetings	One general meeting annually Extraordinary general meetings or other meetings for major events or special circumstances At least one roadshow and one reverse roadshow annually
nvestors		 Compliance with the law Integrity Integrity and uprightness Corporate governance 	Telephone conference/ telephone group meeting Reception of client company visits Domestic and foreign investment conferences Roadshows and reverse roadshows	Reception of company visits Host one-on-one telephone conferences Convene investment group meetings Annual report briefing At least one roadshow and one reverse roadshow annually Mid-term performance telephone conferences
Employees		 Employees rights Occupational health and safety Employee training and development Employee care 	Employee training Labour union activities and Communist Youth League Committee activities Staff representative meeting Solicitation of opinions and reasonable suggestions	At least one training session for each employee annually Irregular labour union activities At least one Communist Youth League Committee activity annually At least one staff representative meeting annually Irregular solicitation of opinions and suggestions
Distributors		Product safety and quality Community welfare	Product performance training Handling of consumers' complaints Product maintenance	Irregular product performance training Customer satisfaction survey annually
Suppliers		Supply chain management Product safety and quality Packaging material management Business performance	On-site investigations Supplier appraisal Communication on quality Telephone/written correspondence Setting-up of on-site offices Supplier meetings Open procurement and tendering	 One supplier meeting annually One supplier appraisal half a year Supplier access appraisal Irregular setting up of on-site offices
Customers/ consumers	<u>N</u>	Product safety and quality Technology and innovation Environmentally friendly products Complaints and recalls Information security and privacy protection	Online and offline promotion Press conferences Market surveys Customer satisfaction surveys Handling of customer complaints	To be conducted in light of actual conditions from time to time
Government authorities		Emission management Water resource management Energy consumption management Addressing climate changes Compliance with the law Integrity and uprightness Intellectual property rights protection	On-site investigations Communication and negotiation On-site spot checks Participation in the investigation and formulation of policies, standards and plans	To be conducted in light of actual conditions from time to time
Communities	À	Community welfare	Community welfare activities Community communication On-site investigations	To be conducted in light of actual conditions from time to time
Vledia	F):	Customer satisfaction Industry exchange	Press conferences	To be conducted in light of actual conditions from time to time

ESG Materiality Analysis

During the reporting period, we conducted stakeholder interviews to assess the significance of various ESG issues based on their impact on the Group and our stakeholders. By incorporating policy guidelines and industry benchmarking results, we prioritized and refined these topics. This year, we introduced two new focus areas, Biodiversity Protection and Waste Management, culminating in the identification of: 7 high-materiality ESG issues, 11 medium-materiality ESG issues, and 5 low-materiality ESG issues. The results are illustrated in the figure below.



Towards Progress: Uniting Forces, Expanding Horizons Towards Green: Harmonizing with Nature Advancing Shared Prosperity

Appendi

Risk Management

The Group places high priority on building a robust risk management system, regularly identifying, assessing, and mitigating major operational and specialized risks. Through training and other initiatives, we strengthen a risk-aware culture, embedding risk consciousness into our organizational DNA to safeguard sustainable operations and long-term value creation.

Risk Management System Development

The Group actively integrates risk management into daily operations, incorporating risk control principles across all business and management processes. In 2024, we conducted comprehensive system improvements, addressing gaps and reinforcing strengths, by expanding risk control coverage in strategic areas such as procurement, quality, and finance. We revised or introduced 20 management policies, including the *Guidelines on Strengthening Internal Control Systems and Supervision* and the *Interconnected Risk Prevention and Control Measures for Retail Financial Business (Trial)*, providing a systematic framework to mitigate major operational risks and standardize practices.

Risk Monitoring and Early Warning System

Aligned with SASAC's risk indicator framework for central SOEs and tailored to our operations, the Group established an early warning system featuring 22 metrics across four domains: debt, profitability, operations, and growth. This system monitors key indicators like debt-to-asset ratios and operating cost-to-revenue growth ratios, covering 17 subsidiaries in commercial vehicles, passenger vehicles, and components.

Major Operational Risk Prevention

In 2024, guided by the principle of "Three Coordinations and Three Integrations", the Group enhanced process monitoring and evaluation to dynamically manage critical risks. The year's assessment identified 6 major operational risks, for which the Group developed 42 phased control targets and 88 mitigation measures.

Three Coordinations	Three Integrations
Balancing baseline requirements for risk prevention with operational management objectives	Aligning with corporate transformation and upgrading strategies
Coordinating comprehensive risk coverage with targeted governance interventions	Integrating with the Company's 2023 MTP
Harmonizing risk prevention strategy formulation with implementation execution	Incorporating findings from internal and external oversight

Work Approach of "Three Coordinations and Three Integrations"

Specialized Risk Prevention and Control

To strengthen risk management in high-risk business areas, we have reinforced risk control responsibilities at the group level, urging all business units to establish specialized risk control teams. These teams conduct in-depth risk prevention and control measures in key areas such as financial oversight and procurement management.



Enhancing Financial Risk Control Mechanisms

In 2024, the Group implemented a "Four-in-One" joint risk prevention and control system involving the Group, vehicle manufacturing units, financial subsidiaries, and channel dealers. We issued the *Interconnected Risk Prevention and Control Measures for Retail Financial Business (Trial)*, adopting tailored strategies for each independent brand to establish a new synergy mechanism where financial services drive industrial growth. During the reporting period, our financial support for marketing achieved breakthroughs despite market challenges: vehicle financing promotions reached 490,000 units, retail penetration hit 28.7%, with new energy vehicle financing penetration exceeding 42.5%. Our financial services ranked first in market share and second in penetration rate within the industry, outperforming the broader market.



Advancing Specialized Governance in Procurement Management

In 2024, the Group introduced 10 regulatory policies, including the *Supplementary Provisions on the Management of Blacklists and Watchlists*, adding 313 seriously non-compliant suppliers to the blacklist and 282 mildly non-compliant suppliers to the watchlist. Leveraging intelligent monitoring via our e-trading system, we identified 56 instances of bid-rigging involving RMB 41.49 million and prevented 142 attempted collusions affecting projects worth RMB 313 million.

Risk Culture Development

The Group actively integrates risk management into daily operations, embedding risk control principles across all business and management systems. During the reporting period, the Group conducted board-level professional training on risk management, ensuring its implementation throughout all operational levels. On November 18, 2024, our Audit Department led a session titled "Monitoring Vehicle Business Risk Control Checklists" at the third "Floral Birdsong" Executive Forum, further promoting risk awareness.



Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

Appendi:

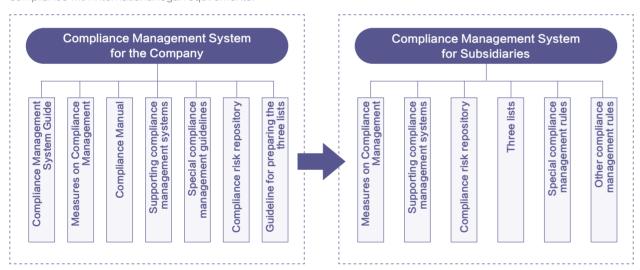
Compliance Audit

Dongfeng Motor Group remains steadfast in fulfilling our compliance commitments and actively advances the development of our compliance management system. Through in-depth analysis of evolving domestic and international laws, industry standards, and regulatory requirements, we continuously improve our compliance framework while conducting regular training programs to strengthen employees' compliance awareness and ensure compliance operation.

Compliance Management System

The Group has established a comprehensive compliance management system guided by the Compliance Management System Guide, grounded in the Compliance Management Measures, and directed by the Compliance Manual. This system is further supported by supplementary compliance regulations and specialized guidelines, with the "Three Lists" (compliance risk repository and positional compliance responsibilities list, process control list, and compliance risk identification list) serving as key management tools. Through our three-lines-of-defense approach, we implement comprehensive risk management across all operations.

In 2024, by systematically reviewing issues identified through recent compliance evaluations, we updated the *Compliance* and *Internal Control Risk Repository* (2024 Edition) and introduced the "Three Lists" for engineering project settlements. To strengthen prevention and response capabilities for cross-border legal risks, we issued the *Ten Compliance Warning Lines for International Business*, promptly alerting subsidiaries to potential risks in overseas operations and ensuring full compliance with international legal requirements.



Dongfeng Motor Group's 2024 Compliance Management System



Three Lines of Defense for Compliance Management for Dongfeng Motor Group

cross-departmental collaboration and innovative management approaches to ensure compliance operation.

The Group continuously strengthens employees' compliance awareness through regular training programs, promoting



Focusing on the Key Minority, Carry out Special Compliance Training for Senior Executives

On June 21, 2024, Dongfeng Motor Group organized the second session of our Transformation and Development Forum, focusing on "Deepening Compliance Management under the New *Company Law*". The training brought together over 1,000 participants, including all senior executives, full-time and part-time directors and supervisors, and long-term seconded personnel. Industry experts were invited to analyze key provisions of the new *Company Law* and present compliance case studies, significantly enhancing senior management's risk prevention capabilities and compliance awareness to support the Group's transformation.



Transformation and Development Forum



Carry out Departmental Activities to Strengthen Business Cooperation

In November 2024, the Group's Legal Compliance, Audit, and Corporate Governance Departments jointly conducted a learning session. The Corporate Governance Department shared updates on seven major reform initiatives, including the "Leap Forward Action", "Leap Action Project", "Leap Up Project", and "Leap Innovation Project", along with their outcomes. The Audit Department addressed governance and restructuring challenges, highlighting risks across six areas such as corporate governance framework implementation. Meanwhile, the Legal & Compliance Department outlined current compliance requirements and interpreted the *Guidelines on Strengthening Internal Control Systems and Supervision*.



Interdepartmental Learning Activities

Audit Findings

The Group continuously improves the internal audit management system, focusing on core responsibilities to strengthen oversight of departments and positions with concentrated authority, funds, resources, and assets. We consistently urge audited units to revise and enhance management systems while optimizing information systems. In 2024, the Group completed 155 audit projects, identifying 1,387 issues and risk items with a 73.76% rectification completion rate. Throughout the year, we prevented or recovered losses totaling RMB 930 million, increased revenue and reduced expenditures by RMB 59 million, and revitalized assets worth RMB 146 million.

For economic responsibility audits, the Group prioritizes compliance with national policies and decisions, the execution of corporate development plans and strategic decisions, and target responsibility systems. Key audit areas include energy conservation, pollution prevention, and waste material management, significantly aligning audit focus with strategic objectives.

In specialized audits, the Group concentrates on high-risk areas and operational segments. In 2024, we conducted targeted audits in marketing, investment, and R&D, including the Dongfeng Passenger Vehicle Sales Target Audit and the Dongfeng Zhuolian Full Value Chain Audit.

Towards Progress: Uniting Forces, Expanding Horizons Towards Green: Harmonizing with Nature Advancing Shared Prosperity

Appendi

Anti-Corruption & Anti-Fraud

Dongfeng Motor Group consistently upholds the highest standards of business ethics and remain unwavering in our fight against corruption, enforcing strict and comprehensive management. We maintain a zero-tolerance policy toward any behavior that violates business ethics. To reinforce this commitment, we have established internal governance documents such as the *Business Ethics Code* and *Anti-Corruption Compliance Manual*, while regularly conducting internal and external disciplinary reviews and anti-corruption training programs to embed compliance awareness and regulatory adherence across all levels of the organization.

Anti-Corruption Management and Oversight

Dongfeng Motor Group adheres to rigorous and comprehensive management practices by refining institutional processes and strengthening oversight to eliminate corruption at its source. In 2024, to reinforce the "non-tolerable corruption" mechanism, we focused on high-risk areas and advanced the "5+2" Initiatives and Management Tasks to mitigate potential risks. Moving forward, we will further prioritize procurement, unauthorized subcontracting, and outsourcing issues, optimizing institutional processes to deepen and elevate integrity management.

In 2024, we received a total of 600 reports, with a decrease of 7%compared to 2023. Among them, the total number of completed cases referred to judicial authorities was 18.



In 2024

The Group received reports

600

cases

Year-on-year decrease

7%



"5+2" Initiatives and Management Tasks

Anti-Corruption & Integrity Promotion Training & Publicity

The Group attaches great importance to anti-corruption publicity and education. Through in-depth integrity education, warning education and Party spirit education, as well as regular reminder talks, a culture of integrity is fostered.

During the reporting period, the Group conducted a total of 136 integrity training sessions, with a total of 14,290 participants, covering board members, management, grassroots employees and dispatched workers and other relevant parties.



Anti-Corruption Work Meetings Were Held

In 2024, Dongfeng Motor Group held a meeting on anti-corruption work to deeply study and implement the spirit of General Secretary Xi Jinping's important speech and the spirit of the Fourth Plenary Session of the 20th Central Commission for Discipline Inspection, implement the requirements of the Party Committee of the State Council's State-owned Assets Supervision and Administration Commission on the deployment of clean and honest CPC government and anti-corruption work, and deepen and push forward comprehensively the strict governance of the Party, the construction of clean and honest CPC government, and the anti-corruption work. The chairman of the Group addressed all the participants and put forward requirements for anti-corruption work: First, we should look at the issue from a strategic perspective, enhance historical vision, and unswervingly promote the indepth advancement of comprehensive and strict governance of the Party. Second, we should consolidate and expand the achievements of Party discipline learning and education, and encourage Party members and cadres to take on responsibilities and act in accordance with regulations and discipline. Third, we should adhere to strict management in all respects and eliminate the soil and conditions for the emergence of corruption. Fourth, we should strive to improve the ability and skills of Party governance and resolutely shoulder the political responsibility of comprehensive and strict governance of the Party.

Whistleblowing Procedures & Protections

The Group has established a comprehensive whistleblowing and grievance mechanism with multiple communication channels, strictly implementing whistleblower protection measures. We continuously refine our case-handling procedures by verifying reports, conducting investigations, collecting evidence, and ultimately providing timely feedback with investigation reports while ensuring maximum protection for whistleblowers through strict confidentiality of their identities and disclosed information.

Unimpeded Telephone Reporting Channels: Dedicated Operators with Backup Support

 The Complaint Management Office of the Group's Discipline Inspection Commission has assigned two full-time staff members to handle whistleblowing calls, with additional backup personnel on standby. This ensures uninterrupted access to the reporting hotline and accurate documentation of all reported matters.

Enhanced Digital Reporting Channels Regular Monitoring and Individual Responses

 We systematically review and respond to each submission across multiple platforms, including the designated whistleblowing portal, Dongfeng's official complaints website, reporting email, and the "Clean Dongfeng" WeChat official account, adhering to standardized operating procedures.

Standardized Reporting Channels: Gradual Transition to the Unified 1238 Platform

• In compliance with requirements from the Petition Office of the Central Commission for Discipline Inspection and National Supervisory Commission, we initiated a phased consolidation of reporting channels starting December 2023. This involves progressively closing Dongfeng's dedicated complaint website, email service, and hotline. while redirecting whistleblowers to the national 12388 unified reporting platform operated by disciplinary inspection authorities, thereby enhancing the standardization and rationality of our complaint management system.

DONGFENG MOTOR GROUP COMPANY LIMITED | 2024 Environmental, Social and Governance Report

State-Owned Enterprise Reform

2024 marked a pivotal year for our transformation and upgrading, as well as a crucial period for deepening reform initiatives. Dongfeng Motor Group thoroughly studied and implemented President Xi's important directives on SOE reform and Party building, along with the spirit of the Third Plenary Session of the 20th CPC Central Committee. Through our reform and upgrading actions, we have invigorated the development momentum of new energy vehicles and accelerated the cultivation of new quality productive forces.

By the end of December 2024, the Group had completed 68 out of 87 reform tasks (78.1% completion rate) listed in the Reform Task Ledger, achieving our annual target of fulfilling over 70% of key reform objectives.

Progress on Key Reform Initiatives

Advancing Specialized Integration to Establish a "4+2" Development Framework



Dongfeng Motor Group has strengthened our operational headquarters to function as a centralized command center, driving deep specialization and integration across the organization. This enables consolidated resources, focused product strategies, and unified efforts, creating a new energy vehicle industrial layout that significantly outperforms the traditional fuel vehicle era. We are deepening the "Leap Forward Project" for Dongfeng's passenger NEVs by establishing the Independent Passenger Vehicle Operations Committee, allowing our headquarters to centrally manage these operations. This enhances market responsiveness, decision-making efficiency, and concentrated brand development, For commercial vehicles, we launched the "Leap Up Project" by forming a Commercial Vehicle Division that strengthens R&D, procurement, and marketing collaboration, building comprehensive end-to-end operational capabilities. Through the "Leap Innovation Project" for components, we created a dedicated Components Division focused on NEV and smart connectivity businesses while accelerating transformation of traditional parts operations - already achieving centralized procurement for 63 modular components. We established the Group Financial Services Development Committee to unify financial operations and enhanced strategic partnerships with shareholders to introduce Dongfeng's proprietary NEV platforms and technologies into joint ventures, ensuring their sustainable development.

Implementing the "Leap Action Project" for NEVs to Build a "1+N" R&D System



We implemented tiered decision-making through mechanisms like the Group Technology Leadership Meetings, enabling centralized management of technical planning, R&D investment, product approval, and development processes. By consolidating R&D resources under our new Head Research Institute, we now coordinate fundamental, shared, and cutting-edge research while building a "technology repository" that serves as the R&D backbone for Dongfeng's entire ecosystem. Vehicle units can now rapidly develop customer-centric models by leveraging this repository's modular technologies, significantly shortening development cycles while building competitive advantages in both technology and cost efficiency. We substantially increased R&D investments, with self-owned brands reaching over 7% R&D intensity (exceeding 75% for passenger NEVs). Our 2025–2027 plan allocates RMB 38.8 billion (83% of total) to strategic emerging industries. Currently, we lead or participate in developing more national/industry standards than any other automaker, with technical staff comprising 18% of our workforce. In 2024, we won 17 China SAE Science & Technology Awards.

Towards Stability: Consolidating Foundations Building Lasting Resilience

Elevating Excellence,

Towards Progress:

Towards Green:

Enhancing Institutional Arrangements for Original Innovation



We are leveraging the exemplary role of technology-based enterprises by implementing policies to encourage technological innovation. These include separate payroll budgeting, treating new R&D expenses as profit-additions, implementing negotiated salaries and project-based compensation for high-end talent, adopting "dual-appointment" and talent leasing systems, and supporting first-of-its-kind applications. Through these institutional arrangements, we guide technology-based enterprises toward innovative breakthroughs. Currently, three of Dongfeng's technology-based enterprises have been selected as "Dual Hundred Enterprises" and "Sci-Tech Reform Demonstration Enterprises" in the SOE reform initiative, one has been chosen by SASAC as a "World-Class Specialized and Innovative Demonstration Enterprise", and two projects have been included in SASAC's pilot reform for empowering scientific and technological achievements. VOYAH Automotive Technology Co., Ltd., established in June 2021, adheres to full-stack in-house development of core technologies, focusing on new energy, autonomous driving, intelligent connectivity, and vehicle safety. It has filed 4,016 patents and been granted 1,053, with its patent growth rate ranking first among new energy vehicle startups. Its technical center was designated as a "Hubei Provincial Enterprise Technology Center". In 2024, VOYAH was recognized as a global unicorn and included in Hubei's "New Species scientific innovation enterprise list as a "Moose" enterprise, demonstrating its national-team capabilities in automotive manufacturing.

Refining Pressure Transmission Mechanisms

We strictly enforce contractual obligations, as evidenced

by the 2023 performance evaluations of subsidiary

management teams. Significant salary adjustments were

made for outstanding performers, while a minority failing to

meet standards had bonuses revoked or were dismissed.

We expanded the tenure-based and contractual

management system to headquarters and second/third-

tier subsidiaries, implementing competitive recruitment.

performance-based adjustments, and exit mechanisms

for underperforming managers. Currently, over 90%

of managers are under contractual management, with

more than 60% of new appointments filled through open

competition, alongside established regular exit protocols



We implement a dual-target performance evaluation system combining "short-term objectives + medium-to-long-term capability building", along with monthly rankings. General managers of the bottom two units each month must explain their situation and formulate catch-up measures, while leaders of units ranked last for two consecutive quarters face mandatory adjustments. Through this dual-target assessment, we drive all units and dealers to optimize resource allocation and strive for annual targets while building capabilities for the next year's objectives. This ensures pressure is transmitted layer by layer to the grassroots level and responsibilities are firmly anchored at the front lines. Since 2024, we have conducted warning interviews with leaders of quarterly underperformers and made leadership changes in units that ranked last for two consecutive quarters.

Implementation of Managerial **Accountability Mechanisms**

for ineffective personnel.



Comprehensive Oversight for Major Risk Prevention

We developed an enterprise-wide supervision framework aligned with our management structure, enhancing collaborative monitoring through information sharing and joint risk analysis. We strengthened integrated mechanisms combining legal compliance, internal controls, and risk management, with rigorous review of major policies and decisions. Systematic audits and inspections achieve full coverage, specifically targeting issues like mission drift, excessive diversification, overleveraging, over-layering, and financing trade activities. Our approach emphasizes both symptomatic solutions and root-cause rectification.

Towards Innovation: Elevating Excellence



Towards Green: Harmonizing with Nature Advancing Shared Prosperity

Appendi:

Innovation Quality

Technological innovation defines our development ethos and serves as the core driver of our progress. In response to the industry's shift toward new energy and intelligentization, we are accelerating the development of strategic emerging industries and cultivating new quality productive forces, achieving breakthrough technological advancements that support our transformation. Through independent innovation and optimized resource integration, we are crafting the "Dongfeng Solution" for the new era of mobility.

Innovation System

Innovation Strategy

In 2024, recognizing the broader trends shaping this new era, we continue to uphold our mission as a central state-owned enterprise, advancing the Dongfeng chapter of Chinese modernization. We have set forth a five-year vision to achieve "Three Leaps and One Renewal", namely, New Energy Leap, Intelligentization Leap, and Internationalization Leap while establishing a new developmental paradigm. To realize these strategic goals, we have formulated the "Six Winning Strategies" and "Five Core Competencies".



Six Winning Strategies



Five Core Competencies

We are accelerating the development of embodied intelligence technologies under our "New Vehicles, New Life" Sci-Tech Leap 3.0 strategy, driving deep integration between smart vehicles and urban energy networks, transportation systems, and information infrastructures to achieve "Tri-Network Convergence" and "Five-Intelligence Integration". This enables us to create more intelligent, user-centric vehicles that significantly enhance the mobility experience.

At the 10th Party Congress of Dongfeng Motor Group in October 2024, we established clear objectives for "New

Energy Leap, Intelligentization Leap, and Internationalization Leap", positioning intelligent technology as our core competitive advantage. Through our "self-developed + collaborative innovation" full-stack controllable model, we are accelerating breakthroughs in key technologies and their industrial application. We are deepening our focus on both vehicle intelligence and vehicle-road-cloud integration, while enhancing three critical capabilities: autonomous vehicle definition, application software development, and system integration with resource optimization. These intelligentization serve as the "new driving force" for our transformation.

Scientific and Technological Innovation System

Guided by our "improving one generation, developing one generation and pre-researching one generation" philosophy, we have built a "largely centralized, partially decentralized" R&D system with a clear independent innovation pathway. Our long-term strategy prioritizes fundamental platform development and advanced technological research. Through forward-looking planning and systematic breakthroughs, we continuously strengthen our core product competitiveness, supporting high-quality development and maintaining industry leadership.

During the reporting period, we optimized the *Dongfeng Sci-tech Innovation System* to advance independent

R&D excellence. Based on our "1+n" R&D system, we established a new Sci-Tech Management Department operating integrally with Dongfeng R&D Institutue. The Institute, dedicated to becoming "a world-class automotive R&D institution", focuses on four strategic goals: Stateowned enterprise (SOE) responsibility, market success, the Leap Project, and value creation. The "1+N" system optimizes resource allocation across passenger/commercial vehicle platforms while developing shared technological foundations. As China's automotive national team, we accelerate technological commercialization and drive high-quality independent development through innovation.

The "N" Component: Business Unit R&D Capabilities Operating under the The "1" Core: Head Research Institute + Sci-Tech Innovation centralized management of Management Department the Head Research Institute. these units undertake body • This core entity oversees group-wide passenger vehicle technology planning development and adaptive and R&D, leading universal technology development in styling, architecture, engineering tasks. powertrains, intelligent software, advanced materials, and validation. It maintains a technology repository to manage the full cycle from development to implementation. Through resource integration. they unify fundamental technical frameworks • The department jointly executes Seven specialized centers were including systems, processes, corporate technology planning, established, such as Technology standards, IT systems, and innovation initiatives, and achie-Planning Center, Advanced Materials vement management with the tools - enabling consolidated & Frontier Technology Research planning, centralized R&D, Head Research Institute Center, Software Engineering and shared resources across Research Center, Styling Design passenger/commercial Center, etc. vehicles and components.

Our "1+n" R&D System under the Leap Project

Towards Stability: Consolidating Foundations, Building Lasting Resilience

Towards Innovation:

○ ● ■ Elevating Excellence, ● ● ○

Co-Crafting the Future

Towards Progress:
Uniting Forces,
Expanding Horizons

Towards Green: Harmonizing with Nature Advancing Shared Prosperity

ppendix

In 2024, guided by "Open Innovation + Coordinated Innovation", we implemented the first unified "1+n" university partnership program to enhance R&D synergy and innovation efficiency. Adhering to the principle of "joint capability building, collaborative research, shared achievements, and co-developed talent", we advanced industry-academia-research collaboration.

Joint Capability Building

- We established Dongfeng's first university joint research institute with Huazhong University of Science and Technology (HUST) and are progressively operationalizing its functions.
- In collaboration with Tsinghua University, we are constructing a provincial-level key laboratory focused on embodied intelligence, with plans to develop it into a national key laboratory.

Collaborative Research

- Our joint research prioritizes key areas including intelligent driving, smart chassis, zero-carbon powertrains, and flying cars.
- We have organized over 20 technical exchange sessions, leading to project approvals for technologies such as EMB systems, embodied intelligence multimodal large models, and endto-end autonomous driving.

