

Stock Code:600104



2024

SAIC MOTOR CORPORATION LIMITED
ENVIRONMENTAL, SOCIAL
AND GOVERNANCE REPORT



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>> About this Report

Report Summary

This report is the Environmental, Social, and Governance Report (referred to as the "Report" or the "ESG report") issued by SAIC Motor Corporation Limited and its subsidiaries (collectively referred to as "We", the "Company", the "SAIC Motor", the "Group"). It aims to elaborate on the Company's institutional construction and work measures in Environmental, Social, and Governance (referred to as "ESG") and objectively disclose the Company's management and effectiveness in sustainable development, in response to the expectations of stakeholders and the general public.

Data Source and Reliability Statement

This Report has been reviewed and approved by the Board of Directors (referred to as the "Board") of SAIC Motor. The Board and all directors of the Company guarantee that there are no false records, misleading statements, or significant omissions in the content of this Report, and bear legal responsibility for the authenticity, accuracy, and completeness of its content.

There is a certain degree of uncertainty regarding the future plans or forecasts made in this Report, and it is not ruled out that the Company may adjust the relevant plans or forecasts in the future. The content described in this Report has not been reviewed by an independent agency, and we hereby draw your attention to it. Unless otherwise noted, this Report is denominated in RMB.

Basis of Reporting

This Report is prepared in accordance with the requirements of the *Guidelines No. 14 of Self-Regulation for Listed Companies—Sustainability Report (Trial)* issued by the Shanghai Stock Exchange and the *Environmental, Social and Governance (ESG) Indicator System for the State Owned Listed Companies in Shanghai* issued by the Shanghai State-owned Assets Supervision and Administration Commission and the *Guidelines No.1 of Self-regulation for Listed Companies -Standardized Operation* issued by the Shanghai Stock Exchange. It also refers to the *GRI Standards* set by the Global Reporting Initiative.

Scope of the Report

This Report focuses on the information and data of SAIC Motor from January 1, 2024 to December 31, 2024 (referred to as the "reporting period" or "this year"). Some information and data may be traced back to 2023 or earlier, or extend to 2025. Unless otherwise noted, the relevant content in this Report covers SAIC Motor and its subsidiaries. For details of the Company's business, please refer to SAIC Motor's 2024 Annual Report.

Access and Response to the Report

SAIC Motor pays close attention to your opinions and feedback on this Report. The electronic version of the report has been uploaded to the Shanghai Stock Exchange website (www.sse.com.cn) and SAIC Motor's official website (www.saicmotor.com). Should you have any opinions or suggestions regarding the Company's ESG work, you can inform us through letters, phone calls, faxes, networks, etc. The specific contact information is as follows:

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Address from the Chairman

In 2024, in the face of severe market challenges and profound industrial changes, SAIC Motor initiated comprehensive reforms, taking effective measures to "boost retail sales, optimize product mix, and reduce inventory pressure", and further reforming the institutional mechanism to "strengthen impetus, stimulate vitality, and accelerate transformation". Through reforms, we consolidated the foundation for development and the resilience for transformation, so as to embrace the revolutionary wave of intelligent and electric transformation in a more pragmatic and open stance.

To meet the customer demands, we must proactively embrace changes. With the deep integration of electrification and intelligence, the product definition and user experience of automobiles are undergoing revolutionary changes, and the attribute of automobiles as "technological consumer goods" is becoming more prominent. The business philosophy of "user-centered" requires us to adapt to the changes in user demands and build on the "5S" user experience foundation of Styling, Smart, Safety, Sustainability and Satisfaction. Through these efforts, the comprehensive competitiveness of the products will be further enhanced, allowing global consumers to experience the product and service that "understands you better".

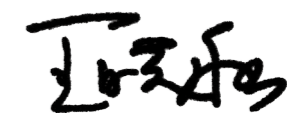
To protect the environment, we must speed up our pace of innovation. SAIC Motor has invested over RMB 150 billion in the fields of electrification and intelligence, and has obtained more than 25,000 valid patents to form our "Seven Technical Bases." The bases cover three major vehicle platforms of BEV, HEV/PHEV/EREV, and Hydrogen Power, as well as four key systems of battery, electric drive, super hybrid systems, and intelligent vehicle full-stack solutions. We are committed to accelerating the commercialization of cutting-edge technologies such as solid-state batteries, the "Galaxy" Full-Stack solutions 3.0, and the Vehicle Motion Control Platform (VMC) 2.0. We are also promoting the integrated development across three core domains: algorithms, software, and chips, as well as the application of advanced technologies like AI large-scale models in vehicles. Through these efforts, we could promote the concept of "Technological Equality" to be further reflected in our products, and enable our green, low-carbon and intelligent safety technologies to better benefit global users.

To serve the society, we must demonstrate responsibility. Over the past year, SAIC Motor has invested more than RMB 40 million in public welfare and charity in terms of funds and materials. We established more than 100 volunteer service teams and organized over 800 themed activities such as health security, community service, low-carbon environmental protection, respecting the elderly and caring for the young, and public welfare education assistance throughout the year, benefiting nearly 240,000 people. We continued to provide comprehensive vehicle support services for major events like the China International Import Expo, and actively participated in improving infrastructure construction and promoting coordinated regional development. During the process of overseas operation, we actively engage in local public welfare actions such as education development, equal employment, and community building, striving to establish a "responsible and trustworthy" brand image of Chinese enterprise.

To improve governance, we must be persistent. Integrity in business is the fundamental principle that SAIC Motor has always adhered to. We have been continuously improving our corporate governance framework, operational mechanism and institutional processes. We have also set Chief Audit Executive position within senior management, promoted the centralized management of audits and the construction of audit center, and strengthened the control of risks. Meanwhile, we face up to the gaps exposed in the ESG ratings, and formulate work plans to address these issues effectively. We have also formulated the Shareholder Return Plan for the Next Three Years (2024-2026) and the Action Plan for Enhancing Quality, Efficiency, and Returns. Through efficient information disclosure, enhanced communication and stable returns, we strive to increase investors' sense of gain.

Looking forward to 2025, SAIC Motor will strive to realize the established operational goals, persist in steering our transformation with smart and sustainable practices, contribute to social development with a sense of responsibility, and improve operational efficiency with exemplary governance. We will live up to the trust, support and expectations of all sectors of society for SAIC Motor, and continue to move forward towards the aspiration of becoming a world-leading automaker with global industrial competitiveness and distinguished international brand influence.

Chairman of SAIC Motor:

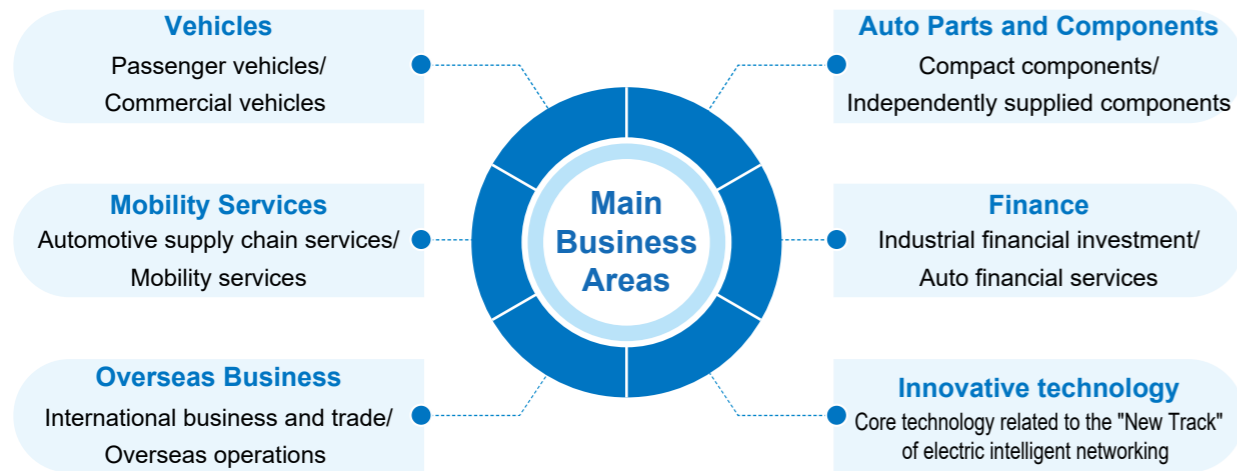


About SAIC Motor

Company Overview

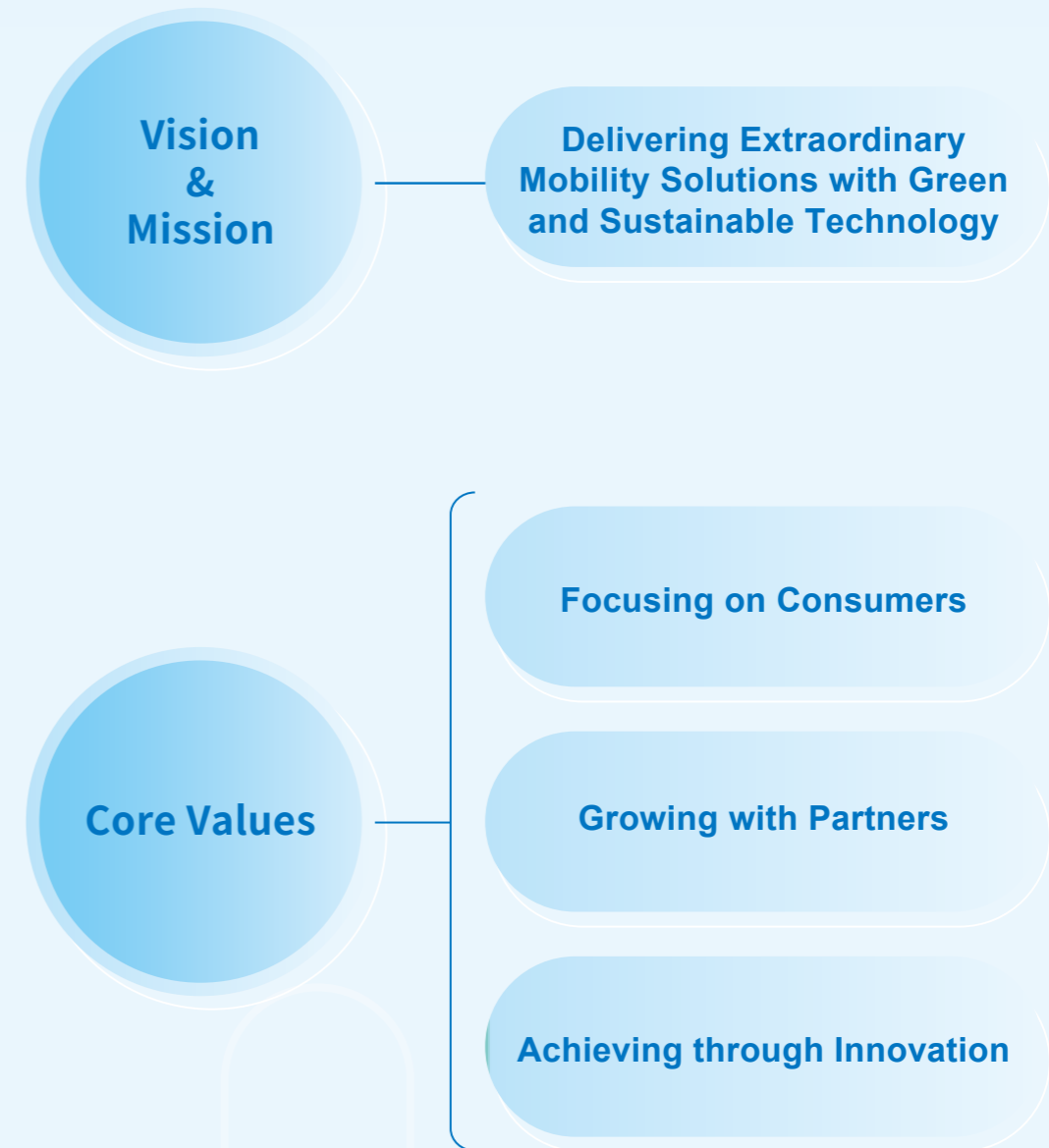
SAIC Motor Corporation Limited (referred to as "SAIC Motor", stock code 600104) was listed as a whole in 2011. The Company achieved a total vehicle sales of 4.013 million units and retail deliveries of 4.639 million units, earning widespread recognition from global consumers for its high-quality products and services. In August 2024, with a revenue of \$105.2 billion from its consolidated financial statements for the fiscal year 2023, SAIC Motor was ranked 93rd on the Fortune Global 500 list, marking its 11th consecutive year in the top global 100 enterprises.

SAIC Motor's business mainly covers the fields of vehicles, components, mobility services, finance, international operations, innovative technology, etc., forming a business pattern with the automotive business at the core and all sectors closely collaborating, mutually empowering, and developing in an integrated manner.



Currently, SAIC Motor has about 188,000 employees worldwide. The Company has taken the lead in establishing a comprehensive automotive industry value chain overseas, which includes innovation and R&D centers, manufacturing bases, marketing centers, supply chain centers, and financial subsidiaries. With its products and services available in over 100 countries and regions across the globe, SAIC Motor boasts a network of more than 10,000 sales and service outlets. While delivering high-quality products and services to customers, the Company has also made significant contributions to the local economic and social development of the communities where it operates.

Corporate Culture



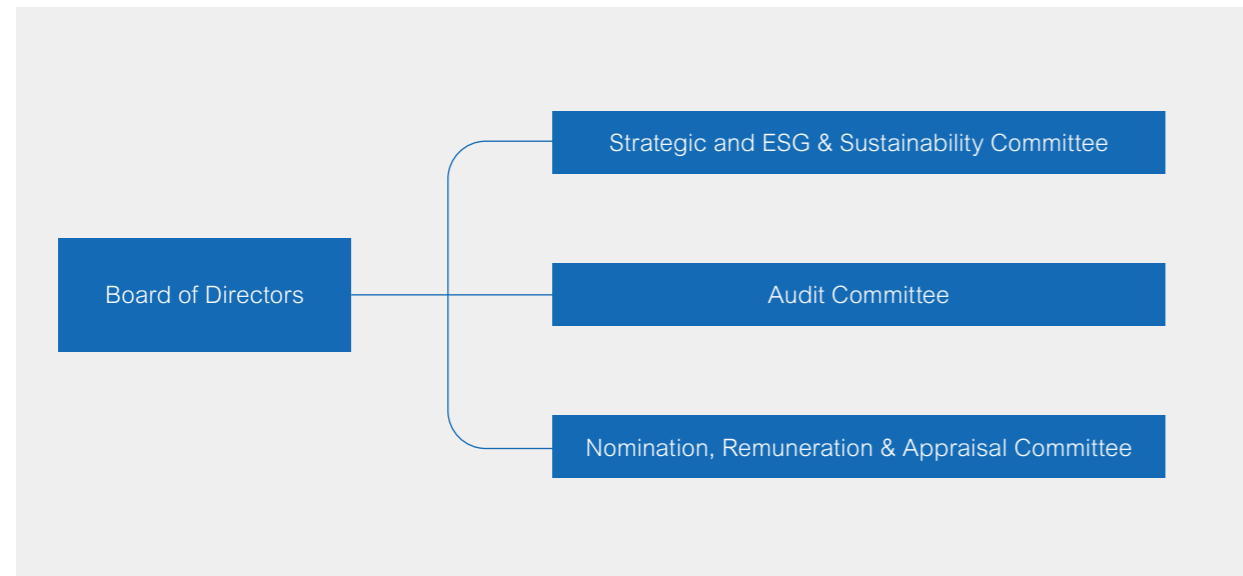
ESG Management

SAIC Motor places a high priority on the role of corporate governance within the ESG framework. We consistently uphold a scientific, standardized, and efficient governance system at the core, continually enhancing our sustainable development capabilities. To further enhance our corporate governance and ESG performance, SAIC Motor has established dedicated governance mechanism and organizational structure. This ensures that our ESG governance aligns with advanced international practices.

ESG Governance Structure

To further strengthen the leadership of the Board in ESG governance, SAIC Motor has developed a clear and actionable ESG governance structure. This structure clearly defines the Board's role in the management of ESG-related issues, ensuring its central position in the Company's sustainability development strategy. By establishing an ESG Governance Committee directly overseen by the Board, the Company has created a well-structured ESG management system with distinct hierarchy and defined authorities and responsibilities. This system provides a solid organizational foundation for the effective execution of various sustainable development initiatives.

Notably, the chairperson of the Board's Strategic and ESG & Sustainability Committee is personally held by the Company's Chairman. This appointment reflects the great importance that SAIC Motor places on its ESG efforts. It not only ensures the thorough integration of the ESG strategy with the Company's overall development strategy but also leverages the Chairman's strategic insight and decision-making authority to advance the efficient operation of the ESG system and the effective achievement of its objectives.



Decision-making Layer	
The Board of Directors	<ul style="list-style-type: none"> Evaluate the process of formulating and executing the Company's strategic plan. Research policies on ESG (Environmental, Social, and Governance) and other sustainable development areas, and establish the Company's development goals and directions. Review the Company's medium- and long-term development strategic plans, implementation programs, annual ESG reports, and related disclosure.
Strategic and ESG & Sustainability Committee*	<ul style="list-style-type: none"> Responsible for reviewing significant investment, financing schemes, major capital operations, and asset management projects that require Board approval under the <i>Articles of Association</i>, and giving suggestions to the Board. Research major issues affecting the Company's development, inspect and supervise the implementation of major projects, and conduct periodic assessments of the Company's strategic execution.
Planning Layer	
ESG Working Group	<ul style="list-style-type: none"> Develop and update specific ESG strategies, objectives, systems, and workflows, and ensure their effectiveness. Evaluate major ESG-related issues, make and advance work plans for major issues, including ESG risk identification and response, ESG special management improvement, ESG information disclosure, stakeholder communication, etc. Regularly summarize the progress and outcomes of major ESG-related initiatives and report to the Board and the Strategic and ESG & Sustainability Committee. Coordinate the preparation of the Company's annual ESG information and compile the ESG Report. Facilitate the implementation of ESG initiatives across various functional departments and related enterprises of the Company.
Execution Layer	
Functional Departments and Subsidiaries of SAIC Motor	<ul style="list-style-type: none"> Decompose ESG-specific objectives and promote the effective execution of ESG tasks. Track, collect and organize annual ESG work progress, related information and data to ensure the authenticity, accuracy and completeness of the information and data. Support the improvement of ESG management standards and information disclosure.

*Note: In March 2024, SAIC Motor revised the work guidelines of the Board's Strategic and ESG & Sustainability Committee. This revision further clarifies and enhances the composition and functions of the sustainability decision-making body. For detailed information, please refer to the *Work Guidelines of the Board's Strategic and ESG & Sustainability Committee of SAIC Motor*.

Linking ESG to Performance

SAIC Motor attaches great importance to integrating the management's performance assessment with the Company's sustainable development goals. The Company's ESG performance management system clearly defines specific assessment indicators for management regarding environmental protection, social responsibility, and compliance. By establishing scientific performance assessment mechanism, the Company requires the management to strictly adhere to national laws and regulations, practice the corporate social responsibility in their daily operations, actively promote the realization of the Company's sustainable development goals. To ensure the effectiveness of this mechanism, the Group stipulates that in the event of major violations of laws and regulations, safety and quality incidents, environmental pollution events, or other improper conduct, the relevant responsible individuals will be subject to rigorous performance accountability. Specifically, the involved members of management will face punishment such as salary adjustments, which could include deductions, the recoupment of paid salaries, or the withholding of unpaid salaries, all aimed at ensuring that the management team remains in alignment with the Company's sustainable development targets. This practice of combining ESG performance with management performance helps align the Company's long-term development with social values fundamentally.

Stakeholder Engagement

SAIC Motor attaches great importance to communication with stakeholders and maintains close contact and interaction with them. We actively listen to opinions and suggestions from all parties, respond to the issues and concerns in a reasonable way.