Achievement Sharing

- We facilitate mutual utilization of technological outcomes through joint standard formulation, patent applications, and award submissions.
- To date, our university partnerships have garnered 8 industry awards.

Talent Co-Development

- With Tsinghua University, we launched the "Tsinghua Class" program and implemented a dualappointment system for experts, currently appointing 1 shared expert.
- Our engineering master's/PhD joint program with HUST has enrolled 12 candidates.
- The ongoing "Dongfeng Leap Class" program with Wuhan University of Technology has recruited 20+ participants for its third cohort

Scientific and Technological Innovation Incentive Mechanism

We consistently regard scientific and technological innovation as the core engine driving corporate transformation and upgrading. By establishing a comprehensive incentive mechanism, we fully unleash the potential and vitality of our technical talents, promote high-level independent innovation, and inject continuous momentum into the Group's high-quality development, helping it maintain a leading position in the fiercely competitive market.

In 2024, to further deepen the commercialization of scientific and technological achievements, we implemented a series of guidance and incentive mechanisms. We formulated the *Guidelines for Commercialization of Scientific and Technological Achievements* to clarify management responsibilities, processes, evaluation methods, and incentive systems for achievement commercialization, as well as practical operational procedures. Simultaneously, we issued and established the *Pilot Catalog of Scientific and Technological Innovation Achievements* and the "First Set" list, creating a multi-level catalog for commercializing scientific and technological achievements. This enables outstanding achievements to be identified and promoted, with pilot incentives provided for nine scientific and technological achievements from five units, further encouraging employees to actively participate in achievement commercialization.

Innovation Incentive Mechanisms

We are implementing reforms to empower scientific and technological achievements, granting researchers ownership or long-term usage rights of their work-related innovations during the commercialization process. This approach significantly boosts our R&D personnel's enthusiasm for innovation and accelerates the industrialization of technological breakthroughs.

At Dongfeng Off-Road Vehicle, we incentivize employees to increase patent filings by recognizing top performers in annual patent applications and grants with the "Outstanding Intellectual Property Contributor" award, accompanied by certificates and monetary rewards.

Dongfeng Honda Parts has established the Corporate Science & Technology Progress Award and Innovation Talent Awards, with clearly defined evaluation criteria and implementation procedures.

Intellectual Property Management

We prioritize the protection and management of proprietary intellectual property, strictly adhering to the *Patent Law* of the *People's Republic of China*, *Trademark Law of the People's Republic of China*, *Copyright Law of the People's Republic of China*, and related regulations. Our internal governance framework, including the *Patent Management Measures* and *Guiding Opinions on Establishing a Guarantee and Incentive System for the Transformation of Scientific and Technological Achievements*, provides robust institutional safeguards for IP rights.

In 2024, guided by the 14th Five-Year Plan's enterprise IP enhancement initiative, we elevated our high-quality IP management standards. We advanced comprehensive protection, high-value patent cultivation, risk control, and commercialization, shifting focus from quantity to quality in IP development.

High-Value Patent Cultivation

In 2024, we established systematic processes for nurturing high-value patents in key projects, fully implemented through our R&D Institute. This strategy helps secure patent advantages in core technologies and markets, strengthening our IP competitiveness. During the reporting period, the Institute hosted the 2nd Dongfeng High-Value Patent Portfolio Competition, yielding 43 high-value patent clusters through rigorous evaluation stages including formal review, preliminary assessment, and final selection.

IP Risk Management

We have systematically reviewed all product development processes and established corresponding patent infringement risk analysis procedures tailored to different product types. Starting from the project initiation phase, we conduct preliminary research and analysis on suppliers, target markets, and core technical solutions. During the solution finalization stage, we identify high-risk solutions and determine risk assessment markets based on product targets, then adjust product designs accordingly based on risk evaluation results. In 2024, we completed risk assessments for two products.



In 2024

we completed risk assessments for

2products

IP Commercialization & Implementation

During the reporting period, our R&D Academy prioritized patent valuation by collaborating with China Automotive Information to develop and publish the *General Principles for Automotive Patent Valuation* group standard. This standard's valuation model has unified industry assessment methodologies, fostering a new ecosystem for automotive patent operations.

Towards Progress:
Uniting Forces,
Expanding Horizons

Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

Appendi

case

2024 China Automotive Intellectual Property Annual Conference

In 2024, Dongfeng Motor Group successfully hosted the 2024 China Automotive Intellectual Property Annual Conference in Wuhan Economic & Technological Development Zone, themed "Accelerating IP Commercialization to Empower Automotive Industry Innovation". The opening ceremony attracted over 600 on–site attendees and 10,000+ online participants, with more than 20 leaders from government agencies, local authorities, enterprises, and academicians in attendance. The event received extensive coverage from major media outlets including CCTV and Xinhua News. The conference featured specialized forums on automotive compliance management, NEV IP, standard–essential patents (SEPs), AI IPs, and international development, where participants thoroughly discussed opportunities and challenges in IP protection, commercialization, and global cooperation, providing valuable insights for the industry's future development.



IP Safeguard Mechanism

We actively carry out intellectual property education across the Group and our secondary units, focusing on comprehensively enhancing employees' IP literacy to strengthen our IP protection system. During the reporting period, all secondary units conducted internal IP system audits and training programs, effectively raising awareness and capabilities for IP risk mitigation throughout the organization.



Dongfeng Off-Road Vehicle IP Training

At Dongfeng Off-Road Vehicle Co., Ltd., we invited experts to provide on-site IP consulting in 2024, improving R&D personnel's patent drafting and mining skills through three key areas: patent applications, project patent mining, and specialized IP training. This initiative has significantly increased invention patent filings and enhanced protection for core technologies through patent applications.

IP Achievements

In 2024, we filed 6,297 invention patent applications (surpassing our annual target of 3,150 by 199.9% and setting a record), submitted 302 PCT international applications, and obtained 1,536 invention patent grants. Our invention patent grants have ranked first in China's automotive industry for three consecutive years, while our patent innovation index has led domestic automaker groups for three straight years. As of the reporting period, we hold 15,424 valid patents, including 8,106 invention patents.

We achieved outstanding results in major patent and innovation competitions during 2024. At the 4th Hubei High-Value Patent Competition, we won 1 gold award and 4 excellence awards. At the 28th National Invention Exhibition and the Belt and Road & BRICS Skills Development and Technological Innovation Competition, we secured 1 silver award. In the inaugural Yangtze River Economic Belt High-Value Patent Commercialization Competition, 4 of our projects received excellence



In 2024

we hold valid patents

including invention patents

15,424

8,106

Innovation Achievements

We are accelerating the development of strategic emerging industries in response to the new energy and intelligent transformation sweeping the automotive sector, building new quality productive forces that continue to yield major technological breakthroughs supporting our transformation. As a pillar of China's automotive industry, we have always regarded independent R&D as the key to overcoming challenges. In recent years, we have significantly increased our research investment, focusing on critical technological breakthroughs. We have not only achieved world-class and industry-leading milestones in new energy and intelligent connectivity but also made qualitative leaps in core areas like proprietary chips and powertrains.

NEV Sector

2024 marks a pivotal year as we implement our "Three-Year Transformation and Upgrading Initiative". In the new energy vehicle domain, we adhere to a parallel technological roadmap encompassing super hybrids, pure electric, and hydrogen energy, establishing a comprehensive new energy industrial chain with full technological resource deployment.

In new energy powertrains, we have independently developed multiple key technologies, including batteries, motors, and electronic control systems, forming the proprietary Mach Power System platform. This platform not only enhances our competitiveness in the new energy vehicle market but also lays a solid foundation for sustainable development. Additionally, we are accelerating the industrial layout of core "three-electric" resources, paving the way for full autonomy across the new energy industrial chain.

Towards Progress:
Uniting Forces,
Expanding Horizons

Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

Appendi:



Breakthroughs in Solid-State and Fuel Cell Batteries

As early as 2022, we became the first automaker globally to achieve mass production and vehicle integration of all-solid-state batteries for passenger cars. Our self-developed third-generation "Dongfeng Core" solid-state battery boasts an energy density exceeding 450Wh/kg, nearly double that of mainstream liquid lithium batteries, and supports 800 km of range with just 10 minutes of ultra-fast charging. By the end of the reporting period, we were advancing R&D on next-generation all-solid-state batteries targeting 550Wh/kg, having completed electrode material design and initiated testing to build a full-value-chain technology network covering materials, cells, battery packs, and vehicles.



In fuel cells, our 400kW "Dongfeng Hydrogen Core" stack, tailored for 49-ton heavy trucks, delivers industry-leading performance with a single-stack power output exceeding 400kW and cold-start capability at -40 ° C. This product excels in power density, efficiency, longevity, and environmental adaptability. Innovations across six areas (base materials, flow field design, encapsulation, module integration, health monitoring, and testing) reduce hydrogen consumption by 24.5% per 100 km while meeting a 1.8-million-km lifecycle demand, offering customers a cost-effective and reliable green hydrogen solution.



Lightweight and Intelligent Motor Research

As Dongfeng's autonomous powertrain platform, Zhixin Technology has undertaken multiple projects commissioned by the National Development and Reform Commission and Hubei Provincial Department of Science & Technology, accelerating our new energy strategic layout.

We spearheaded the provincial key R&D project Research on Intensive Lightweight Key Technologies for NEV Drive Motors.

 We achieved breakthroughs in motor structure optimization, novel flat-wire winding design, motor performance evaluation, and drive motor system matching for typical operating conditions.

We undertook Hubei's key R&D program Research and Application of Key Technologies for Permanent Magnet Synchronous Traction Motors

• We developed two high-performance permanent magnet traction motor models and conquered intelligent manufacturing technologies for such motors.

The national special project Development and Industrialization of High-Power Efficient E-Drive Systems was undertaken by us.

• We resolved critical bottlenecks in integration, efficiency, power density, and noise that had constrained China's new energy motor development, significantly enhancing the global competitiveness of Chinese drive motors.



Intelligent & Integrated Electronic Control Technology

In October 2024, our breakthrough wire-controlled chassis technology established an industry-first "prediction-control-execution" closed-loop system through sensor fusion, achieving mass production applications in wire-controlled steering, braking, and chassis domain control, laying the foundation for advanced autonomous driving. The i-Control intelligent system incorporates AI predictive energy management that automatically switches between pure electric, range-extender and other modes based on road conditions and driving habits, truly realizing "road-aware energy control".

Today, our new energy product portfolio spans luxury, premium and mainstream markets with a complete brand matrix, featuring parallel development across four technical routes: pure electric, hybrid, range-extender and hydrogen. In 2024, we intensified new energy product launches and accelerated intelligent technology deployment, strengthening our competitive edge with 7 all-new and 2 refreshed passenger NEV models, plus 7 commercial NEV vehicles.

Intelligent Connected Vehicle Sector

As the automotive industry enters a new era of intelligent, electric, and connected transformation, we are making comprehensive advancements in smart driving, intelligent cockpits, and vehicle connectivity with "intelligent leadership" as our strategic core. Through technological innovation, ecosystem collaboration, and forward-looking planning, we are dedicated to building a safe, efficient, and convenient smart manufacturing ecosystem that delivers all-scenario intelligent mobility experiences for users.



Low-Energy Intelligent Pure Electric Light Trucks

In 2024, Dongfeng Special Commercial Vehicles addressed the industry pain point of balancing powertrain efficiency and cost in pure electric light trucks by developing multiple energy-saving technologies including intelligent weighing systems, big data analytics for connected vehicles, and multi-level energy recovery.

Intelligent Weighing Technology:

It calculates vehicle mass to optimize motor MAP curves (covering both power generation and consumption dimensions), improving average energy efficiency. Combined with multi-level energy recovery, it achieves optimal balance between regenerative energy and coasting distance under various operating conditions.

Energy Recovery Technology:

It offers selectable regeneration levels (with corresponding power and torque outputs) to accommodate different driving scenarios, maximizing energy recovery while maintaining driving comfort.

Intelligent Charging Technology:

Our self-developed intelligent charging technology features a body domain controller that continuously monitors battery voltage during vehicle standby, automatically initiating charging to maintain safe voltage levels and prevent battery depletion. The system incorporates comprehensive safety protocols to ensure secure operation across all scenarios.



Breakthroughs in Commercial Vehicle Connectivity

Dongfeng Liuzhou Motor has completed development of the "Chenglong Navigation 2.0" advanced driver assistance system, pioneering predictive driving technology based on real-time situational awareness and data-driven virtual-physical validation methods. This system enhances operational safety and efficiency across perception, planning, control, and closed-loop testing dimensions, achieving large-scale industrial application.



Intelligent Connected Vehicle Gateway Project

Zhixin Technology took the lead in undertaking the *In–Vehicle Security Gateway Project for Intelligent Connected Vehicles* under the Ministry of Industry and Information Technology's Industrial Internet Innovation and Development Program. We were responsible for the R&D and mass production of a central security gateway and security–enhanced T–BOX designed for the new–generation EEA 3.0 (Electrical/Electronic Architecture 3.0). While ensuring functional safety, we significantly enhanced the cybersecurity and privacy protection capabilities of intelligent connected vehicles to address various security risks including malicious interference, information spoofing, identity forgery, FLOOD attacks, and vulnerability exploitation from both internal and external vehicle sources. We advanced the development and mass production of the in–vehicle central security gateway and security–enhanced T–BOX, with the project successfully completing its final acceptance in November 2024.

Additionally, we have taken a leadership role in integrated die-casting by completing the industry's first 16,000-ton die-casting equipment with high domestic production ratio. We developed an independent Beidou navigation system solution, establishing an industry-leading digital infrastructure that ensures autonomous control, precise positioning, and secure efficiency.

As of the end of the reporting period, we at Dongfeng Motor Group's R&D Institute have undertaken a cumulative total of 44 national–funded projects, with 29 currently in active research and development. In 2024, six of our outstanding technological achievements were selected for inclusion in the *Central SOEs Scientific and Technological Innovation Achievements Catalog*, including four from our R&D Institute: the Dongfeng Intelligent Driving Domain Controller, L4–level Al/CPU Chip Autonomous Driving Domain Controller, Intelligent Connected Vehicle–Road Collaborative Computing Platform, and Autonomous Bus Dispatch System. In December 2024, four of our Al application cases were selected as exemplary models in the *Central SOEs Artificial Intelligence Application Scenarios Best Practices White Paper*, compiled by the Central SOEs Al Collaborative Innovation Platform and led by China Southern Power Grid. Additionally, four smart new energy technologies developed by our R&D Academy received awards across various platforms. We were honored with the "Outstanding Standardization Organization" title by both the Intelligent Connected Vehicle Subcommittee and the Electronics & Electromagnetic Compatibility Subcommittee of the National Automotive Standardization Technical Committee.

Qingtian-Al Intelligent Computing Management and Scheduling Platform

Application of Vision Foundation Model in Automatic Annotation Multimodal Perception Empowering Smart Cockpit Applications Al-Enabled
Automotive Styling
Innovation Based
on Domestic
Hardware
Platforms

Four outstanding AI case studies from Dongfeng Motor Group were selected for the Central SOEs Artificial Intelligence Application Scenarios Best Practices White Paper

"A Hybrid Power Drive System" won the gold award at the 4th Hubei High-Value Patent Competition "NEV Motor Controller Patent Technology" received the silver award at the 28th National Invention Exhibition – Belt and Road Initiative & BRICS Skills Development and Technological Innovation Competition

"Al-Enabled Multi-mode Hybrid Energy
Management Technology" earned
third prize in the "Data Empowerment,
Multiplying Progress - Automotive Data
Innovation Application Competition" for its
contribution to vehicle safety and traffic
efficiency enhancement

"Multimodal Perception Empowering Smart Cockpit Applications" was selected as a "2024 Hubei Province Al Typical Application Case"

Our Four Award-Winning Intelligent New Energy Technologies



Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

Appendi

Product Quality

We adhere to the philosophy of "caring for every individual, caring for every vehicle" while pursuing excellence in quality. By optimizing production processes and enhancing our quality management system, we ensure consistently reliable product quality. We cultivate craftsmanship, strengthen fundamental research and forward–looking technologies, and uphold stringent quality standards to fulfill our responsibility in building China's quality strength. Our commitment is to become a leading technology enterprise that delivers premium automotive products and services, empowering customers' mobility experiences.

Quality Management System

We have established a comprehensive quality management system covering the entire product lifecycle. At the corporate level, we oversee strategic coordination, while subsidiaries focus on vehicle quality control, and all manufacturing plants rigorously implement premium production standards to fully ensure product quality and safety. Building on the ISO 9001 foundation, we continuously improve internal systems including the *Quality Manual*, clarifying processes and standards to ensure systematic and efficient quality management that guarantees premium product delivery. In 2024, incorporating findings from internal/external audits and organizational changes, we introduced 6 new process management documents and revised 3 existing ones, strengthening the institutional framework for effective quality management.

We revised and issued the Dongfeng Excellent Quality Evaluation System

We have incorporated new process requirements covering corporate culture, digital planning, software design and development controls, and import/export logistics, while optimizing our management indicators.

We released the *Quality*Accountability Management Procedures

We mandated all business units to formulate and implement detailed quality accountability rules, employing disciplinary measures to enhance product quality.

We proactively responded to quality policies and regulations

Throughout the year, we addressed 14 product-related regulatory documents and submitted 10 policy recommendations regarding automotive production access licensing, self-inspection certification, and in-vehicle wireless broadcasting management.

2024 Quality Policy and System Updates

To ensure the effectiveness of our quality management system and the proper implementation of relevant policies, we conduct regular quality system audits. During the reporting period, we organized third-party evaluations for our self-owned passenger vehicle brands, achieving an 11% year-on-year improvement in overall assessment scores. Based on findings from internal and external audits, as well as organizational reforms, we introduced 6 new process management documents and revised 3 existing ones, establishing a stronger institutional foundation for efficient quality management.

As of the end of the reporting period, all 13 vehicle manufacturing companies and component subsidiaries under Dongfeng Motor Group has obtained quality management system certification. We actively encourage subsidiaries to continuously optimize their quality management systems, with several, including Dongfeng Commercial Vehicle, Dongfeng Peugeot-Citroën Automobile, and Zhixin Technology, having achieved IATF 16949 automotive quality management certification. Dongfeng Liuzhou Motor successfully integrated EU R155/R156 regulatory requirements into its quality system and obtained the corresponding certification, meeting export product standards.

COLDECT

BE THE WAR ALL THE THE STATE OF THE







ISO 9001/IATF 16949 Quality Management System Certificates

Quality Improvement

We have established a comprehensive quality management system covering the entire product lifecycle from R&D to manufacturing and after-sales service. Through rigorous road safety testing, we ensure optimal performance and safety standards. The Group has implemented an efficient product recall system to promptly address potential issues and guarantee customer safety. Our end-to-end quality management approach demonstrates our commitment to delivering high-quality automotive products and services.

Quality Management

During the R&D phase, we ensure product reliability through stringent design reviews and process validation. Our manufacturing operations employ lean production methods with full-process quality monitoring. The after-sales service features an improved customer feedback mechanism for continuous product optimization, creating a closed-loop quality system.

Quality Management in R&D Phase

At our R&D Institute, we focused on addressing systemic challenges during the reporting period by strengthening software quality, project quality, and component quality control. These enhancements consistently improve customer experience and support the successful market launch of premium products.

We conducted preliminary diagnostics on systemic issues within our software development framework, identifying six key subtopics for improvement.

We implemented a software requirements analysis review mechanism and established baseline version control procedures, while creating an OTA and market iteration system.

We developed a comprehensive intelligent user experience metric system featuring full functional coverage, scientific methodology, objective—subjective alignment, and quantifiable measurements.

Through targeted improvements, we formulated the Intelligent Experience Development Management Process, which provides effective guidance for design and functional development during early-stage product planning.

Quality Management in R&D Phase

Towards Stability: Consolidating Foundations, Building Lasting Resilience

Towards Innovation: ○ ● ■ Elevating Excellence, ● ● ○ Co-Crafting the Future

Towards Progress: Uniting Forces, Expanding Horizons Towards Green: Harmonizing with Nature Advancing Shared Prosperity

Appendi

Manufacturing Phase Quality Management

We have strengthened standardized manufacturing processes across our operations, with Zhengzhou Nissan establishing comprehensive systems including the *Automotive Product Production Consistency Management Procedures* and forming dedicated leadership teams to ensure robust production consistency controls. In 2024, we completed consistency verification for 15 vehicle models covering 3,717 parameters, achieving a 100% on–time resolution rate for identified issues.

Post-Sales Quality Feedback Loop

In market quality management, Dongfeng Honda independently developed an integrated quality information platform enabling cross-departmental collaboration for proactive risk identification and inspection, ensuring stable initial vehicle quality. Through our Q-TOP system focused on customer needs, we maintain continuous risk monitoring with immediate response protocols, achieving zero major quality incidents.



Penetrate the Market to Understand the Real Needs of Customers and Strengthen the Improvement of Market Quality

Zhengzhou Nissan conducted field visits across 9 provinces including Xinjiang, Qinghai and Gansu, analyzing 11 specific usage scenarios like oil fields, mining areas, and high-altitude terrain. By experiencing real-world conditions firsthand, we serviced over 680 vehicles and interviewed 700+ individual and commercial users, collecting 64 quality and design improvement items, with 89.7% already addressed or in process. This customercentric approach reduced quality complaints by 25% year-over-year in 2024.

We serviced over

collecting quality and design improvement topics

680 vehicles



64 items







Product Safety

We prioritize comprehensive vehicle safety through rigorous development and testing systems. By actively implementing new active/passive safety technologies and enforcing stringent testing standards, we maintain 100% coverage on critical safety performance tests (including preventive testing). Our safeguards span collision safety, autonomous driving systems, power batteries, and personal data protection, delivering all-round security for users.



Quality Assurance Road Testing for VOYAH Vehicles

In 2024, we conducted over 3 million kilometers of quality assurance road tests for VOYAH vehicles, focusing on extreme environment adaptability and urban scenario compatibility.

For extreme environment testing, we covered all planned scenarios including frigid cold, extreme heat, high altitude, high humidity, and high dust conditions to ensure vehicle safety and reliability under harsh usage conditions.

Our urban adaptability testing spanned more than 30 key cities across the Beijing-Tianjin-Hebei region, Yangtze River Delta, Pearl River Delta, and central/western China, including all top 20 Chinese metropolitan areas. We performed specialized ADAS validation for both driving and parking functions across all road types – highways, mountain roads, urban streets, suburbs, and rural routes – with over 5,000 parking tests per model to thoroughly verify intelligent driving safety.



Dongfeng Special Commercial Vehicle Safety Testing

Through multiple safety tests and scenario-based evaluations in 2024, we significantly enhanced product quality and customer experience for Dongfeng's special commercial vehicles. We organized two major client ride-along programs covering 1,683 kilometers to identify driving-related, electrical, and noise issues, developing internal inspection standards to prevent problems proactively. Focusing on new energy vehicles, we established evaluation protocols and conducted an independent load test to verify critical metrics including range, operating conditions, energy consumption, and

charging time. Additionally, two dealership ridealong programs spanning 1,145 kilometers provided deep insights into customer experiences, revealing improvement opportunities while educating clients on energy-efficient EV operation techniques to continuously optimize product performance.

Major client ride-along programs

2 times





Dongfeng Honda Engine R&D Center Laboratory

We established the Dongfeng Honda Engine R&D Center Laboratory in 2003, with its east expansion building completed and operational in 2020. The facility now covers 1,636 square meters with total equipment assets reaching RMB 104 million as of November 2024. Our laboratory primarily conducts engine testing, component testing, and drive motor testing to support mass production and quality assurance.

Combining metrology, precision measurement capabilities with engine testing, driveshaft testing,

and physicochemical analysis functions, we obtained China National Accreditation Service for Conformity Assessment (CNAS) accreditation in February 2016 under the name "Dongfeng Honda Engine Co., Ltd. Testing Center". We have successfully passed follow-up reviews every two years, including version updates in 2019, 2021, and 2023. Our current accreditation scope covers 6 major categories with 51 sub-items and 29 national standards.

Towards Stability: Consolidating Foundations, Building Lasting Resilience

Towards Innovation:

○ ● ■ Elevating Excellence, ● ● ○

Co-Crafting the Future

Towards Progress:
Uniting Forces,
Expanding Horizons

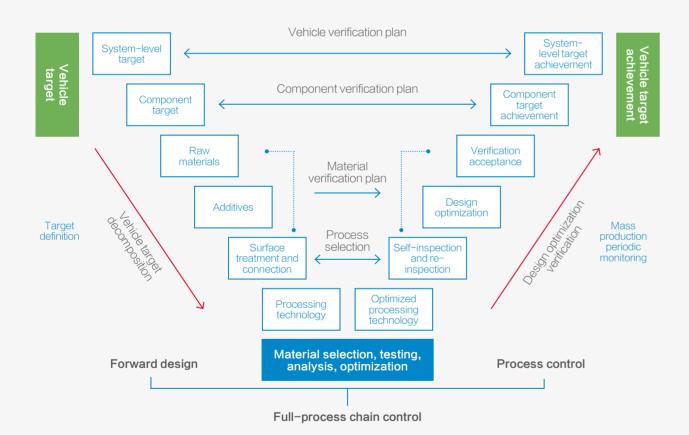
Towards Green: Harmonizing with Nature Advancing Shared Prosperity

Appendi

During the reporting period, our $e\pi$ 007 model earned C-NCAP 5-star safety certification, while the $e\pi$ 008 became one of China's first vehicles to receive both the *Automotive Cabin Personal Information Security Verification Certificate* and the prestigious "NESTA Six-Dimensional Electric Safety Certificate", setting new industry safety benchmarks. Additionally, the NAMMI 01 EU version obtained the Group's first R155 VTA certification.

Hazardous Substance Management

To comply with domestic and international regulations on hazardous substances and recyclability, we have implemented a comprehensive full-value-chain design and management system for automotive products to achieve ELV^2 compliance targets.



We have established comprehensive hazardous substance control measures throughout vehicle development by creating ELV and recyclability rate design specifications at the vehicle development stage. Our approach follows a tiered structure from complete vehicles down to components and materials, systematically allocating cost-effective environmental performance indicators across all systems. These standards for recyclability, hazardous substances, and material identification are strictly implemented in component drawings and technical documentation. For verification capabilities, our Technology Center has developed a specialized material data system for ELV and recyclability rate management, enabling digital tracking of vehicle, component, and material data collection, material certification, and consistency control. Supported by robust testing facilities and a skilled technical team, we maintain the capability to conduct rapid, accurate qualitative and quantitative analysis of hazardous substance content in automotive components.



Our Hazardous Substance Management Initiatives

Product Recall

We place utmost importance on product recall operations, strictly adhering to regulations including the *Defective Automotive Products Recall Regulations*, *Corporate Defective Automotive Products Recall Management Procedures*, and *Motor Vehicle Emissions Recall Administration Provisions*. We have established comprehensive recall protocols through our *Management Measures for the Recall of Company's Defective Automotive Products*, proactively initiating recalls for products with identified defects or emission risks. All subsidiaries maintain rigorous protocols for addressing product safety and emission-related malfunctions, conducting prompt fault analysis and implementing corrective measures. We make compliant, objective assessments of potential systemic issues to eliminate risks in a timely manner. In 2024, upholding our commitment to customer responsibility, we actively filed product recall registrations and warranty documentation while strictly executing recall management requirements, voluntarily initiating 10 defect-related recalls covering 1,335,891 vehicles. Notably, no emission-related recalls occurred throughout the year.

² The ELV testing standard (officially *Directive on the Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment*) is a mandatory EU regulation that took effect on July 1, 2006. This standard regulates materials and manufacturing processes for electronic/electrical products to better protect human health and the environment.

Towards Progress: Uniting Forces,

Towards Green: Advancing Shared Prosperity

Quality Culture

We extensively conduct quality management training and knowledge sharing to promote advanced technologies and methodologies that drive quality innovation. Our focus on quality culture cultivation includes awareness-building through Quality Month campaigns and weekly quality meetings, fostering organization-wide participation in quality improvement initiatives. These efforts enhance fundamental quality capabilities, laying a solid foundation for excellence. In 2024, through systematic collection, analysis, and discussion, we established clear quality values to elevate organizational quality consciousness. Significant progress has been achieved across subsidiaries including Dongfeng Passenger Vehicle, Dongfeng Commercial Vehicle, Dongfeng Motor Co., Ltd., Dongfeng Liuzhou Motor, Dongfeng Nissan, and Peugeot-Citroën Automobile, where quality culture frameworks have become more defined and effective.

Dongfeng Passenger Vehicle 315 Quality Culture







- Customer Satisfaction
 Full Employee Responsibility
 Proactive Prevention

- Precision, Lean, and Exquisite Quality, Taste, and Brand
- Stand firm on the front lines, providing excellent support and ultimate experience for customers.
- · Based on principles and fundamentals, carry out risk prevention and source countermeasures
- Adhere to the "Three Views" (site, actual) objects, reality), responding quickly and making evidence-based decisions.
- Follow the "Four Nos": Do not accept defects. do not create defects, do not let defects pass. do not allow others to create defects.
- The Five Principles for Doing Things: Have standards, follow standards, keep records. perform checks, and make improvements.

Dongfeng Passenger Vehicle 315 Quality Culture

During the reporting period, we officially implemented a series of corporate-level quality meetings including weekly passenger vehicle quality reviews, monthly independent brand quality assessments, and quality system working sessions, with active participation from senior leadership to comprehensively monitor quality performance metrics, promptly address quality management issues, and drive continuous quality improvement.



Our Weekly Quality Meetings

We have established a comprehensive quality training framework that regularly delivers instruction on quality management theory, analytical tools, methodologies, and practical operational skills. Through structured training programs and handson activities, we systematically enhance employees' quality awareness and technical competencies. During the reporting period, we conducted the Dongfeng Excellence Quality Evaluation Standards training for over 70 participants at the corporate level and organized staff participation in the Central SOEs Quality Knowledge Competition with more than 40,000 registrations. Across all business units, we administered quality training sessions totaling 65,811 participant attendances and 110,052 cumulative training hours.



M-Hero Quality "Hongqi Canal" Initiative

In 2024, Dongfeng Off-Road Vehicle Company launched its annual Quality Month campaign under the theme "Firmly Establishing Quality-First Awareness, Continuously Improving Product Quality", executing 25 specific activities across 6 initiatives in 3 categories with 100% completion rate. These efforts both mobilized organization-

wide quality participation and delivered tangible quality improvements by resolving actual quality issues and mitigating risks. Additionally, we conducted specialized quality enhancement workshops under the "Building M-Hero's Quality Hongqi Canal" theme, drawing inspiration from the Hongqi Canal spirit to establish our quality benchmark program. By thoroughly analyzing pain points across four key areas of our value chain quality control system, we developed over 30 targeted improvement measures to overcome challenges, enable rapid response, and strengthen end-to-end quality capabilities.





VOYAH "Quality Month" Brand Event

In 2024, VOYAH continued to develop the "Quality Month" brand event. Through various channels, including Automotive Business Review, Beijing Youth Daily, official WeChat accounts, and video platforms, we promoted our goal of "Creating Excellence in VOYAH Quality". We have consistently reported the efforts made by VOYAH to achieve outstanding product quality leadership, actively communicating our quality goals and culture. This initiative aims to foster an environment where "every employee participates in quality enhancement, striving for perfection through continuous improvement".





Towards Green: Harmonizing with Nature Advancing Shared Prosperity

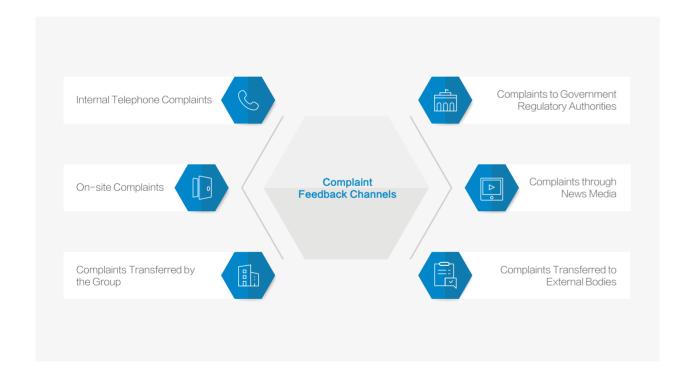
ppendix

Service Quality

At Dongfeng Motor Group, we have always adhered to the core service philosophy of "Customer First", dedicating ourselves to implementing a refined user management system and continuously enhancing service quality. We uphold strict and responsible marketing guidelines, establishing a robust barrier for customer privacy protection. This ensures that every customer enjoys an efficient, satisfying, and reassuring consumer experience.

Customer Communication

We strictly comply with laws and regulations such as the *Measures for the Administration of Automobile Sales*. We have formulated detailed working procedures, including the *Dongfeng Motor Finance Co., Ltd. for Customer Complaint Handling* and the *Working Rules of the Consumer Rights Protection Committee of Dongfeng Motor Finance Co. Ltd.* We have established a comprehensive, multi-level customer rights protection system, aiming to provide customers with more convenient and efficient service experiences. In response to various feedback methods, we have set up six customer complaint channels, widely collecting customer needs and opinions to improve the overall service experience.



For internal complaints within the Group, we cooperate across departments to provide solutions and respond to customers within the specified time frame. For external complaints, such as those from government regulatory bodies and the media, we designate specific personnel to handle the complaints. We verify the information, gather relevant evidence, and develop a resolution plan within the prescribed time limit, ensuring that we respond to the relevant regulatory authorities' complaints.



Dongfeng Liuzhou Motor Customer Complaint Management

Dongfeng Liuzhou Motor has established and implemented the *Passenger Vehicle Customer Appeal Handling Management Measures* and the *After–Sales Service Complaint Handling Management Measures*. It has set up a daily monitoring mechanism for customer complaints concerning both passenger and commercial vehicles, coordinating across departments for handling. It conducts monthly analysis and improvement reviews. In 2024, the 48–hour complaint closure rate for passenger vehicles was 90.2%, an improvement of 3.1% year–on–year, while the closure rate for commercial vehicles was 93.1%, marking a 4% improvement.



Zhixin Technology "Three-in-One" Marketing Management System

Based on the "Three-in-One" marketing management system, Zhixin Technology established the "Customer Delight VOP" feedback mechanism. Zhixin Technology collects customer suggestions, complaints, and significant risks, recording them in the "Customer Delight VOP Registration Form". Zhixin Technology assigns responsibility to relevant internal departments, develop detailed improvement plans with completion timelines, and regularly track progress. Updates are shared during internal monthly senior management meetings. Once improvements are completed, the responsible person follows up with customer feedback, ensuring continuous optimization. In 2024, Zhixin Technology collected 41 VOP customer suggestions, all of which were completed and closed on schedule.

Our subsidiaries regularly conduct customer satisfaction surveys, covering dimensions such as product quality, product delivery, and service levels. These surveys provide valuable information to guide future service improvements. We flexibly use online platforms such as WeChat official accounts to carry out routine satisfaction surveys and conduct special satisfaction surveys annually. In 2024, we received a total of 53,078 complaints regarding products and services. After investigation, the customer satisfaction score was 93.5 points.



After investigation, the customer satisfaction score was

93.5 points



Zhixin Technology Customer Satisfaction Survey

The customer satisfaction survey at Zhixin Technology consists of three parts: customer surveys, performance indicator surveys, and scoring via the points card portal. The customer survey is conducted by engineers from five departments, including marketing and quality, who collect customer ratings through questionnaires. The ratings are weighted by department and account for 50% of the total satisfaction score. The performance indicator survey covers five key metrics, including 0-kilometer PPM and major after-sales complaints, and is weighted to account for 50% of the total satisfaction score. The points card portal scores are based on customers' monthly and quarterly ratings. If the annual average score is below 80 points, 2 points are deducted for every 5-point drop, with a maximum deduction of 20 points. Our annual satisfaction score is calculated based on the customer's weighted score. For the first three quarters of 2024, the scores were 86.81, 85.17, and 87.56, respectively.

Compliance Marketing

We deeply understand that only by integrating compliance with customer needs can we truly earn customer trust and satisfaction, laying a solid foundation for long-term corporate development. Through rigorous management and diverse measures, we ensure compliance throughout the entire service lifecycle, fully protecting customer rights and continuously optimizing the experience, thus providing a solid foundation for our growth.

Responsible Marketing

We strictly comply with applicable legal requirements and industry guidelines, including the Advertising Law of the People's Republic of China and other relevant laws in the regions where we operate. We have developed internal policies, such as the *Legal and Compliance* Review Management Measures and the Compliance Management Measures, to ensure lawful, honest, scientific, accurate, open, and consistent communication. We prohibit any exaggerated, deceptive, or false content in marketing activities. Dongfeng Passenger Vehicle Sales Company closely aligns its marketing practices with the characteristics of the passenger vehicle sales industry. We have built and continuously optimized a compliance marketing system and established documents such as the Company's Legal and Compliance Review Management Measures, Company Compliance Management Measures, and the Company's Compliance Internal Control Risk Database (2024 Edition). Focusing on the specific challenges in marketing and advertising within the Company, we have clearly defined key control points for marketing activities, enhancing compliance management to prevent and mitigate operational risks, and improving our legal and compliant business management.

In the promotion and publicity phase, Dongfeng Passenger Vehicle Sales Company has developed the Company Advertising and Publicity Management Measures. Through job responsibility lists and control procedures, we have established a legal review mechanism for advertising materials. We also incorporated compliance review standards for publicity materials to prevent various legal risks. During the reporting period, we conducted 14 legal and compliance training sessions to help marketing personnel master compliance skills and ensure that marketing activities are carried out according to the law and regulations.



Responsible Marketing Training

Since 2023, Dongfeng Liuzhou Motor Brand Communication Department has dedicately planned and organized a series of "Private Sharing Sessions" over two consecutive years, aimed at enhancing the overall marketing capabilities of the team. In 2024, we successfully held four specialized training sessions, totaling 8 hours of training, benefiting nearly 100 team members. The training content covered a wide range of topics, including *How to Position Regional Marketing in the Age of User Operations*, *A Brief Discussion on Mainstream Social Media Strategies and Trends*, and *From Traffic to Retention: How to Achieve Public and Private Domain Conversion in User Operations*. This initiative has effectively promoted the professional growth and knowledge expansion of our team members.



Customer Privacy Protection

We are dedicated to fulfilling our responsibility to protect customer information and privacy security. We strictly adhere to the *Cybersecurity Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and other relevant laws and regulations to ensure that all operations are legal and compliant. To enhance data protection, we have implemented comprehensive cybersecurity measures, including obtaining cybersecurity level protection certification and establishing a detailed cybersecurity emergency plan. These measures effectively safeguard our network systems and data from interference, damage, or unauthorized access. At the same time, we are dedicated to maintaining the confidentiality, integrity, and availability of data, resolutely preventing unauthorized access, disclosure, or destruction, thereby providing our customers with a secure and reliable service environment.



Customer Privacy Protection Measures

During the reporting period, VOYAH has established an integrated security operations system, successfully passed CSMS & SUMS certification, IS027001, and ISO 27701 annual audits, and completed two data security–specific certifications: DSMC (Data Security Management Capability) and DSMM (Data Security Maturity Model), laying a solid foundation for our data security governance.

103 Towards Progress: Uniting Forces

Expanding Horizons

Dongfeng Motor Group is dedicated to implementing ESG principles in talent development and maintaining a stable supply chain. We focus on attracting and nurturing talent, providing ample development opportunities and a diverse, inclusive atmosphere, while ensuring occupational health and safety. At the same time, we deeply care about employee well-being, continuously improving our benefits system, building an advanced training system, and establishing diversified communication channels to work together with employees in shaping a shared future. In addition, we empower our suppliers and promote the development of a green supply chain, emphasizing win-win cooperation, jointly contributing to sustainable development, and ensuring the long-term stability and green development of the supply chain.



Talent Development

We consistently adhere to the core philosophy that "talent is the first resource". We place great importance on employee value, respect the results of labor, and strive to create a fair, open, and inclusive work environment. By building an employee system that aligns with international standards, we offer fair recruitment processes, a comprehensive employee development system, attractive benefits, smooth communication channels, and scientifically managed safety systems to maximize the protection of employee rights and enhance their sense of value, security, fairness, and belonging.



Talent Attraction

We strictly comply with national laws and regulations, including the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, and the Labor Contract Law Implementation Regulations of the People's Republic of China. We conduct recruitment and employment activities across the entire industry chain in full compliance with legal requirements. We are dedicated to prohibiting any form of discrimination and ensure that our recruitment, compensation, benefits, training, and development policies are free from bias based on gender, race, religion, age, disability, nationality, or other differences. We are aimed to ensure that every employee enjoys equal labor rights and to establish a scientifically regulated management system to protect their legal rights.

We adhere to the recruitment principles of "fair competition, fair selection, selection based on merit, and matching the right person to the right job". We implement a talent philosophy that spans the entire value chain, serving employee development, growing together with employees, and sharing the achievements of our growth. To continually expand our talent pool, we regularly conduct

comprehensive assessments of our overall development, thoroughly analyze the operational situation and future development plans of each department, and accurately understand the current and future talent needs. Based on this, we formulate practical talent acquisition strategies. Leveraging a comprehensive recruitment and employment system, we have further clarified the recruitment principles, standards, and implementation processes, standardizing the management of each stage. Through campus recruitment, online recruitment, social recruitment, and other channels, we attract high-quality talent and always adhere to a strict, fair, just, and transparent standardized hiring process. This ensures the recruitment of highly compatible and high-quality talent, providing strong talent support for our development. Additionally, we fully utilize the latest technologies in the recruitment process. At VOYAH and other subsidiaries, we use Al interview tools to address challenges such as uniformity in evaluation standards, multidimensional candidate assessment, and concentrated candidate availability during peak recruitment periods. We leverage technology to enhance recruitment efficiency.

Campus Recruitment

We have long partnered with major universities and actively participates in national recruitment events such as the "National Recruitment Campaign". We publish job openings through various government platforms, such as the National Talent Network and SASAC Xiaoxin, as well as through a market-driven recruitment and publicity matrix to attract many university graduates. In 2024, the Group, aiming to "strengthen employer brand building and promote the recruitment of high-end talent", visited 22 universities across the country to host offline recruitment sessions. We introduced a new model of "bringing auto shows to campuses", offering students opportunities for close-up visits and test drives, combining campus recruitment with marketing activities. Through a combination of online and offline efforts, we continuously promote our employer image to university graduates, enhancing our attractiveness in the talent market.

Deepening Employment Support for the "Three Regions"

- Through a dual approach of online and offline recruitment methods and incentive policies such as special employment quotas. we are dedicated to supporting graduates from the "Three Regions" in achieving high-quality employment.
- Participated in the 2024 Tibet and Xiniiang Graduate Recruitment Fair for State-Owned Enterprises and Central Enterprises, offering 135 iob positions.

PhD Doubling Plan

 Organized face-to-face exchange events for PhDs, ultimately bringing together 56 elite PhD graduates from 22 cities across the country. These graduates hailed from 34 domestic and international higher education institutions (including 9 from overseas universities) and specialized in four major fields: new energy, intelligent technology, battery materials, and vehicle development, all gathering at Dongfeng for exchange.

Strengthening University-**Enterprise Collaboration**

- Hosted visits from several key universities, including the University of Science and Technology Beijing, Jilin University, Xidian University, and Huazhong University of Science and Technology.
- Through these visits and exchanges, we showcased the Company's advanced technologies, corporate culture, and talent recruitment policies to the universities, fostering universityenterprise relationships, attracting outstanding graduates to join the Company, and promoting highquality employment for university graduates.

Campus Recruitment Highlights



PhD Doubling Plan Event

Towards Stability: Lasting Resilience

Elevating Excellence, • • •

Towards Progress: **Expanding Horizons**

Towards Green: Uniting Forces, Harmonizing with Nature,

29.380

408

During the reporting period

we recruited a total of

holding master's or doctoral degrees

2,059

university graduates

from "Double First-Class" institutions

Social Recruitment

In 2024, we actively implemented a "Going Global" strategy, organizing a dedicated overseas PhD talent recruitment event under the theme "Drive the Dongfeng, Leap into the Future". The initiative focused on strengthening the recruitment of highend overseas talent, particularly in key technical fields such as new energy, intelligent connected vehicles, and styling design. By sourcing talent globally, we not only broadened our recruitment horizons but also gained deeper insights into the development of the electric vehicle market, the status of component suppliers, and the career expectations of overseas professionals returning to China. These efforts laid a solid foundation for future technical exchanges and provided strong support for more targeted recruitment of high-end international talent.



"Drive the Dongfeng, Leap into the Future" Overseas PhD Recruitment Event



Dongfeng Honda - Precision Recruitment, Scientific Empowerment, Building an **Efficient Hiring System**

Dongfeng Honda ensures precise talent acquisition by conducting in-depth demand analysis, aligning industry trends with departmental needs, and developing competency models to achieve optimal role fit. Data-driven recruitment planning, enhanced employer branding, and leveraging popular platforms further strengthen talent attraction. The introduction of assessment tools and visualization systems continuously refines the hiring process, providing robust talent support for corporate growth.

Precision Demand Analysis: Recruitment needs are identified through collaborative meetings, industry talent research, and trend analysis, ensuring alignment between hiring requirements and departmental development.

Efficient Recruitment Planning: Scientific hiring strategies are formulated based on research and historical data, with optimized promotional materials and interactive engagement on social media platforms like The Red Book to enhance employer appeal.

Scientific Recruitment Execution: Assessment tools are utilized to generate candidate analysis reports, aiding interview decisions. Data analytics and real-time hiring progress visualization further streamline processes and improve efficiency.

We will continue to optimize our talent structure, aiming to increase the proportion of technical professionals to 23%, master's and PhD holders to 8%, and R&D talent specializing in the "Five Modernizations" to 42% by 2025. During the reporting period, our total workforce stood at 109,330 employees. The composition of employees by gender, age, employment type, and region are illustrated in the chart below:

Ensure the proportion of technology talent in 2025 increases to

master's and PhD holders to

8%

R&D talent specializing in the "Five Modernizations" to

19.901

59,641

During the reporting period, our total workforce stood at

Number of employees by type of employment



Regular Employee
 Labor Dispatch
 Trainee

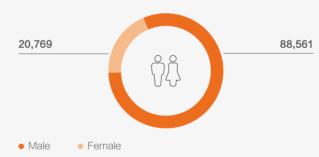


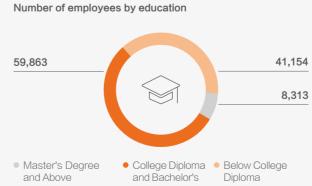
 Manufacturing
 Engineering Worker Technicans

Number of employees by type of worker

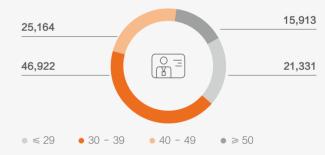
 Managerial Service staff

Number of employees by gender

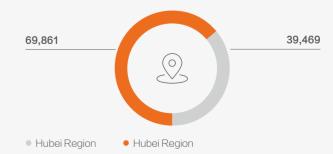




Number of employees by age



Number of employees by education



Towards Stability:

Elevating Excellence, • • •

Towards Progress: Expanding Horizons

Towards Green: Uniting Forces, Harmonizing with Nature,

Employment Management

We adhere to lawful and compliant employment practices, strictly following the Labor Law, the Labor Contract Law, and relevant local regulations in all operating regions. We respect employees' rights, prohibit forced labor, and safeguard their legitimate interests. Regarding compensation, we fully comply with legal requirements and internal salary policies, ensuring timely and full payment of wages, including legally mandated overtime pay, to protect workers' rights. We rigorously implement special working hour system approvals, actively enforce employee rest

and leave policies, and guarantee statutory holidays and paid annual leave to create a favorable work environment that fosters mutual growth for both the Company and employees. We strictly abide by the Prohibition of Child Labor Regulations and other applicable laws, preventing illegal employment practices through stringent identity verification and robust internal reporting mechanisms. During the reporting period, we recorded zero incidents involving child labor or forced labor.

Talent Development

We place high importance on employee growth and development by establishing incentive mechanisms, expanding career platforms, encouraging innovation, and providing diversified training resources to help employees maximize their potential.

Training Management Measures of Dongfeng Motor Group Co., Ltd. to standardize corporate training practices. Subsidiary companies develop operational implementation plans under these guidelines, creating a unified "1+n" training system to regulate management and execution processes. During the reporting period, we introduced the Dongfeng Motor Group Co., Ltd. Senior Management Education and Training Plan (2024-2028), which strengthens 17 key areas including political education across five dimensions and outlines five action plans to enhance the relevance and effectiveness of executive training during the corporate transformation period.

Employee Training System Development

In 2024, we prioritized optimizing the *Dongfeng Rising* "156" Talent Action Plan 2.0, integrating key talent development objectives into each unit's Management Training Plan (MTP) to strengthen target decomposition and implementation. We remained focused on independent business development and new energy transformation, reinforcing the cultivation of the "six core talent teams" while leveraging the full potential of our five major talent development platforms: the Corporate Party School, Leadership Academy, Marketing Academy, Innovation Academy, and Craftsman Academy.

To enhance training capabilities, we upgraded our online

training infrastructure by launching "Training Resource Management System 1.0" and refining the "Dongfeng V-Learning" platform. We implemented a series of digital learning programs, including the Marketing Academy, Young Talent Academy, and Innovation Academy, aggregating over 1,000 high-quality internal and external courses. Additionally, we consolidated premium training resources such as specialized courses and handson training facilities to deliver customer-centric training services. Through market-oriented operations and collaborative resource-sharing, we achieved full coverage of signed agreements with all major subsidiaries within the Group in 2024.

Training Resource Management System

We have consolidated over 1,000 high-quality internal and external instructor-led courses covering professional fields such as management, technical skills, technology, and party building.

Dongfeng V-Learning Platform

We have enriched diverse functional scenarios including positionbased learning pathways, online examinations, live-streamed classes. and AI coaching assistants.

Customized Learning Programs for Subsidiaries

We have conducted a total of 820 training sessions with 84,000

Through centralized procurement of training resources, we have significantly improved the development and utilization efficiency of training resources.

Employee Training System Development

Training Programs

We develop customized training and development solutions tailored to the characteristics and needs of different teams. By increasing resource investment, optimizing training structures, and enhancing course quality, we comprehensively improve employees' professional competencies and overall capabilities. Additionally, we emphasize corporate culture cultivation to strengthen employees' sense of belonging and loyalty. Guided by the "Six Core Talent Teams Development" strategy, we are fully dedicated to building a high-quality, professional talent force that injects strong momentum into our sustainable development.

- We conducted three management training camps featuring high-intensity drills, frequent interactions, and top-tier instructors to enhance executives' business management thinking, strategic vision, innovation capability, planning skills, and leadership.
- We launched an online specialized program with 50 credit hours of phased training courses, achieving full coverage among senior executives and rotation cadres in the Evergreen Program.

Managemer

Talent

Marketing Talent

Talent

Skilled

Talent

Cross-

unctional

Talent

Digital Talent

- Focusing on key areas like artificial intelligence and smart energy, we partnered with six universities including Huazhong University of Science and Technology and Wuhan University of Technology to cultivate 75 new engineering master's and doctoral candidates in 2024, bringing the total to 188.
- We strengthened the "1+N" collaborative R&D training model. with the R&D Academy as the core, empowering over 200 R&D professionals across more than 20 subsidiaries including VOYAH, Dongfeng Commercial Vehicle, and Zhixin Technology through shared training programs and resources.

- We held the second PM Elite Training Camp, selecting over 30 project management professionals to strengthen comprehensive project management learning and facilitate the implementation of the Company's PM management mechanism.
 - We conducted the second Business Planning Talent Program, selecting 29 key talents through competency assessments with a focus on enhancing user insight capabilities.