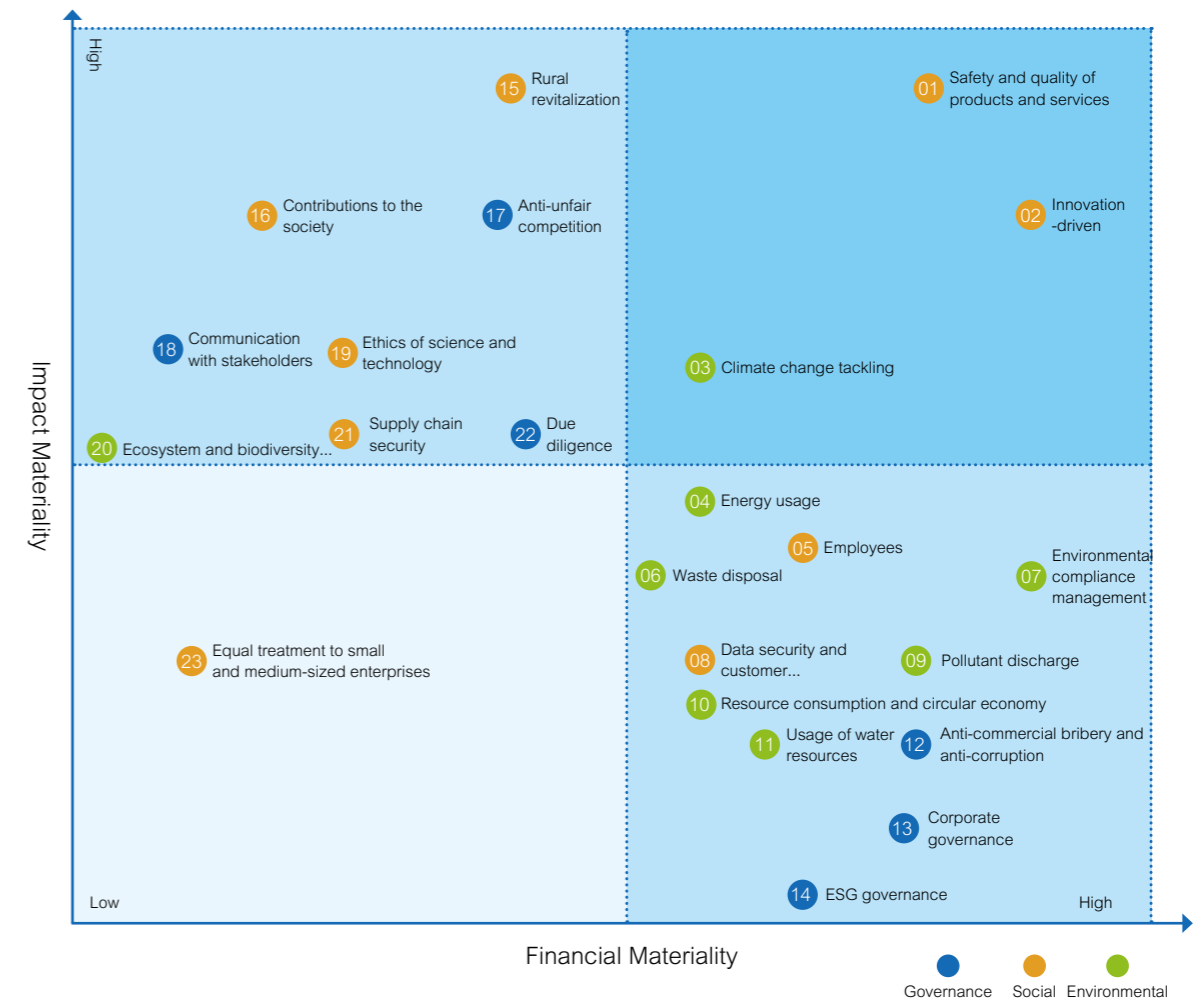
Stakeholders	Main concerns	Communication Mechanism and Methods
Users	<ul style="list-style-type: none"> High-quality and safe products Thoughtful and satisfactory service Improving product and service experience Protecting user privacy 	<ul style="list-style-type: none"> Innovating services and products Satisfaction survey Complaint resolution mechanism
Shareholders	<ul style="list-style-type: none"> Corporate governance Operating performance Risk management Information transparency 	<ul style="list-style-type: none"> General meeting of shareholders Investor meetings and roadshows Regular reports and temporary announcements Information disclosure Investor relationship management
Regulatory Authorities	<ul style="list-style-type: none"> Value preservation and appreciation of state-owned assets Compliance management Paying taxes in accordance with the law Implementing the "Carbon Peaking and Carbon Neutrality" actions Safe production Rural revitalization 	<ul style="list-style-type: none"> Work meetings and reports Company research Discussion and exchange Government-enterprise cooperation Promoting employment
Business Partners	<ul style="list-style-type: none"> Integrity management Collaboration and growth Build mutually-beneficial relationships 	<ul style="list-style-type: none"> Dealer annual meeting Procurement committee Compliance check Participation in industry standard development Participation in industry associations and other discussions and exchanges
Employees	<ul style="list-style-type: none"> Occupational health and safety Legal rights and interests Salary and benefits Training and development 	<ul style="list-style-type: none"> Congress of workers and staffs Employee symposium Satisfaction survey Rationalization suggestions Employee training and education
Communities	<ul style="list-style-type: none"> Participating in community construction Public welfare and charity undertakings Jointly building a harmonious society 	<ul style="list-style-type: none"> Carrying out public welfare volunteer activities Assisting in rural revitalization

Dual Materiality Assessment

SAIC Motor is committed to listening to the opinions and suggestions of various stakeholders, integrating their core demands into the entire process of decision-making and operation, which leads to the direction of the Company's sustainable development.

To better identify key areas of sustainability, the Company has clarified both internal and external environments by reviewing the background of its activities and business background. In terms of issues, based on the relevant requirements of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies—Sustainability Report (Trial)*, Shanghai State-owned Assets Supervision and Administration Commission's *Shanghai State-owned Holding Listed Companies Environmental, Social, and Governance (ESG) Indicator System* and the Shanghai Stock Exchange's *Listed Company Self-regulation Guidelines No. 1 - Standardized Operations*, as well as the GRI Standards and ESG issues of concern in the capital market ratings across the industry, the Company has identified 23 material issues related to SAIC Motor.

This year, the Company has taken into consideration the specific traits of its industry and business operations, along with the demands of stakeholders and the outcomes of expert evaluations. It has carried out assessments of both financial materiality and impact materiality for each of the 23 identified issues. The relevant results and distribution of the issues are presented below:



ESG Key Performance Highlights

Economic Performance		Governance Performance		Environmental Performance	
Sales performance		Governance structure		Environmental protection	
Vehicle Total Sales	4.013 million units	In line with the company's ESG governance structure, efforts have been made to integrate ESG performance with management performance		Continuously strengthening carbon emissions management, expanding the scope of corporate carbon inventory, <i>strive to reach the "carbon peaking" by 2025</i>	
Vehicle Retail Deliveries	4.639 million units	Continuously improving the company's ESG disclosure indicator system		Total investment in environmental protection exceeded RMB 0.5 billion	
New Energy Vehicle Deliveries	1.368 million units	The senior management layer has set Chief Audit Executive position which has accelerated the implementation of a centralized audit management system and the establishment of a dedicated audit center to enhance the governance level		Total environmental training duration 500 thousand hours	
Vehicle Exports and Overseas Deliveries	1.082 million units	Integrity Commitment		Environmental training coverage 103,693 person-times	
Total Operating Revenue	RMB 627.59 billion	The entire leadership team of the group and all factory-level leaders achieved a 100% signing rate for integrity agreements		Compliance rate for major pollutants in key polluting enterprises 100%	
Net profit attributable to parent Company	RMB 1.67 billion	Strictly protects whistleblower information, with no incidents of leakages reported throughout the year		Cumulatively obtained national or provincial/ municipal green factory, green product, green supply chain, China Environmental Label product certifications 41 items	
Created a total tax revenue for the country (calculated on a consolidated basis)	RMB 34.85 billion	Total of warning education conferences 144		Resource consumption	
R&D Investment (consolidated financial statements)	RMB 21.81 billion	Conducted concentrated learning sessions 443		Photovoltaic installed capacity reached 301 megawatts	
R&D Investment (summary basis)	RMB 35.16 billion	Organized specialized courses 2,219		Annual Photovoltaic power generation reached 210 million kWh	
R&D Investment as a Percentage of Operating Revenue (consolidated financial statements)	3.55%			Energy consumption per ten thousand RMB of output value decreased by 5.8%	
R&D investment as a percentage of core business revenue (consolidated financial statement)	0.52 Percentage Points <small>Increased by</small>			Green power purchase volume 576 Million kWh	
				Launched energy-saving project 170+ items	
				Annually saving standard coal 14,900 tons	
				Annually repeated water usage 504.76 million cubic meters	

Social Performance							
Innovation		Employment and Development		Health and Safety		Social Welfare Donations	
Number of R&D personnel	30,600	Collective contract coverage rate	100%	Employee medical examination coverage rate	100%	Total investment amount	RMB 42,858,700
Proportion of R&D personnel	17.5%	Percentage of female employees	20%	Investment in safety production	RMB 580 million	Including: Rural revitalization investment	RMB 12,241,700
National High-tech Enterprises	57	The coverage rate of the <i>Special Collective Agreement for Female</i>	100%	Occupational health and safety training	2 million hours	Other: Public welfare investment	RMB 30,617,000
Cumulative valid patents	25,843	Number of employees with disabilities hired	308	Coverage of employees	2 million person-times	Total number of beneficiaries	239,482 persons
User Service		Total number of training participants	2.1 million person-times	Employee Care		Including: Rural revitalization beneficiaries	84,473 persons
Complaint response rate	100%	Training coverage rate	100%	Assistance funds for employees in need	RMB 33.04 million	Other: Public welfare beneficiaries	155,009 persons
Complaint closure rate	100%	Total training duration	850,000 person-days	Coverage of employees	12,400 person-times		

Awards and Honors

Awards / Honors	Awarding Institution	Awarded Unit
Ranked 93 rd in the Fortune Global 500 in 2024	Fortune Magazine	SAIC Motor
Ranked 30 th in the Fortune China 500 in 2024	China Listed Companies Association	SAIC Motor
Excellent Practice Case of Listed Company Board in 2024	China Listed Companies Association	SAIC Motor
Top 10 Social Responsibility (ESG) Cases of Shanghai SASAC System (2023-2024)	Shanghai Municipal State-owned Assets Supervision and Administration Commission	SAIC Motor
Green and Low-carbon Partner	Shanghai Energy Conservation Publicity Week Organizing Committee Office	SAIC Motor
Practitioners of Carbon Neutrality	Shanghai Energy Conservation Association, Shanghai International Exhibition (Group)	SAIC Motor
Outstanding Contribution Award at the 2024 Shanghai International Carbon Neutrality Expo for Products and Achievements	Council for the Promotion of International Trade Shanghai	SAIC Motor
2024 China Auto Industry Sustainable Development Practice Case	China Association of Automobile Manufacturers	SAIC Motor
Green Low-Carbon Supply Chain Alliance Lead Enterprises	Green Low-Carbon Supply Chain Leader Enterprise Alliance (CN100)	SAIC Motor
Best Shareholder Return Award for Listed Companies over 20 Years	Every Day Economic News	SAIC Motor
15 th Tianma Award for Investor Relations of China Listed Companies	Securities Times	SAIC Motor
Top 100 in 2024 China Brand Value Ranking	China Brand Economy (Shanghai) Forum Organizing Committee	SAIC Motor
2024 China Overseas Brand 100 Index	Overseas Edition of the People's Daily Online	SAIC Motor

Awards Received by SAIC's Subsidiaries

Award Name	Award Institution	Company Name
The 8 th Batch of Manufacturing Single Champion Enterprises	Ministry of Industry and Information Technology	Shanghai Hydrogen Propulsion Technology
Guangxi Zhuang Autonomous Region Advanced Collective for Environmental Protection and Ecological Civilization Construction	Communist Party of China Guangxi Zhuang Autonomous Region Committee / Guangxi Zhuang Autonomous Region People's Government	SGMW
Shanghai Green Factory Four Stars	Shanghai Municipal Commission of Economy and Informatization, Shanghai Municipal Development & Reform Commission	SAIC Volkswagen New Energy Vehicle Branch
Shanghai Green Factory Four Stars	Shanghai Municipal Commission of Economy and Informatization, Shanghai Municipal Development & Reform Commission	Shanghai Hydrogen Propulsion Technology
2024 Shanghai Municipal Excellent Case of Pollution Reduction, Carbon Mitigation Synergy Enhancement – Green Coating Upgrade Project for the Paintshop	Shanghai Municipal Bureau of Ecology and Environment	SAIC Volkswagen
Ningbo Green Factory	Ningbo Municipal Economic and Information Technology Bureau	SAIC Volkswagen Ningbo Branch
Zhengzhou Zero-waste Factory	Zhengzhou Municipal Bureau of Ecology and Environment	SAIC Passenger Vehicle Zhengzhou Branch
Automotive Manufacturing Superfactory	China Automotive Technology & Research Center (CATARC)	SGMW
2024 Beijing News Zero-Carbon Research Institute's Top 10 Green Development Cases	The Beijing News	SAIC Volkswagen
SAIC Volkswagen's Dual Carbon Strategy Driving Green Development	People's Daily Online	SAIC Volkswagen
Shanghai Energy Saving and Emission Reduction Demonstration Case - MEB Gas Treatment Station Air Suspension Fan Retrofit Project	Shanghai Energy Conservation Association	SAIC Volkswagen
Top Employers China 2024	TOP Employer Institute	SAIC MAXUS, SAIC Volkswagen, SAIC GM, SAIC GMAC, SGMW, Anji Logistics, Yanfeng Global Automotive, etc.

Upholding Integrity in Operations, Strengthening Foundational Systems



SAIC Motor steadfastly upholds its responsibilities to all stakeholders, adhering to the principle of honesty and trustworthiness in its operations. It is steadfast in pursuing sustainable development by continuously improving its governance structure, strengthening internal controls and risk management, adhering to business ethics, and enhancing information disclosure.

1.1 Improving Corporate Governance

1.1.1 Board of Directors

SAIC Motor firmly believes that having a diversified Board of Directors is a vital foundation for making scientific and prudent decisions, enhancing the modernization of corporate governance, and is an important safeguard for shareholder interests. On this basis, we have established a comprehensive set of director nomination policies through core institutional documents such as the *Articles of Association*, the *Rules of Procedure for General Meeting of Shareholders*, and the *Rules of Board Meetings*. These policies consider candidate qualifications from multiple dimensions including educational background, professional qualifications, and career experience. Diversity is a core evaluation criterion in the appointment process, and the list of director candidates is proposed for shareholder approval through voting, ensuring the standardization and transparency of the appointment process.

As of the end of the reporting period, SAIC Motor's Board of Directors consists of 8 members, including 3 independent directors which account for over 37.5% of the Board. This composition ensures the protection of the Company's overall interests and plays a positive role in safeguarding the rights of small and medium-sized investors. The board members have professional expertise in various fields, such as industry, investment, finance and accounting, law, and economic management, which helps the Board gain a more comprehensive and integrated perspective, leading to standardized operations and scientific decision-making. In addition, within the current board of directors, several members who have worked for multinational corporations bring extensive international experience. This background has further broadened the company's global perspective, enabling it to strive for stable operations and sustainable development amidst today's rapidly shifting and volatile worldwide conditions.

Title	Name	Gender	Age	Start of term	End of Term*	Professional Capacity			
						Industry Experience	Risk Management	Finance & Accounting	Law
Chairman of the Board	Wang Xiao Qiu*	Male	60	2024-7	Up to the Transition of the Board of Directors	√			
Director	Jia Jian Xu*	Male	46	2024-7	Up to the Transition of the Board of Directors	√		√	
External Director	Wang Jian*	Male	70	2021-6	Up to the Transition of the Board of Directors	√			
External Director	Huang Jian*	Male	55	2023-6	Up to the Transition of the Board of Directors			√	
Independent Director	Zeng Sai Xing	Male	58	2021-6	Up to the Transition of the Board of Directors		√		
Independent Director	Chen Nai Wei	Male	67	2021-6	Up to the Transition of the Board of Directors				√
Independent Director	Sun Zheng	Male	67	2022-5	Up to the Transition of the Board of Directors		√	√	
Employee representative director	Hua En De	Male	48	2023-12	Up to the Transition of the Board of Directors	√			

Note: In June 2024, the company issued an announcement stating that due to the ongoing preparation for the nomination of candidates for the new term of the Board of Directors and the fact that the various tasks related to the transition are still in progress, it is expected that the transition will not be completed before the expiration of the original term. Therefore, the Eighth Session of the Board of Directors will postpone its transition, and the terms of the special committees of the Board and senior management personnel will also be correspondingly extended. For more details, please refer to the *Notice Regarding the Postponement of Elections for the Board of Directors and Board of Supervisors of SAIC Motor Corporation Limited*.

In July, 2024, Mr. Chen Hong, the original Chairman of the Eighth Board of Directors, retired due to reaching the age limit and applied to resign his positions as Chairman of the Eighth Board of Directors, Director, and Chairperson and Member of the Strategic and ESG & Sustainability Committee. The company held the 23rd meeting of the Eighth Board of Directors and elected Mr. Wang Xiaoqiu, a director of the company, as the Chairman of the Eighth Board of Directors, and he also serves as the Chairperson of the Strategic and ESG & Sustainability Committee. For more details, please refer to the *Resolution Announcement of the 23rd Meeting of the Eighth Board of Directors of SAIC Motor Corporation Limited*.

In July 2024, the company convened the first extraordinary general meeting of 2024 and approved the *Proposal on Filling the Position of Director*, electing Mr. Jia Jianxu as a director of the Eighth Board of Directors and a member of the Strategic and ESG & Sustainability Committee, with a term consistent with the current board's tenure. For further details, please refer to the *Announcement of the Resolution of the 23rd Meeting of the Eighth Board of Directors of SAIC Motor Corporation Limited*, and the *Announcement of the Resolution of the First Extraordinary General Meeting of Shareholders in 2024 of SAIC Motor Corporation Limited*.

External directors, Mr. Wang Jian and Mr. Huang Jian, only serve as directors within the company and do not hold any other positions at SAIC Motor or its subsidiary enterprises.

The Board has established three specialized committees: the Strategic and ESG & Sustainability Committee, the Audit Committee, and the Nomination, Remuneration & Appraisal Committee. Except for the Strategic and ESG & Sustainability Committee, the Audit Committee and the Nomination, Remuneration and Appraisal Committee are composed entirely of external and independent directors, with an independent director serving as the chairman. The Company effectively utilizes independent directors in decision-making, supervision, and professional consulting to continuously improve corporate governance, ensuring steady and sustainable operations.

Type of Specialized Committee	Members Name
Strategic and ESG & Sustainability Committee	Director: Wang Xiao Qiu Members: Jia Jianxu, Wang Jian, Zeng Saixing, Chen Naiwei
Audit Committee	Director: Sun Zheng Members: Wang Jian, Zeng Sai Xing
Nomination, Remuneration & Appraisal Committee	Director: Chen Nai Wei Members: Wang Jian, Sun Zheng

Each committee, in accordance with the company's articles of association and relevant regulations, fully leverages its professional expertise to provide the board of directors with professional opinions and recommendations. During the reporting period, the Group made significant revisions to the rules of procedure for three specialized committees, further clarifying their responsibilities, optimizing workflows, and strengthening the internal management system. This important initiative effectively enhanced the operational efficiency and decision-making quality of the specialized committees. It also injected new vitality into the company's governance structure. Through collaborative efforts among the specialized committees, the company established a scientific and standardized operating mechanism in areas such as financial management, risk control, talent development, and strategic planning. These mechanisms not only provided effective decision-making support for the board of directors but also laid a solid foundation for the company's sustainable development.