- Through collaborations with 9 institutions, we established training bases covering 42 occupational standards and 78 trades, while developing 48 premium courses in fields like new energy and smart manufacturing. We organized two advanced technician workshops for over 60 participants, facilitating knowledge renewal through crossdisciplinary learning in new energy and intelligent technologies.
- We established the Wuhan · China Auto Valley industryeducation consortium in partnership with Wuhan Economic Development Zone Industrial Park, which was recognized by Hubei Provincial Department of Human Resources and Social Security as a provincial-level high-skilled talent training base.

- We launched an advanced digital training program selecting over 30 digital experts to systematically study digital transformation frameworks. implementation pathways, and best practices, accelerating the building of Digital Dongfeng.
- We selected more than 50 digital backbone talents for intensive training at Zhejiang University to master digital transformation tools and methodologies.
- Our inaugural "Dongfeng Marketing Alpha Wolf" training camp provided progressive training on marketing trends, new media marketing, customer operations, and brand management, nurturing over 30 high-potential marketing successors, with many already transitioning to frontline marketing roles.
- We conducted the "Marketing Seedlings" training camp and co-organized the "Million Rising Stars Youth KOL New Media Marketing Camp" with the Youth League Committee, focusing on new media livestreaming and operations to cultivate over 30 new media marketing professionals.

Our "Six Talent Teams Development" Cultivation System



Automotive "Five Modernizations" Transformation Bootcamp

Digital Leadership Executive Program

Dongfeng Commercial Vehicle's "Dragon" Talent Development Initiative

Guided by the Brand Upgrading Strategy and "156" Talent Action Plan, Dongfeng Commercial Vehicle has fully implemented the "Dragon" Initiative to drive high-quality talent development.

Dragon" Taler Development

We have adopted an integrated approach to cultivate management, technical, and skilled talent teams, developing strategic talent mapping and creating 1,671 specialized courses while establishing an online learning platform to precisely enhance professional competencies across R&D, marketing, and other key domains.

We accelerated the cultivation of talent specializing in the "Five Modernizations" and marketing professionals by linking "Five Modernizations" coursework with career advancement, while implementing tiered marketing training programs to build a high-caliber marketing team. Through initiatives like the "Longging Campaign", we established the Marketing Seedlings Academy, nurturing 94 young marketing specialists to professionalize and rejuvenate our marketing force.

We institutionalized skills competitions across eight disciplines including C++ and industrial robotics, using competitive platforms to enhance technical personnel's practical capabilities. To date, we have cultivated 2 Meng Shaonong Award recipients, 277 Tier-1 talent pool members, and 2,840 professional technical personnel, providing robust human capital support for corporate development.



Multiple Subsidiaries Conduct Team Competitions

To enhance the on-site management capabilities of our subsidiary Zhixin Technology, we have implemented standardized management protocols for team leaders and provided practical tool training. During the reporting period, Zhixin Technology comprehensively carried out various team management standard trainings, benchmarking studies, and inter-team competitions to improve team leaders' soft skills. Through two sessions of the "Gold Medal Team Leader Training Camp", follow-up coaching, and knowledge manual development, we equipped team leaders with three essential tools: downward management, upward management, and stress coping techniques.

During the same period, our subsidiary Dongfeng Liuzhou Motor organized four company-wide skill competitions in new energy and intelligent connected vehicle assembly, maintenance skills, extreme driving, and robotics, attracting 1,500 participating employees. These initiatives encouraged staff to acquire new knowledge, master new skills, excel in their positions, and embrace innovation.

Towards Stability:

Elevating Excellence, •••

Towards Progress: Expanding Horizons

Towards Green: Uniting Forces, Harmonizing with Nature,

Employee Academic Advancement

To accelerate the development of our technical talent pool and improve the quality of talent cultivation, we established the Guidelines for Recommending Employees to Pursue Part-time Graduate Studies to standardize the process for employees undertaking part-time postgraduate education. During the reporting period, 17 doctoral candidates from the 2022 and 2023 cohorts continued their degree programs, while 18 newly selected 2024 doctoral candidates passed the joint university-enterprise selection process and are scheduled to enroll in September after completing procedures with the Organization Department. With support from vocational education funds, employee participation enthusiasm significantly increased, with 93 applicants for the 2024 part-time doctoral program, substantially reducing participants' financial burdens.

In 2024, we conducted a total of 36,000 training sessions covering 1.355 million participants, averaging 69.5 training hours per employee. The total investment in vocational education reached RMB 129 million, representing an 11.3% increase over the previous year.



Towards Stability:

Elevating Excellence, • • •

Towards Progress: Expanding Horizons

Towards Green: Uniting Forces, • • • Harmonizing with Nature,

Talent Care

We adhere to a "people-oriented" management philosophy, placing employee care at the heart of our corporate development. We actively foster open communication platforms that encourage employees to voice their opinions and suggestions, ensuring management decisions align closely with employee needs. Simultaneously, we have established a competitive compensation system and comprehensive incentive mechanisms, including performance bonuses, long-term incentive plans, and diverse benefits policies, to quarantee that employee contributions are met with appropriate rewards. We prioritize professional development and growth by providing abundant training resources and career advancement opportunities, unlocking employee potential and creativity to achieve a win-win scenario where both individuals and the Company thrive together.

Compensation & Incentive System

To ensure the fairness and rationality of employee compensation, we operate under the principle of "creating value and sharing value", practicing the philosophy of "rewarding value creators". We continuously advance and refine internal systems such as the Remuneration Management Measures, improving incentive policies and talent remuneration distribution mechanisms to enhance motivation and stimulate innovation. During the reporting period, we further optimized salary allocations to maintain a scientific and efficient compensation structure.

We have established a three-tier support mechanism. based on the status of national enterprise technology centers, sci-tech reform demonstration enterprises, and R&D investment, gradually increasing support

> Optimization of the Compensation System

We have strengthened policy communication to clarify that wage-performance linkage balances the interests of investors, the enterprise, and employees, while performance-based pay benchmarking ensures reasonable adjustments to employee income growth based on input-output ratios.

We link new energy salary quotas with emerging industry tasks to incentivize business units to explore new markets.

Special attention is given to low-income employees by incorporating support for workers during lowproduction periods into wage distribution frameworks and providing targeted assistance.

Furthermore, we continue to explore differentiated management approaches and deepen categorized control over total payroll allocation. Specifically, Dongfeng Off-Road Vehicle, which undertakes military support and strengthening missions, has piloted a filing-based management system for total payroll to ensure sustained R&D investment and transformation of civilian product operations. Meanwhile, Dongfeng Auto Finance, responsible for automotive retail financial services, has implemented a cyclical management system for total payroll to better balance human resource investments during capability-building phases with operational performance outputs across cycles.

Regarding our incentive systems, we have established internal regulations such as the Compilation of Incentive

Policies, Company Guidelines for Excess Profit Sharing, and Practical Guide for Equity Incentives in Sci-Tech Enterprises 2.0, providing all employees with performancebased variable compensation to encourage value creation and income growth. Additionally, we offer executives stock purchase options to reward exceptional contributions and align interests with value creation. In 2024, focusing on cultivating new quality productive forces, we integrated national strategic emerging industry development and accelerated sci-tech innovation requirements with our NEV transformation initiatives. Through project-based mechanisms, NEV vehicle unit performance agreements, and sci-tech innovation incentive programs, we fully implemented the SASAC's incentive and support policies.

Continuous Optimization of New Vehicle Project Mechanisms

- We have launched the upgraded PM Project System 2.0, focusing on strategic vehicle models and integrating resources into nine major project clusters to ensure efficient resource allocation.
- By carefully selecting project teams and raising qualification requirements, we implemented a robust project-based approach that establishes PM positions as mandatory career steps for managerial promotions, attracting top-tier talent to frontline operations.
- We enhanced performance evaluation, incentives, and benefits for project teams. establishing a success-driven reward system fully dedicated to supporting new model launches.

Full Implementation of Performance Agreements for NEV Units

- Among our 37 new vehicle projects, 34 have adopted performance-based agreements, achieving a 92% implementation rate.
- The M-Hero 917 project team successfully met its 2023 targets, with 106 core team members receiving total rewards of approximately RMB 16 million, averaging 150,000 yuan per person and peaking at RMB 480,000 for top performers. This achievement has significantly boosted employee confidence in pursuing ambitious objectives while strengthening team innovation and collaboration.

Key Technology Breakthroughs Through Innovation Incentives

- We developed the *Company's* Sci-Tech Achievement Transformation Incentive Mechanism Plan, optimizing management frameworks through industry benchmarking.
- Our pilot initiatives produced the Sci-Tech Innovation Product Pilot Catalog, which includes completed value assessments for nine pilot projects across five business units along with corresponding incentive plans.

Employee Incentive System



VOYAH: Optimizing Multi-Dimensional Performance Evaluation System to Leverage Innovation Conductor

VOYAH has innovated its company-wide performance evaluation model by combining KPI and OKR dual-track mechanisms, achieving transparent alignment between organizational and individual goals while stimulating employee self-motivation and creativity. It has strengthened rigorous performance assessments, widened compensation gaps between high and low performers, and implemented performance improvement programs to ensure outstanding employees stand out. Additionally, VOYAH launched an employee stock ownership plan (ESOP) by establishing a shareholding platform to incentivize core talents and experienced professionals. As of June 2024, 348 employees participated in the plan, with total shares reaching RMB 270 million, accounting for 8.75% of the Company's total equity, creating a shared-interest community for corporate-employee development.



Employee Benefits

We consistently regard our employees as the asset, highly recognizing their contributions and committing to enhancing their well-being and sense of belonging through a diversified benefits system. Beyond legally mandated benefits such as social insurance and housing fund, we provide additional perks including enterprise annuities, supplementary medical insurance, accident insurance, holiday gifts, and single-occupancy apartments. This comprehensive, multi-tiered care system ensures every employee feels our warmth and support.



Employee Care

We place paramount importance on safeguarding employees' legitimate rights and interests, making employee welfare protection a cornerstone of our operations. We have established democratic management systems with workers' congresses as the fundamental form, implemented employee director and supervisor mechanisms, and regularly signed collective contracts and occupational health & safety agreements to ensure rights protection at the source, while conducting compliance inspections on these contracts.

During the reporting period, we launched the upgraded "139 Happiness at Dongfeng" initiative. After reviewing the threeyear plan implementation, we guided all business units to strengthen employee care, comprehensively improve working and living conditions, increase funding, enhance service systems, and deliver tangible solutions for employees. In 2024, our labor union carried out the "Compassion Program" assisting 260 cases with 1.06 million yuan, supported 29 students through the "Golden Autumn Scholarship" program with RMB 154,000, conducted high-temperature care for 12,000 person/times with RMB 601,000 worth of supplies, and provided aid to 202 financially difficult employees with RMB 470,000 worth of materials.



Care & Assistance for Low-Income Groups in the Old Sites

For our legacy sites' low-income groups, we developed specialized care measures to thoroughly implement the "people-centered" philosophy and advance the "139 Happiness at Dongfeng" plan, including income guarantees during low-production periods, job rotation arrangements, and targeted assistance for disadvantaged and furloughed workers. These measures benefited 2,706 employees in 2024 with RMB 22.8 million in support.

We prioritize open communication with employees through multiple channels including complaint emails, hotlines, and offline union organizations, enabling us to hear employee voices, understand their needs, and promptly address their concerns.

Direct Supervisor/HR

Employees may communicate with immediate supervisors or HR to resolve work-related issues.

Trade Union Mediation

Each business unit has established mediation committees that accept daily face-to-face employee appeals, with union representatives providing assistance to safeguard legitimate rights and interests.

Communication Channels

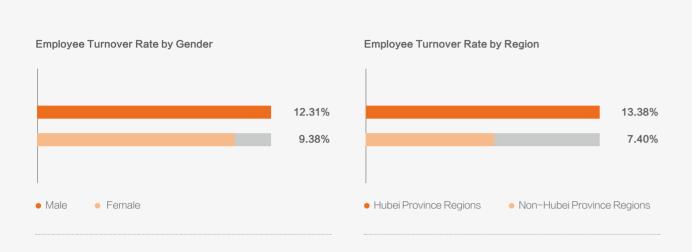
Surveys & Meetings

Each unit regularly holds dialogues between management and employees, questionnaires, etc., collects problem lists, and the relevant departments

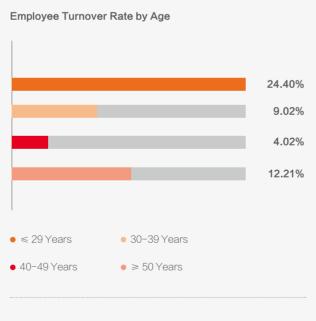
Portal/Mailbox

Employees can submit anonymous or realname appeals through the internal employee portal or mailbox of the unit.

Furthermore, our subsidiaries conducted annual employee satisfaction surveys, with results indicating an overall improvement in employee satisfaction compared to the previous year. This reflects our proactive efforts and achievements in enhancing employees' work experience and well-being. Notably, at Dongfeng Liuzhou Motor, most employees (82%) expressed confidence in the Company's future development, with satisfaction increasing by 6.2% year-on-year. VOYAH achieved an overall average satisfaction score of 78%. During the reporting period, our employee turnover rate stood at 11.75%, with detailed breakdowns as follows:







Towards Stability: Lasting Resilience

Towards Innovation: Elevating Excellence, • • • Co-Crafting the Future

Towards Progress: Expanding Horizons

Towards Green: Uniting Forces, Harmonizing with Nature, Prosperity

Employee Engagement

We consistently prioritize work-life balance by encouraging employee participation in various recognition programs and organizing cultural and sports activities to enrich their lives beyond work. During the reporting period, we hosted diverse events including employee sport games and group weddings to strengthen organizational cohesion, ensuring every Dongfeng employee experiences a familial sense of belonging.



The 12th Dongfeng Motor Group Employee Sports Games

Marking the 75th anniversary of the People's Republic of China and our 55th founding anniversary, we held the 55th Anniversary Celebration & 12th Employee Sports Games on September 28, 2024, at Shiyan Sports Center in Hubei. The event comprised three segments: opening ceremony, preliminary/final competitions, and closing ceremony. With 10,000 spectators, 2,300 participants in mass calisthenics performances, 1,200 parade members, and additional athletes, staff, volunteers, medical, transportation, and security personnel, the Games attracted over 15,000 attendees—the largest on-site event in Dongfeng's history by participation scale and employee coverage.







Employee Group Weddings

To implement the "139 Happiness at Dongfeng" initiative aimed at enhancing employees' quality of life, we issued the Long-term Care Guidelines for Newlywed Employees in 2022, institutionalizing annual group weddings. Each year, we gift newlyweds a wedding attire set valued at RMB 999, symbolizing lasting happiness and marital bliss. In 2024, we distributed wedding attire across 15 batches, with 161 Dongfeng couples applying for the benefit.

On September 22, 2024, we hosted the "Love Rooted in Dongfeng, Journeying with Love" group wedding at Shiyan Youth Square. 55 newlywed couples arrived in 55 Dongfeng-branded vehicles, exchanging vows before family and friends to embark on their marital journeys.



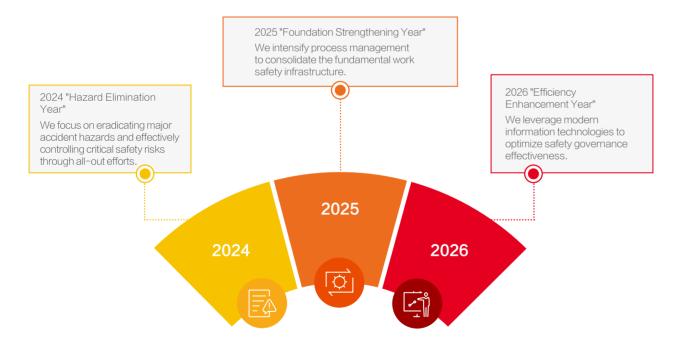
Safety Assurance

Dongfeng Motor Group prioritizes occupational health and safety above all. We are dedicated to creating a secure, healthy, and caring work environment through robust HSE management systems, rigorous safety training, and advanced protective infrastructure.

Occupational Safety Management System

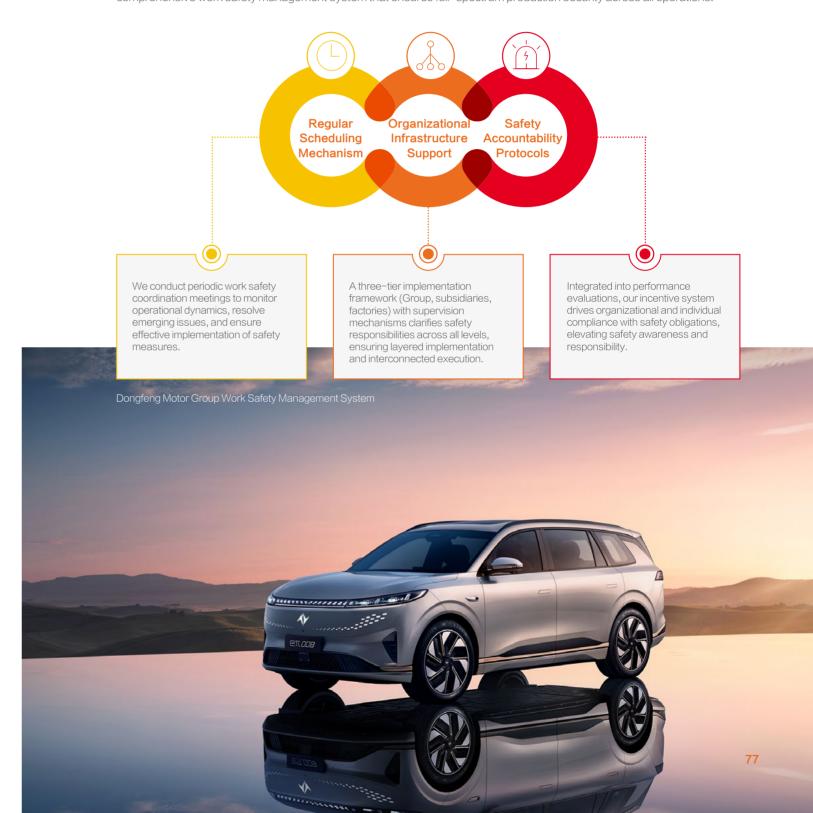
The Group strictly comply with national regulations including the Work Safety Law of the People's Republic of China and the Production Safety Accident Emergency Response Management Measures, while implementing internal policies such as the Integrated Work Safety Management Regulations and Special Equipment & Hazardous Operations Safety Standards to ensure systematic safety management.

In 2024, our three-year fundamental improvement initiative achieved phased progress. We developed the EV Work Safety Inspection Benchmark and executed the Three-year Action Plan for Addressing the Fundamental Issues of Work Safety of Dongfeng Motor Group Co., LTD. (2024-2026), conducting comprehensive hazard identification and rectification campaigns. These efforts advanced our annual goal of eliminating all major accident hazards, substantially elevating intrinsic safety levels across operations.



Dongfeng Motor Group Work Safety Three-Year Action Plan

We have established a multi-tiered and multi-dimensional work safety governance structure, forming a Safety and Environment Committee to oversee group-wide safety operations. A dedicated work leadership team led by the General Manager ensures effective implementation of safety initiatives. Through a three-pillar framework comprising regular scheduling mechanisms, organizational infrastructure support, and safety accountability protocols, we have built a comprehensive work safety management system that ensures full-spectrum production security across all operations.



Work Safety Assurance Initiatives

To strengthen work safety management and eliminate major accident hazards, Dongfeng Motor Group has intensified safety controls through comprehensive measures. We implemented a hazard reporting incentive program, encouraging employees to actively identify risks via on-site photo reporting, WeChat mini-programs, and dedicated email channels, fostering engagement in safety governance. Concurrently, we organized specialized inspections targeting foundry operations and gas-related hazards across all units, establishing a major hazard registry within our occupational health information system for efficient tracking and dynamic management. During the reporting period, we resolved 515 identified hazards

through targeted rectifications at key facilities, significantly mitigating operational risks.

Dongfeng Motor Group advanced intelligent fire safety systems in critical areas by deploying a digital twin fire safety 3D visualization platform, elevating smart safety management capabilities. Regular work safety deployment meetings ensure robust defensive measures and sustained operational stability. In 2024, we expanded risk prevention to non-production areas by incorporating minor injuries and near-miss incidents into accident logs, while enhancing overseas safety protocols through the central SOE overseas emergency command system.



Dongfeng Motor Group Successfully Complete State Council Work Safety and Fire Prevention Inspection

In November 2024, we rigorously prepared for the annual inspection by the State Council Work Safety and Fire Prevention Inspection Team, demonstrating our unwavering dedication to operational safety. Through six rounds of coordinated deployments via meetings, official emails, and WeChat work groups, we mandated comprehensive self-inspections and corrective actions across all subsidiaries.



rounds of coordinated deployments



Our all units have also responded positively and earnestly carried out self-examination and selfcorrection work. Eight key subsidiaries, including Dongfeng Cummins, VOYAH, Dongfeng Honda Plant 3, Zhixin Technology Engine Plant, Liaoyuan Moulding, Dongfeng Plastic Omnium, Dongfeng Commercial Vehicle Assembly Plant, and Dongfeng Passenger Vehicle Wuhan Plant 1, conducted thorough preparatory work under guidance from the Group's Operations Management Department and local safety authorities.



Emergency Response Capability Enhancement: Our Safety Drills

To strengthen emergency preparedness, we collaborated with local fire departments to conduct a thermal runaway fire drill for battery packs, simulating four critical failure scenarios of faulty power batteries. This exercise validated and elevated our specialized response capabilities for new energy incidents while contributing valuable insights to regional emergency protocols.

Furthermore, we actively integrated into broader societal emergency systems by participating in rescue drills and advancing emergency equipment standards, consistently contributing Dongfeng's expertise to improve public safety resilience.



Fortifying Safety Defenses: Dongfeng Motor Group Safety Month Initiative

We mobilized all subsidiaries under the unified guidance of the Safety and Environment Committee, centering on the theme of "Whole-Participation Fire Safety, Life First". Through firefighting skills drills, safety education programs, hazard identification campaigns, and fire prevention awareness initiatives, we significantly enhanced emergency management capabilities while strengthening employees' fire safety awareness and disaster evacuation skills, thereby establishing the primary defense line for a secure production environment.

For emergency drills, our headquarters and subsidiaries conducted practical exercises including evacuation simulations and fire extinguishing operations. Notably, Dongfeng Passenger Vehicle Manufacturing Headquarters organized 35 drills involving over 3,200 participants, markedly improving emergency response proficiency. Subsidiaries like M-Hero Technology and Zhixin Technology further reinforced safety awareness through tailored training programs.

In education initiatives, we deepened fire safety knowledge via training workshops, expert seminars, and instructional videos, systematically elevating employees' safety competencies. Concurrently, we advanced hazard rectification by establishing accountability logs with deadlines, driving critical risk mitigation.

Additionally, interactive guizzes and hands-on fire safety competitions amplified engagement, making safety education both impactful and engaging. These efforts collectively fueled employee enthusiasm for fire safety learning, providing robust safeguards for achieving the "Safe Dongfeng" vision.

Dongfeng Passenger Vehicle Manufacturing Headquarters organized drills



Safety Culture Development

Dongfeng Motor Group prioritizes the cultivation of safety awareness among employees, embedding work safety principles across all operational processes. During the reporting period, we successfully conducted the second phase of the Work Safety Training Program for Corporate Leaders, further reinforcing management's commitment to safety accountability. Additionally, we organized comprehensive safety workshops and risk anticipation drills, combining theoretical learning with hands-on practice to elevate employees' safety competencies and emergency response capabilities.



Second Phase of Corporate Leaders' Work Safety Training

On November 24, 2024, we hosted the Second Phase of Corporate Leaders' Work Safety Training at our headquarters, attended by 113 business unit leaders. Mr. Zhou Zhiping, General Manager and Deputy Party Secretary, delivered the opening address and led training sessions.

The conference emphasized deepening our understanding of work safety principles, fulfilling accountability obligations, improving management systems, strengthening risk control and hazard resolution, aligning with State Council inspections, focusing on critical areas, and enhancing emergency preparedness to support high-quality development through advanced safety practices.

Towards Stability:

Elevating Excellence, • • •

Towards Progress: Expanding Horizons

Towards Green: Uniting Forces, Harmonizing with Nature,

Occupational Health

Dongfeng Motor Group places occupational health and safety at the core of our growth strategy, adhering to a people-centric philosophy that prioritizes employee well-being. To safeguard physical and mental health, we continuously optimize our occupational health management systems. All operational sites have now achieved ISO 45001 Certificate.

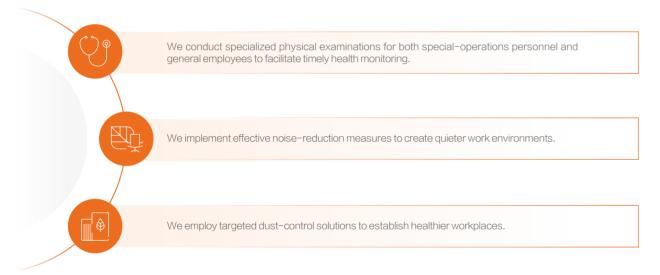






ISO 45001 Occupational Health and Safety Management System Certificate

Dongfeng Motor Group is dedicated to providing employees with healthy and safe workplaces by regularly optimizing work environments, equipping professional protective gear, and building a comprehensive occupational health and safety protection network to safeguard employee rights. During the reporting period, we achieved zero work-related fatalities.



Dongfeng Motor Group Occupational Health Management Initiatives

Actively participating in Hubei Province's Healthy Enterprise Initiative, Dongfeng Honda and Dongfeng Commercial Vehicle were selected as exemplary cases in the third national batch of "Outstanding Healthy Enterprise Models" for their best practices in corporate health management.