1.1.2 Board of Supervisors

SAIC Motor has established a Board of Supervisors in accordance with the provisions of the *Company's Articles of Association* to oversee its daily business operations. As of the end of the reporting period, the Eighth Board of Supervisors is composed of three supervisors, including one Employee Representative Supervisor who serves as the convener of the Board of Supervisors. This not only allows them to fully utilize their role in protecting employee interests but also ensures better fulfillment of their supervisory duties over the board of directors and management team, thereby safeguarding shareholder interests.

Title	Name	Gender	Age	Start of term	End of term*
Employee Representative Supervisor (Convener of the Board of Supervisors)	Zhang Xiao Long*	Male	48	2023-4	Up to the Transition of the Board of Supervisors
Supervisor	Yi Lian	Male	58	2021-6	Up to the Transition of the Board of Supervisors
Supervisor	Xia Ming Tao	Male	47	2021-6	Up to the Transition of the Board of Supervisors

Note: In June 2024, the company issued an announcement stating that due to the fact that the nomination process for candidates of the next Board of Supervisors had not yet been completed, and the election process for the new term was still under preparation, it is expected that the renewal of the Board of Supervisors cannot be completed before the expiration of the current term. Therefore, the Eighth Board of Supervisors will postpone its renewal. For more details, please refer to *Notice Regarding the Postponement of Elections for the Board of Directors and Board of Supervisors of SAIC Motor Corporation Limited*.

In October 2024, Mr. Jiang Bao Xin, the former Employee Representative Supervisor of the Eighth Board of Supervisors, resigned from his position as an Employee Representative Supervisor of Shanghai Automotive Group Co., Ltd. due to a change in his job assignment. For more details, please refer to the Announcement on the *Resignation of the Employee Representative Supervisor of SAIC Motor Corporation Limited*.

1.1.3 Management Team

The SAIC Motor management team is responsible for the Company's daily operations, under the guidance of the Board of Directors. In terms of appointments, the BOD has the authority to decide on the hiring or dismissal of senior executives, including the President, Vice Presidents, Chief Financial Officer, Chief Engineer, Chief Audit Executive, Chief Legal Counsel, and Board Secretary. The Board also determines their compensation, rewards, and disciplinary actions. To ensure the scientific and democratic nature of decision-making, the management layer conducts research and makes decisions on major operational matters through institutionalized meetings such as the President's Meeting, the President's Office Meeting, and the President's Special Topic Meeting. Additionally, the management layer regularly reports to the Board of Directors.

Title	Name	Gender	Age	Start of term	End of term*	Professional Capacity			
						Industry Experience	Risk Management	Finance & Accounting	Law
President	Jia Jian Xu*	Male	46	2024-7	Up to the Transition of the Board of Directors	√		√	
Vice President	Zhou Lang Hui	Male	53	2021-6	Up to the Transition of the Board of Directors	√	√		
Vice President	Lan Qing Song	Male	59	2021-6	Up to the Transition of the Board of Directors	√			
Vice President, acting CFO	Wei Yong	Male	52	2021-6	Up to the Transition of the Board of Directors	√		√	
Vice President, Chief engineer	Zu Si Jie	Male	56	2021-6	Up to the Transition of the Board of Directors	√			
Vice President	Yang Xiao Dong	Male	54	2021-6	Up to the Transition of the Board of Directors	√			
Vice President	Jiang Jun	Male	54	2023-12	Up to the Transition of the Board of Directors	√			
Vice President	Wu Bing	Male	48	2023-12	Up to the Transition of the Board of Directors	√			√
Chief Auditor	Jiang Bao Xin*	Male	55	2024-10	Up to the Transition of the Board of Directors	√	√	√	
General Legal Counsel	Zhou Qi	Male	46	2023-8	Up to the Transition of the Board of Directors	√			√
Secretary of the Board	Chen Xun	Male	44	2021-6	Up to the Transition of the Board of Directors	√			

Note: In July 2024, Mr. Wang Xiaoqiu assumed the role of Chairman of the Board and consequently relinquished his position as President of the Company. SAIC Motor appointed Mr. Jia Jianxu, the Company's Vice President, as the new President, with a term aligned with that of the current Board of Directors. For further details, please refer to the *Announcement of the Resolutions of the 23rd Meeting of the 8th Board of Directors of SAIC Motor Corporation Limited*.

In October 2024, SAIC Group appointed Mr. Jiang Baoxin as the Company's Chief Audit Executive, with a term aligned with that of the current Board of Directors. For further details, please refer to the *Announcement of the Resolutions of the 25th Meeting of the 8th Board of Directors of SAIC Motor Corporation Limited*.

The Board of Directors, Board of Supervisors, and senior management of SAIC Motor serve as the core strength in corporate governance. They not only bear important responsibilities for leading the company's development, protecting shareholders' rights and interests, and safeguarding employees' legitimate rights, but also undertake a key mission to promote the implementation of the company's ESG strategy. During the reporting period, the company's directors, supervisors, and senior management actively participated in professional training organized by the stock exchange and its regulatory authorities. They attended and engaged in thematic lectures hosted by industry organizations and associations, continually deepening their understanding of industry development trends, market competition dynamics, and policy and regulatory developments. This participation has substantially enhanced their awareness of standardized operations and level of responsibility in risk management.

1.1.4 Shareholders' and Investors' Interests

SAIC Motor Corporation Limited has always adhered to the principles of openness and transparency, dedicating to building an efficient investor relations management system. The company strictly complies with laws and regulations such as the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Investor Relations Management System*, the *Information Disclosure Affairs Management System*, and the *Insider Information Informant Registration Management System*. It has established a Securities Affairs Department headed by the Secretary of the Board, who is responsible for information disclosure and related investor relations work, ensuring that the information disclosed is true, accurate, complete, timely, and fair.

In terms of investor communication, SAIC Motor adopts an integrated "online and offline" approach to establish a diversified investor service system. The Company maintains "multi-channel, all-day standby, and high-frequency" interactive communication with domestic and international investors through various channels, including securities firm investment strategy meetings, periodic financial report presentations, investor communication meetings, roadshows, special investor events, investor hotlines, investor emails, company websites, and the platform of "SSE E-interactive" to ensure the timely, accurate, and fair transmission of information, listens to investors' voices, addresses their concerns, boosts investor confidence, and at the same time, actively provides feedback to the Company's management on investors' suggestions and fully protects investors' legitimate rights and interests.

During the Reporting Period		
Received over 1,600 investor research visits	Answered over 720 phone inquiries	Responded to over 320 questions on the SSE e-Interaction platform
Conducted 3 financial report presentations	Participated in 66 investor exchange meetings organized by the brokers	Invited investors to theme events like the "Toward the New Decade" New Energy Techshow

SAIC Motor deeply understands that credibility is the cornerstone of enterprise development. As a taxpayer with an A-level credit rating, we always place the construction of a social integrity system at the core of our business operations. Through measures such as deepening strategic cooperation between banks and enterprises, strengthening credit management in business areas, and promoting our subsidiaries to accept social credit supervision and evaluation, we continuously improve our corporate credit system.

1.2 Optimizing Internal Control System

SAIC Motor has focused on optimizing its internal control system, establishing a management mechanism that covers key business areas. Through strict prevention and control measures and a standardized supervision system, ensuring the compliance and sustainability of our business operations.

1.2.1 Internal Control Management Mechanisms

SAIC Motor has established a comprehensive and effective internal control mechanism that adheres to regulatory requirements, such as the *Basic Standard for Enterprise Internal Control* and the *Supporting Guidelines for Internal Control of Enterprise*, with reference to international standards, such as the *Internal Control-Integrated Framework (COSO)*. The Company has established an internal control mechanism tailored to its own production and operation characteristics. This mechanism encompasses the main business areas of strategic planning management, crisis management, monetary fund management, fixed asset management, intangible asset management, procurement and payment, operating project investment management, investment management, financing management, guarantee management, budget management, cost and expense control, tax management, subsidiary management, personnel salary management, contract and legal affairs management, financial reporting management, related party transactions, computer information system management, quality and operational management, safety supervision management, commercial vehicle business management, mobile travel and service business management, financial business management, seed fund management, international business management, and data management.

Control Environment

Control Environment is the important foundation for implementing internal control. The Company has established a management mechanism that includes ethical guidelines, corporate culture, organizational system management, job descriptions and authorization management, corporate governance mechanisms, human resources policies, internal audit mechanisms, anti-fraud mechanisms, system documentation management, and chop management.

Risk Assessment

Risk Assessment is an important part of implementing internal control. It includes the organizational system, continuous risk assessment, and special risk assessment. It involves timely identification, scientific analysis, and evaluation of various uncertain factors affecting the achievement of control objectives, and the adoption of corresponding strategies.

Information and Communication

Information and Communication is an essential condition for implementing internal control. It encompasses administrative meetings, internal reporting, information disclosure, investor reception, and public relations information management. It ensures that information is collected promptly, accurately, completely, and effectively communicated.

Supervision and Inspection

Supervision and Inspection is an important guarantee for implementing internal control. It establishes a mechanism for organizational systems, continuous supervision and inspection, special supervision and inspection, planning and reporting, tracking and improvement. It conducts supervision, inspection, and evaluation of the completeness, rationality, and effectiveness of internal controls.

Under the leadership of its Board of Directors, SAIC Motor has established a standardized audit work mechanism. The Board has set up an Audit Committee, with the Audit Office serving as the day-to-day administrative body of the Board's Audit Committee, conducting internal audits in a professional, authoritative, and efficient manner. SAIC Motor has also established an Audit Work Leading Team, with the Audit Office acting as the office of the Audit Work Leading Team, responsible for the specific implementation of audit projects.

In 2024, SAIC Motor implemented centralized audit management, with the Audit Department (Audit Center) taking on the internal audit supervision responsibilities of the Company and its subsidiaries. It guides enterprises in conducting internal control and risk prevention work, and reports to the Audit Committee quarterly to ensure the Company's standardized operations. In addition, SAIC Motor has established a comprehensive compliance process to ensure the effectiveness of business activities, the security of assets, and the authenticity and integrity of financial data.

1.2.2 Management Measures

SAIC Motor has established a complete system to manage the entire flow of business activities.

Preventive warning	<ul style="list-style-type: none"> The Company has established the <i>Internal Control Manual</i>, a comprehensive document outlining the internal control framework to ensure coverage across all business processes and management workflows. Departments are required to adhere to the <i>Continuous Risk Assessment</i> internal control process, engaging in regular risk identification and assessment activities. They must clearly outline management plans and response strategies for various risks to ensure the early detection of potential issues.
Monitoring in real time	<ul style="list-style-type: none"> The Audit Department conducts internal control self-assessments for the Company headquarters and branches every six months to ensure risks remain manageable. The Company has implemented regulations such as the <i>Continuous Supervision and Inspection and Evaluation Measures for Internal Control of Subsidiaries</i>. It requires subsidiaries to conduct regular internal control self-assessments and report the outcomes to their respective Boards of Directors.
Accountability after the event	<ul style="list-style-type: none"> The Audit Department, following the annual audit plan, conducts general manager economic responsibility audits and internal control evaluations for affiliate companies every four years, ensuring comprehensive coverage. It identifies existing issues, proposes improvement recommendations, and monitors the completion of corrective actions by the companies. The Company, through the <i>Detailed Rules on Holding Accountable for Illegal Business Operations and Investment</i>, has established the SAIC Motor Accountability Work Team to investigate and hold accountable individuals responsible for violations and resulting losses, ensuring the effective enforcement of accountability mechanisms.

1.2.3 External Oversight and Validation of Effectiveness

SAIC Motor actively accepts guidance and supervision from the Shanghai State-owned Assets Supervision and Administration Commission and the Shanghai Municipal Audit Bureau, and also maintain open communication mechanisms with relevant government departments. While undergoing regular external oversight, SAIC Motor continuously optimizes its internal control and auditing management systems. During the reporting period, SAIC Motor's internal controls operated effectively, with no material or significant deficiencies identified in either financial or non-financial report-related internal controls. Additionally, the Company commissioned PricewaterhouseCoopers Zhong Tian Certified Public Accountants LLP to independently audit the effectiveness of the internal controls related to the 2024 financial statements. PwC issued a standard unqualified opinion on the internal control audit report, further validating the maturity and reliability of SAIC Motor's internal control system.

1.3 Enhancing Risk Management

SAIC Motor has established a systematic risk management framework, continuously refining its management systems and strengthening risk awareness among employees. These efforts have significantly enhanced the Company's ability to withstand risks and maintain compliance, providing a robust foundation for the Company's steady development.

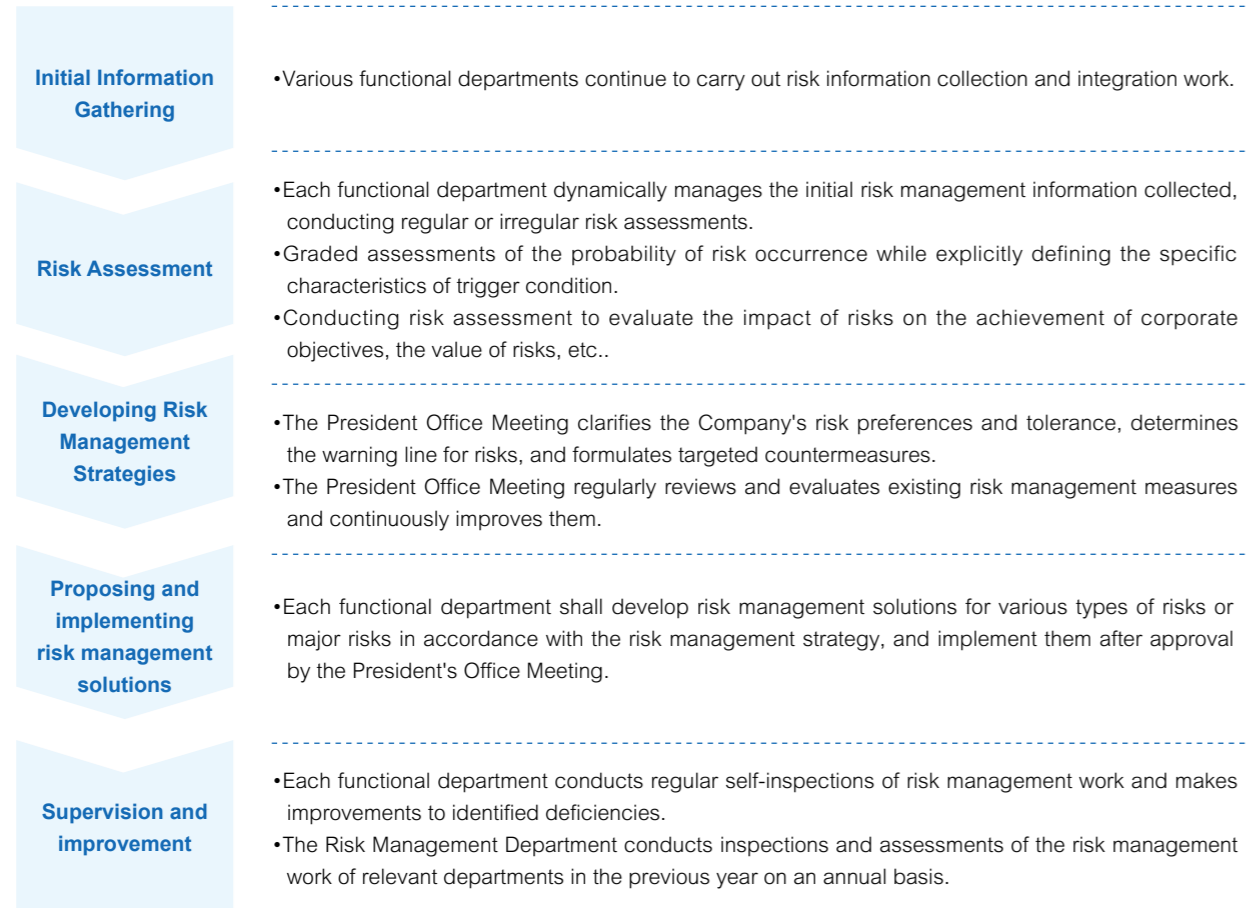
1.3.1 Risk Management System

SAIC Motor consistently adheres to a scientific risk management system as its core, building a comprehensive corporate governance framework. The Board of Directors serves as the central decision-making body in corporate governance, leading the establishment and optimization of risk management and internal control systems comprehensively. The President Office Meeting assumes overall responsibility for risk decisions and management, approving risk management strategies, solutions for major risks, and risk assessment reports for critical decisions.

On the execution level, functional departments of the Company and its subsidiaries execute the fundamental risk management processes, monitoring risk information in real-time. These departments not only identify risks that may impact the achievement of the Company's objectives but also conduct in-depth analyses and descriptions of their likelihood, severity, and triggering conditions, thereby enabling comprehensive risk control.

1.3.2 Risk Management Mechanism

SAIC Motor conducts continuous risk assessments to systematically enhance compliance and risk resilience, ensuring its healthy and stable operations. The Company's management mechanism comprises the following key components:



SAIC Motor has implemented a continuous risk assessment approach and has introduced a specialized mechanism for assessing risks associated with major decisions. This mechanism requires functional departments to develop feasibility study plans, evaluate relevant risks, and submit written reports to the President's Office Meeting for approval when making significant operational project investments.

1.3.3 Risk Awareness Training

In terms of targeting critical risks, SAIC Motor has organized professional training focused on key risks in order to enhance risk awareness, improve the ability to prevent and respond to risks, and ensure the stable development of the enterprise. Through systematic training, employees become more adept at identifying potential risks and taking effective measures to prevent them, providing a solid guarantee for the safe operation of the enterprise.

In 2024, SAIC Motor further enhanced its risk management measures. Quarterly, the Company organizes subsidiary enterprises to conduct risk identification and mitigation efforts, focusing particularly on financial statement risks and operational compliance risks, and requires each enterprise to submit reports to the Company.

1.4 Honest and Compliant Operation

SAIC Motor strictly abides by the *Oversight Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Interim Provisions on Banning Commercial Bribery* and other laws and regulations and is committed to maintaining the highest standards of business ethics, dedicated to creating a fair, impartial, and trustworthy business environment. Through continuous improvements in governance systems, strengthened supervisory mechanisms, and deepened integrity culture initiatives, the Company persistently reinforces a standardized and institutionalized framework for integrity and anti-corruption efforts.

1.4.1 Fair Competition

SAIC Motor fully recognizes and highly values the significance of anti-monopoly compliance management. The Company maintains close attention to national legislation and enforcement dynamics in the automotive industry sector. At the corporate level, SAIC Motor adopts the *SAIC Motor Anti-Monopoly Compliance Guidelines* as its core, targeting whole vehicle manufacturers, key component producers, and sales entities as priority areas. Tailored anti-monopoly compliance requirements are implemented based on the distinct characteristics of each business category.

SAIC Motor has always prioritized enhancing its anti-monopoly compliance capabilities. In 2024, the Company actively engaged in discussions organized by the Shanghai Municipal Administration for Market Regulation, focusing on addressing Resale Price Maintenance (RPM) violations related to price monopolies. Throughout the year, SAIC Motor continued to implement the *SAIC Motor Anti-Monopoly Compliance Guidelines* across its subsidiaries, offering guidance and support to tackle anti-monopoly issues encountered in daily operations. The Company provides consultative assistance regarding operator concentration filings for new ventures and addresses anti-monopoly compliance concerns in routine business activities. Additionally, SAIC Motor strengthens and promotes anti-monopoly compliance training and awareness campaigns, thereby continuously improving operational efficiency and risk prevention capabilities, solidifying a sustainable framework for compliant anti-monopoly practices within the organization.