China Occupational Safety and Health Association Conducts Research Visit to Dongfeng Motor

On November 7, 2024, experts from the China Occupational Safety and Health Association visited Dongfeng Motor for a specialized research mission focusing on work safety practices, occupational health management, and the implementation of active safety devices. The research team held a symposium at Dongfeng's R&D Academy and conducted an on-site inspection at M-Hero Automotive Technology Company, where they reviewed the Dongfeng M-Hero 917 model. The team fully acknowledged our achievements in occupational health and safety while providing constructive recommendations regarding new energy vehicle safety enhancements.

Stable Supply

Dongfeng Motor Group integrates sustainable development principles into supply chain governance. collaborating with industry partners to build a shared-value ecosystem. By continuously enhancing our supply chain management framework and maintaining close coordination with upstream/ downstream stakeholders, the Group effectively drives technological advancement and green transformation across the supply chain, contributing to the automotive industry's sustainable growth.

Supplier Management System

Dongfeng Motor Group prioritizes building a robust supplier management system that spans the entire lifecycle from qualification to performance evaluation. Through refined supplier assessment mechanisms and institutional improvements, we systematically strengthen supply chain sustainability.

Institutional Optimization

In 2024, to support our "Three Unifications" product strategy (unified platform development, shared technology R&D, and centralized common parts procurement), we advanced centralized procurement for [P][U][E][M]³ components. This initiative enhances efficiency, reduces costs, and optimizes resource allocation. The Group introduced the Centralized Procurement Regulations, Supplier Qualification & Exit Management Guidelines, and Unified Procurement Distribution Procedures to institutionalize these practices.

Supplier Qualification

The Group's multi-dimensional evaluation model mandates ESG criteria including environmental management certifications, safety compliance, and labor rights protection. We conduct rigorous EHS audits during supplier selection to ensure strategic alignment in quality, regulatory adherence, and sustainability performance.

Region	Unit	2024	2023	2022
Chinese Mainland	Companies	3,058	3,026	3,009
Hong Kong, Macao & Taiwan, China	Companies	0	0	0
Overseas	Companies	0	0	0
Total Suppliers	Companies	3,058	3,026	3,009

Number of Suppliers by Region

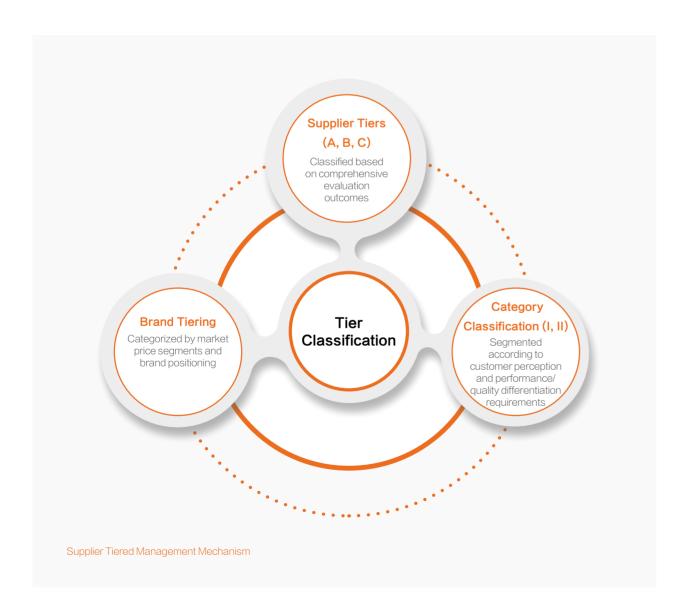
³ [P] [U] [E] [M]: Platform, Powertrain, Electrical architecture, Modules.

Supplier Evaluation & Assessment

The Group has established a comprehensive supplier performance evaluation system, conducting quarterly assessments for all system suppliers across four dimensions: quality, R&D, commercial performance, and delivery. In 2024, the Group evaluated 82 suppliers, held review meetings with 3 underperforming suppliers, and initiated a support program for 1 supplier requiring improvement.

Tiered Supplier Management

The Group actively advances tiered supplier management, developing a preliminary framework in 2024 to create a threedimensional matrix encompassing brand tiering, supplier classification, and category categorization. Through scientific evaluations and dynamic classification, this system enables precise resource allocation and effective risk mitigation.



Supplier ESG Governance

Dongfeng Motor Group deeply embed ESG criteria into supplier selection, management, and evaluation processes to systematically reduce environmental, social, and governance risks, building a responsible supply chain ecosystem. By integrating ESG metrics into performance evaluations, we align sustainability goals with business objectives. During the Fourth Quarter in 2024, the Group

assessed suppliers' progress on green and low-carbon initiatives, encouraging enhancements in environmental and energy management systems, adoption of ecofriendly materials, and production of sustainable products to harmonize economic activities with ecological preservation.



VOYAH Integrates ESG Requirements into Supplier Qualification

VOYAH has embedded ESG criteria into our supplier onboarding process through the VOYAH Supplier Quality System (VOS), mandating environmental and social responsibility assessments. Our evaluation examines whether potential suppliers have passed third-party ESG evaluations, established clear governance structures, and complied with IATF 16949, ISO 9001, ISO 14001, ISO 45001 standards, as well as local labor and environmental regulations. We verify the absence of major legal violations or inclusion on government dishonesty lists to ensure alignment with our requirements.



Dongfeng Liuzhou Motor's Ongoing ESG Oversight

Post-contract award, we continuously monitor suppliers' quality and environmental management system implementation, conducting regular compliance checks on critical materials to guarantee adherence to national and regional laws.

Supplier Quality Management

The Group implements systematic controls across supplier selection, evaluation, and collaboration to ensure products/ services meet our quality standards and operational needs. Through ongoing performance monitoring, periodic assessments, and feedback mechanisms, the Group drives continuous supplier improvement. Maintaining close communication, we jointly resolve quality issues, optimize production processes, and foster mutually beneficial development.



VOYAH Implements Supplier Quality Enhancement Initiative

VOYAH collaborates with suppliers to foster mutual growth and build a shared-value ecosystem. In 2024, we conducted full-value-chain improvement activities with supplier partners to strengthen long-term trust, achieve win-win outcomes, and enhance mutual profitability. For quality management, we identified 63 key suppliers and implemented a quality capability enhancement program through on-site diagnostics, risk identification, and targeted improvements. Thirty-eight suppliers (60%) demonstrated significant progress, advancing from C/D to B/A ratings.



Zhengzhou Nissan Establishes End-to-End Procurement Quality Control Mechanism

Zhengzhou Nissan has developed a closed-loop system encompassing "target setting - qualification management - accountability enforcement - dynamic monitoring" to improve procurement quality stability.

- Target Setting:Quality objectives are broken down to component-level during project initiation, with risk assessments based on supplier historical data screening out seven potentially risky suppliers.
- Qualification Management: Enhanced entry criteria now include mandatory requirements for system certifications, high-risk component supply capability, and critical process controls, preventing "qualified-butunderperforming" suppliers at the source.
- Accountability Enforcement: Quality agreements with suppliers define explicit targets and joint action plans.
- Dynamic Monitoring: Regular tracking of flagship product performance for existing suppliers, while monitoring new suppliers' external product data to establish proactive alerts. Twelve monthly monitoring cycles were completed during the project period to ensure consistent quality.

Supplier Anti-Corruption Initiatives

The Group prioritizes supply chain transparency, fairness, and integrity by implementing rigorous anti-corruption measures to uphold business ethics and safeguard corporate reputation. We enforce strict anti-corruption requirements for all suppliers through signed integrity agreements and regular audits, reinforcing our integrity framework. In 2024, we issued the Contract Integrity Clause Management Regulations, mandating the inclusion of integrity clauses in contracts across all business levels and operational domains.



Group-Wide Audit of Integrity Clauses in Procurement/Sales Contracts

In February 2024, Dongfeng Motor Group's Party Committee advanced the "4+2" Anti-Corruption Initiative, with the first task focusing on enhancing integrity clauses in procurement and sales contracts. The Operations Management Department conducted two rounds of audits, reviewing clauses across 34 subsidiaries. All units were instructed to notify

suppliers and dealers via email about consequences for violating anti-corruption terms, including blacklisting and business suspension group-wide, effectively deterring bribery attempts. During the reporting period, we notified 40,079 partners—31,657 suppliers and 8,422 dealers/other collaborators.



VOYAH's Rigorous Supplier Integrity Agreements

VOYAH requires suppliers to sign *Compliance and* Integrity Partnership Agreements before project finalization, outlining mutual obligations, ethical conduct standards, and liabilities for breaches.

By the reporting period's end, 563 component suppliers (96.4% adoption rate) had signed, significantly strengthening compliance enforcement in partnerships.

Sustainable Supply Chain

Dongfeng Motor Group prioritizes not only product quality but also social responsibility, actively promoting the transition of our supply chain towards green, stable, and sustainable development. We collaborate with upstream and downstream partners to ensure supply chain stability and efficiency while fulfilling environmental responsibilities such as ecological conservation and carbon reduction, achieving low-carbon and sustainable supply chain growth.

Green Supply Chain

The automotive industry is taking proactive measures to address global climate challenges, with manufacturers dedicated to reducing production-related carbon emissions. Dongfeng Motor Group actively participates in green supply chain development by regularly auditing suppliers' environmental performance, driving the industry toward low-carbon, ecofriendly, and sustainable practices.



VOYAH Integrates Green Supply Chain Management into Corporate Strategy

Aligned with China's "Carbon Peaking and Carbon Neutrality" goals, VOYAH is building a green intelligent ecosystem that reduces carbon emissions throughout the product lifecycle. By pursuing multiple electrification pathways including BEV, intelligent multi-mode, and hydrogen technologies, we strive to minimize energy consumption from the source. We have incorporated green supply chain management into our core strategy, embedding sustainability requirements during product design phases using eco-friendly materials to reduce environmental impact. For material selection, VOYAH adheres to environmentally conscious principles, prioritizing biodegradable, non-toxic materials with high recyclability and renewable rates. To reduce production energy consumption, VOYAH implements a three-tier energy management framework with online monitoring systems. Through energy-saving research, project assessments, and adoption of innovative processes, technologies, and equipment, we ensure new projects achieve industry-leading energy efficiency per vehicle.



Dongfeng Nissan's Full-Value-Chain Decarbonization Journey

Dongfeng Nissan is actively establishing a carbon footprint management system across five dimensions: raising dual-carbon awareness, building carbon accounting capabilities, formulating decarbonization plans, implementing emission reduction measures, and disclosing carbon reduction achievements. The Company independently developed the Tiered Product Footprint (TPF) system for supply chain carbon emission data, creating and refining product carbon footprint management solutions. By applying the TPF system to evaluate vehicle carbon footprints based on supply chain data, Dongfeng Nissan advances product decarbonization.

As a member of the management committee, Dongfeng Nissan promotes the adoption and pilot implementation of the China Industrial Carbon Emission System (CICES) across its supply chain. From 2023 to 2024, the Company conducted carbon footprint training for over 400 employees from 80+ key suppliers and performed on-site carbon footprint assessments for two new vehicle models to drive product carbon reduction.

Furthermore, Dongfeng Nissan focuses on developing low-carbon components and materials, including lightweight materials, recycled materials, and bio-based alternatives, to reduce emissions throughout the vehicle lifecycle.



Dongfeng Nissan collaborated with Baosteel on low-carbon steel manufacture and application

Supply Chain Stability

The Group fully recognizes the pivotal role of a stable supply chain for sustainable business development amid intense market competition. Through targeted and effective measures, we are dedicated to building a resilient, efficient, and competitive supply chain system to ensure our continued growth in the market.



Zhixin Technology Stabilizes Supply Chain Through Multi-Pronged Initiatives

Zhixin Technology manages the stability of critical raw materials by addressing physical constraints, price fluctuations, and reputational risks. For physical constraints, we have established daily monitoring and emergency response mechanisms to ensure the secure storage, transportation, and usage of key materials. To mitigate price volatility, we foster longterm partnerships with suppliers, diversify sourcing

channels, and conduct market analysis for accurate forecasting. In reputational risk management, we rigorously uphold product quality and safety standards to prevent incidents that could tarnish our brand image. These measures have significantly enhanced the stability and competitiveness of Zhixin Technology's supply chain.



Dongfeng Liuzhou Proactively Implements Supply Chain Risk Management

Dongfeng Liuzhou has adopted proactive and effective supply chain management strategies. We closely monitor developments in the semiconductor industry and shifts in international trade policies, regularly conducting risk assessments to identify potential disruptions and devise preemptive countermeasures. An early warning system has been implemented to enable swift responses to risk

events, minimizing potential losses. For chip supply risk management, we actively collaborate with Tier-1 chip manufacturers, expand domestic supply chain resources, and promote the diversification and localization of chip sourcing. These efforts have substantially improved supply chain stability, ensuring the sustainable development of Dongfeng Liuzhou's

Supplier Empowerment

Dongfeng Motor Group is dedicated to empowering suppliers through multi-dimensional support including training programs, management optimization, and resource sharing, fostering mutual growth. This strategy enhances individual supplier capabilities and efficiency while promoting collaborative development across the entire industrial chain, creating a mutually beneficial ecosystem.

Supplier Training

Conducting supplier exchanges and training constitutes a crucial strategic initiative for building a sustainable supply chain. We prioritize supply chain capability co-development by actively organizing various exchange and training activities to enhance suppliers' sustainable development competencies.



Dongfeng Off-Road Vehicle Hosts "Supplier Quality Day" with Targeted Training

In 2024, Dongfeng Off-Road Vehicle's Quality Department organized the "Quality as Foundation, Co-creating the Future" Supplier Quality Day for 48 key suppliers, quality improvement project suppliers, and underperforming suppliers, delivering training on Weapon Equipment Quality Awareness and Management. For 43 critical component suppliers,

quality management project suppliers, and new project suppliers, specialized trainings on Product Characteristic Control Based on 3F Technology and ANPQP Process for New Product Development were conducted. The Procurement Department trained 34 suppliers annually, covering systems, performance evaluation, on-time delivery rates, and on-site management.



Dongfeng Honda Conducts Cost Management System Training for New Suppliers

In 2024, Dongfeng Honda provided dedicated training on cost operating systems for new suppliers, focusing on the Cost Management System Operation Guide to ensure rapid system onboarding and improved cost control efficiency. Following system module enhancements or new feature releases, immediate training on Improved Functions of Cost Management System was conducted to keep suppliers updated with the latest upgrades, enabling them to optimize cost management processes. These measures have effectively strengthened collaborative operations between suppliers and systems.

Supplier Support

We have implemented multiple proactive measures in supplier assistance, achieving remarkable results. These support initiatives have enhanced suppliers' overall capabilities, ensured supply chain stability, and contributed to the sustainable development of the automotive industry.



Dongfeng Honda Conducts Product and Technical Exchanges with Suppliers

In 2024, Dongfeng Honda launched a joint project with Dongfeng-affiliated suppliers to improve quality assurance capabilities through new product development and the application of innovative quality management tools for mass production. Additionally, Dongfeng Honda collaborated with seven Dongfengaffiliated companies to identify key challenges in new vehicle and mass production quality, facilitating technical and managerial exchanges. For new product development, the joint effort promoted the application of advanced quality tools such as

dimensional engineering and product quality function deployment diagrams to address precision challenges in complex assembly structures. In mass production quality improvement, differentiated strategies were implemented, achieving annual targets of GQI ≤ 100 and zero batch defects.

Achieving annual targets of





VOYAH Supports Suppliers in Overcoming Difficulties

VOYAH grows together with its suppliers, dedicated to building a shared-value ecosystem. When suppliers encounter challenges, VOYAH provides comprehensive assistance through technical, quality, production, and cost collaboration to resolve issues and enhance supplier capabilities. In 2024, VOYAH and its suppliers conducted full-valuechain improvement activities to strengthen longterm trust, foster win-win relationships, and boost mutual profitability. Joint efforts in product design optimization, logistics improvement, manufacturing process refinement, quality enhancement, and cost

reduction have increased efficiency and upgraded suppliers' comprehensive competencies. VOYAH's procurement department provided targeted support to 42 suppliers, including prioritized payments during emergencies like fires and mobilizing resources from other suppliers to ensure continuity.

VOYAH's procurement department provided targeted support to



Partnership for Mutual Success

Donafeng Motor Group adheres to the principle of win-win partnerships, closely collaborating with upstream industry chain partners. Through resource sharing, process optimization, and technological innovation, we jointly drive synergistic progress across the value chain and accelerate industrial development.

Implementing Strategic Industry Collaborations to Build an **Industrial Ecosystem**

The Group actively pursues strategic cooperation projects across the industrial chain, aiming to establish long-term, stable relationships with upstream and downstream enterprises to jointly promote industrial upgrading and green development. By integrating resources and optimizing supply chain management, we foster high-quality development throughout the entire industrial chain.



Strategic Collaboration Between Dongfeng Motor Group and Aluminum Corporation of China

In March 2024, the Group signed a strategic cooperation agreement with Aluminum Corporation of China, identifying 10 collaborative projects across three key areas:

1. Scientific and Technological Innovation: Completed material certifications for Dongfeng Nissan and VOYAH's aluminum products, as well as certification and trial molding for heattreatment-free aluminum alloys for integrated die casting. Established the Dongfeng-Chinalco Joint Laboratory to develop and apply new alloy plates and aluminum materials for new energy vehicle bus conductors.

2.Industrial and Supply Chain Collaboration: Clarified mutual requirements, accelerated certification processes for aluminum materials and ingots, and advanced commercial cooperation.

3. Comprehensive Vehicle Solutions: Achieved sales of 18 vehicles in 2024.



Strategic Collaboration Between Dongfeng Motor Group and Sinochem Holdings

In 2024, the Group reached a strategic cooperation agreement with Sinochem Holdings, defining over 10 collaborative projects across three key areas:

1.Technological Innovation: Sinochem developed rubber components such as vibration dampers and sealing gaskets tailored to Dongfeng's application scenarios. We expanded the use of silicone resin materials and advanced non-metallic material testing collaboration.

2. Industrial and Supply Chain Collaboration: Synergizing mutual demands, Sinochem supplied Zhixin Technology with potting compounds, thermal conductive adhesives, and foam sealants, while Dongfeng advanced the refrigerant centralized procurement project through direct supply agreements to achieve annual cost reductions. Additionally, Donafena promoted agricultural machinery solutions.

3. Comprehensive Vehicle Solutions: Identified Sinochem's three-vehicle demand, secured orders, and streamlined Sinochem's procurement process.

4.Other Breakthroughs: Achieved progress in logistics partnerships and Sinochem Jinmao's housing sales for Donafena employees.



Strategic Collaboration Between Dongfeng Motor Group and China First Heavy Industries (CFHI)

In 2024, the Group established a strategic partnership with CFHI across three core areas:

1. Joint R&D: Co-developed advanced forging and pressing equipment, agreeing to trial domestic high-strength corrosion-resistant steel as a replacement for imported mold steels in super-large die-casting machines for integrated die-casting plants. Jointly applied for MIIT's 07 Special Project while exchanging R&D institutional best practices.

2. Equipment Application & Management: Collaborated on automation upgrades for hot forging production lines and maintenance services for hot forging equipment.

3. Vehicle Solutions: Facilitated cooperation on production vehicles, official vehicles, and employee car purchases. CFHI issued preferential policies under the "Worker Benefits" program, aligning with Dongfeng's brand promotion

VOYAH and Dongfeng M-Hero Forge Strategic Partnerships with Huawei

VOYAH and Dongfeng M-Hero have each established strategic collaborations with Huawei, integrating Huawei's advanced intelligent driving solutions and HarmonyOS cockpit systems into their respective vehicle models to deliver exceptional smart mobility experiences. Joint project teams have been formed to outline vehicle integration plans and project milestones. The first collaborative MPV model, the VOYAH Dreamer, launched in September 2024, has garnered significant market attention and consistently ranked as the top-selling new energy MPV for multiple consecutive months.



VOYAH and Dongfeng M-Hero Sign Strategic Agreements with Huawei

Additionally, during the reporting period, the Group formed an advanced non-ferrous metals innovation consortium with Aluminum Corporation of China; established a solid-state battery innovation alliance with FAW Group and Changan Automobile; partnered with Hubei Traffic Investment Group to develop China's first large-scale hydrogen energy ecosystem demonstration line; collaborated with China Mobile to build a 5G innovation consortium; conducted unmanned container truck pilot operations with COSCO SHIPPING; and joined forces with 11 organizations to create a vehicle-road-cloud innovation alliance, supporting smart transportation infrastructure in pilot cities like Wuhan and Shivan to drive high-quality industrial development.

Leveraging R&D and Production Synergies

By deeply integrating resources with upstream and downstream partners, we maximize industrial chain synergies. In R&D, we share technological achievements and jointly invest in cutting-edge innovation to enhance product competitiveness. In production, we optimize resource allocation to improve efficiency while ensuring quality.



Dongfeng Electronic Technology Collaborates with Xiongan National Innovation Center to Establish Smart Manufacturing Research Institute

Dongfeng Electronic Technology partnered with Xiongan National Innovation Center Technology Co., Ltd. to establish the Xiongan National Innovation Center Smart Manufacturing Research Institute (Shiyan). The institute focuses on intelligent manufacturing technologies across the entire value chain of automotive body-in-white molds, welding, and assembly, including virtual simulation design, production techniques, and production line maintenance. It provides flexible, automated, digital, and intelligent manufacturing system solutions.



Dongfeng Honda Collaborates with Upstream and Downstream Partners for **Cost Innovation**

In the DE5/DB2 electric compressor cost-reduction initiative, Dongfeng Honda implemented innovative strategies with its supply chain partners. By upgrading controller chip solutions to high-performance automotive-grade chips and enhancing system redundancy, the project improved product competitiveness. Concurrently, optimization of tier-2 component suppliers and the introduction of domestic alternatives effectively controlled costs. These measures collectively achieved a 17% cost reduction.

Leveraging Industry Expertise to Advance Economic and Low-**Carbon Policies**

Donafena Motor Group utilizes the automotive expertise to collaborate with governments, enterprises, and industry partners in core technology R&D, accelerating the development of the new energy vehicle sector. By focusing on key components for NEVs, intelligent connectivity, material innovations, high-efficiency electronic control systems, and autonomous driving technologies, we drive the industry's transformation toward green and low-carbon development.



Dongfeng Liuzhou Collaborates with Suppliers to Build a Stable and Innovative **Industrial Chain Ecosystem**

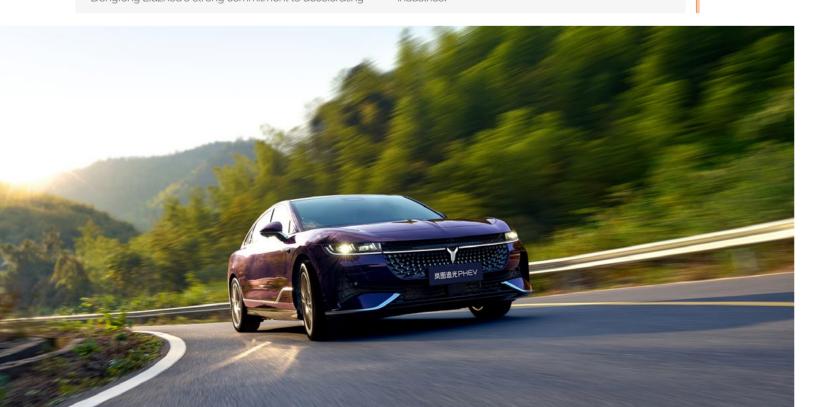
Dongfeng Liuzhou has established in-depth strategic partnerships with 72 supplier partners. In the field of new energy core components, the Company places particular emphasis on collaborating with industry leaders, such as top-tier motor and electronic control system suppliers, to jointly develop efficient and reliable electronic control systems. In the realm of intelligent connectivity, Dongfeng Liuzhou engages in deep

cooperation with high-tech enterprises and internet giants, leveraging their respective strengths to tackle cutting-edge challenges in autonomous driving and telematics services. For material innovation, Dongfeng Liuzhou works closely with suppliers to validate new materials, including lightweight aluminum alloys, which have been applied to automotive structural components to effectively reduce vehicle energy consumption.



Dongfeng Liuzhou Partners with Multiple Stakeholders to Advance Core Technology R&D and Promote New Energy Industry Development

In June 2024, Dongfeng Liuzhou signed the "Dragon Initiative" cooperation framework agreement with the regional government, Liuzhou municipal government, and Dongfeng Motor Corporation. This agreement aims to unite upstream and downstream partners in the industrial chain to jointly develop nearly 300 core technologies and drive the growth of the new energy vehicle industry. The signing underscores the regional government's and Dongfeng Liuzhou's strong commitment to accelerating Liuzhou's new industrialization and establishing a modem manufacturing hub. It will further deepen industrial chain collaboration, particularly in building Dongfeng Liuzhou's innovation chain, creating a comprehensive new energy product portfolio covering pure electric, hybrid, and hydrogen fuel vehicles, linking domestic and ASEAN automotive trade networks, enhancing synergy with Guangxi's leading enterprises, and upgrading supporting industries.



Deepening Industry-Academia-Research Integration to Cultivate a High-End Technical Talent Pipeline

As an industry leader, Dongfeng Motor Group actively partners with universities through strategic collaborations to pool high-quality R&D resources and leverage our expertise to foster talent development for the sector.



Dongfeng Electronic Technology Collaborates with Universities on R&D Projects

Led by Peking University Wuhan Institute for Artificial Intelligence, Dongfeng Electronic Technology Co., Ltd. partnered with China Unicom's Smart Footprint Data Technology, Beijing Foreign Studies University, and Beijing Lingban Instant Intelligence Technology to apply for the Ministry of Industry and Information Technology's "Unveiling and Commanding" project titled Research and Application of Multilingual General Speech Models for Intelligent Cockpits.



Dongfeng Liuzhou Establishes Strategic Partnerships with Universities and **Vocational Colleges**

In 2024, Dongfeng Liuzhou formed collaborations with 11 universities for doctoral exchanges, project partnerships, and internship programs, while also forging strategic alliances with 11 vocational colleges. These initiatives include faculty exchanges, joint curriculum development, and high-skilled talent cultivation, covering the Company's full business chain. Notably, order-oriented training programs with Guangxi University of Science and Technology, Liuzhou Vocational College, and Guangzhou Public Technician Institute cultivated over 40 reserve talents in marketing, R&D, and prototyping, while recruiting

308 interns for modeling, testing, and translation tasks, meeting flexible staffing and cost-efficiency needs. Through deepening university-enterprise cooperation, Dongfeng Liuzhou achieves shared advantages and resource synergy, elevating collaboration in depth, breadth, and impact to empower talent development for both industry and academia.

recruiting interns for modeling





Dongfeng Special Commercial Vehicles Advances Core Technology R&D with Multi-Party Collaborations

Dongfeng Special Commercial Vehicles continues partnering with universities nationwide to optimize resource allocation and enhance Huashen technicians' theoretical expertise. In 2023, its R&D center collaborated with Hubei Automotive Industries Institute on three key projects: "EMT Function Development", "Simulation Research on Braking Deviation Control", and "Exhaust System Performance Testing and Simulation", totaling RMB

425,000 in contracts. These projects delivered comprehensive research on intelligent control, safety assurance, and environmental protection, all successfully concluded by 2024.

RMB **425,000**

totaling in contracts



04 Towards Green: Harmonizing with Nature

Advancing Shared Prosperity

Dongfeng Motor Group actively implement China's "Carbon Peaking and Carbon Neutrality" strategy, continuously strengthening our environmental management system to proactively address climate change challenges. Embracing green development principles, we deeply integrate environmental protection into all aspects of daily operations, taking concrete actions to promote low-carbon business practices and contribute to sustainable development goals.



Towards Stability: Consolidating oundations, Building Lasting Resilience

Towards Innovation:
Elevating Excellence,
Co-Crafting the Future

Towards Progress: Uniting Forces, Expanding Horizons

Towards Green:

Harmonizing with Nature,
Advancing Shared
Prosperity

Appendix

Environmental Protection

We uphold green development concepts by establishing a robust environmental management system, enhancing environmental risk control, optimizing energy management, and standardizing the treatment of exhaust gases, wastewater, and waste. Through these comprehensive efforts, we fully commit to green development and environmental conservation.

Environmental Management System

Dongfeng Motor Group strictly comply with national regulations including the *Environmental Protection Law of the People's Republic of China*, the *Environmental Impact Assessment Law of the People's Republic of China*, and the *Cleaner Production Promotion Law of the People's Republic of China*, while implementing internal policies such as the *Dongfeng Motor Group Environmental Monitoring Regulations, Energy Conservation and Environmental Protection Evaluation Standards*, and *Energy Conservation Supervision Measures* to guide our environmental management practices.

Dongfeng Motor Group maintains an unwavering dedication to environmental protection and sustainable development, striving to build an eco-friendly enterprise with a well-established environmental management framework. To ensure effective implementation, we have developed a three-tier energy conservation responsibility system that clearly defines the duties of group headquarters, subsidiaries, and production units, enabling thorough execution of all energy-saving and environmental protection measures.



Our Three-Tier Energy Conservation and Environmental Responsibility System

During the reporting period, the Group invested RMB 386.2997 million in environmental protection, with 98% of production sites achieving ISO 14001 Environmental Management System certification. Notably, we maintained a record of zero environmental pollution incidents or major compliance violations.

During the reporting period



We invested

RMB 386.2997 million

in environmental protection

with

98%

of production sites achieving ISO 14001 Environmental Management System certification







ISO 14001 Environment Management System Certificate

Environmental Risk Management

Dongfeng Motor Group prioritizes environmental risk management by actively identifying potential risks. In 2024, guided by the *Dongfeng Motor Group Safety and Environmental Risk Prevention and Control Manual*, we comprehensively assessed environmental risks across all production processes and developed a detailed risk distribution map to visualize the locations and severity of each risk point. Based on this analysis, we formulated targeted prevention measures for different risk categories to ensure effective control. During the reporting period, we identified 179 major environmental risk points.



Heavy Pollution Weather Emergency Emission Reduction Performance Improvement Initiative

To mitigate the operational impact of emergency emission reductions during heavy pollution episodes and support our green transformation, Dongfeng Motor Group launched an environmental performance rating improvement campaign for vehicle and component manufacturing units. Through process optimization and enhanced environmental management, we significantly improved our environmental performance, contributing to sustainable development. By the end of the reporting period, 2 enterprises achieved Grade A and 2 achieved Grade B in environmental performance ratings.



Key Enterprises Improvement Workshop

In alignment with national ecological civilization principles, Dongfeng Motor Group conducted one-on-one workshops with three underperforming subsidiaries to address environmental shortcomings, communicate identified issues, and outline improvement strategies, thereby elevating overall environmental management standards across the Group.

Towards Stability: Lasting Resilience

Towards Innovation: Elevating Excellence, Towards Progress:

Towards Green: Uniting Forces,

Uniting Forces,

Appendix Advancing Shared Prosperity



Dongfeng Honda Parts: External Observers Participate in Ammonia Leak **Emergency Drill**

On November 25, 2024, Dongfeng Honda Parts hosted its first ammonia leak emergency drill with external observers, attended by officials from Huizhou Emergency Management Bureau, Daya Bay Emergency Management Bureau, and 30 representatives from local ammonia-related enterprises. The exercise received unanimous praise for its effectiveness. Prior to the drill, we enhanced employees' emergency response capabilities through meticulous planning, tabletop simulations, and specialized training. During the drill, staff demonstrated swift reactions, efficiently administering first aid to affected personnel and promptly containing the simulated leak.

This successful exercise not only validated the robustness of our emergency management system but also provided invaluable experience for handling future environmental incidents, strengthening our preparedness and confidence in crisis response.



Emergency Drill for Sudden Environmental Incidents

In 2024, Dongfeng Motor Group organized an emergency drill at hazardous waste collection points, simulating two scenarios: leakage from broken waste containers and fire outbreaks. The drill practically tested the effectiveness of our emergency response plan. During the exercise, our staff responded swiftly, successfully containing the leakage and extinguishing the fire, ensuring personnel safety and preventing environmental contamination. This drill not only validated the practicality of our emergency plan but also enhanced employees' crisis response capabilities.



Emergency Drill at Hazardous Waste Collection Points



Environmental Technical Training Program

To address frequent personnel changes and the need for improved expertise among environmental management technicians, Dongfeng Motor Group conducted two training sessions in 2024, training a total of 285 participants. The curriculum covered the latest environmental regulations, relevant standards, and pollution control technologies specific to the automotive industry, significantly boosting the professional competence of attendees.

Exhaust Gas Management

Dongfeng Motor Group strictly comply with laws such as the Air Pollution Prevention and Control Law of the People's Republic of China and regulatory requirements including the Guidelines on Deepening the Fight Against Pollution from Central Committee of the Communist Party and the State Council. We fully implement emission standards like the Integrated Emission Standard of Air Pollutants and the Volatile Organic Compounds Unorganized Emission Control Standard, actively advancing exhaust gas treatment initiatives. Additionally, we have established internal management systems such as the Energy Conservation and Environmental Protection Evaluation Standards and the Energy Conservation and Environmental Protection Supervision Measures to ensure effective implementation of our environmental protection efforts.



Promote the trial operation of the second batch of functions of the monitoring center for key pollution sources of waste gas



Hire a third-party testing agency to test the exhaust gas emissions within the

Dongfeng Motor Group Exhaust Gas Management Initiatives



VOYAH: Electrophoretic Oven Burner System Upgrade

Over prolonged operation, the air-to-gas ratio tended to fluctuate, leading to incomplete natural gas combustion. This not only resulted in noncompliant emissions but also posed safety hazards and environmental risks, with maintenance proving insufficient for sustained compliance. To resolve this, VOYAH upgraded the burner system, enhancing reliability and reducing flameout incidents. By improving the proportional valve's precision, we stabilized the air-to-gas ratio, achieving 30% gas savings. This modification reduces annual gas consumption by 111,600 cubic meters, yielding energy cost savings of RMB 380,100.

During the reporting period



This modification reduces annual gas consumption by

111,600 cubic meters

yielding energy cost savings of

RMB 380,100



Dongfeng Honda Parts: Dust Recycling for Brick Production

Dongfeng Honda Parts discovered an innovative reuse solution for industrial dust during waste disposal assessments in 2024. Recognizing its potential for brick production, we partnered with large-scale brick manufacturers in Huizhou. This collaboration enables the annual free disposal of 5,100 tons of dust, saving RMB 194,000 in waste treatment costs while significantly boosting solid waste recycling rates.

During the reporting period, Dongfeng Motor Group achieved significant results in exhaust gas treatment. Below are our detailed emissions data:

Indicator	Unit	2024 Actual	2023 Actual	YoY Change
NO _x Emissions	ton	178.76	206.10	↓ 13%
SO₂ Emissions	ton	48.82	42.12	↑ 16%
Total VOCs Emissions	ton	2,047.18	2,593.25	↓ 21%

Waste Management

Dongfeng Motor Group strictly comply with legal requirements including the Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste, the Standard for Pollution Control on the Storage and Landfill of General Industrial Solid Waste, and the Standard for Pollution Control on Hazardous Waste Storage, To quide our waste management practices, we have established internal regulations such as the 2024 Hazardous Waste Special Rectification Plan, General Industrial Solid Waste Management Procedures, and Domestic Waste Classification Management Procedures.

General Waste Recycling

Dongfeng Motor Group actively promote the recycling of recoverable waste through professional treatment partners. Adhering to the principles of material circularity and waste reduction, we have increased procurement of recyclable packaging materials and implemented green packaging solutions to minimize environmental impact. During the reporting period, our total packaging material consumption for finished products reached 1,314.85 tons, of which 1,305.75 tons (99.3%) were recyclable materials.

During the reporting period



Our total packaging material consumption for finished products reached

recyclable materials of packaging material reached

which occupies

1,314.85 tons

1,305.75 tons 99.3%

Towards Stability: Lasting Resilience

Elevating Excellence,

Towards Progress:

Towards Green: Uniting Forces,

Uniting Forces,

Appendix Advancing Shared Prosperity



VOYAH's Waste Recycling Initiatives

VOYAH actively implements the Group's sustainable development philosophy. In 2024, VOYAH advanced a series of innovative and exemplary waste recycling projects:

Circular Packaging Optimization

VOYAH stays abreast of industry standards and cutting-edge technologies to explore new circular packaging models. By implementing the European Standard strategy for plastic containers, VOYAH conducted packaging optimization activities that reduced packaging volume through minimizing auxiliary materials, improving liners, and optimizing spatial layouts. VOYAH also pioneered foldable racks and dynamic leasing models to decrease empty return shipment volume. Additionally, VOYAH refined packaging supply modes to enable direct line-side delivery of transport packaging, eliminating repackaging steps and reducing overall logistics packaging input.

Reusable Packaging Materials Application

Focusing on emerging industry standards and advanced technologies, VOYAH developed new circular packaging strategies. VOYAH categorized mainstream reusable packaging types, including plastic containers, foldable containers, pallet boxes, and universal metal containers, to meet diverse automotive component packaging, storage, and transportation needs. Building on this, VOYAH established standardized component packaging design quidelines and fully implemented reusable packaging, effectively eliminating disposable packaging waste. Currently, 99.65% of VOYAH's vehicle models utilize circular packaging, setting an industry benchmark.

• Continuous Packaging Improvement Activities

VOYAH persistently conducts circular packaging enhancement initiatives, reducing packaging volume through auxiliary material reduction, liner improvements, and layout optimization. The adoption of foldable racks and dynamic leasing models has further minimized empty return shipments. VOYAH's optimized packaging supply chain model enables direct line-side delivery, cutting repackaging processes and total packaging consumption in logistics. These measures not only achieve energy conservation and emission reduction but also deliver significant cost savings.

Special Rectification for Hazardous Waste Management

Dongfeng Motor Group strictly comply with the Standard for Pollution Control on Hazardous Waste Storage (GB 18597-2023) and other regulatory requirements, implementing the Dongfeng Motor 2024 Hazardous Waste Special Rectification Plan.



- We actively fulfill our environmental protection responsibilities by executing tasks with high standards and strict requirements.
- Through innovative organizational approaches, we arrange internal experts for self-inspections and corrections while inviting peer units to conduct mutual inspections and improvements.
- The problem detection covers the entire hazardous waste lifecycle generation, collection, storage, transportation,



- We develop rectification plans according to new regulatory requirements to ensure practical implementation and avoid paper-based formalism.
- The rectification plans and progress undergo rigorous supervision.
- All corrective actions strictly follow the planned schedule with solid implementation.



- All business units conduct verification according to established standards.
- The Company organizes supervisory inspections on relevant issues.

Dongfeng Motor Group 2024 Hazardous Waste Compliance Management Process

During the reporting period, all our secondary units strictly implemented the 2024 Hazardous Waste Compliance Management Special Campaign, significantly improving the standardization and professionalism of hazardous waste management.



Dongfeng Special Commercial Vehicles' 5-Category 41-Item Special Campaign

In 2024, Dongfeng Special Commercial Vehicles actively carried out hazardous waste rectification to achieve fullprocess compliance. The Company has basically met the acceptance requirements in five key areas (41 specific items) including basic management, process substitution for source reduction, process control, and recordkeeping management. Since March 2024, the Company has fully implemented electronic records and e-label management in accordance with updated hazardous waste regulations, further enhancing management efficiency and standardization.



VOYAH's Refined Hazardous Waste Management and Waste Reduction Initiatives

To elevate hazardous waste management standards, VOYAH invested RMB 4.5 million to construct a 1.732 m² solid waste storage facility, including a 576 m² hazardous waste warehouse with complete hardware infrastructure. Currently, VOYAH categorizes hazardous waste into 12 types, processed in collaboration with 5 licensed vendors.

In 2024, VOYAH established workshop-level KPIs for hazardous waste disposal quantities. These measurable targets enable refined solid waste management, improving disposal revenue while controlling costs.



Towards Stability:

Towards Innovation: Elevating Excellence, Towards Progress:

Towards Green: Uniting Forces,

Uniting Forces,

Appendix Advancing Shared Prosperity

During the reporting period, Dongfeng Motor Group's management initiatives achieved remarkable results. Below are our detailed waste management performance metrics:

Indicator	Unit	2024 Actual	2023 Actual	YoY Change
Hazardous Waste Disposal Volume	ton	26,267.045	28,606.470	↓ 8%
Hazardous Waste Utilization Volume	ton	18,825.39	14,691.83	↑ 28%
Hazardous Waste Disposal per RMB 10,000 Output	kg/RMB 10,000	0.88	0.81	↑8%
General Solid Waste Disposal Volume	ton	16,908.65	26,312.25	↓ 36%
General Solid Waste Utilization Volume	ton	406,016.58	434,330.55	↓ 7%
General Solid Waste Disposal per RMB 10,000 Output	kg/RMB 10,000	0.56	0.59	↓ 5%

Water Resource Management

Against the backdrop of increasing global water scarcity, the rational management and sustainable utilization of water resources have become critical challenges for enterprises. Dongfeng Motor Group consistently prioritize water resource management as a core element of our sustainable development strategy, implementing multiple initiatives to achieve efficient utilization and long-term stable water supply.

Donafeng Motor Group strictly comply with relevant laws and regulations, including the Water Law of the People's Republic of China and the Environmental Quality Standards for Surface Water, regularly identifying water resource risks and implementing timely control measures to ensure rational water usage.

Water Conservation

We have established the Water Conservation Management Regulations as an internal guideline to direct water-saving efforts, regularly collecting water usage data to monitor conservation effectiveness. Our operational water supply is entirely sourced from municipal systems, ensuring stable and reliable water sources. During the reporting period, we and our subsidiaries actively utilized municipal recycled water, with some units achieving 100% use of recycled water for landscape irrigation and toilet flushing.

During the reporting period



We and our subsidiaries actively utilized municipal recycled water, with some units achieving

use of recycled water for landscape irrigation and toilet flushing

Furthermore, we promote the "Sponge City" design concept, equipping our facilities with rainwater harvesting and purification systems to repurpose collected rainwater for irrigation and other uses. We have also installed water-saving devices and direct drinking water systems to further advance water conservation goals.

Dongfeng Peugeot Citroën Resolves Cylinder Block Cutting Fluid Overheating Issue

At the Xiangyang factory's engine workshop, Donafena Peugeot Citroën addressed excessive cutting fluid temperatures during summer operations on the Ideal Cylinder Block production line, which previously compromised machining quality and incurred high energy/water consumption through conventional cooling methods. The team set an ambitious target: reducing circulating water temperature from above 33 ℃ to below 30 ℃ without increasing resource usage. By repurposing four decommissioned chillers connected to plate heat

exchangers, they achieved closed-loop water

Post-improvement, circulating water temperature dropped from 34°C to 26°C, meeting cutting fluid requirements. Over 40 summer days, daily cooling time reduced by 2 hours, saving 6,400 tons of water, 28,304 kWh electricity, 3.48 tons of standard coal, and cutting 1.49 tons of CO₂ emissions, significantly boosting both productivity and environmental benefits.



VOYAH's Wastewater Reduction: Rainwater Reuse Project

In compliance with the 14th Five-Year Plan for Water-Saving Society Construction issued by the National Development and Reform Commission, VOYAH implemented proactive water conservation measures. The Company repurposed existing dormant stormwater culverts for rainwater harvesting and optimized valve operations. Technological upgrades included: installation of precision filters and UV sterilization equipment, custom-built automated dosing systems, PLC automatic control systems and 5G-enabled remote valve control. These enhancements significantly improved the activated carbon/quartz sand filtration system's efficiency.

The project delivers daily savings of 320 m³ tap water (costing RMB 1,098), generating annual benefits of RMB 217,400. Recognized as a Dongfeng Manufacturing Best Practice, the initiative received the Group's Top Improvement Award, establishing VOYAH as the benchmark for water efficiency with industry-leading per-unit water consumption.

During the reporting period, Dongfeng Motor Group's total production water consumption reached 1.078 million tons, representing an 8% reduction from 2023. Water intensity improved to 0.290 tons per RMB 10,000 output value.

Indicator	Unit	2024 Actual	2023 Actual	YoY Change
Production Water Consumption (Freshwater)	ton	10,780,279	11,720,464	↓8%
Water Reuse Volume	ton	278,644,736	317,801,438	↓ 12%
Industrial Water Reuse Rate	%	96.3	96.4	↓ 0%
Water Intensity per RMB 10,000 Output	ton/RMB 10,000	0.290	0.332	↓ 12%

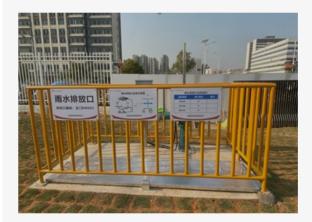
Wastewater Management

We strictly comply with regulations including the Electroplating Water Pollutant Discharge Standards and the Management Measures for Permits of Discharging Urban Sewage into Drainage Networks, continuously strengthening domestic sewage and industrial wastewater treatment in accordance with local requirements. Through regular discharge monitoring. upgraded treatment facilities, and advanced technologies, we ensure compliant wastewater discharge. During the reporting period, we recorded zero water pollution incidents or related penalties.



Dongfeng Honda Parts: Installation of Rainwater Outlet Control Valves

Following the Guidelines for Environmental Risk Identification and Control (Trial), Dongfeng Honda Parts implemented preventive measures against accidental sewage mixing into stormwater systems. The Company installed emergency collection tanks and electric gate valves at all three rainwater outlets, enabling immediate closure during emergencies to prevent contaminated discharges. This improvement earned recognition from the Daya Bay Ecological Environment Department as a model project for industry peers.





Dongfeng Honda Parts: Rainwater Outlet Control Valve Installation

During the reporting period, our management initiatives achieved significant results in wastewater control. Below are our detailed performance metrics:

Indicator	Unit	2024 Actual	2023 Actual	YoY Change
Industrial Wastewater Discharge Volume	10,000 tons	612.35	640.61	↓ 4%
Industrial Wastewater Treatment Reuse Volume	10,000 tons	219.01	255.37	↓ 14%
Chemical Oxygen Demand Emission Volume	ton	319.57	363.40	↓ 12%
Ammonia Nitrogen Emissions Volume	ton	28.86	32.68	↓ 12%

Towards Stability: Consolidating Foundations, Building Lasting Resilience

Towards Innovation: Elevating Excellence, Co-Crafting the Future Towards Progress:
Uniting Forces,
Expanding Horizons

Towards Green:

Harmonizing with Nature,
Advancing Shared
Prosperity

Appendix

Biodiversity

Dongfeng Motor Group embraces the mission of advancing biodiversity conservation and ecological civilization, fully implementing the guiding principles of "building a modernized society in harmony with nature" and "developing a Beautiful China". We actively fulfill our social responsibilities to contribute to biodiversity protection while responding to the UN Convention on Biological Diversity, encouraging stakeholders to jointly participate in conservation initiatives.

Protecting Industrial Park Biodiversity

Dongfeng Motor Group prioritizes minimizing the ecological impact of our facilities' construction and operations. Based on comprehensive environmental assessments, we integrate ecological compatibility into park planning.

Located in Wuhan Economic Development Zone adjacent to Sanjiao Lake, the Group's headquarters park preserves natural waterways that flow through the property, creating harmonious coexistence between office architecture and native ecosystems. The design incorporates multiple "Sponge City" features including bioswales and rain gardens. These facilities not only collect and purify stormwater but also provide food sources and habitats for insects and birds, effectively protecting biodiversity, preventing land degradation, and enhancing the surrounding ecological environment.



Dongfeng Liuzhou's "Green China Tour" Initiative

On November 8, 2024, Dongfeng Liuzhou launched the "Photosynthetic Future, Green Journey" campaign. To advance biodiversity conservation and green development, the Company initiated a "Dark Sky Protection Plan" in partnership with the China Biodiversity Conservation and Green Development Foundation (CBCGDF). The joint "Starry Sky Conservation Action" was implemented at Changhong Township, Kaihua County, a designated "International Dark Sky Sanctuary" in Zhejiang Province.

Guided by the Deputy Secretary–General of CBCGDF and the Zhenzikang village Party secretary, the team visited conservation sites, toured the Kaihua Dark Sky Park Observatory, and hosted environmental awareness seminars. Participants including guests, villagers, and tourists conducted wilderness clean–up activities.



Dongfeng Liuzhou's "Green China Tour" Initiative



Dongfeng Honda's Inner Mongolia Afforestation Project

Since 2008, Dongfeng Honda has collaborated with Chahar Right Front Banner on a multi-phase afforestation initiative. By 2022, the first three phases completed 21,500 mu (≈1,433 hectares) of greening. For the fourth phase (2023-2027), Dongfeng Honda has committed RMB 1.89 million to combat desertification through tree planting, continuing its contributions to ecological improvement and sustainable green futures.



Dongfeng Honda Inner Mongolia Afforestation Project

Climate Action

Dongfeng Motor Group steadfastly implement sustainable development strategies, deeply integrating environmental protection and green operation concepts across all business models and scenarios. Aligned with the *Task Force on Climate-related Financial Disclosures* (TCFD) framework, we comprehensively address climate governance, strategic planning, risk management, and target setting.

Governance

Dongfeng Motor Group has established a comprehensive climate change governance framework with clearly defined responsibilities. The Board of Directors serves as the highest decision-making body for climate-related matters, overseeing climate risk management and transition initiatives. The ESG Committee manages the implementation of climate response measures, regularly reviews progress, and reports to the Board. Additionally, we have formed an ESG Working Group responsible for coordinating day-to-day execution of climate-related activities, identifying risks and opportunities, and collaborating with subsidiaries and business unit leaders to advance climate response and transition efforts. The Working Group also monitors the progress and outcomes of relevant measures and reports on their implementation status.



Our Climate Change Governance Structure

Towards Stability:

Elevating Excellence,

Towards Progress:

Towards Green: Uniting Forces,

Uniting Forces,

Advancing Change Advancing Shared Prosperity

Strategy

Dongfeng Motor Group actively address climate change by fully implementing the ecological civilization principles of the new era. We have developed a distinctive carbon peak and neutrality roadmap with corresponding strategies to contribute our solutions to climate mitigation. Through digital technologies optimizing energy management, improving energy efficiency, and adopting energy-saving technologies and clean low-carbon processes, we reduce carbon emissions at the source. While maintaining cost-effectiveness, we actively utilize carbon offsets and other measures to compensate for greenhouse gas emissions. By procuring green electricity and clean energy while optimizing our energy mix, we persistently advance toward carbon neutrality goals.

Carbon Reduction in **Product Design**

- Strengthen the development and supply of green, lowcarbon vehicle products.
- Fully implement three technological pathways: BEV, PHREV, and hydrogen power.
- Promote the development and application of industryleading lightweight materials and processes.
- Prioritize the selection of low-carbon materials.

Carbon Reduction in Supply Chain

- Enforce strict carbon emission management in the supply chain and enhance supplier evaluation, giving preference to suppliers with carbon management systems and low-carbon competitive advantages.
- Establish strategic partnerships with key automotive component suppliers to reduce carbon emissions of parts.

Carbon Reduction in Logistics and Transportation

- Continuously upgrade vehicle logistics to meet China VI emission standards.
- Increase the proportion of rail and waterway freight transport.
- Promote the use of Electronic Toll Collection (ETC) to improve toll station efficiency, reduce vehicle queuing time, and lower fuel consumption.
- Conduct "Green Driving" training to correct poor driving habits and cultivate fuel-saving awareness and skills.

Carbon Reduction in Manufacturing

- Utilize smart transformation to enable dynamic energy consumption analysis and control, optimizing equipment and processes.
- Adopt low-carbon production techniques to improve energy efficiency, and leverage advanced technologies to enhance automation and productivity in vehicle production lines
- Actively promote green energy by constructing photovoltaic power generation projects on factory rooftops and other suitable locations.

Carbon Reduction at End-of-Life Cycle

- Recycle end-of-life passenger vehicles, establish production lines for retired battery cascade utilization, and pilot extended producer responsibility programs for automotive products.
- Recycle metal scraps, packaging materials, and waste limestone powder within industrial parks as reusable resources.
- Directly process waste plastics from end-of-life vehicles and packaging plastics into pellets at terminal recycling plants for reuse in automotive products.