1.4.2 Integrity System



To effectively prevent corruption risks, SAIC Motor has consistently adhered to a "zero-tolerance" principle, rigorously implementing intra-party regulations such as the Code of Conduct for Clean and Honest Behavior of the Communist Party of China. Annually, the Company conducts an in-depth analysis of the situation concerning integrity risks, formulating a series of anti-corruption and integrity-maintaining systems, including provisions outlined in the *Regulations on Implementing the Integrity Responsibility System*. Furthermore, SAIC Motor annually engages independent external audit firms to conduct fraud risk assessments and submits reports to the Audit Committee of the Board of Directors. To ensure the effective operation of its integrity framework, all subsidiaries and business units undergo specialized reviews encompassing corruption and integrity aspects every year, fostering and maintaining a culture of honesty and integrity across the organization.

1.4.3 Institutional Framework

SAIC Motor has implemented regulations such as the *Employee Reward and Punishment Management System* and the *Integrity Standards for Senior Officials*, clearly prohibiting acts of embezzlement, bribery, and other corrupt practices, along with corresponding disciplinary actions. The Company has comprehensively implemented the *Integrity Responsibility Agreement* system. Among the board members and department-level cadres, the annual integrity agreement signing rate reached 100%, further solidifying and clarifying the integrity responsibilities of relevant personnel. In response to the needs of international operations, the Company has developed the *Guidelines for Integrity Compliance Work in Overseas (including Cross-Border) Enterprises*, focusing on regulating the behavior of overseas enterprises in areas such as preventing fraud and avoiding conflicts of interest.

In 2024, the Company piloted cross-border anti-corruption work and issued compliance guidelines on advertising, anti-commercial bribery, anti-monopoly, and other aspects for countries such as Germany, Spain, Italy, the Netherlands, and Portugal. Related work in other countries is also actively advancing.

In August 2024, the Shanghai Municipal Commission for Discipline Inspection and Supervision conducted a filing review and investigation into the serious disciplinary and legal violations of the Company's former vice president, Chen De Mei. During the investigation of the case, the Company actively cooperated with the regulatory authorities in the investigation and evidence collection, further improved its internal management system, and strengthened the promotion of a compliance culture. This fully demonstrates the Company's commitment to compliance operations, adherence to discipline and law-abiding principles, and a zero-tolerance attitude towards any actions that violate laws and regulations.

To prevent the occurrence of similar risks, the Company has adopted systematic measures, including but not limited to:

- **Strengthening Internal Auditing and Risk Control Mechanisms**

By establishing stricter internal audit processes and enhancing supervision over senior management, the Company ensures the compliance and transparency of its operations.

- **Conducting Compliance Training for All Employees**

Regularly organizing compliance training and education sessions to enhance the awareness and sensitivity of all staff, particularly those in senior management, to legal regulations and ethical risks.

- **Improving Supply Chain and Business Partner Management**

Implementing more rigorous qualification reviews of suppliers and partners to ensure that all collaborative actions comply with laws, regulations, and industry standards.

- **Establishing a More Comprehensive Reporting and Feedback Mechanism**

Encouraging employees to report potential misconduct through formal channels and providing protection for whistleblowers, thereby forming a virtuous cycle of prevention and punishment for improper conduct.

1.4.4 Partner Management

SAIC Motor has established a "dual contract" management model with its suppliers, which involves simultaneously signing an integrity agreement when entering into a procurement contract, or explicitly including integrity clauses within the procurement contract. This requires all suppliers to strictly adhere to relevant anti-corruption laws. To further strengthen supplier management, the Company issued the *Regulations on Supplier Integrity and Compliance Management* in 2024. Through measures such as establishing a controlled list, the Company implements strict procurement restrictions on suppliers involved in bribery and corruption, thus achieving full-process control of supply chain integrity and compliance.

1.4.5 Complaint Reception and Whistleblower Protection

SAIC Motor has established smooth and convenient complaint and reporting channels in accordance with the *Measures for Handling Complaints and Reports of Fraudulent Behavior* accepting reports from company employees as well as other organizations and individuals either by name or anonymously. Reporters can reflect problems to the Disciplinary Inspection and Supervision Department through various methods such as phone calls, letters and emails. The Disciplinary Inspection and Supervision Department will strictly keep the personal information of reporters confidential and feedback on the handling results in an appropriate manner after the investigation is concluded.

Reporting Channels of SAIC Motor:

Reporting Phone: (021) 22011092
 Reporting Email: sqjw@SAICmotor.com
 Letters and Visits: Discipline Inspection and Supervision Office, No. 489 Weihai Road, Shanghai
 Postal Code: 200041

To ensure that the rights of whistleblowers are not violated, the Company has formulated the *Prohibition on the Conduct of Discipline Inspection and Supervision Cadres*, which explicitly stipulates the responsibility mechanism for violating confidentiality obligations. The Company strictly implements regulations such as the *Discipline Regulations of the Communist Party of China* and the *Public Security Personnel Administrative Punishment Law of the People's Republic of China*. Any behavior that suppresses or retaliates against the exercise of rights such as criticism, accusation, and reporting in accordance with the law will be dealt with seriously in accordance with regulations and laws, resolutely eliminating any form of retaliation. This year, the Discipline Inspection and Supervision Department of SAIC Motor strictly followed the prescribed procedures to handle complaints and reports of fraudulent behavior, and there were no instances of whistleblower information leaks.

1.4.6 Integrity Culture Building and Awareness Promotion

SAIC Motor regards the construction of integrity culture as an important part of corporate culture, advocates the core concept of "Building Clean Vehicles, and Being a Clean and Honest Person" and integrates it into daily operational management.

SAIC Motor produces educational videos on integrity culture warnings for all employees and continuously strengthens the integrity awareness of every staff member through activities such as holding integrity and compliance short film competitions. At the same time, the Company focuses on dynamic and personalized integrity education, conducting targeted warning education and integrity compliance training in combination with the business characteristics of each region, effectively enhancing employees' legal awareness and sense of discipline.

Case **Strengthening Legal and Disciplinary Awareness, Upholding the Bottom Line of Integrity**

SAIC Motor places great importance on the construction of business ethics and continuously strengthens disciplinary education. By combining regular and focused education, the Company fosters a positive atmosphere among employees to comply with laws and regulations and to pursue entrepreneurial endeavors. In 2024, taking the study and implementation of the newly revised disciplinary regulations as an opportunity, the Company thoroughly carried out educational activities on party discipline and extended the learning to the necessary knowledge of intra-party regulations and national laws, guiding cadres and employees to internalize and manifest discipline in their actions.

In terms of educational forms, SAIC Motor adopted diverse measures: organizing 144 warning education conferences, conducting 443 centralized study sessions, hosting 2,219 thematic courses, and regularly carrying out "initial post" integrity education training for leading cadres throughout the year. Meanwhile, by organizing 274 special research projects and compiling 17 typical cases, the Company conducted case-based education using real-life examples, effectively enhancing the relevance and effectiveness of the education. These initiatives have effectively raised the compliance awareness of all employees, strengthened the moral standards of the Company, and laid a solid foundation for the sustainable development of the Company.



Annual integrity education training program for newly appointed leading cadres before they take offices.



Special educational work conference of the disciplinary inspection departments of SAIC Motor.

1.5 Information Disclosure

SAIC Motor places great importance on information disclosure management and has established regulations, such as the *Regulations on the Information Disclosure Affairs Management Policy*, the *Internal Reporting Policy of Significant Information*, the *Information Insider Registration Management Policy*, and the *Regulations on the Management of Suspension and Exemption of Information Disclosure*. By establishing standardized procedures for the preparation, review, and disclosure of announcements, the responsibilities of relevant personnel are clearly defined, and strict confidentiality measures are implemented to ensure the compliance and precision of information disclosure.

During the reporting period, SAIC Motor strictly adhered to the information disclosure regulations of regulatory authorities and self-regulatory guidelines. Through the exchange website and designated newspapers, the Company completed the disclosure of 4 periodic reports and 54 temporary announcements. In addition to fulfilling the mandatory information disclosure obligations, the Company voluntarily published monthly production and sales bulletins through the exchange website and designated newspapers, and continued to issue annual social responsibility reports/ESG reports, as well as internal control evaluation reports. In this process, the Company further strengthened process management and continuously improved the quality of information disclosure, with no incidents of publishing correction announcements, fully reflecting the Company's high attention and professionalism in information disclosure work.

By creating a public and transparent information disclosure channel, SAIC Motor has continuously enhanced its own disclosure transparency and public participation. Since the 2013 fiscal year, the Company has consecutively received the "Listed Company Information Disclosure Class A" rating awarded by the Shanghai Stock Exchange every year, which is also a full recognition of the Company's high standards and strict requirements in information disclosure.

Green Intelligent Network for Planetary Protection



SAIC Motor adheres to the national blueprint of "Carbon Peaking and Carbon Neutrality", and takes actively responding to climate change, advancing green operations, and practicing ecological protection as the fundamental guideline for the company's development. The company strives to create an ecosystem that respects natural laws and is guided by green development, serving as a key pillar to support the company's long-term operations and promote social sustainability.

*The environmental data in this Report only contains key production subsidiaries affiliated to SAIC Motor in China and does not include HASCO and SNAT. For relevant information of HASCO and SNAT, please refer to their respective public disclosure.

2.1 Responding to Climate Change

In recent years, global climate change has intensified, leading to more frequent extreme weather events that had profound impacts on human society and economic development. This trend not only threatens ecological balance but also imposes higher sustainability requirements for various industries.

As a leading automobile manufacturer in China, SAIC Motor fully recognizes the automotive industry's responsibility in addressing climate change and controlling GHG emissions. The company actively responds to the national "Carbon Peaking and Carbon Neutrality" strategic deployment, setting clear goals for responding to climate change and gradually integrating these goals into the Group's long-term development plan.

2.1.1 Climate Change Governance

The Board of Directors is fully responsible for the Company's response to climate change and has authorized the Strategic and ESG & Sustainability Committee to oversee and monitor climate change related activities. At the operational level, we have established a dedicated "Dual Carbon" Working Group based on the ESG Working Group. This group is responsible for systematically coordinating and advancing the identification and management of GHG emissions and climate change risks. It clarifies the short-term, medium-term, and long-term climate risks and their impacts on the Group and its subsidiaries' sustainable development, continuously optimize business development strategies and resource allocation to implement various response measures.



2.1.2 Climate Change Strategy and Risk Opportunity Identification and Management

SAIC Motor deeply recognizes that climate change is one of the major global challenges, designating responding to climate change as a strategic ESG focus area and actively engages in related identification and response efforts. By developing multi-dimensional response measures, we aim to strengthen our management of climate-related impacts and make positive contributions to the long-term health and sustainable development of the economy, society, and environment:

Monitoring Establish a risk assessment management system to regularly collect and analyze greenhouse gas-related data, ensuring timely awareness of the latest developments.

Prevention Develop emergency response plans to enhance the ability to respond to extreme events, ensuring rapid response and reduced losses in case of emergencies.

Management Optimize business processes to reduce carbon emissions and improve energy efficiency. Through technological innovation and management improvements, achieve efficient resource utilization.

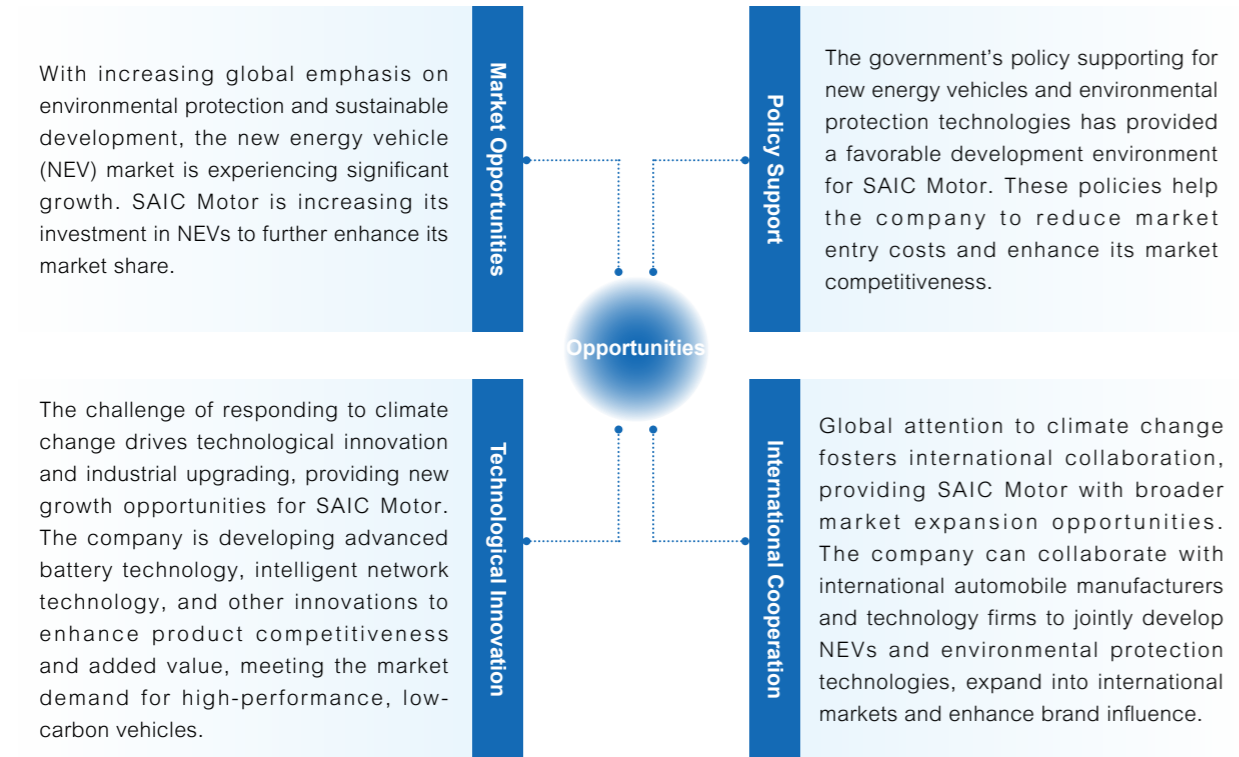
Control Implement a stringent environmental management system to ensure the effective execution of environmental protection measures. Regular audits and assessments are conducted to ensure continuous improvement in environmental management.

Mitigation Promote the use of new energy vehicles to reduce fossil fuels consumption and lower GHG emissions. Through technological innovation and market promotion to advance the widespread adoption of green transportation methods.

Meanwhile, to better manage climate-related risks and seize related opportunities, SAIC Motor has conducted a systematic identification of climate risks and opportunities to better address the impact of physical risks, promptly adapt to macro policy changes, and follow the wave of the low-carbon transformation of the whole society.

Type		Main Risk Description	Impact Period
Physical Risk	Acute	Extreme weather events (such as floods, droughts, and heatwaves) may cause damage to SAIC Motor's production facilities and supply chain, impacting production and operations.	Short-term, Medium-term, Long-term
	Chronic	With global warming, rising sea levels may affect SAIC Motor's production and operations in coastal areas and impact the supply chain.	Medium term, Long-term
Transition Risk	Policy and Regulations	National policies on carbon emissions and environmental protection are becoming stricter, potentially requiring SAIC Motor to implement more stringent environmental measures in production and transportation and other processes, leading to higher compliance costs.	Short-term, Medium-term
	Market	The rapid development of the new energy vehicle market may have a greater impact on the traditional gasoline vehicle market than expected, affecting SAIC Motor's market share and profitability.	Short-term, Medium-term
	Technology	The rapid advancement of new energy vehicle technology requires SAIC Motor to continuously innovate and invest in R&D. This increases R&D costs and poses the risk of technological obsolescence and reduced market competitiveness.	Medium-term
	Reputation	The Company's performance in addressing climate change will impact its corporate social responsibility image. Poor performance in environmental protection and social responsibility may lead to public scrutiny and pressure.	Long-term

SAIC Motor firmly believes that while climate change brings risks, the trend towards low-carbon and green development also presents various opportunities for the company's transformation and development.



SAIC Motor is dedicated to fully implementing its climate transformation plan, establishing systematic strategies and measures at the production, product, and supply chain levels, and continuously advancing the implementation of these initiatives.

Production and Manufacturing Green Manufacturing System	<ul style="list-style-type: none"> • Increase the proportion of renewable energy through self-built photovoltaic and purchasing green electricity • Enhance the efficiency of energy use in factories through energy-saving technological reforms and process innovations and enhanced energy utilization • Promote energy digital management technologies
Product Service Low-Carbon Planning	<ul style="list-style-type: none"> • Being the "source of innovation" for original low-carbon (clean energy) automobile technologies and provide automobile products with low carbon emissions
Supply Chain Recycling Economy	<ul style="list-style-type: none"> • Improve the material recycling rate • Promote the use of energy-saving and environmentally friendly new materials • Pilot the extended producer responsibility system for automotive products, promoting the hierarchical utilization of recycling and disposal of power batteries.

2.1.3 Climate-Related Impacts, Risks, and Opportunities Management

Climate risk management has become one of the key elements of corporate operations. SAIC Motor places high importance on managing climate-related impacts, risks, and opportunities, and deeply integrates them into the overall risk management system. The climate risk management process is carried out concurrently with other types of risk management processes, ensuring that all types of risks are comprehensively identified, assessed, and addressed within the same framework.

By regularly conducting climate risk assessments, the Group can promptly identify potential risks and formulate targeted response measures to ensure the stable operation of all business activities. With the advancement of "Dual Carbon" Goals, SAIC Motor continuously adjusts its management processes, such as introducing more precise monitoring indicators and advanced technical means, to ensure the company's sustainable development in the context of climate change.

2.1.4 Climate-Related Goals

SAIC Motor places high importance on the global challenge of climate change. Embracing the commitment of "Not only will it continue to expand the popularity of new energy products, but it will also make a concerted effort at the production and industrial chain ends to continue to promote SAIC's high-quality development that is green and low-carbon", adhering to the concept of green development and committed to achieving low-carbon development. Currently, SAIC Motor has set and published the goal of "striving to achieve high-quality carbon peaking by 2025", and is committed to promoting continuous emission reduction across all stages of the product lifecycle, ensuring every step moves towards sustainable development. To support the achievement of China's "Dual Carbon" goals, we are planning to conduct Scope 3 carbon emission calculations, advocating for collaboration with suppliers to jointly establish and pursue carbon reduction goals.

At the same time, its subsidiaries are actively responding to the Group's strategic deployment and have formulated their own "Dual Carbon" goals respectively:

SGMW	Striving to achieve the goal of "Carbon Peaking by 2025 and Carbon Neutrality by 2050," and become a leader in zero carbon enterprises, an innovator in the industry models, and a pioneer in setting industry standards.
SAIC Volkswagen	Continuously reduce the carbon emissions throughout the entire lifecycle of its products, by 2030, ensure that 100% of the electricity used in production and business operations is clean electricity. By 2030, reduce the carbon emission index per vehicle over the entire lifecycle by 25% compared to 2018 to achieve "Carbon Neutrality" by 2050.

In terms of emission reduction practices, SAIC Motor has implemented several effective measures, achieving a total reduction of 131,821 tons of carbon emissions throughout the year.

Case SAIC Passenger Vehicle Continuously Advances the Development of a Green and Low-Carbon Supply Chain

In supply chain management, SAIC Passenger Vehicle has established the *Supplier Business Performance Management Process*, the *Supplier Comprehensive Quality Performance Evaluation Process*, and the *Supplier Comprehensive Performance Evaluation and Comprehensive Performance Improvement Management Process* to focus on elevating suppliers' performance in GHG emissions and other ESG dimensions. This allows for the precise identification and rewarding of outstanding green suppliers, while providing improvement suggestions to underperforming suppliers, thereby promoting their enhancement in green management practices.

Case SAIC Volkswagen Continuously Optimizes the Entire Lifecycle Carbon Emission Index

SAIC Volkswagen is committed to continuously reducing the entire lifecycle carbon emission index. To achieve this goal, SAIC Volkswagen has implemented carbon reduction efforts from three key areas: product development, production, and the supply chain.

Product R&D

Continuously reduce the carbon footprint of products by using more recycled materials and reducing the energy consumption of products.

Production

Through over 50 energy-saving and carbon-reduction measures, such as utilizing waste heat from drying rooms, dynamically adjusting fan speeds in smart drying rooms, and other initiatives, continuously promoting the transition to green energy and improving production efficiency.

Supply Chain Field

Encourage suppliers to increase the use of green energy and call on the supply chain to continuously reduce carbon emissions from raw materials and processing processes, implementing innovative logistics systems through multimodal transportation and green packaging to create a green and innovative logistics transportation system.

Case SGMW Actively Engages in Carbon Footprint Identification

SGMW is committed to reducing carbon emissions throughout the entire lifecycle of its products, from design to disposal. Its Starlight PHEV model was the first to pass the Carbon Footprint Label Level evaluation, earning the first carbon footprint grade certificate for road vehicle products in China, with an evaluation grade of Level 1 (the highest level).



In addition, the Group strictly adheres to the national carbon emission allowance system. All 22 companies in Shanghai have successfully completed the 2023 allowance settlement, with a total annual settlement volume of 849,300 tons, achieving a 100% compliance rate.

2.2 Advancing Green Operations

SAIC Motor continues to deeply integrate the concept of green development into the entire lifecycle of project operations, systematically optimizing its environmental management system and resource allocation. Through continuously improving environmental management mechanisms, we are committed to achieving a synergistic enhancement of economic and environmental benefits.

In 2024, SAIC Motor's subsidiaries experienced a total of 8 environmental administrative penalties, with the total fine amounting to approximately RMB 1.79 million. The main issues included actual operations exceeding the scope described in the environmental impact assessment report, wastewater discharge exceeding standards at automobile dismantling facilities, failure to complete waste reporting procedures, and inadequate execution of daily operations and equipment maintenance. Among these, 5 penalties involved the Group's third-tier company, Shanghai Motor Vehicle Recycling Service Center Co., Ltd., with a total fine of about RMB 1.69 million. Upon investigation, the primary cause was found to be the company's entry into the motor vehicle recycling sector through acquisition, where newly assigned managers lacked sufficient understanding of the industry's environmental requirements and failed to effectively promote and implement environmental culture. In response, the group has decided to firmly exit from this niche market due to a lack of management experience. The relevant exit process is underway, and the group will use this as a lesson to earnestly implement corrective measures, further strengthening environmental compliance training and supervision for related enterprises.

2.2.1 Environmental Management System

SAIC Motor strictly adheres to the *Environmental Protection Law of the People's Republic of China* and the local regulations on environmental management, has established an environmental management system at the group level in accordance with ISO 14001 international standard, deeply integrating environmental management into daily operations. To further improve environmental management, the Group regularly conducts environmental training to enhance employees' environmental awareness and practical skills.

During the reporting period

Total Environmental Investment
RMB **500 million**

Total Duration of Environmental Training
500 thousand hours

Based on its business model characteristics and drawing lessons from the advanced experience of global environmental management, SAIC Motor conducts real-time monitoring of environmental management at key nodes of various projects in the following four areas:

Environmental Impact Assessment

- Strictly adhere to the requirements of the *Environmental Impact Assessment Laws of the People's Republic of China* and other relevant laws and regulations for conducting environmental impact assessments of construction projects.
- Strictly implement the "three simultaneous" environmental protection system, ensuring that environmental facilities are designed, constructed, and put into operation simultaneously with the main facilities.
- Major new construction, reconstruction and expansion projects must obtain approval from environmental authorities and be implemented in accordance with laws and regulations.

Environmental Impact Monitoring

- Adopt automated, informatized, and centralized modes, using a digital energy management system to monitor production, transmission, and consumption processes centrally and dynamically.
- Develop monitoring plans and entrust qualified monitoring units to monitor pollution discharge outlets to ensure compliance with emission standards.

Environmental Emergency Mechanism

- Compile emergency response plans for environmental emergencies as required and register all emergency plans with local ecological environment bureau as required.
- Establish an emergency organization to ensure rapid and orderly emergency response.
- Conduct training and drills for various types of environmental emergencies to enhance employees' risk awareness and the ability of emergency personnel to properly handle accidents in emergencies.

Environmental Information Disclosure

- Establish an environmental information disclosure system, regularly publish environmental management information, and accept supervision.
- Key monitored enterprises publicly disclose environmental monitoring data on the environmental information disclosure platform of the local environmental protection bureau.

Case

Various Bases of SAIC Passenger Vehicle Conducts National Low-Carbon Day and World Environment Day Themed Campaigns

SAIC Passenger Vehicle consistently promotes the concepts of energy conservation, carbon reduction, and green manufacturing. Each base conducts themed campaigns for Environment Day and National Low-Carbon Day, subtly cultivating the awareness of energy conservation, carbon reduction, and green production among all employees. These activities drive continuous improvement in the environmental energy work of the enterprise.



Case

SGMW Deepening Environmental Protection Propaganda and Advocating for Green Development

During the 2024 World Environment Day, SGMW organized a Company-wide environmental knowledge competition to deepen environmental protection propaganda, inspiring employees to pay attention to and participate in environmental protection issues. By hosting the "Renew and Thrive, Green and Go" Green Manufacturing Culture Month, the company conducted a series of activities, including offline cultural exhibitions, online points competitions, and visual promotions for energy conservation and environmental protection. These activities effectively enhanced the atmosphere of green manufacturing culture and attracted over 30,000 participants. Additionally, SGMW established a "Green Manufacturing Promotion Platform" to regularly conduct online educational activities on energy conservation, environmental protection, and green low-carbon practices. The platform features multiple modules, including dynamic promotions, green manufacturing, green innovation, weekly quizzes, and more. Over 3,300 articles have been published, and more than 570,000 posts related to energy conservation and environmental protection have been collected, with a total of over 2.65 million participant engagements. Special promotional activities were conducted on World Water Day, Earth Day, Environment Day, National Low-Carbon Day, and National Ecology Day.



Case **SGMW Indonesia's Global Sustainability Engagement**

SGMW Indonesia actively practices the "Green Innovation" concept and deeply participates in global sustainable development actions. During World Environment Day, the company actively participated in tree-planting activities, combining ecological restoration with public education to support environmental protection in Indonesia.

Simultaneously, as the official automotive partner of the Bali World Water Forum, SAIC GM deployed a fleet of three-star models—Air EV (Wuling Qingkong), Bingo EV (Wuling Binguo), and Cloud EV (Baoyun)—to provide comprehensive low-carbon transportation services for representatives from 148 countries and international organizations.



2.2.2 Advancing Green Manufacturing

SAIC Motor regards green production as a core management philosophy. We continuously enhance the automation and intelligence levels of our manufacturing bases, improve resource efficiency, and optimize operational performance. We continuously refine our management systems for energy, water resources, and waste emissions, and implement various reduction measures to lay a solid foundation for reducing carbon emissions throughout the production process and the entire lifecycle of vehicles. Our core strategy centers on developing clean technologies, and increasing research and development in clean technologies while setting future investment targets.

By the End of the Reporting Period

SAIC Motor and its subsidiaries have obtained a total of **41** national or provincial level certifications of Green Factory, Green Product, Green Supply Chain, or China Environmental Labeling Product, etc.

Energy Conservation & Emission Reduction

SAIC Motor continuously optimizes its production processes and digital energy management systems. Through an energy efficiency improvement strategy, the Company is transitioning from "dual control of energy consumption" to "dual control of carbon emissions." This effort aims to achieve a 3% annual reduction in energy intensity per unit of output. The Company is focusing on the construction of distributed energy systems, including distributed photovoltaic (PV) and smart microgrids in key industrial enterprises to increase the use of green electricity. By creating green factories and green supply chains, SAIC Motor promotes coordinated industrial development. The Company is also advancing investment plans for updating energy-consuming equipment, replacing high-energy-consuming devices with advanced efficiency-standard equipment. During the 14th Five-Year Plan period, the unit production energy consumption per product is expected to decrease by more than 15% compared to traditional equipment.

At the same time, we are continuously increasing the proportion of renewable energy in our energy consumption. During the reporting period, the Group's use of renewable energy steadily increased, effectively optimizing energy performance and structure. Each factory has set periodic quantitative energy-saving targets or per-unit product energy consumption targets. By enhancing management, upgrading equipment, and applying intelligent technologies, the company is covering core production equipment in its carbon reduction plans to minimize carbon emissions in manufacturing operations and fully achieve energy-saving goals.

During the reporting period, through management improvements and technological innovations, the company continuously explored new areas for energy savings and consumption reduction. By analyzing the implementation of energy management targets, we continuously track and comprehensively improve energy usage efficiency. Additionally, we are actively exploring scenarios for clean energy utilization, expanding the use of green energy to make positive contributions to achieving our carbon targets.

During the reporting period		
More than 170 energy-saving projects have been carried out	Annually saving standard coal 14,900 tons	
Installed photovoltaic capacity reached 301 MW	Annual photovoltaic power generation is expected to reach 210 million kWh	Purchased green electricity reached 576 million kWh

Case **SAIC's Production Bases Continuously Optimizing its Energy Structure to Support Energy Conservation and Emission Reduction**

SAIC Passenger Vehicle is vigorously promoting the transition of its energy structure and continuously increasing its photovoltaic capacity. Currently, the PV installation capacity at the Lingang base is 34 MW, the Nanjing base is 9 MW, and the Zhengzhou base is 24 MW, placing the company at a leading level in the industry in terms of green energy usage. Additionally, some PV projects are still under construction, which will further increase the use of green energy upon completion.

SAIC Maxus: Wuxi base phase III photovoltaic 10 MW grid connection put into use, photovoltaic scale reached 16.37 MW, annual power generation of 15.5 million kWh, actively promote the use of green energy.

Under the Group's Call, various production bases have launched multiple energy-saving and emission reduction measures:

The SAIC Passenger Vehicle Lingang Base

Optimized paint process insulation during shutdown periods; fine-tuned control of compressed air output pressure; optimized cold and hot water temperature stabilization, reduced carbon emissions by 71 tons annually.

The SAIC Passenger Vehicle Nanjing Base

Upgraded Pump 5 in the air compressor station to variable frequency; optimized air compressor system configuration to use small-flow compressors for module lines; selected energy-efficient lighting while ensuring adequate illumination and reasonably configured distribution; connected the battery workshop's compressed air pipeline to the plant's pipeline reduced carbon emissions by 146 tons annually.

The SAIC Passenger Vehicle Zhengzhou Base

Conducted energy-saving renovations and operational optimizations for the paint freezing station; Improvements such as closing the flash dry fresh air fan, optimizing the temperature and humidity control of the No. 13 air conditioning and the paint mixing room air conditioning in summer mode, and improving the shutdown temperature of the circulation fan after drying., reduced carbon emissions by 604 tons annually.

The SAIC Passenger Vehicle Ningde Base

Conducted VDC lighting optimization; reduced the frequency of 13# air conditioning operation; optimized RTO parameters, reduced carbon emissions by 377 tons annually.

The SAIC Maxus Nanjing Base

Applied graphene nanomagnetic material to the exterior of chillers in the painting workshop to isolate the chiller units from environmental temperatures, enhancing heat exchange efficiency between water and refrigerant. This is estimated to save up to 120,000 kWh of electricity annually.

The SAIC Maxus Wuxi Base

The new air compressor station at the SAIC Maxus Wuxi Base has replaced old equipment with new centrifugal and screw machines. By intelligently controlling the gas production volume based on demand, the base reduces energy waste. This initiative is estimated to save up to RMB 1.2 million in electricity costs annually.

Case

Hydrogen Propulsion Technology Achieves Technological Energy Savings by Expanding Intelligent Operation Methods

By installing monitoring system for the cleanliness, temperature, and humidity of its production cleanroom, Hydrogen Propulsion Technology has achieved the real-time monitoring of temperature, humidity, and cleanliness levels in the production area, effectively reducing energy waste during non-working hours when personnel leave but machines remain operational. Since August 2024, this initiative has saved 45,000 kWh of electricity.

Water Resources Management

Water resources are a crucial foundation for the sustainable development of economy and society. SAIC Motor places high importance on water resources protection and management, strictly adhering to relevant laws and regulations such as the *Water Law of the People's Republic of China* and the *Water Conservation Regulations*. We have established a comprehensive mechanism covering system optimization, implementation of water-saving technologies, and enhancement of awareness among all employees, integrating water conservation throughout production and management processes. Gradually, we set water resource management goals to actively contribute to the sustainable utilization of water resources. Additionally, we actively promote the application of wastewater treatment and recycling technology, striving to achieve the goal of "Zero Emissions" of wastewater.

Management Initiatives	Excellent Practices (taking SAIC Passenger Vehicle as an example)
Setting Management Targets	<ul style="list-style-type: none"> For example, Ningde and Nanjing bases have set water consumption targets per vehicle in 2024. Ningde Base Target: 0.91 m³ per vehicle, achieved 0.83 m³ per vehicle. Nanjing Base Target: 1.06 m³ per vehicle, achieved 1.00 m³ per vehicle.
Improving Water Resources Management	<ul style="list-style-type: none"> Water Management Ledger: Regularly track and calculate water usage, dynamically adjust water usage plans based on real-time data. Intelligent Management: Improve water metering facilities to achieve precise monitoring of water data. Promote Water-saving Equipment: Replace high-water-consuming equipment with efficient water-saving devices to enhance water resource utilization efficiency. Periodic Water Balance Testing: In 2024, the Lingang Base completed a water balance test report and registered it. The test involved assessing the current water sources, water distribution, water consumption, and water reuse, identifying opportunities for water savings, and reducing pollution.
Promoting Water-saving Measures	<ul style="list-style-type: none"> Lingang Base: Treat paint wastewater and use it as makeup water for cooling towers; Collect and reuse concentrated water from pure water preparation; Optimize the backwashing parameters of degreasing filters; Extend the lifespan of emulsion fluids to improve water resource utilization efficiency. Zhengzhou Base: By adjusting the conductivity of the electrophoretic bath, optimizing spray flow rates, reusing flood rinse wastewater for pre-cleaning, and optimizing the spray program during sled return to reduce wastewater discharge, the Zhengzhou base has also upgraded the aeration disc in the biochemical line to increase dissolved oxygen and enhance wastewater purification efficiency. Ningde Base: Strictly controlling the tank turnover schedule, implementing clean wastewater renovation and air conditioning condensate water renovation, and reusing rainwater for rinsing are measures taken to reduce wastewater discharge. Nanjing Base: Accumulating baseline data, optimizing the overflow of freshwater makeup, and implementing the recovery and reuse of pure water from the pretreatment immersion tanks, while also optimizing the electrophoretic tank turnover cycle, are measures taken to achieve overall water conservation.
Awareness Promotion	<ul style="list-style-type: none"> Emphasizing the cultivation of employees' water-saving awareness through various forms of publicity and educational activities, and advocating the participation of all staff in water-saving actions

The Group actively expands reuse scenarios, implementing measures such as reclaimed water reuse to practice a circular economy system and promote the recycling of water resources. These efforts have yielded excellent results, with over 504.76 million cubic meters of water reused throughout the year.

Case **Nanjing Iveco continues to strengthen water conservation management and water resource recycling**

Nanjing Iveco has comprehensively promoted water conservation and resource recycling through the establishment of sound management systems and the implementation of technological upgrades. The company has carried out water-saving technological renovation projects, such as adding a phosphating unit to achieve wastewater recycling, which reduces annual tap water usage by 30,000 cubic meters and wastewater discharge by 8,000 cubic meters, contributing to zero discharge of phosphating wastewater. The company has also vigorously promoted the recycling of wastewater from paint shop pure water production, achieving an annual water saving of 31,650 tons. Through multi-dimensional water-saving and recycling measures, the company's water recycling rate has reached 99.1%, meeting the first-level standard for clean production and laying a solid foundation for sustainable development.



Case **SGMW Conducted Water Conservation Promotion on World Water Day**

On World Water Day in 2024, SGMW launched a water conservation promotion campaign. The company distributed the Sustainable Water-Saving Living Guide to all employees, encouraging them to adopt water-saving behaviors in their daily lives, including clothing, food, housing, and transportation, to form a sustainable lifestyle. This guide provides practical water-saving tips through relatable life scenarios, helping employees start from small actions to reduce water consumption. It has significantly enhanced employees' water-saving awareness and fostered a positive water-saving environment within the Company.



On World Water Day, SGMW also organized a "Water-Saving Inspection Activity." This initiative aims to promote water conservation and reduction of water waste, as well as to improve water efficiency. By inspiring all employees to be enthusiastic about water-saving efforts, the company aims to collectively protect Earth's water resources.

Pollution Prevention and Waste Management

To minimize the impact of waste on the surrounding environment, SAIC Motor has established an Environmental Protection Leadership Group and a Working Group. These groups focus on managing environmental elements such as wastewater, exhaust gas, and solid waste. Advanced pollutant treatment technologies are deployed at every stage, from production, storage, and transportation to final disposal, ensuring strict control throughout the entire process. The Group's subsidiaries closely monitor the latest environmental protection laws and regulations and continuously improve their environmental management systems based on their operational conditions. They have set specific targets for wastewater, exhaust gas, and solid waste management, aiming to build a comprehensive pollutant management system with reduction targets. Some of the environmental targets for SAIC Motor's production bases are as follows:

<p>The SAIC Passenger Vehicle Lingang Base</p>	<p>Wastewater Quantification Target: 1.07 m³ per vehicle, 5.62 m³ per engine; Hazardous Waste Quantification Target: 9.626 kg per vehicle, 1.312 kg per engine; Exhaust Gas Quantification Target: Internal control of total emissions (48.55 tons/year of nitrogen oxides, 1.13 tons/year of sulfur dioxide, 63.24 tons/year of volatile organic compounds).</p>
<p>The SAIC Passenger Vehicle Ningde Base</p>	<p>Wastewater Quantification Target: 0.83 m³ per vehicle. Hazardous Waste Quantification Target: 6.273 kg per vehicle, a decrease from 6.514 kg per vehicle in 2023. Exhaust Gas Quantification Target: Internal control of total emissions (30.35 tons/year of nitrogen oxides, 6.47 tons/year of sulfur dioxide, 41.97 tons/year of volatile organic compounds).</p>
<p>The SAIC Passenger Vehicle Zhengzhou Base</p>	<p>Wastewater Quantification Target: 0.85 m³ per vehicle for paint wastewater, 5.32 m³ per engine. Hazardous Waste Quantification Target: 6.888 kg per vehicle, 1.55 kg per engine. Exhaust Gas Quantification Target: Internal control of total emissions (3.16 tons of nitrogen oxides, 127.29 tons of volatile organic compounds).</p>

SAIC Motor and its subsidiaries have implemented comprehensive and multi-level pollution control measures in the areas of wastewater, exhaust gas, noise, and solid waste:

Wastewater Treatment	Exhaust Gas Control
<ul style="list-style-type: none"> Implement rain and sewage separation to prevent mixing at the source. For companies involving heavy metals, strictly enforce online monitoring of water pollutants to ensure real-time data monitoring. Regularly commission qualified testing institutions to conduct comprehensive wastewater testing to ensure water quality meets standards. 	<ul style="list-style-type: none"> Commission professional monitoring institutions to test exhaust gas to ensure emissions comply with environmental standards. Optimize production processes and equipment to reduce the generation of exhaust gas.
Noise Treatment	Solid Waste Treatment
<ul style="list-style-type: none"> Conduct industrial noise pollution control work by optimizing equipment layout, using soundproofing and noise-reducing materials, and installing vibration dampers to reduce noise pollution during production. Regularly maintain and inspect equipment to ensure proper operation and minimize abnormal noise caused by equipment failures. 	<ul style="list-style-type: none"> Strictly implement separate collection to ensure that different types of solid waste are properly handled. Strictly implement the joint order system and account management system to realize the supervision of the whole process of hazardous waste from generation to disposal.