Dongfeng Passenger Vehicle's Full Value-Chain Decarbonization Roadmap

We actively identified climate-related risks, conducting in-depth analysis of physical and transition risks arising from climate change in production and operations, and implemented measures to mitigate their impacts.

Risk Type		Risk Parameters	Risk response
Physical Risks	Acute	 Extreme weather events such as typhoons, floods, droughts, extreme high temperatures and cold climates. 	 Monitor weather forecasts and prepare contingency plans to ensure employee safety. Develop emergency protocols for production disruptions.
	Chronic	Temperature and precipitation pattern changes.	Proactively identify and assess chronic climate risks in production planning.
Transition Risks	Policy & Legal	Energy-saving regulationsStricter carbon emission policiesEvolving automotive industry standards	 Maintain regulatory compliance. Integrate environmental factors throughout product lifecycle. Optimize product and material standards. Explore carbon offset/removal opportunities.
	Technological	 Low-carbon transition risks New technology investment risks Asset devaluation 	 Keep abreast of the government's incentive policies for low-carbon technologies in a timely manner. Continuously integrate the concepts of energy conservation and emission reduction into product design and R&D processes. Strengthen the feasibility analysis of projects to reduce the risks of investment failure and unstable effects. Enhance cooperation along the upstream/downstream industrial chains and gradually promote low-carbon transformation from the perspective of the entire life cycle of automotive products.
	Market	Growing demand for low-carbon products Rising material costs	 Establish efficient and diversified customer communication channels to enhance insights into consumer preferences and demands, monitor market trends, and progressively increase R&D investment and production of NEVs and other low-carbon products. Proactively identify raw material market trends, develop supplier collaboration mechanisms to mitigate supply chain risks and enhance resilience. Incorporate energy-saving performance metrics into production standards and continuously increase the proportion of renewable energy usage at manufacturing bases to meet long-term market demands for green and low-carbon solutions.
	Reputational	Customers' concern for the sustainable development image The interest holder's concern about negative news	 Gradually advance product decarbonization to align with customer expectations. Standardize disclosure of carbon emissions and climate-related information in compliance with the latest international and domestic reporting frameworks to effectively address stakeholder concerns. Maintain active participation in high-recognition and applicable international and domestic green initiatives to strengthen industry competitiveness.

Dongfeng Motor Group firmly believe that reducing greenhouse gas emissions has become a shared responsibility for all humanity in the face of severe global warming. The Group thoroughly implement national environmental protection and low-carbon strategies to enhance our green development capabilities. We are steadily advancing our carbon peak action plan through five technological pathways, NEV product development, green supply chain transformation, lowcarbon manufacturing, clean energy structure optimization, and circular resource utilization, complemented by building an environmental information system platform. We have identified seven key tasks including expanding distributed photovoltaic power generation and are actively investing in 51 projects to promote energy conservation and carbon reduction across the entire automotive lifecycle and industrial chain.

Building a Comprehensive Green Manufacturing System

Dongfeng Motor Group continues to implement the "Green Dongfeng 2025" initiative by deepening the development of green factories, green products. and green supply chains. Simultaneously, we are establishing a full lifecycle carbon emission management platform to strengthen carbon management throughout the value chain while continuously exploring carbon sink enhancement approaches.

In 2024, Dongfeng Motor Group added 3 new national level "Green Factories" bringing our total to 15, with 3 subsidiaries recognized as national "Green Supply Chain Management Enterprises". Six products from 4 subsidiaries were included in the national "Green Design Products" list, while 3 subsidiaries were designated as Hubei Provincial "Green Factories".



subsidiaries were designated as Hubei Provincial "Green Factories"

Dongfeng Off-Road Vehicle Establishes Green Factory

By improving environmental and low-carbon management systems and standards, Dongfeng Off-Road Vehicle has synchronized its energy and environmental management systems with the Group's evaluation criteria. Through comprehensive assessments, the Company established 13 types of records based on the Group's environmental standards, continued photovoltaic construction to increase green electricity usage, and successfully earned the titles of "Hubei Provincial Green Factory" and "National-Level Green Factory"

Dongfeng Peugeot Citroën Establishes Green Factory

Dongfeng Peugeot Citroën promoted clean energy adoption, actively participated in direct power supply initiatives, and implemented 60 energy-saving management improvements, ultimately achieving recognition as both a "Hubei Provincial Green Factory" and "National-Level Green Factory"

Zhengzhou Nissan Establishes Green Factory

Zhengzhou Nissan incorporated green factory development into its annual key initiatives, forming dedicated teams to fully align with the General Principles for Green Factory Evaluation (GB/T 36132-2018) and Guidelines for Green Factory Evaluation in Automotive Manufacturing (QC/T 1160-2022). By focusing on green product design and establishing a digital energy-carbon management center, the Company earned honors including "Henan Provincial Green Factory", "Henan Provincial Green Design Product", "Henan Provincial Digital Energy-Carbon Management Center", and "National-Level Green Factory"

Dongfeng Motor Group actively advance low-carbon product development by conducting carbon footprint assessments and enhancing supporting digital platforms. Integrating green principles throughout product design and manufacturing, we are dedicated to producing energy-efficient and environmentally friendly vehicles, fostering a harmonious development model between humans, automobiles, and nature.

Dongfeng Motor Group's Four Vehicle Series Achieve Tier-1 Low-Carbon Certification

In 2024, all 21 models across Dongfeng Motor Group's four vehicle series, $e\pi 007$, $e\pi 008$, Aeolus L7, and NAMMI 01, received Tier-1 Low-Carbon Certification from the automotive industry's first Industrial Energy Conservation and Green Development Evaluation Center. The eπ007 series (5 models) demonstrated an average carbon footprint of 185.82g CO₂e/km, 12.8% below industry average. The $e\pi 008$ pure

electric variant recorded 205.19g CO₂e/km, 25.0% lower than sector norms. All five Aeolus L7 plugin hybrid SUV models averaged 213.43g CO₂e/km, outperforming peers by 10.0%. The 2024 NAMMI 01 330 achieved 119.55g CO₂e/km (17.2% below segment average), earning the A0-segment Low-Carbon Leader title as the most environmentally efficient model in its class.













eπ007 Full Series Awarded Tier-1 Low-Carbon Certification

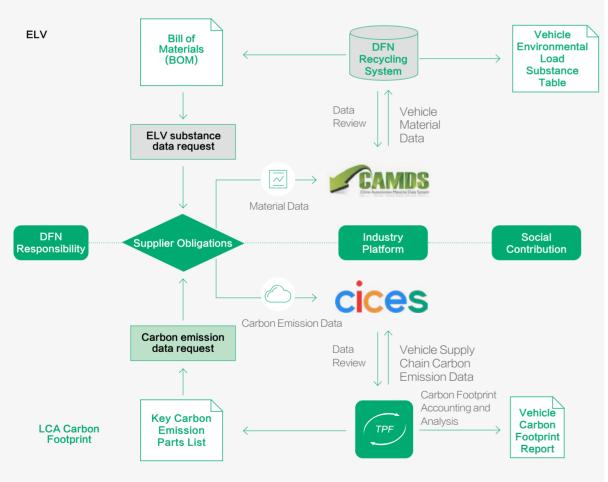
Dongfeng Nissan's Carbon Footprint Accounting

Dongfeng Nissan has actively established a carbon footprint management system across five dimensions: enhancing dualcarbon awareness, building accounting capabilities, formulating carbon strategies, implementing emission reduction measures, and disclosing results. In the 2024 inaugural automotive carbon management system evaluation, the Company earned the prestigious "Five-Star Enterprise" recognition.



Dongfeng Nissan's Carbon Management System Rated Five-Star

Dongfeng Nissan's Self-Developed Product Carbon Footprint Management System



VOYAH's Digital Platform and Recycled Materials Reduce Lifecycle Carbon Footprint

VOYAH employs digital systems like its energy management platform to track vehicles' full lifecycle carbon footprints, driving green transformation across supply and value chains. The Company's recycled microfiber material Dinamica® and recycled 6061 aluminum alloy products have both received Product Carbon Footprint "Green Leaf" certifications.

Dinamica® recycled microfiber, primarily made from recycled plastic bottles and textile waste, this material significantly reduces production energy consumption compared to conventional alternatives, decreasing reliance on virgin resources and effectively lowering carbon emissions.

Recycled 6061 aluminum alloy promotes circular use of aluminum resources, reducing demand for primary aluminum and consequently lowering energy use and greenhouse gas emissions.



Dinamica® and Recycled 6061 Aluminum Alloy Product Carbon Footprint Certificates



Dongfeng Travel Builds Green Mobility Services

Leveraging big data and AI technologies, Dongfeng Travel optimizes vehicle dispatch and route planning with precision, significantly improving transport efficiency while substantially reducing carbon emissions from empty runs and traffic congestion. The Company actively promotes shared mobility services, encouraging more people to adopt low-carbon transportation options and collectively advance sustainable development.

Beyond emission reduction measures, the Group actively explore carbon sink enhancement through forestry carbon credit purchases and afforestation initiatives to offset our operational greenhouse gas emissions.



Dongfeng Honda's Carbon Neutral Forest Project

Dongfeng Honda implements China's "Carbon Peaking and Carbon Neutrality" strategy by developing demonstration carbon neutral forests through multi-stakeholder participation (government, society, enterprises, and communities) that balance industrial development with ecological conservation. Since 2023, the "Blue Sky Initiative" has planted carbonsequestering species like camellia, sweetgum, and Chinese tallow across nearly 1,000 mu (67 hectares) in Wuhan's General Mountain area, with all forest benefits allocated to local villages.

By December 2024, the project achieved over 90% sapling survival rate. Recognized by Wuhan's Landscape and Forestry Bureau as a key measure for implementing "Carbon Peaking and Carbon Neutrality" strategies, the initiative simultaneously supports rural revitalization while enhancing carbon sequestration.



Dongfeng Honda Carbon Neutral Forest

Towards Stability: Lasting Resilience

Elevating Excellence,

Towards Progress:

Towards Green: Uniting Forces,

Uniting Forces,

Appendix Advancing Shared Prosperity

Strengthening the Energy Management System

Donafena Motor Group strictly comply with laws and regulations such as the Energy Law of the People's Republic of China and the Energy Conservation Law of the People's Republic of China, and has formulated the Energy Management Measures to guide energy management practices. During the reporting period, we continued to advance the development of our energy management system, achieving 100% coverage of ISO 50001 Energy Management System certification across all relevant operations.

Dongfeng Motor Group prioritizes energy efficiency improvement as a cornerstone of our sustainable development strategy. In 2024, through strengthened energy management and optimized production processes, we achieved significant energy consumption reduction. Key initiatives included upgrading energy-intensive equipment, implementing waste heat/pressure recovery projects, and enhancing energy monitoring systems, collectively elevating our operational energy efficiency.







ISO 50001 Energy Management System Certificate



Energy Management Highlights at Dongfeng R&D Institute

Dongfeng Motor Group continued to strengthen our energy management efforts this year, focusing on precision management and technological innovation to achieve efficient energy utilization and energy-saving emission reduction targets. Below are our specific measures in energy conservation management, electricity monitoring system development, and energy-consuming equipment upgrades:

Equipment Energy Management:

- Enhanced maintenance protocols for utility/power equipment to prevent energy waste.
- · Optimized central HVAC operation through temperature-adaptive scheduling, airflow adjustment, and regular heat exchanger cleaning.
- Synchronized operation of cooling pumps/compressors with testing demands to eliminate idle consumption.

Power Monitoring System Development:

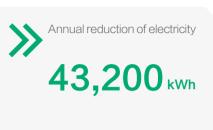
- A power monitoring system was developed to collect and record real-time electricity meter data from the Environmental Test Building, Product Design Building No. 2, New Energy Test Building, and Joint Test Building.
- The collected data undergoes daily, weekly, and monthly analysis in the backend, with the results aggregated and displayed in the BI system for better energy usage monitoring.

Energy-Intensive Equipment Upgrades:

- In response to high-energy-consumption motor issues identified during energy audits and internal inspections, a special energy-saving retrofit initiative was implemented in 2024.
- A total of 31 high-energy-consumption fans and 42 high-energy-consumption water pumps were replaced with motors meeting the Class II energy efficiency standards specified in GB 18613-2020 (Minimum Allowable Values of Energy Efficiency and Energy Efficiency Grades for Motors).

Peugeot Citroën Automobile Paint Shop K2 Environment Air Conditioning Frequency Reduction Energy Saving Improvement

Peugeot Citroën Automobile Wuhan plant paint shop has optimized and improved air conditioning energy consumption to address the issue of energy wastage. Previously, the air conditioning system operated at a fixed frequency regardless of whether painting was being carried out, resulting in unnecessary energy waste. To resolve this, we added a button on the spot-control panel and adjusted the related program. When no painting operation is underway, the air conditioning motor will reduce its frequency, effectively lowering energy consumption. According to calculations, this improvement can lead to significant energy savings; an annual reduction of 43,200 kWh of electricity, equivalent to 5,309 tons of standard coal, and a decrease in carbon dioxide emissions by 22.7 tons.



We are dedicated to promoting the green transformation of energy structure by actively increasing the procurement of green electricity and actively participating in the green certificate trading market, contributing to the sustainable development of the energy structure. During the reporting period, we purchased a total of 187,681,557.9 kWh of green electricity, with a green certificate trading volume of 7,255,440 kWh.

Dongfeng Motor Group Photovoltaic Projects



Dongfeng R&D Institute

• In 2024, the photovoltaic carport at Gate 2 V2G station generated 84,040.5 kWh of electricity.



VOYAH

• In 2024, VOYAH's photovoltaic project achieved a maximum installed capacity of 18.8 MW, generating 23 million kWh of electricity annually. This resulted in a reduction of 22,931 tons of CO₂ emissions per year and an annual energy cost savings of RMB 1.9668 million. The implementation of this photovoltaic project increased the proportion of non-petroleum energy consumption in the Company's manufacturing sector to approximately 20%.

Dongfeng Honda Parts

- Dongfeng Honda Parts' photovoltaic power station has an installed capacity of 13.7 MW. In 2024, the Company generated a total of 12.221 million kWh of electricity, with 8.968 million kWh consumed on-site, reducing CO₂ emissions by 4,727 tons.
- The Phase III photovoltaic project, with an installed capacity of 6.0 MW, is progressing smoothly and is scheduled to commence operation in January 2025.



Dongfeng Special Commercial Vehicles

• The Huashen divison and vehicle body division of Dongfeng Special Commercial Vehicles have a combined photovoltaic installed capacity of 6.2 MW, which has been stably connected to the grid. In 2024, the total electricity generation was 5.78 million kWh, with 3.6 million kWh used internally.



Dongfeng Honda

• Dongfeng Honda, as the first company in Central China to independently fund the establishment of a solar photovoltaic gridconnected power generation system, has completed a 700 kW photovoltaic power generation project and installed wind-solar hybrid streetlights and other new energy facilities within the plant area.

Dongfeng Motor Group Photovoltaic Project Example

Dongfeng Motor Group drives energy conservation and carbon reduction throughout the automotive lifecycle and industrial chain by implementing five integrated technological pathways: new energy vehicle development, green supply chain transformation, low-carbon manufacturing, clean energy adoption, and circular resource utilization. This strategic framework is supported by establishing an environmental information system platform and executing seven key initiatives including the expansion of distributed photovoltaic applications.

Towards Stability:

Towards Innovation: Elevating Excellence, Towards Progress:

Towards Green: Uniting Forces,

Uniting Forces,

Advancing Change Advancing Shared Prosperity



Dongfeng Honda Parts' Renewable Energy Progress

Our ongoing investments in renewable energy have resulted in photovoltaic stations with 13.7MW capacity. During 2024, these installations generated 12,221 million kWh of electricity, including 8,968 million kWh for internal consumption, effectively reducing 4,727 tons of CO₂ emissions. Through strategic procurement from Guangdong Power Exchange, we secured 6 million kWh of green electricity, equivalent to a 3,163-ton CO₂ reduction, achieving a 13.0% renewable energy penetration rate across operations.



VOYAH's Photovoltaic Initiative

In alignment with national carbon neutrality objectives, VOYAH is actively developing distributed photovoltaic systems to increase non-fossil energy utilization while reducing operational costs. Through collaboration with Guodian Qingshan Thermal Power, the project's first phase will utilize 175,000 square meters of available rooftop and parking lot spaces for renewable energy generation.







VOYAH Green Factory Photovoltaic Carport Photovoltaic Project

Roof Photovoltaic

During the reporting period, Dongfeng Motor Group achieved continuous reductions in both comprehensive energy consumption and energy intensity per unit product. Below are our detailed energy usage metrics:

Indicator	Unit	2024 Actual	2023 Actual	YoY Change
Electricity Purchase	10,000 kWh	171,797	222,704	↓ 23%
Natural Gas	10,000 Nm ³	8,812	9,087	↓ 3%
Diesel	ton	12,351	11,872	↑ 4%
Gasoline	ton	7,992	10,602	↓ 25%
Steam Power	million kJ	122,240	215,038	↓ 43%
Others (Lubricating Oil, Raw Coal, Paraffin, etc.)	tons of standard coal	3,535	17,054	↓ 79%
Comprehensive Energy Consumption	tons of standard coal	357,029	444,303	↓ 18%
Comprehensive Energy Consumption per 10,000 tons of Output	kilograms of Standard Coal per Million Yuan of Output Value	11.92	12.57	↓ 5%
Energy Consumption per Unit Product	kilograms of Standard Coal per Unit	189.79	211.57	↓ 10%

Risk Management

Dongfeng Motor Group's Board of Directors actively participates in assessing climate-related risks and opportunities, ensuring comprehensive identification and mitigation of potential climate impacts on business operations, strategic planning, and financial arrangements. The Board and the Audit & Risk Management Committee oversee the establishment of a robust risk identification mechanism to accurately capture potential threats. Through internal risk assessments, external expert

consultations, and industry research, the Group conducts scientific evaluations of identified risks, quantifying their potential impact on financial performance, operations. and strategic objectives. Additionally, the Company has developed emergency response management protocols to ensure operational resilience during major climate events, safeguarding shareholder interests and advancing sustainable development.



Climate Change Risk Management Process

Metrics & Targets

Dongfeng Motor Group is dedicated to building a lowcarbon and environmentally friendly world. We strictly comply with laws and regulations such as the *Greenhouse* Gas Emission Control Measures of the People's Republic of China, the Environmental Impact Assessment Law of the People's Republic of China, and the General Guidelines for Greenhouse Gas Emissions Accounting and Reporting by Industrial Enterprises. Additionally, we have established the Energy Conservation and Environmental Protection Supervision and Management Measures to regulate our greenhouse gas emissions.

We actively respond to China's "Carbon Peaking and Carbon Neutrality" strategy, adhering to a goal-oriented approach by setting clear greenhouse gas emission targets for 2024 to ensure low-carbon principles are integrated into every aspect of our operations. By the end of the reporting period, the Group successfully achieved its 2024 greenhouse gas emission targets.

Greenhouse Gas Emissions in 2024



Scope 1 Greenhouse Gas Emissions

273,693.41 tons of CO₂ equivalent

Decrease from last year: 17%

Scope 2 Greenhouse Gas Emissions emissions:

903,849.59 tons of CO₂ equivalent

Decrease from last year: 21%

Greenhouse Gas Emissions per RMB 10,000 Output Emissions:

 $\textbf{0.0317}_{tons\ of\ CO_2\ equivalent\ per\ 10,000\ yuan}$

Decrease from last year: 24%

Harmonious Co-construction

Under the guidance of national policies for rural revitalization and regional coordinated development. Dongfeng Motor Group, as an industry leader, regards social responsibility as the core of its development and actively implements the 'Nurturing ' Plan 3.0. Through partnering, consumption support, talent assistance, and other means, the Group has taken proactive actions in disaster relief, education support, innovation, and other fields, contributing to the coordinated development of the economy, society, and environment.

Rural Revitalization

With the deepening implementation of the national rural revitalization policy and the ongoing development of regional collaborative strategies, Dongfeng Motor Group actively fulfills our responsibilities and obligations, demonstrating our commitment as a central enterprise. Through pairing assistance, consumption assistance, and talent support, we leverage our strengths in industry, technology, capital, and talent to contribute to national economic development. We fully utilize the resources of central enterprises and learn from the experience of the "Ten-Million Project", closely focusing on the "Five Major Revitalizations" to drive the quality and efficiency improvement of current industrial development. In 2024, we continued to invest support funds in Mashan County and Keping County, carrying out dozens of targeted assistance tasks, helping these counties achieve comprehensive improvements in industry, ecology, talent, culture, and organization, and building a full-value chain consumption assistance system for our group. At the same time, we promote rural revitalization through consumption assistance, procurement, and sales, scientifically consolidating the achievements of poverty alleviation and making concerted efforts to advance rural revitalization. During the reporting period, Dongfeng Motor Group's total donation for rural revitalization materials amounted to RMB 38.42

In 2024, Dongfeng Motor Group made solid progress in advancing rural revitalization, achieving significant results. We were ranked in the top ten of the "Central Enterprises Responsibility Management Pioneer 30 Index (2024)" for three consecutive years and received the highest evaluation (Excellent) in the central rural work leadership group's performance assessment of designated central enterprise assistance for four consecutive years.



Promoting Local Characteristics and Supporting Industrial Revitalization

Dongfeng Motor Group is dedicated to driving innovation and adapting to local conditions, helping to fuel the "main engine" of rural revitalization by supporting local industrial development. In Mashan County, Guangxi, based on the local industry status and employment needs, we have invested a total of RMB 5.21 million to actively promote investment attraction. We allocated RMB 1.5 million to support the second phase of the Shenzhen Dongfeng Food Processing Industrial Park, a project that has successfully achieved an annual output value of over RMB 200 million, with a comprehensive profit of RMB 30 million, creating more than 300 local jobs. In addition, we invested RMB 1.22 million in the full automatic vegetable seedling facilities and greenhouse renovation project in Lixing Village, Baishan Town, which has effectively increased the annual income of local farmers, with an average per capita increase of over RMB 5,000. Furthermore, we invested RMB 1.5 million in a breeding goose shelter project in Lixing Village, building 10 new shelters, expected to generate an annual profit of RMB 6 million, which strongly supports the sustainable development of the local breeding industry.



Shenzhen Dongfeng Industrial Park in Mashan County



Lixing Village Goose Breeding Demonstration Base

Stimulating Learning Vitality and Supporting Talent Revitalization

Talent is the key to rural revitalization. Dongfeng Motor Group focuses on nurturing and attracting talent by introducing high-quality educational resources, organizing training, and providing technical support, thereby empowering rural revitalization with knowledge and skills

In Mashan County, Guangxi, in 2024, we invested RMB 500,000 to renovate one student career planning room and four teacher-student counseling rooms to meet the psychological counseling needs of over 5,000 teachers and students. This space provides a place for teachers and students to release pressure from academic and work stress. We also invested RMB 300,000 to repair the teaching building of Lixing Primary School and build the Dongfeng Motor Cultural Corridor. Furthermore, we invested RMB 400,000 to successfully implement the 2024 grassroots cadre management training program in Mashan County. Through various forms of training, we effectively improved the management skills of grassroots cadres. Additionally, we invested RMB 500,000 to carry out the Mashan County Agricultural Technology Training Project to enhance the local community's agricultural skills.

In Keping County, Xinjiang, we have continued our commitment to educational support. In 2024, we

invested 300,000 yuan in the "Dongfeng Scholarship" project, aimed at rewarding and supporting outstanding students from low-income families to complete their education. We invested RMB 200,000 to host a Green Public Welfare Creativity Contest to promote automotive technology culture. Another RMB 150,000 was invested in training local cadres in Keping County. Through the "Send Courses to the Countryside" program, we successfully held 10 skill training sessions, effectively enhancing the professional abilities of the cadres and improving their iob competence.



Dongfeng South Automotive Maintenance Technician Class

In Keping County, Xinjiang, we have invested a total of RMB 7.12 million based on local specialized resource and market demand, aiming to optimize and upgrade industrial projects. In 2024, we continued to invest RMB 3.37 million to support the ongoing development of the Dongfeng Electromechanical Technology Park, which has achieved RMB 50 million in sales revenue this year and created employment for more than 50 people. Additionally, we invested RMB 1.9 million and successfully introduced RMB 1 million from external funding to jointly develop a cold-chain storage and sorting project for the Keping County Supply and Marketing Cooperative. This project helped the cooperative achieve RMB 140 million in sales for the year and created employment for more than 70 people. We also invested RMB 1 million in building an e-commerce platform project for Keping County, where we meticulously established the "Exquisite Keping Hosts Team" and trained more than 20 returning youth to participate in e-commerce sales activities. This project generated over 40 million yuan in online agricultural product sales for the year.



Dongfeng Electromechanical Technology Park in Keping County

Towards Stability: Lasting Resilience

Elevating Excellence,

Towards Progress:

Towards Green: owards Progress:
Uniting Forces,

• • Harmonizing with Nature,
• • • Appendix Advancing Shared Prosperity



Strengthening Community Awareness and Supporting Cultural Revitalization

Cultural revitalization is the soul of rural revitalization. Dongfeng Motor Group is dedicated to advancing rural cultural civilization by building cultural infrastructure and public cultural service systems, continuously consolidating the spiritual and cultural foundation of rural

In Mashan County, Guangxi, in 2024, we invested RMB 400,000 in the construction of a cultural activity room and another RMB 500,000 in building a staff library at the Subo Industrial Park in Mashan County. By adding books, bookshelves, desks, and movie screening equipment, the aim is to meet the cultural needs of the park's employees, promote scientific and technological knowledge, and inspire innovation

and creativity. At the same time, we organized a variety of themed activities to enrich the spiritual and cultural lives of the local community.

In Keping County, Xinjiang, in 2024, we invested RMB 220,000 to build the Pomegranate Seed Service Station. This service station integrates discussion, cultural immersion, party and community activities, and convenient services, with the aim of strengthening cultural infrastructure, optimizing service efficiency for the people, further uniting the community, and solidifying the sense of the Chinese national community. Additionally, by hosting events such as the Apricot Blossom Festival and Camel Industry Conference, we have effectively enhanced the spread and influence of Keping's culture.