Case SAIC Passenger Vehicle Actively Implements Multiple Measures to Implement Waste Reduction Renovation

To reduce the amount of hazardous waste generated, SAIC Passenger Vehicle has installed glue extrusion devices and controlled the gel attachment time to minimize waste. These technical improvements in hazardous waste management have reduced the quantities of waste solvents and waste glue. Through these process improvements, the company expects to reduce waste glue by approximately 0.03 kg per vehicle.



The Lingang Base has initiated a project to concentrate aqueous solvents. By adding chemicals to the aqueous solvents in the paint shop, the project achieves volume reduction, separating most of the pollutants into waste liquid for hazardous waste disposal. The remaining low-concentration original liquid is then processed at the wastewater treatment station, further reducing the amount of hazardous waste generated and disposal costs at the Lingang Base. This project began trial operations in September 2024, and by the end of the year, the concentration rate of aqueous solvent exceeded 80%.

The Nanjing Base has optimized the drying parameters for paint sludge and sludge, strictly controlling the moisture content of waste to remain at or below 50%. This approach helps to control the generation of hazardous waste at the source.

Case SAIC Volkswagen Received Multiple Green Practice Awards

On January 2, 2024, SAIC Volkswagen's New Energy Vehicle Factory was honored as a "Zero-Waste Factory" model in Jiading District, Shanghai, due to its outstanding green and low-carbon development practices. By actively exploring waste reduction at the source, process optimization, on-site improvements, and end-of-pipe utilization, the factory achieved a target of 5.05 kg of waste per vehicle in 2024, reaching 4.88 kg, a 27% reduction compared to 2023.

Additionally, in 2024, SAIC Volkswagen successfully implemented a water-based waste solvent recycling and reuse project, significantly reducing the generation of water-based waste solvents and the consumption of cleaning solvents. After the implementation of the project, the amount of water-based waste solvents per vehicle decreased from 4.01 kg before the renovation to 0.72 kg, with a recycling rate exceeding 80%. This project results in an annual reduction of over 1,000 tons of hazardous waste and a reduction of 24 tons of water-based cleaning solvent consumption, saving more than RMB 3 million annually.



2.3 Creating a Circular Economy

SAIC Motor adheres to the principles of green development and is dedicated to promoting a circular economy model to fully support the realization of China's "Dual Carbon" strategy. We persistently optimize resource utilization efficiency through multi-faceted innovative practices, aiming to reduce resource consumption at the source and promote the recycling and regeneration of resources. Additionally, we actively develop the remanufacturing business for automotive parts and promote the safe and cyclic utilization of spent batteries, striving to achieve efficient resource conversion.

2.3.1 Advancing Resource Efficiency

SAIC Motor prioritizes resource circulation and efficient use as key areas for sustainable development. We deeply embed the principles of green and circular economy to enhance resource utilization efficiency and continuously explore practices in the circular economy. Through innovative research and development, we aim to increase the recycling rate of materials, reduce material waste, and continually break new ground in areas such as circular sharing and lightweight design. These efforts support the development of green packaging and add momentum to the implementation of China's "Dual Carbon" strategic goals.

Case Green Transformation Path, Implementation of Producer Responsibility Extension System

SAIC Motor actively responds to national policy requirements and deeply advances the practice and innovation of the extended producer responsibility system for automotive products. The Company has successfully established a comprehensive closed-loop system that covers recycling and reuse, resource integration, green supply chain management, and information disclosure. By leading the formation of the "SAIC Producer Responsibility Extension Consortium," SAIC Motor's effectively integrates resources across the entire value chain, achieving efficient resource recycling and utilization. In terms of technological innovation, SAIC Motor has successfully developed and applied five types of recycled materials, completed the remanufacturing of 175 transmissions, and in battery recycling, collaborated with pilot units to recover a total of 540 battery packs and modules, amounting to 4,840 kilograms of cells, achieving efficient cascade utilization.

Based on these initiatives, the recyclability rate of new models launched by the SAIC Passenger Vehicle brand between 2022 and 2024 reached an industry-leading 98%. Data from the disassembly of six experimental end-of-life vehicles verified an average recyclability rate of 82.3%, demonstrating SAIC Motor's significant achievements in practicing green development concepts and promoting the construction of a circular economy. At the same time, SAIC Passenger Vehicle has significantly increased the use of secondary raw materials in production, optimized manufacturing processes, and substantially reduced raw material consumption. For general solid waste such as construction debris, wastepaper, and scrap steel, SAIC Motor actively seeks reusable endpoints, transforming them into secondary resources for re-use in production. By incinerating household waste to generate thermal power and promoting the energy and resource utilization of kitchen waste such as used cooking oil, SAIC Motor has successfully opened new paths for green development.

SAIC Motor consistently adheres to environmental principles and prioritizes the reduction of packaging materials as a key annual focus. The Company continuously innovates and breaks new ground in areas such as packaging circulation and sharing, lightweight design, and increased packaging volume efficiency, fully advancing the development of green packaging. Currently, SAIC Motor has achieved 100% use of recyclable, reusable, or biodegradable eco-friendly materials for all packaging tools, resulting in an annual reduction of approximately 6,000 tons in packaging volume. Among the Company's brands, both SAIC Passenger Vehicle and SAIC Volkswagen have achieved a recyclable packaging ratio of over 95% in their finished products, demonstrating industry-leading packaging management capabilities.

Case Actively Promoting the Use of Recyclable Packaging Materials

SAIC Motor and its subsidiaries have made significant progress in packaging management, focusing on three core areas: packaging circulation and sharing, lightweight design, and volume efficiency improvement. By adopting recyclable packaging materials, the packaging recycling rate of most subsidiaries has exceeded 83%, effectively reducing the consumption of natural resources. In terms of lightweight packaging, SAIC Motor has optimized designs and structures, significantly reducing the use of traditional packaging materials. The introduction of new lightweight materials has further advanced the process of reducing packaging volume. This innovation not only enhances packaging efficiency but also significantly reduces resource consumption and environmental impact during transportation and storage.

Furthermore, SAIC Motor has continuously optimized packaging, strictly controlling over-packaging and expanding the use of recyclable materials. Through systematic management and scientific scheduling mechanisms, the Company has established an efficient packaging management system, achieving the circular sharing of packaging resources and promoting the continuous development of green packaging.

In our policies, we clearly emphasize the principle of "prioritizing recyclable packaging that can be directly used on production lines, avoiding repackaging and the use of single-use packaging." As of now, the proportion of coordinated packaging in new projects has exceeded 80%. Additionally, in the 2024 coordinated packaging tender, the Group emphasized the concept of "encouraging bidders to fully utilize existing resources to reduce costs and lower entry barriers," thereby maximizing the use of available market resources.

2.3.2 Advancing Green Storage and Logistics

Logistics and transportation, as the channel for delivering end products from manufacturing bases to customers, are significant sources of energy consumption and greenhouse gas emissions. SAIC Motor is committed to building a green and low-carbon supply chain system, evaluating the environmental impact of product transportation and storage across the entire lifecycle—from design and development to final disposal.

SAIC Volkswagen, under the SAIC Group, actively engages in green logistics practices and has implemented several initiatives:

Optimize Vehicle and Component Transportation

- In the transportation link of vehicles and parts and components, vigorously expand multimodal transport mode, integrate the advantages of railway, highway, waterway, and other transportation modes, and realize efficient coordinated transportation.
- Conduct in-depth analysis of transport needs by using big data and intelligent algorithms to optimize the layout of network transport nodes, reduce unreasonable transport routes, and minimize short-haul transport volumes.
- Introduce new energy transport vehicles such as pure electric trucks and hydrogen fuel cell trucks to replace traditional fuel-powered transport vehicles.

Establish Carbon Emission Calculation and Control System

- Establish a scientific carbon emission calculation model for the entire value chain, including logistics into the factory, within the factory, and out of the factory.
- Collect and analyze data from various stages, including transport vehicle energy consumption, production and recycling of packaging materials, and warehouse operations, to accurately calculate carbon emissions. Select pilot models, set quantified carbon emission targets per unit, and implement strict control. Real-time monitoring of carbon emissions during the logistics process allows for timely adjustments and optimization strategies to gradually reduce total carbon emissions in the logistics sector.

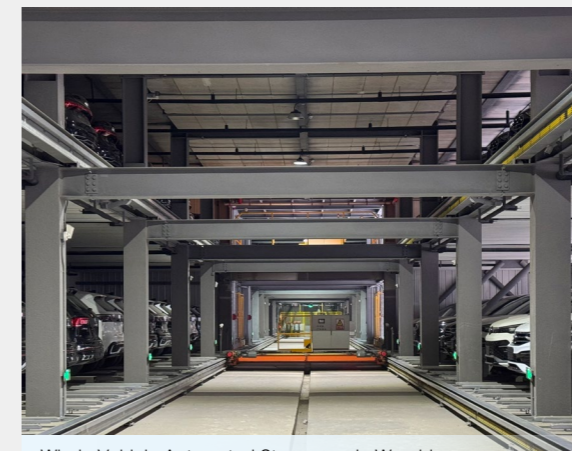
Deeply Promote Network Transportation

- Continuously deepen the networked transport model for whole vehicle and parts logistics, further optimizing transport network routes to make them leaner and more effective.
- Integrate transport resources and plan routes rationally to further reduce short-haul transport volumes and improve transport efficiency.

Case

Boosting Low-Carbon Logistics

SAIC Anji Logistics, as one of the "hidden champions" in the group's industrial chain, has taken a series of effective measures to continuously reduce carbon emissions in the logistics sector. First, the company uses shore power instead of onboard diesel generators when ships are docked, saving approximately 547 tons of fuel, and reducing carbon emissions by about 859 tons annually. Additionally, the company has introduced 3 LNG dual-fuel vessels, which together have reduced carbon emissions by 7,091 tons annually. These initiatives clearly demonstrate SAIC Anji Logistics' significant contribution to reducing carbon emissions in logistics and highlight its firm commitment to promoting green logistics and achieving sustainable development goals.



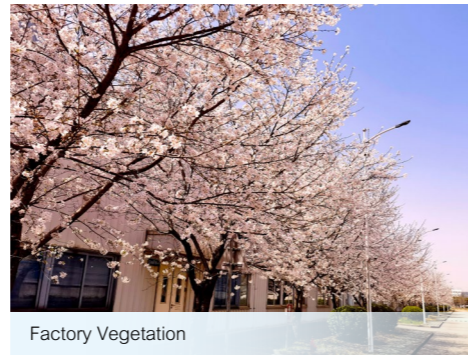
Whole Vehicle Automated Stereoscopic Warehouse

At the warehouse level, the Group actively promotes digitalization and automation. By deploying "smart wearables" and wireless handheld terminals, we have significantly enhanced the efficiency of warehouse operations, creating a comprehensive green warehousing system. SAIC Anji Logistics' Anting whole vehicle automated stereoscopic warehouse uses an independently developed fully automatic control system and an integrated warehousing and distribution operation model. This optimizes cargo delivery routes, reduces congestion and waiting times, increases hourly vehicle throughput from 180 to 400, and

enables 24/7 year-round operations. Land use efficiency has improved, with vehicle storage and retrieval capacity increasing by 12 times while reducing operational personnel by 50%. An automated parking system ensures precise docking, intelligent positioning technology tracks vehicle locations, and a big data platform provides real-time information statistics, building a smart management system that covers the entire process. Throughout the project, we have fully considered environmental protection and digital intelligence, using green processes and materials in building material selection and construction techniques, fully meeting the requirements of a green sponge city.

2.4 Building a Harmonious Ecology

SAIC Motor actively promotes environmental protection to maintain ecological balance. We collaborate with customers and employees to protect biodiversity and safeguard the natural environment essential for human survival. Guided by the principle that "Lucid waters and lush mountains are invaluable assets," we are dedicated to advancing and implementing multiple biodiversity conservation initiatives. We also scientifically plan green spaces within our facilities to create a three-dimensional ecological system and enhance our ecological management system. This effort provides employees with a natural, green environment and platforms for various nature-related activities. We actively organize diverse ecological protection activities to promote a harmonious coexistence between humans and nature.



Case Studying Biological Characteristics and Conservation Efforts

On International Biodiversity Day in 2024, SGMW Baojun Base conducted ecological protection practices. These included organizing species surveys and building "insect hotels" to enhance employees' awareness of biodiversity conservation. During maintenance, the Base prioritized retaining local natural vegetation to provide native habitats for small animals and insects. The company equipped a professional landscaping team that developed annual maintenance plans for different areas based on plant characteristics and set aside special funds to ensure the sustainable maintenance of the Factory's ecosystem.



Case Maintaining Species Survival Environments

SAIC Volkswagen actively fulfills its corporate social responsibility by leveraging its organizational capabilities and industry influence to promote environmental protection, particularly in species survival environment conservation, employs a dual strategy of direct action and leveraging social resources.

On World Environment Day, a global day for environmental protection, SAIC Volkswagen partnered with the environmental organization "Pick Up China" to organize a beach cleanup event at Fengxian Beach in Shanghai. Over 20 employee volunteers participated in the event, clearing 94 kilograms of beach waste in just one hour, contributing to the protection of marine ecosystems and biodiversity. This activity not only directly improved the marine environment but also enhanced the sense of responsibility and action among all employees through their participation.



In addition to organizing its own environmental activities, SAIC Volkswagen effectively leverages its influence in the industry to mobilize more social forces to participate in ecological conservation. In April 2024, SAIC Volkswagen organized a "Sichuan Giant Panda National Park" exploration and protection road trip themed "Exploration and Protection", inviting car owners to explore the panda reserve and experience China's unique ecological culture up close.

This event not only allowed participants to enjoy the magnificent natural landscapes of Sichuan but also provided in-depth insights into the status of giant panda and habitat conservation, wildlife diversity, and the importance of ecological protection through expert explanations and professional guidance from park guides. Through such activities, SAIC Volkswagen successfully conveyed the concept of low-carbon environmental protection and inspired participants' environmental awareness, encouraging more people to join the efforts in protecting biodiversity.

Craftsmanship Pioneering Innovation

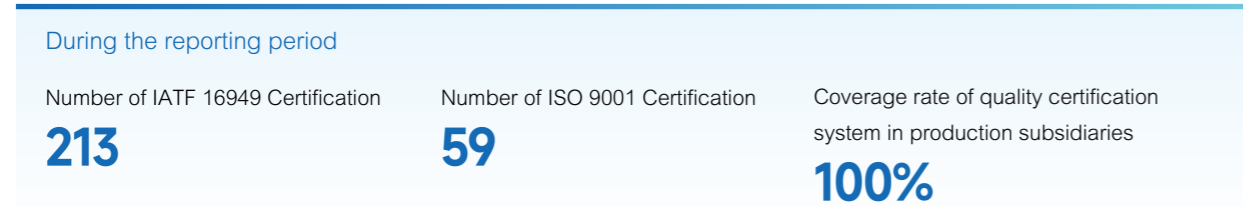


SAIC Motor always adheres to "Quality First", ensuring product quality through strict control, establishing and improving management mechanisms to oversee the entire production process, and optimizing the product recall mechanism, continuously providing users with high-quality products and services.

3.1 Controlling Product Quality

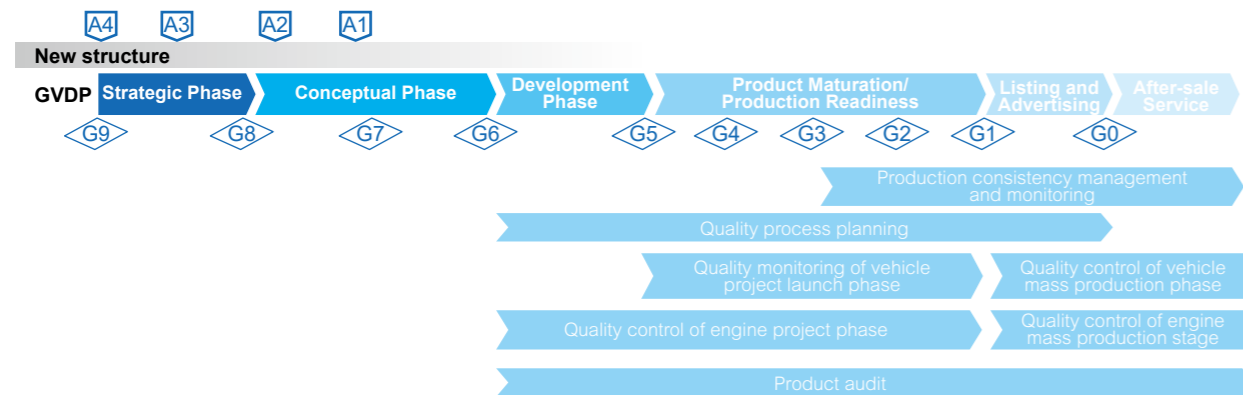
3.1.1 Quality Governance and Strategy

SAIC Motor strictly adheres to the requirements of relevant laws and regulations, such as the *Product Quality Law of the People's Republic of China*. It has established systems, including the *Quality and Operation Management/001: Quality Target Management*, which outlines the Group's annual quality targets and the entire process from goal setting to reporting, along with the responsible departments, providing robust support for achieving quality management goals.

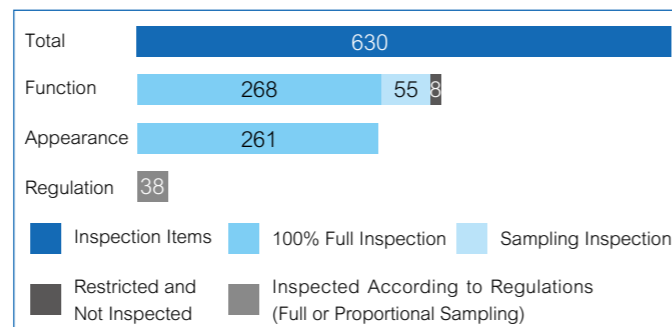


3.1.2 Quality Risk Management

In terms of quality management, subsidiaries of SAIC Motor, guided by the Group's "Quality First" philosophy, have established comprehensive quality control systems. For example, SAIC Passenger Vehicle has implemented a full-process control system covering raw material procurement, component production and supply, vehicle assembly, quality inspection, test drives, and final product release.



At the same time, according to the explicit provisions of the SAIC Motor Passenger Vehicle Branch Quality Target, the quality management department focuses on evaluating failure situations and potential process risks. Inspection frequencies are formulated according to risk levels for tracking inspections. For projects rated as high or medium risk, the Company strictly enforces a 100% inspection ratio and comprehensive frequency inspections to ensure product quality and safety. Taking SAIC Passenger Vehicle as an example, its off-line inspection system covers three major dimensions: function, appearance, and regulation, with a total of 630 specific inspection items.



Product Testing

SAIC Motor prioritizes user safety, establishing a comprehensive safety performance inspection system that covers the entire lifecycle from design to production. The Company strictly enforces quality assessment standards and incorporates innovative methodologies to enhance preventive safety management beyond traditional quality control. Using a systematic approach that combines software simulation with real-world testing, we scientifically assess and predict various potential safety risks.

Each advanced driving technology undergoes more than one million kilometers of real-world road testing and tens of millions of simulation tests before launch. By constructing a multi-dimensional cross-validation testing matrix, we identify and mitigate safety hazards during the product development phase, ensuring the safety and reliability of the vehicle from the outset. Additionally, we have established a 24-hour emergency response team to address any safety issues reported by users promptly. This forward-looking safety management approach significantly reduces the probability of safety incidents and ensures the safety of drivers and passengers.

Case MG HS Receives Euro-NCAP Five-star Safety Rating

SAIC Motor's product safety performance has earned high praise in international markets. In 2024, the MG HS model underwent the most stringent safety tests in Europe and successfully achieved the highest five-star safety rating. This underscores the high quality of SAIC's products and indicates growing global recognition. According to Euro-NCAP's official media, "Both the new and old generations of the MG HS have achieved five-star ratings, demonstrating MG's ongoing investment in automotive safety."

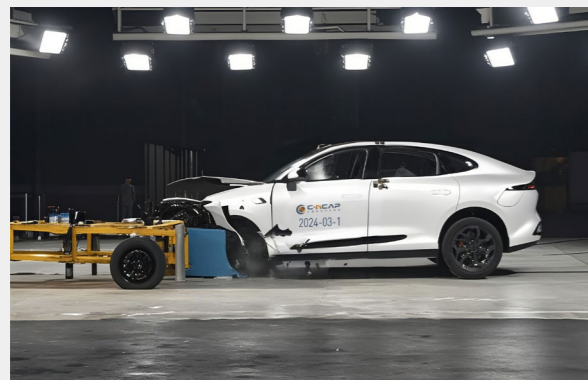
The MG HS is developed based on SAIC's "Everest" vehicle architecture. With superior body structure design, the MG HS scored 90% in Euro-NCAP's occupant protection test, ranking among the top performers in the global test lineup.



Case **IM LS6 Receives C-NCAP Five-star Vehicle Safety Rating**

SAIC Motor places high importance on product safety and possesses comprehensive vehicle safety performance development capabilities. By combining virtual simulations with real-world testing, the Company designs for a wide range of rigorous conditions. In 2024, the IM LS6 passed all evaluation projects in the C-NCAP automobile safety assessment and received a five-star safety certification.

The test results show that the IM LS6, with its high-strength body structure and six airbags, achieved an impressive 95.34% score in occupant protection. After the collision, the A-pillar remained intact without deformation, and the test dummies inside the vehicle were in good condition. The extensive ADAS configuration significantly enhanced collision prevention capabilities, resulting in an active safety score of 95.03%. The overall safety composite score for the IM LS6 was 90.7%, demonstrating comprehensive protection for occupants in various extreme scenarios.



SAIC Motor's supplier quality training system is structured as follows:



3.1.3 Product Recall

SAIC Motor strictly adheres to national regulations such as the *Administration of Recall of Defective Auto Products* and the *Measures for the Implementation of the Regulation on the Administration of the Recall of Defective Auto Products*. Based on these regulations, the Company has formulated the *SAIC Motor Corporation Limited Defective Automotive Recall Management Measures* to clarify the approval mechanism, work processes, and responsibility systems for automotive recalls, ensuring the protection of users and consumer rights.

During the reporting period, SAIC Motor initiated and implemented one voluntary recall of whole vehicle products, totaling 62 vehicles. The recall has been concluded. Although the number of recalled vehicles is small, each is crucial to consumers' safety and trust. Through this action, SAIC Motor sends a clear message to consumers: regardless of the size of the issue, if it involves product safety, the Company will take proactive steps to protect consumer rights.

SAIC Motor has consistently implemented the State Administration for Market Regulation requirements, actively participating in the revision, improvement, and implementation of national auto recall-related laws and regulations, taking proactive measures to eliminate safety hazards and enhance product reliability. Currently, the ongoing recall actions are progressing steadily. Moving forward, SAIC Motor will further summarize experiences and lessons, strengthen the application of quality tools, strictly carry out product testing and verification, enhance supply chain management and process quality control, continuously improve product reliability, maintain a stable level of product quality, actively and proactively safeguard the legitimate rights and interests of consumers, and better fulfil social responsibilities.

Quality Training

SAIC Motor continuously invests in developing quality professionals, ensuring that the company has high-quality talent to create excellent products. We regularly organize specialized lectures, practical drills, and other activities to strengthen employees' understanding of product quality and enhance their awareness of product safety responsibilities. Targeted training programs have been developed for quality management to improve the quality management capabilities of key positions, and to meticulously train personnel in critical processes, continuously enhancing their professional skills and quality control abilities, laying a solid foundation for the excellent quality of SAIC Motor's products.

At the same time, we conduct specialized quality training for suppliers, focusing on quality management requirements and professional parts quality technology. All new suppliers and those supplying in bulk are required to participate. This training clarifies the quality management requirements for the supply chain, ensuring that all new and long-term suppliers deeply understand the importance of supply chain quality management and align their quality management norms with SAIC Motor's quality management goals, ensuring the quality of raw materials and the stable operation of the Company.

3.1.4 Quality Objectives

At the beginning of each year, the Quality and Technology Management Department of SAIC Motor formulates the principles for the annual quality targets of SAIC Motor based on the group's development strategy, key economic tasks of the year, and priorities in quality work. Based on these quality target principles, each subsidiary proposes their annual quality target plans corresponding to its circumstances. The Quality and Technology Management Department communicates with the companies, reviews the relevant targets, confirms each company's annual quality target plans, and requires them to sign a responsibility agreement, which is then incorporated into the group's annual business objectives for assessment.

SAIC Passenger Vehicle	Whole Vehicle Products Quality Targets	The target for faults per thousand vehicles is to decrease by an average of 6.1% compared to the previous year. The target for quality claim costs per vehicle is to decrease by an average of 5.4% compared to the previous year.
	Manufacturing Quality	By the end of 2024, the Audit results for 31 passenger vehicle models show a 100% compliance rate.
	Quality Loss Rate	0.36%

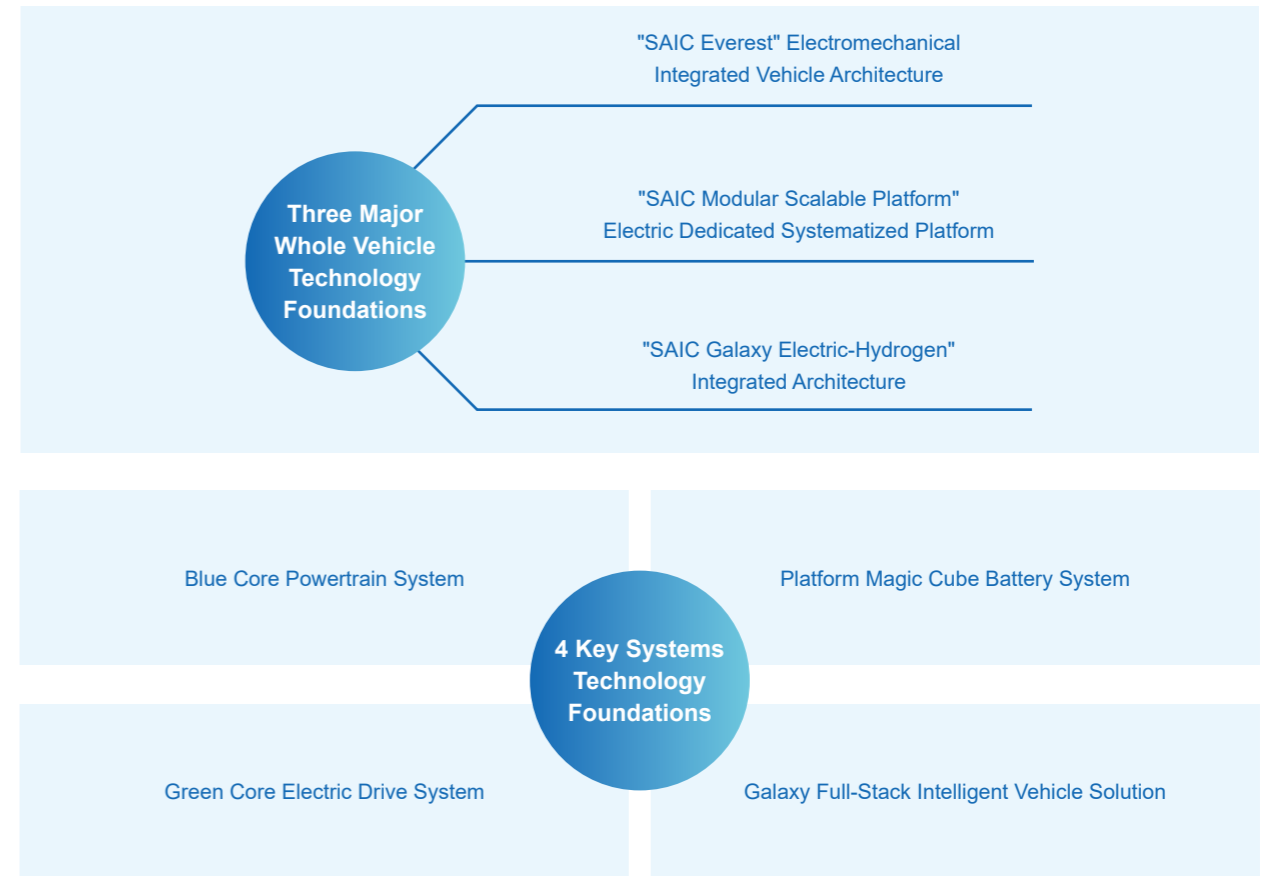
3.2 Increasing R&D Innovation

As the core engine driving the Company's development, SAIC Motor accelerates its independent innovation and R&D pace to address market adjustments and industry transformations. On the path of continuous innovation, we place a high emphasis on protecting intellectual property and patents to safeguard our core technologies, ensuring the steady development of the Company.

3.2.1 Innovation System and Strategy

SAIC Motor is actively tackling core electric vehicle technologies and continuously iterating on these technologies. In line with industry trends, the Company focuses on developing products that meet user needs, combining specific user experiences and usage scenarios. Key areas of ongoing research and industrialization include linear control chassis, solid-state batteries, and domestic chip production. On the 10th anniversary of President Xi's visit to SAIC, the Company officially released new-generation innovative technologies such as solid-state batteries and the Smart Vehicle Full-Stack 3.0 solution. The "Central Brain" and Central Coordinated Motion Controller have completed their phased development tasks and are now in mass production.

During the reporting period, we updated the "7 Technology Bases" to Version 2.0, targeting the "New Track" and showcasing breakthroughs and applications in solid-state batteries, energy closed-loops, efficient powertrains, intelligent chassis, full-stack software architecture, and new electronic architectures.



During the reporting period

R&D Personnel
30,600 people

R&D Personnel accounted for
17.5%

R&D Investment (Consolidated Basis)
RMB **35.16 billion**

National Technology Centers (Branch Centers)
8

Municipal Corporate Technology Centers
30

National High-Tech Enterprises
57

3.2.2 Innovation Impact and Objectives

Expanding Innovation Collaboration Opportunities

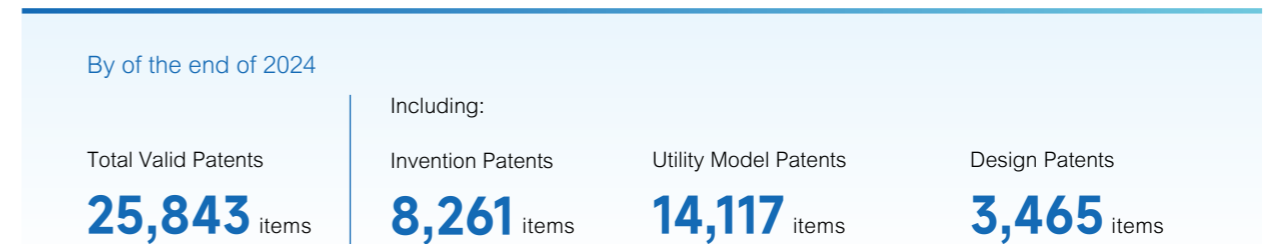
To further leverage the Group's innovative resources and build the "Tech SAIC" brand, the SAIC Research Institute and its technological subsidiaries have achieved the mass production application of key innovative technologies such as the first-generation digital chassis, solid-state batteries and the central brain, based on whole vehicle projects. Additionally, we actively expand our innovation ecosystem by forming the SAIC All-Solid-State Battery Industry Innovation Consortium with multiple universities, promoting deeper collaboration between industry, academia, and research. Through deep cooperation with universities and research institutions, SAIC Motor has achieved resource-sharing and complementary strengths, demonstrating the Company's strategic foresight in technological innovation and business development. During the reporting period, we added 10 new university-industry-research collaboration projects through the "Shanghai Automotive Industry Science and Technology Development Foundation" platform, with a total funding of RMB 6.7 million.

At the same time, to further stimulate employee R&D vitality and foster an internal innovation atmosphere, the Company has established an innovation talent reward system, providing rewards to innovative talents.



Implementing Intellectual Property Protection

SAIC Motor implements an intellectual property (IP) strategy, adhering to the principles of scientific development. Following the guidelines of "incentivizing creation, effective utilization, legal protection, and scientific management," the Company has improved its IP systems to create a favorable IP environment, enhancing SAIC Motor's capabilities in IP creation, utilization, protection, and management. The risk of standard-essential patent infringement is rising with the increasing prevalence of intelligent and connected vehicles. We focus on the technical standards and licensing models for SEP licensing in intelligent and connected vehicles. We encourage Companies to comply with the Requirements for Intellectual Property Compliance Management Systems (GB/T 29490-2023) to standardize IP creation, application, protection, and management.



Strengthen Risk Management of Ethical Issues in Science and Technology

With the development of intellectualization, motorization and networking, issues related to ethical issues in Science and Technology have become increasingly prominent in automobile industry. In 2024, SAIC Motor introduced a technology ethics review function and adjusted subsequent institutional norms accordingly, covering various aspects, including autonomous driving, artificial intelligence, data privacy, environmental impact, and safety responsibilities, and devote itself to building a healthy and credible intelligent connected vehicle industry development ecology.

3.2.3 Innovation Goals

We are focused on researching and developing green and intelligent products, increasing our investment in smart, connected new energy vehicles and clean technology. Our goal is to improve the sales ratio of these products further. In the future, we aim to generate revenue from selling green and intelligent products, accounting for more than 50% of the Company's total revenue.

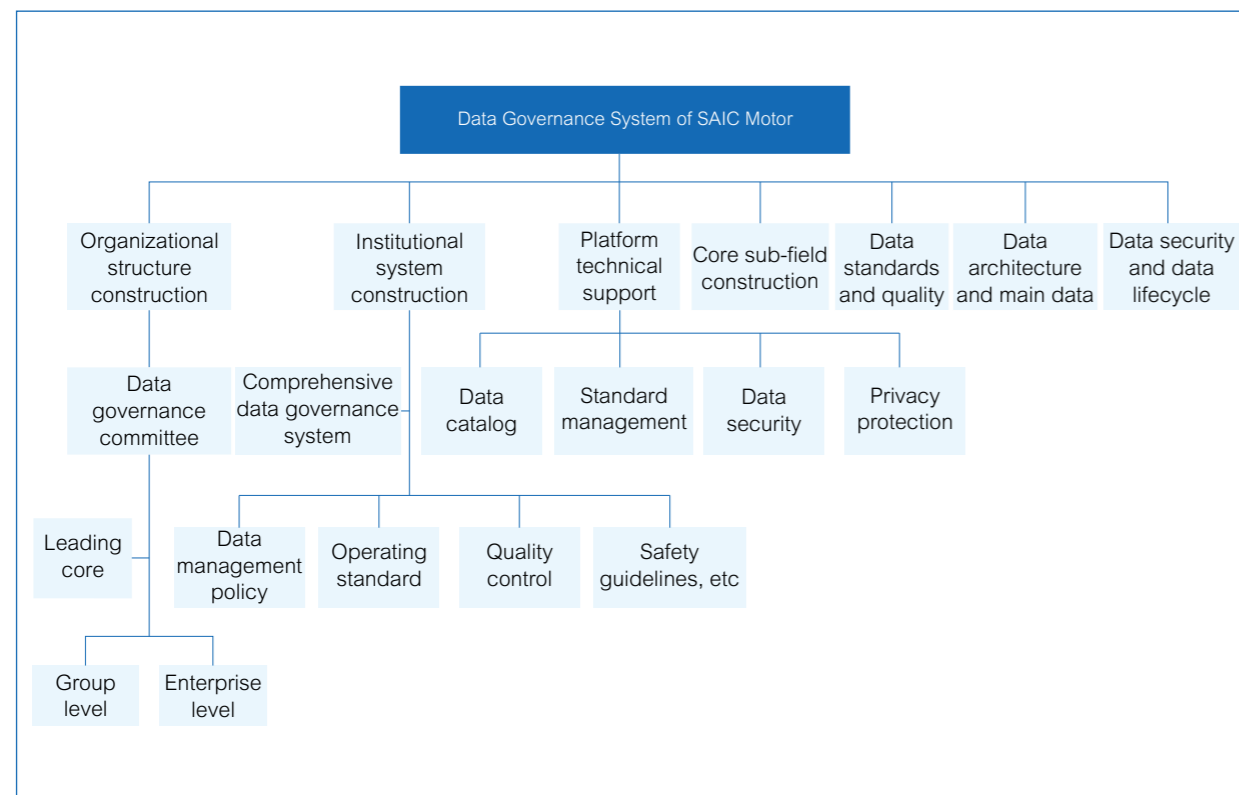
3.3 Safeguarding Information Security

SAIC Motor consistently views user information security and privacy protection as a core responsibility, continuously refining our data governance system to ensure transparency, availability, integrity, and security throughout the entire data lifecycle. The Company has established a comprehensive governance framework, adhering to standards and norms at every stage to safeguard data and customer privacy.

3.3.1 Data Governance

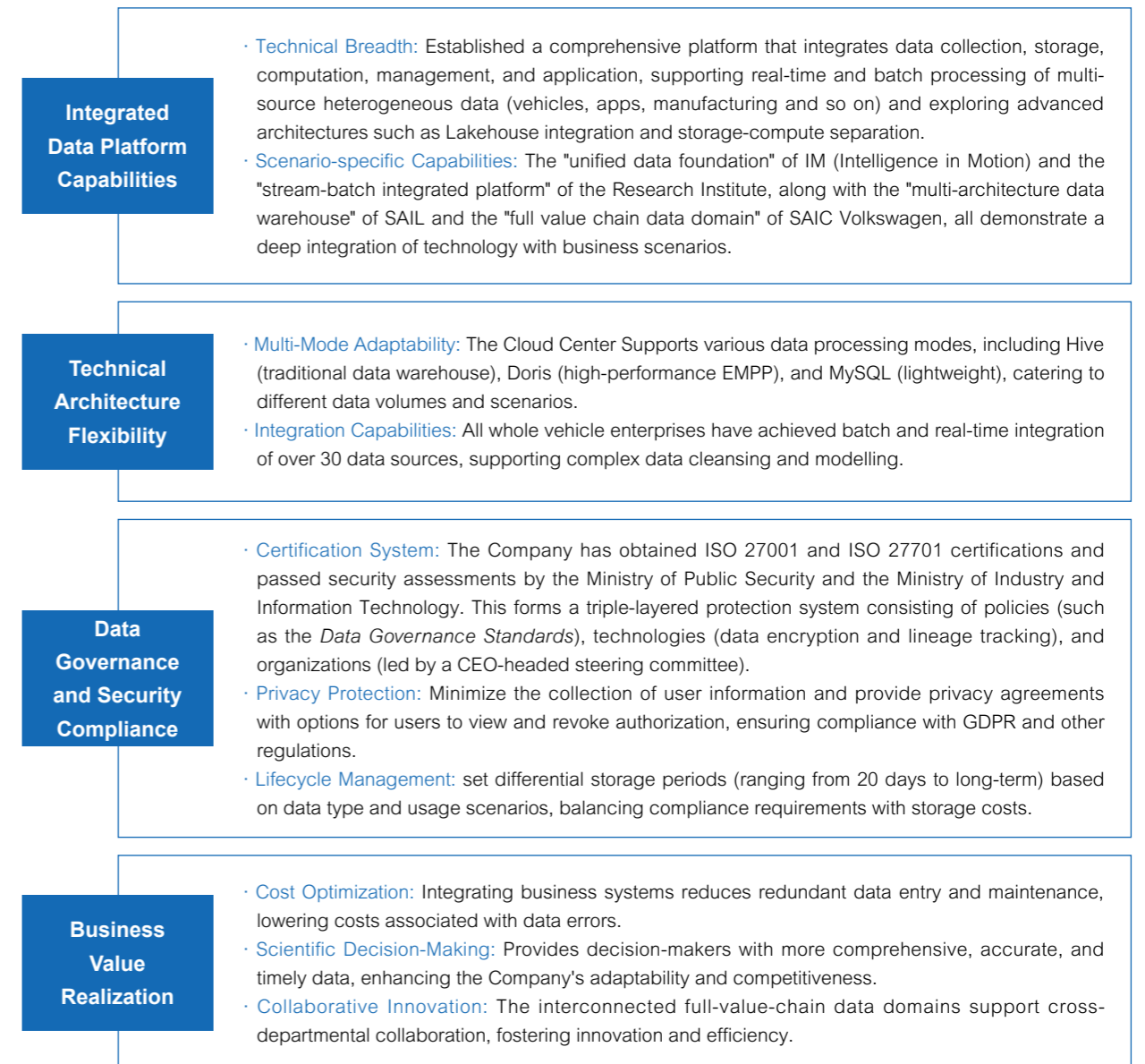
SAIC Motor's data governance system is centered on enhancing data transparency, availability, integrity, and security, aiming to support the Company's decision-making, business optimization, and innovation through efficient and orderly data management. This system covers the entire data lifecycle, from creation, storage, maintenance, and usage to disposal, ensuring that each step adheres to clear standards and norms to achieve the high quality and compliance of our data.