Strengthening Livelihood Security and Supporting Ecological Revitalization

Dongfeng Motor Group continues to implement measures for livelihood construction in the context of ecological revitalization, improving the village environment and appearance, and contributing to rural ecological civilization through technical support, financial assistance, and other means.

In 2024, Dongfeng Motor Group carried out projects in Mashan County, Guangxi, such as road expansion, the construction of a township-level water reservoir in Taiping Village, the renovation of toilets and wastewater treatment in poverty-relief villages in Baishan Town, and other infrastructure improvements. These efforts aimed to address infrastructure gaps and benefited 154 households, providing convenience for local residents, with a total investment of RMB 2.3 million.

In 2024, in Keping County, Xinjiang, Dongfeng Motor Group focused on waste management, toilet repairs, and improving village appearances. We conducted activities to improve living environments, benefiting 154 households, with a total investment of RMB 600,000.

Through beautifying the living environment and improving rural public infrastructure, we have enhanced the rural landscape in the supported areas, helping to create a beautiful and livable ecological village for local communities.



Build a Cultural Publicity Board in Lixing Village

Dongfeng Liuzhou Motor's "Self-Sustaining Assistance Model Revitalizes Rural Development"

Under the Guangxi Autonomous Region's "10,000 Enterprises Revitalize 10,000 Villages" initiative, Dongfeng Liuzhou Motor formed a specialized research team to visit Daxin Village. Comprising the Company's disciplinary inspection secretary, Party-union representatives, and resident assistance cadres, this expert team adopted a "capacity-building over aiddependency" philosophy to launch multidimensional revitalization efforts.

Dongfeng Liuzhou Motor invested RMB 300.000 yuan to construct 11.6 km of agricultural roads linking 9 hamlets,



Daxin Village Industrial Road Groundbreaking Ceremony

2,000+ mu of rice fields, 500+ mu of camellia plantations, a 1,000-mu medicinal herb park, and cultural tourism zones. These roads reduced transport/labor costs by 70%, incentivized 76 new herb growers, increased fir timber prices by 15-20%, and accelerated five specialty industries including forest-grown polygonatum, ficus hirta, and high-mountain tea.

Leveraging manufacturing expertise, Dongfeng Liuzhou Motor implemented assistance projects with engineering precision. Through steadfast commitment, the Company is steering Miao and Yao ethnic communities toward shared prosperity.

Social Responsibility

In an era marked by complex market dynamics and evolving societal expectations, corporate social responsibility (CSR) has become a critical measure of an enterprise's comprehensive strength and sustainable development capabilities. As an automotive industry leader, Dongfeng Motor Group consistently integrates CSR into our core business strategy, actively fulfilling responsibilities to drive coordinated economic, social, and environmental progress. Aligned with our "Nurturing" Plan 3.0 framework, we established a "3+1" CSR support structure, comprising three systems and one platform, to strengthen foundational efforts in disaster relief, educational philanthropy, and innovation support. In 2024, Dongfeng Motor Group enhanced the "Nurturing" Plan 3.0 evaluation mechanism by incorporating ESG metrics, developing 22 assessment issues across 23 subsidiaries. Over 52% of evaluated units achieved leadership-tier

In 2024, under the correct leadership of the Company's Party Committee and with the strong support and participation of relevant functional departments at the headquarters and all the board member units of the

Dongfeng Public Welfare Foundation, Dongfeng Motor Group's social responsibility initiatives progressed steadily. We ranked 8th in the China Top 300 Enterprises Social Responsibility Index, 6th in the State-Owned Enterprises Top 100, 6th in the "Central Enterprises Responsibility Management · Pioneer 30 Index (2024)" ranking, and was selected for the first time as one of the *Top Ten Cases* in the Central Enterprises Social Responsibility Blue Book (2024). During the reporting period, Dongfeng Motor Group made a total donation of RMB 67.2544 million.

During the reporting period

We made a total donation of

RMB 67-2544 million

Towards Stability: Lasting Resilience

Towards Innovation: Elevating Excellence, Co-Crafting the Future

Towards Progress: Expanding Horizons

Towards Green: Uniting Forces,

Uniting Forces,

Advancing Change Advancing Shared Prosperity

Launch of the 7th "Dongfeng Dream Car" Competition

The "Dongfeng Dream Car" competition is an important initiative by us to fulfill Dongfeng Motor Group's social responsibility and strengthen brand building. On October 21, 2024, the launch meeting for the 7th "Dongfeng Dream Car" China Youth Automotive Creative Design Competition was held at the Group's headquarters, alongside the first committee meeting. The competition, themed "Smart Creation, New Future", invites young students from universities both at home and abroad to focus on the design of highly intelligent future transportation tools. It aims to explore a new era of smart automobile civilization, contribute to talent discovery and cultivation, and lead the automotive innovation competition to higher, newer, and better heights, continuously injecting new vitality into the sustainable development of China's automotive industry.

A decade of dream-building, soaring with the wind. Since its inception in 2014, the "Dongfeng Dream Car" competition has successfully been held for six editions over ten years, achieving remarkable results in automotive technology innovation and youth talent cultivation. The competition has produced over 1,000 innovative design works, influenced more than 100

universities, and provided a platform for over 2,000 young talents to expand their professional abilities. The competition has reached over 20 million university students, becoming one of the most influential, professional, and large-scale design competitions in the automotive industry. It serves as a frontline platform to build our brand, shape our culture, and fulfill our social responsibility.



Campus Promotion Event of the 7th "Dongfeng Dream Car" China Youth Automotive Creative Design Competition with Young Students



Dongfeng Liuzhou Motor Supports Rural Hope Primary School

In 2024, Dongfeng Liuzhou Motor, through the Dongfeng Public Welfare Foundation, funded the construction of a campus track and the installation of inspirational slogans on the cultural walls of the teaching building at Dongfeng Liuzhou Motor Hope Primary School. The Company actively organized events such as the book circulation activity and the "Children's Dream Classroom" public welfare classes.



Books worth RMB 6,600

were donated to Lixing Village, Naliao Village, Baishan Town, and Dalang Town

Additionally, through the "Book Aroma—Let Rural Children Read Good Books" initiative, books worth RMB 6,600 were donated to Lixing Village, Naliao Village, Baishan Town, and Dalang Town.



Dongfeng Liuzhou Motor Scholarship Distribution at Lixing Primary School

VOYAH's "Love for Exam Candidates" Initiative: Helping Students Achieve **Their Dreams**

2024 marks the third year that VOYAH has organized its "Love for Exam Candidates" charity initiative. This year's event was led by Hubei Provincial Traffic Radio and saw participation from nearly 20 companies. The exam transport team, accompanied by the Wuhan Iron Riders, ensured that students arrived at their exam venues safely and on time. In addition, VOYAH provided stationery sets and mascots for the candidates. Due to the hot weather, VOYAH volunteers also offered chilled mineral water and folding fans to help candidates and their families stay cool.

As a high-end new energy vehicle "national team" brand, VOYAH continues to focus on talent development and fulfilling its social responsibility. This "Love for Exam Candidates" initiative has provided substantial support to students and parents over the past three years, earning wide praise from candidates, their families, and the community. Moving forward, VOYAH will continue to uphold its "people-first" philosophy, actively fulfilling its social responsibilities and contributing to the harmonious and stable development of society.





VOYAH Exam Transport Fleet



Volunteer Activities and Community Support

On the morning of January 30, VOYAH, in collaboration with the Provincial Charity Association and Wuhan Asia Heart Hospital, launched the "Welcoming Spring, Spreading Blessings - Warmth to Thousands of Homes" event. The event featured calligraphy by Cao Xuewen, a member of the Hubei Provincial Calligraphy Association, and by Fan Yunfeng from VOYAH's Volunteer Association. Together, they presented Spring Festival blessings to patients and their families, creating a warm atmosphere enriched with traditional culture. The initiative aims to build a sustainable platform of care for healthcare workers across the province, offering comprehensive humanitarian support.



Care Activities for Medical Workers



Caring for Shigatse, Overcoming Challenges Together

On January 7, 2025, at 9:05 AM, a 6.8-magnitude earthquake struck Dingri County in Shigatse, Tibet, causing significant casualties and widespread building collapses. Upon hearing of the disaster, Dongfeng Motor Group immediately expressed deep concern and, together with our various brands, donated a total of RMB 10 million to the affected areas of Dingri County and surrounding regions in Shigatse. The funds were used for emergency rescue operations, supporting affected communities, and aiding in post-disaster reconstruction efforts. Meanwhile, all business units of Dongfeng Motor Group sprang into action, fully committing to the relief work, fulfilling our political and social responsibilities as a central enterprise.



Standing Together in the Storm: VOYAH Responds to the Flood Crisis

In July, due to heavy rainfall in the Yangtze River basin, water levels at the Hankou station of the Yangtze River reached 28 meters, surpassing the warning level by 0.7 meters. In response, Wuhan city closed 96 sluice gates and set up 766 flood control sentry posts. As a responsible state-owned enterprise, VOYAH took immediate action upon hearing the flood alert. On July 4, VOYAH urgently procured a batch of food and drinking water for donation to the flood control command of the Hanvang District in Wuhan, specifically to the Yongfeng Street sub-command's inspection post No.6. The Company expressed its respect and support for the personnel stationed there, who were on the frontlines of flood defense.

After the flood situation eased, the community secretary of Sanyangiao in Yongfeng Street led a team to present a banner to thank VOYAH. Both parties also discussed future collaboration between the community and the enterprise, reinforcing their shared commitment to mutual development and governance.



Set up

766 flood control sentry posts

Closed

96 sluice gates







VOYAH's Flood Relief Visit to Sanyangiao Community Workers and Corporate-Community Dialogue

Appendix

Applicable Laws & Regulations

Serial No.	Laws & Regulations
I. List of Laws and R	Regulations Applicable to Energy Conservation and Environmental Protection
1	Law of the People's Republic of China on Energy Conservation
2	Law of the People's Republic of China on Cleaner Production Promotion
3	Environmental Protection Law of the People's Republic of China
4	Law of the People's Republic of China on the Prevention and Control of Air Pollution
5	Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste
6	Law of the People's Republic of China on Prevention and Control of Water Pollution
7	Law of the People's Republic of China on the Prevention and Control of Environmental Noise Pollution
8	Law of the People's Republic of China on the Promotion of Circular Economy
9	Water Law of the People's Republic of China
10	Law of the People's Republic of China on Renewable Energy
11	Environmental Protection Tax Law of the People's Republic of China
12	Measures for the Administration of Energy Conservation Review of Fixed Asset Investment Projects
13	Catalogue of Guidance for Eliminating Backward Production Processes, Equipment, and Products in Certain Industrial Sectors (2010 Edition)
14	Measures for the Administration of Industrial Energy Conservation
15	Notice on Strengthening the Energy Conservation Assessment and Review of Industrial Fixed Asset Investment Projects
16	Notice on Further Strengthening the Work of Eliminating Backward Production Capacity
17	Notice on Carrying Out Major National Industrial Energy Conservation Inspections
18	Notice on Doing a Good Job in Energy Conservation and Emission Reduction for Small and Medium-sized Enterprises
19	Decision of the State Council on Strengthening Energy Conservation Work
20	Measures for Energy Conservation Supervision

Serial No.	Laws & Regulations
21	Measures for the Administration of Electricity Conservation
22	Measures for the Administration of Cleaner Production Audits
23	Measures for the Administration of Environmental Protection in Construction Projects
24	Energy Law of the People's Republic of China
25	Law of the People's Republic of China on Evaluation of Environmental Effects
26	Environmental Quality Standards for Surface Water
27	Discharge Standards for Electroplating Wastewater
28	Pollution Control Standards for Storage and Landfilling of General Industrial Solid Wastes
29	Pollution Control Standards for Storage of Hazardous Wastes
30	Measures for the Administration of Permits for Discharging Urban Sewage into Drainage Networks
31	Measures of the People's Republic of China for the Control of Greenhouse Gas Emissions
32	General Rules for the Accounting and Reporting of Greenhouse Gas Emissions from Industrial Enterprises
II. List of Applicable La	ws and Regulations on Safety
1	Law of the People's Republic of China on the Prevention and Control of Occupational Diseases
2	Law of the People's Republic of China on Work Safety
3	Regulations on the Supervision and Administration of Occupational Health Hazards in Workplaces
4	Measures for the Administration of Occupational Health Examinations
5	Regulations on the Administration of Emergency Plans for Production Safety Accidents
III. List of Applicable La	ws and Regulations on Human Resources
1	Labor Contract Law of the People's Republic of China
2	Trade Union Law of the People's Republic of China
3	Labor Law of the People's Republic of China
4	Law of the People's Republic of China on Protection of Minors
5	Regulations on the Implementation of the Labor Contract Law of the People's Republic of China

Towards Stability: Consolidating bundations, Building Lasting Resilience	

Serial No.	Laws & Regulations
6	Measures for the Identification of Work-Related Injuries
7	Regulation on Work-Related Injury Insurances
8	Provisions on the Prohibition of Using Child Labor
9	Employment and Occupation Discrimination Convention
10	Forced Labour Convention
IV. List of Other Applic	able Laws and Regulations
1	Criminal Law of the People's Republic of China
2	Company Law of the People's Republic of China
3	Product Quality Law of the People's Republic of China
4	Advertising Law of the People's Republic of China
5	Consumer Protection Law of the People's Republic of China
6	Trademark Law of the People's Republic of China
7	Patent Law of the People's Republic of China
8	Contract Law of the People's Republic of China
9	Copyright Law of the People's Republic of China
10	Anti-Unfair Competition Law of the People's Republic of China
11	Automotive Industry Development Policy
12	Cybersecurity Law of the People's Republic of China
13	Code of Corporate Governance for Listed Companies in China
14	Measures for Compliance Management of Central Enterprises
15	Motor Vehicle Emission Recall Management Regulations
16	Regulations on the Recall of Defective Automotive Products
17	Measures for the Recall of Defective Automotive Products by Companies
18	Measures for the Administration of Automobile Sales

ESG Performance

Indicator	Unit	2022	2023	2024
Aspect A1: Emissions				
A1.1 The types of emissions and respective emissio	ns data			
NO _x emission	tons	200.30	206.10	178.76
VOCs emission	tons	3,034.15	2,593.25	2,047.18
SO ₂ emission	tons	41.89	42.12	48.82
Industrial wastewater emission	10,000 tons	659.47	640.61	612.35
Industrial wastewater treatment	10,000 tons	306.53	255.37	219.01
COD emission	tons	362.10	363.40	319.57
Particulate emission	tons	715.58	590.25	406.42
Ammonia emission	tons	31.85	32.68	28.86
A1.2 Scope 1 and Scope 2 greenhouse gas emissions ((in tons) and, where appropriate, intensi	ty (e.g. per unit of p	roduction volume,	perfacility)
Greenhouse gas emission	10,000 tons of carbon dioxide equivalent	168.76	147.15	117.54
Scope 1 greenhouse gas emission	10,000 tons of carbon dioxide equivalent	39.69	32.82	27.37
Scope 2 greenhouse gas emission	10,000 tons of carbon dioxide equivalent	129.07	114.33	90.38
GHG emissions per output value of RMB10,000	ton of carbon dioxide equivalent/ RMB10,000	0.042	0.042	0.032
GHG emission per unit product	ton of carbon dioxide equivalent/set	0.731	0.701	0.626
A1.3 Total hazardous waste produced (in tons) and,	intensity (e.g. per unit of production v	olume, per facility)	
Disposed hazardous waste	tons	33,683.65	28,606.47	26,267.045
Comprehensively utilized hazardous waste	tons	7,793.27	14,691.83	18,825.39
Disposed hazardous waste per RMB10,000 output value	kg/RMB10,000	0.87	0.59	0.56
A1.4 Total non-hazardous waste produced (in tons)	and, where appropriate, intensity			
Disposed general solid waste	tons	23,607.60	26,312.25	16,908.65
Comprehensively utilized solid waste	tons	495,221.55	434,330.55	406,016.58
Solid waste disposal per RMB10,000 output value	kg/RMB10,000	0.59	0.74	0.56
A2.1 Direct and/or indirect energy consumption by typer facility)	pe (e.g. electricity, gas or oil) in total a	and intensity (e.g.	per unit of produc	ction volume,
Purchased electricity	10,000 kWh	243,374	222,704	171,797
Natural gas	10,000 standard cubic meters	9,764	9,087	8,812

Towards Stability: Consolidating oundations, Building	
Lasting Resilience	

Towards Innovation: Elevating Excellence, Co-Crafting the Future Towards Progress: Uniting Forces, Expanding Horizons

Indicator	Unit	2022	2023	2024
Diesel oil	tons	12,776	11,872	12,351
Gasoline	tons	12,193	10,602	7,992
Heat (steam)	MkJ	287,559	215,038	122,240
Others (including coal, fuel oil, coal oil, lubricating oil, etc.)	Ton of standard coal	29,282	17,054	3,535
Conversion of comprehensive energy consumption	Ton of standard coal	504,630	444,303	357,029
Comprehensive energy consumption per RMB10,000 output value	kg standard coal/RMB 10,000	12.42	12.57	11.92
Energy consumption per unit product	kg standard coal/set	218.57	211.57	189.79
A2.2 Water consumption in total and intensity (e.g.	per unit of production volume, per fac	ility)		
Production water consumption (freshwater)	10,000 tons	1,316	1,172	1,078
Water reused	10,000 tons	37,314	31,780	27,864
Industrial water reuse rate	%	96.60	96.40	96.28
Production water consumption per RMB10,000 output value (freshwater)	Ton/RMB 10,000	0.33	0.33	0.29
A2.5 Total packaging material used for finished pro	oducts (in tons) and, if applicable, with	reference to per ur	nit produced	
Total packaging material used for finished products	tons	1,459.34	1,408.61	1,314.8
Including: recyclable materials	tons	1,449.84	1,400.11	1,305.7
Including: non-recyclable materials	tons	9.5	8.5	9.
B1.1 Total workforce by gender, employment cate	gory, age group and geographical regi	on		
Total number of employees	Persons	119,420	112,760	109,33
By employment type				
Manufacturing workers	Persons	71,443	65,475	59,64
Engineering technician	Persons	18,422	18,667	19,90
Management and service employees	Persons	29,555	28,618	29,78
By employee type				
Regular employees	Persons	112,029	107,491	104,23
Labour dispatch	Persons	6,451	4,403	3,99
Trainees	Persons	908	830	1,06
Retirement and other types	Persons	32	36	3
By geographical region				
Hubei region	Persons	73,892	70,956	69,86
Non-Hubei region	Persons	45,528	41,804	39,46

Indicator	Unit	2022	2023	2024
Percentage of minority employees	%	/	4.41	4.29
By gender				
Male employees	Persons	97,794	92,213	88,561
Female employees	Persons	21,626	20,547	20,769
By age				
Aged 29 and below	Persons	27,916	20,970	21,331
Aged 30-39	Persons	48,683	47,962	46,922
Aged 40-49	Persons	27,708	26,219	25,164
Aged 50 and above	Persons	15,113	17,609	15,913
By education				
Master's degree and above	Persons	6,929	7,667	8,313
College diploma and Bachelor's	Persons	67,929	63,715	59,863
Below college diploma	Persons	44,562	41,378	41,154
B1.2 Employee turnover rate by gender, age group	and geographical region			
Total tumover rate	%	9.46	8.69	11.75
Employee turnover rate by gender				
Male employees	%	9.76	8.83	12.31
Female employees	%	8.05	8.08	9.38
Employee turnover rate by age				
Aged 29 and below	%	13.68	7.75	24.40
Aged 30-39	%	7.09	7.78	9.02
Aged 40-49	%	6.25	4.41	4.02
Aged 50 and above	%	13.15	22.22	12.21
Employee turnover rate by geographical region				
Hubei region	%	9.74	9.58	13.38
Non-Hubei region	%	8.92	7.06	7.40
B2.1 Number and rate of work-related fatalities				
Number of work-related fatalities	Persons	1	0	0
B2.2 Lost days due to work injury				
Number of work-related injuries	Persons	6	0	0

Indicator	Unit	2022	2023	2024
Lost working days due to work injury	Days	6,085	0	0
Rate of work injury	%	0.050	0	0
Aspect B3: Development and Training				
B3.1 Percentage of trained employees by gender	er and employee category			
Percentage of trained employees by gender				
Male employees	%	82	82	89
Female employees	%	18	18	11
Percentage of trained employees by type of em	ployment			
Manufacturing worker	%	53	55	44
Engineering technician	%	24	25	19
Management and service staff	%	23	20	37
Percentage of trained employees by grade				
Senior management	%	2	2	2
Middle management	%	8	8	4
General staff	%	90	90	94
B3.2 The average number of training hours con	npleted by each employee by gend	er and employee type		
Average training hours for employees by gende	er			
Male employees	Hours	57.82	78.28	71.40
Female employees	Hours	89.36	94.64	59.06
Average training hours for employees by emplo	byee type			
Manufacturing worker	Hours	50.64	61.57	52.76
Engineering technician	Hours	105.99	137.44	90.22
Management and service staff	Hours	71.86	90.25	114.28
Average training hours for employees by grade				
Senior management	Hours	167.00	172.49	177.46
Middle management	Hours	87.03	109.66	135.13
General staff	Hours	56.10	79.83	67.35
Aspect B6: Product Responsibility				
B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons				
Number of active product recalls	Vehicle	155,898	1,352,341	1,335,891
Number of passive product recalls	Vehicle	0	0	0

Towards Stability: Consolidating Foundations, Building Lasting Resilience

Towards Innovation: Elevating Excellence, Co-Crafting the Future Towards Progress: Uniting Forces, Expanding Horizons Towards Green: Harmonizing with Nature, Advancing Shared Prosperity

• • Appendix • • ∘

Indicator	Unit	2022	2023	202
Number of products recalled for safety and health reasons	Vehicle	154,055	1,339,788	1,335,89
Total number of products recalled	Vehicle	155,898	1,352,341	1,335,89
B6.2 Number of products and service related comple	aints received and how they are deal	t with		
Total number of complaints	Case	44,051	64,079	53,07
Including: complaints due to service	Case	25,607	26,426	35,67
Including: complaints due to product quality	Case	16,604	13,390	16,67
Consumer/customer satisfaction	Point	89. 2	93.4	93.
B7.1 Number of concluded legal cases regarding co Period and the outcomes of the cases	rrupt practices brought against the is	suer or its employ	ees during the Re	eporting
Total number of reports received	Case	558	646	60
Total number of completed cases referred to judicial authorities	Case	7	17	1
Number of participants in integrity education and training	Person-time	121,270	74,743	14,29
Aspect B8: Community Investment				
B8.2 Resources contributed to the focal area (e.g. N	loney or time)			
Total investment in community activities	RMB10,000	10,451.86	13,074.19	6,725.4
Investment in rural revitalisation				
Total amount of donations	RMB10,000	4,322.74	4,929.94	3,84
Others				
Amount invested in environmental governance and protection	RMB	563,295,589	442,399,256	386,299,68
Percentage of ISO 14001 certification	%	95	97	9
Percentage of Dongfeng Motor Group's production units that are ISO 45001 or OHSAS18001 certified	%	88	100	10
Percentage of Dongfeng Motor Group's production units that are ISO 9001 or IATF 16949 certified	%	100	100	10

Content Index of HKEX *Environmental, Social* and *Governance Reporting Code*

Subject Are	as, Aspects, General Disclosures and KPIs	Index
A. Environme	ental en	
Aspect A1: E	missions	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. Note: Air emissions include NO _x , SO _x , and other pollutants regulated under national laws and regulations. Hazardous wastes are those defined by national regulations.	Environmental Protectio Climate Action
KPI A1.1	The types of emissions and respective emissions data.	Environmental Protectio Climate Action
KPI A1.2	[Repealed 1 January 2025]	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Environmental Protection
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Environmental Protectio
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	Climate Action
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Environmental Protectio
Aspect A2: U	se of Resources	
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials. Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.	Environmental Protectio Climate Action
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Environmental Protectio Climate Action
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Environmental Protection
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Climate Action
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Environmental Protection
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Environmental Protectio
Aspect A3: T	he Environment and Natural Resources	
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Environmental Protection
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environmental Protection

Subject Are	as, Aspects, General Disclosures and KPIs	Index
Aspect A4: C	limate Change [Repealed 1 January 2025]	
Aspect B1: Er	mployment	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Talent Development
KPI B1.1	Total workforce by gender, employment type (for example, full- or part- time), age group and geographical region.	Talent Development
KPIB1.2	Employee turnover rate by gender, age group and geographical region.	Talent Development
Aspect B2: H	ealth and Safety	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Talent Development
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Talent Development
KPI B2.2	Lost days due to work injury.	Talent Development
KPIB2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored. $ \\$	Talent Development
Aspect B3: D	evelopment and Training	
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	Talent Development
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Talent Development
KPI B3.2	The average training hours completed per employee by gender and employee category.	Talent Development
Aspect B4: La	abour Standards	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Talent Development
KPIB4.1	Description of measures to review employment practices to avoid child and forced labour.	Talent Development
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Talent Development
Aspect B5: S	upply Chain Management	
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Sustainable Supply
KPI B5.1	Number of suppliers by geographical region.	Sustainable Supply
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Sustainable Supply
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Sustainable Supply

Subject Are	as, Aspects, General Disclosures and KPIs	Index
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Sustainable Supply
Aspect B6: P	roduct Responsibility	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Product Quality
KPIB6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Product Quality
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Service Quality
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Innovation Quality
KPI B6.4	Description of quality assurance process and recall procedures.	Product Quality
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Service Quality
Aspect B7: A	nti- corruption	
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Corporate Governance
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Corporate Governance
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Corporate Governance
KPIB7.3	Description of anti-corruption training provided to directors and staff.	Corporate Governance
Community		
Aspect B8: C	community Investment	
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Harmonious Co- construction
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Harmonious Co- construction
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Harmonious Co- construction



Stock Code: 489