All vehicle enterprises within the Group have established comprehensive data domains covering research and development, production, human resources, finance, marketing, after-sales service, and intelligent connectivity. These data domains are interconnected under secure authorization, and data applications built on the data platform provide data services to business systems, ensuring data consistency, integrity, high quality, and availability. We have established a data governance team responsible for coordinating activities, ensuring collaboration across departments, and effectively implementing the data governance strategy. The team has developed data governance-related policies, classified and graded information assets, clarified responsibility assignments, and implemented appropriate protection measures. All vehicle enterprises within the Group have passed ISO 27001 system certification.



SAIC Motor Data Governance System

The Company's data governance capabilities in data management and governance have covered the entire data lifecycle (collection, storage, processing, analysis, and application), realized the interoperability of all business scenarios (R&D, production, supply chain, marketing and so on), and structured a tripartite framework of technology, management, and compliance.



3.3.2 Information Security and Privacy Management

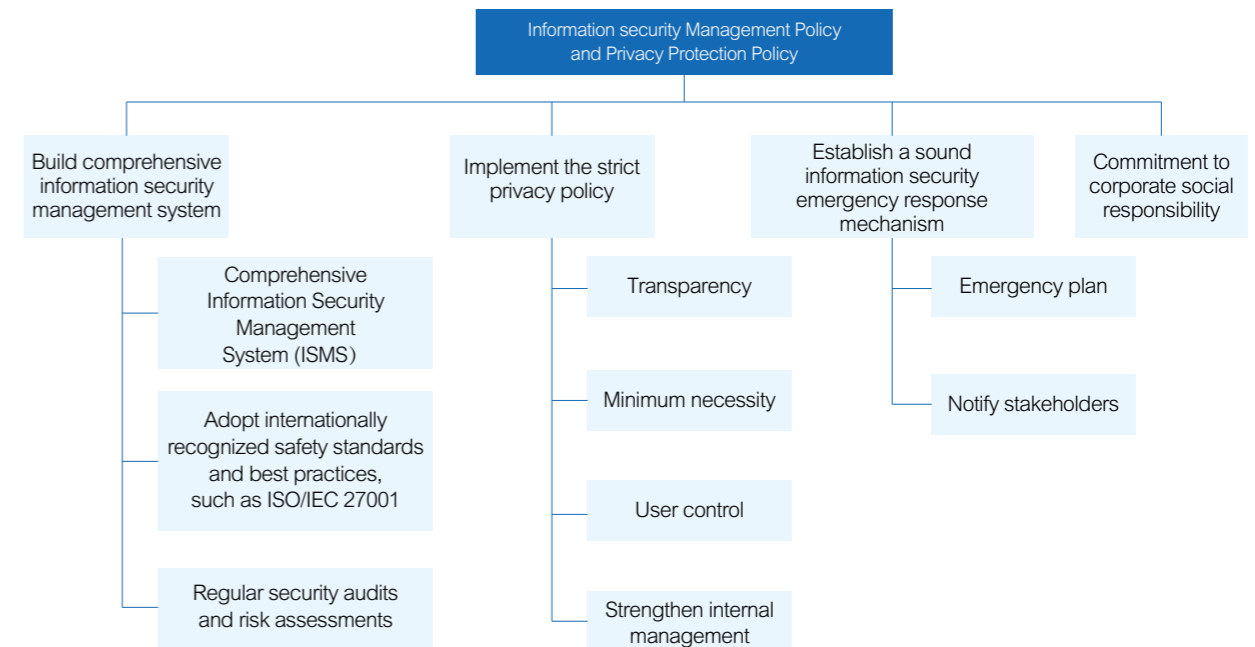
SAIC Motor has established a comprehensive and multi-layered information security and privacy management system from three major sections of institutional guarantee, technical guarantee, and security review, ensuring the security and confidentiality of information, providing a solid guarantee for the Company's information security and privacy management.

Policy Structure

SAIC Motor strictly adheres to the *Data Security Law*, the *Personal Information Protection Law*, the *Several Provisions on the Management of Automobile Data Security (Trial)* and other relevant laws and regulations. The Group has established and improved an internal institutional framework, including the *Information System Security Management Policy*, the *Information System Account Management Measures*, and the *Data Center Emergency Response Management Measures*, providing a solid guarantee for the Company's information security and privacy management.



During the reporting period, SAIC Motor focused on intelligent vehicles and the construction of integrated cloud, management, and terminal network security and formed a security management system of "1 General Domain + 3 Special Domains (Digital Factory Security, Intelligent Connected Vehicle Network Security, and Data Security)", completed and actively promoted the release and standardization work of the *SAIC Motor Network Security Control Standard 3.0*, developed compliance assessment tools, and realized online enterprise standardization.



Technical Safeguard

SAIC Motor has fully developed and implemented a "Cybersecurity Management and Collaboration Platform," establishing a comprehensive and round-the-clock cybersecurity protection system that covers the entire Group. Currently, the platform has successfully achieved 100% coverage of directly managed subsidiaries and second-tier subsidiaries, providing a robust defense for the Group's digital transformation and information security.

Security Reviews

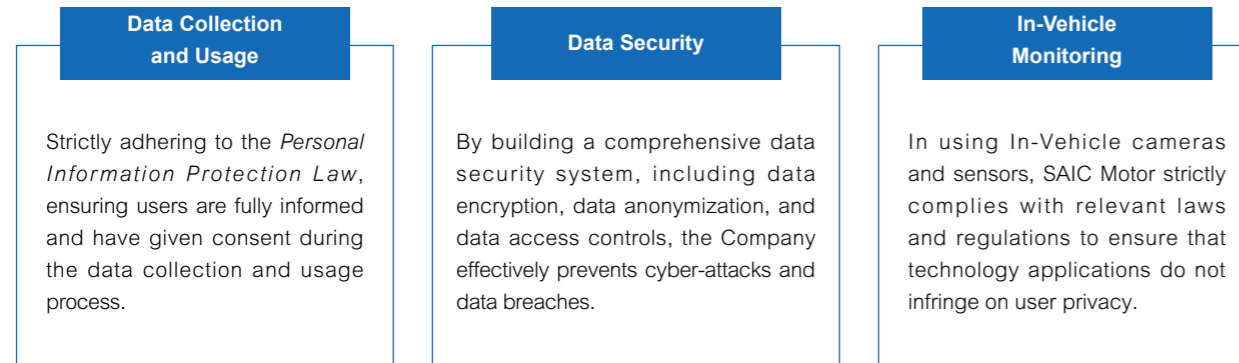
SAIC Motor conducts security risk assessments of its subsidiaries through a combination of online and offline methods. It actively implements the security risk reviews and safety performance evaluations of its subsidiaries through comprehensive reviews, special reviews, and core-areas reviews to ensure cybersecurity.

We continuously conduct comprehensive security risk reviews and safety performance evaluations of its subsidiaries. The Company has completed the construction of a system platform, initially achieving the onlineization of the Group's security review work. Online comprehensive reviews were conducted for key enterprises, increasing the review efficiency by three times. Based on online comprehensive reviews, on-site offline reviews were conducted for enterprises involved in key areas of new energy to reinforce security measures.

During the reporting period, SAIC Motor completed technical inspections of key enterprises within the Group. Based on the summary of common risks from internal and external events, the Company identified 11 technical inspection items and applied them comprehensively to 27 key enterprises within the Group. For the identified security risks, 100% of the risks have been confirmed and rectified.

Privacy Protection

Data privacy and security issues have become increasingly prominent in the rapidly evolving landscape of intelligent and connected vehicles. SAIC Motor places high emphasis on the compliant collection and use of user data, implementing multiple measures to ensure data security and privacy:



Information Security Management and Certification

SAIC Motor has established a series of forward-looking and comprehensive information security and privacy protection policies to further enhance user privacy protection.

SAIC Motor actively promotes the construction and certification of information security systems and encourages its subsidiaries to obtain cybersecurity management certifications. Subsidiaries such as SAIC Passenger Vehicle, SAIC Maxus, Enjoy Travel, SAIC-Volkswagen, SAIC GM, SGMW, Nanjing Iveco, United Automotive Electronics, Saika Travel, SAIL, and SAIC Finance obtained ISO 27001, ISO 27701, and R115 certifications. In 2024, SAIC Motor's R&D Headquarters and other companies successfully obtained certifications for the ISO 27001 or ISO 27701 management systems. During the reporting period, no information security or privacy breach incidents occurred within the SAIC Motor Group.

Case

SAIC Research and Development Headquarters Data Security Management

The SAIC Research and Development Headquarters centers its efforts on data, aligning with business development needs to build an efficient, practical, and finely managed automotive data security system. In July 2024, the headquarters obtained ISO/IEC 27001:2022 Information Security Management System certification, covering whole vehicle R&D, IT infrastructure, information system development, and operational services. By integrating data security compliance processes with the GVDP, the headquarters implements data security management requirements in development projects. It has also established procedures and norms for personal information protection impact assessments and cross-border data management, ensuring strict adherence to management and assessment activities.

Case

SGMW Data Management Practices

Since 2018, SGMW has independently constructed a big data platform, which has become a crucial tool for operational analysis and decision support over the past five years. By the end of 2024, the Galaxy Big Data Platform has connected over 140 systems, covering 12 data domains, and has accumulated over 200TB of data. The platform provides significant data management and application value through various service forms, including data management policy documents, a data sharing platform, and the EODP (Enterprise Operations Data Platform) app. Additionally, the Company has obtained 7 software copyrights and 16 national, provincial, and industry awards. In 2023, it achieved DCMM certification at the Stable Level, further solidifying its data management capabilities.

3.3.3 Information Security and Privacy Training

To enhance employees' cybersecurity awareness and capabilities, SAIC Motor has established an information security awareness learning program. The program requires general employees to complete 4 hours of security training annually and specialists to complete 8 hours. A performance evaluation mechanism is set up to track the effectiveness of the training. During the reporting period, the Company organized specialized training for internal auditors and issued dual certificates to qualified employees: the "SAIC Motor Network and Data Security Internal Auditor Training Certificate" and the "Industrial and Information Technology Talent Capability Enhancement Certificate" (issued by the Ministry of Industry and Information Technology of the People's Republic of China). Additionally, the Company formed an expert database to provide professional support for constructing the information security system.

3.4 Optimizing User Experience

SAIC Motor is committed to enhancing user experience and satisfaction as the core goal of product development. To achieve this, we have established a cross-departmental user experience management mechanism, integrating the efforts of user operations, product design, and R&D into a closed-loop system. Through systematic construction, we strive to convert user feedback into research activities and practical experiences, ensuring they are delivered to users.

3.4.1 Responsible Marketing

Management System

SAIC Motor strictly adheres to national laws and regulations, such as the *Law of the People's Republic of China on Protection of Consumer Rights and Interests* and the *Advertising Law of the People's Republic of China*, committed to using marketing methods that meet social responsibility requirements, providing high-quality products and services to society, and establishing a responsible brand image. The Company has established stringent management requirements, clearly defining the process for external information release through methods like multi-departmental reviews and regular audits by the website management team to ensure the authenticity of product and service information disclosures, eliminate false marketing practices and protect users' right to information. Additionally, we have established efficient information query channels to maintain effective communication with stakeholders, enhancing the trust and reliance of stakeholders in the Company's brand and further solidifying our commitment to transparency and accountability.

Review Process

SAIC Motor has established a comprehensive review process that includes internal collaboration and legal reviews to ensure that all marketing materials are rigorously checked before publication.

In specific promotions and product advertising, the Company adheres to fact-based principles, avoiding exaggerated or misleading language. Each promotional message or product description must undergo an initial review by relevant departments, such as sales and product teams, followed by final confirmation by the legal department to ensure the accuracy and legality of the content. We provide detailed listings of promotional activities and note any precautions and restrictions on the promotional materials to prevent consumer misunderstandings. Product information and features for each vehicle are presented clearly and comprehensively on the relevant brand's App, ensuring that users can fully understand the products.

Dealer Management

SAIC Volkswagen places great importance on the standardized operation of deals and is committed to enhancing sales service quality through comprehensive customer experience management. We adhere to a customer-centric approach and have established a scientific evaluation system that closely links key customer touchpoints with dealer personnel performance, driving continuous improvements in service quality. In terms of networked operations, we have developed and published operational guidelines based on standardized network contracts, meeting brand standards and covering core areas such as sales, transactions, marketing, service, and management, providing comprehensive guidance to dealers. Additionally, we have implemented a sales quality assessment mechanism to help dealers improve personnel skills and overall competitiveness. This mechanism fosters a strong sense of responsibility across all levels of dealer operations. We adopt differentiated management strategies to support weaker areas based on customer satisfaction survey results and sales quality metrics analysis. We organize on-site seminars and develop and implement sales satisfaction improvement plans to genuinely enhance sales quality and customer satisfaction among dealers.

3.4.2 User Experience

SAIC Motor prioritizes user feedback as a core evaluation metric, continuously improving product quality and user experience through a robust service system. To achieve this, the Company has established a systematic customer service management system that covers the entire process from information reception to problem resolution. This system is designed to address pain points encountered by users during product usage, optimize complaint communication mechanisms, and establish standardized response procedures to ensure timely and efficient handling of user issues.

Regarding user communication, SAIC Motor has built a convenient service network through diversified channels. The official website features a dedicated email interface as a direct communication bridge between users and the Company. Additionally, the group has opened multiple official channels, including 400 customer hotlines, government compliant platforms, and the Car Quality Network complaint platform. Innovatively, the group has introduced a "Customer Telephone Interviews" model to enhance service response speed and feedback efficiency further. SAIC Motor also collaborates with the Shanghai Municipal Commission of Commerce to directly connect the "12345 Citizen Hotline" with the group, enabling faster receipt and processing of user information and providing more convenient direct services.

At the operational level, SAIC Motor's subsidiaries (such as SAIC Passenger Vehicle, SAIC Volkswagen, and SAIC GM) have formulated standardized service processes and clear service objectives based on their business characteristics and market demands. These subsidiaries provide convenient service entry points through various official channels, including the official website and brand-specific service hotlines, to meet users' needs for complaints, inquiries, and other services.

The corporate customer service department of SAIC Motor consistently upholds the "customer-centric" philosophy and strictly adheres to standardized service procedures. Department members listen attentively and meticulously record each customer's specific needs. Through a professional service team, they handle various customer requests promptly and efficiently, ensuring that users' legitimate rights and interests are fully protected. In the J.D. Power2024 China IQS (Initial Quality Study) survey, four models of SAIC Motor ranked first in their respective segments. In the 2024 China Association of Quality (CACSI) Automotive Industry Customer Satisfaction Survey, 11 SAIC Motor models or brands ranked first in different segments.

During the reporting period

Received complaints

948 times

The complaint response rate was

100%

The complaint closure rate was

100%

3.5 Enhancing End-to-End Management

SAIC Motor is actively committed to building a sustainable, low-carbon, and resilient supply chain. We continuously optimize our supply chain management systems and processes, implementing comprehensive and detailed control from partners' entry to their daily operational management. We deeply integrate ESG principles into every aspect of supply chain management. Additionally, we pay close attention to potential risks related to the environment, society, and governance within the supply chain, enhancing risk management to prevent supply chain safety incidents.

3.5.1 Supplier Management System

SAIC Motor has established a comprehensive supplier management system. Based on the improvement of procurement systems, the Company has developed a series of supply chain management regulations, including the *Production and Procurement Supplier Management Process*, the *Production and Procurement Management Regulations*, the *Potential Supplier Evaluation Process*, the *Supplier Business Performance Management Process*, the *Supplier Comprehensive Quality Performance Evaluation Process*, and the *Supplier Comprehensive Performance Evaluation and Comprehensive Performance Improvement Management Process*. These regulations clearly define the key steps and requirements for supplier evaluation and management.

Each subsidiary of the Group formulates corresponding supplier management systems based on the actual operation of the supply chain. This ensures that value chain partners establish goals, systems, and plans aligned with the Group's ethical, safety, health, labor standards, and environmental protection requirements. These measures guarantee the stable and efficient operation of the supply chain, providing strong support for SAIC Motor's green development and the smooth advancement of various business initiatives.

SAIC Passenger Vehicle has established an applicable green and low-carbon supply chain management system.

R&D Headquarters

For sales target countries, we conduct in-depth research and interpretation of relevant policies and regulations, embedding these requirements into the GVDP (Global Vehicle Development Process) for whole vehicle development. We coordinate with suppliers to conduct carbon emission evaluations throughout the entire lifecycle of the vehicle, develop and apply key common technologies for resource comprehensive utilization, and participate in the formulation of industry standards or patents related to recycling systems and the utilization of recycled materials.

Procurement Center

Comply with the requirements of the *Green Supply Chain Management and Control Measures*, increase the control of hazardous substances and material data collection requirements for suppliers.

Quality Center

Responsible for monitoring the quality management process related to harmful substances in automotive products, urging rectification and recording the operation and change of the feedback management system according to the problem.

Production Bases

Responsible for information consistency checks by the *Production Consistency Control Plan*, reflect the inspection requirements of rubber and plastic parts material identification in the product inspection documents.

Sales Company

Responsible for green packaging, storage and transportation of products, ensuring environmental compliance in logistics.

3.5.2 Supplier Admission and Review

For supplier admission, SAIC Motor has established and continuously optimized supplier management processes and documentation to ensure that future business partners meet the Company's basic compliance requirements and sustainability strategy. Based on SAIC Motor's procurement management objectives, each subsidiary has refined the relevant management systems, detailing supplier admission and review procedures.

According to the *Production and Procurement Supplier Management Process*, SAIC Motor requires suppliers to provide ISO 14001 Environmental Management System certification or an Environmental Protection Commitment Letter during admission to prove their compliance with environmental standards. During the procurement quality review process, the Company verifies the supplier's ISO14001 Environmental Management System, Environmental Impact Assessment reports, greenhouse gas emission data, energy consumption data, and pollution discharge permits to ensure compliance with environmental requirements. The Company has further planned the procurement process to ensure that all materials, production processes, and services meet specified standards and that the materials supplied by the suppliers comply with the RoHS list to avoid the use of toxic and harmful substances. The Company also encourages suppliers to implement reduction measures for raw materials to minimize environmental impact. Additionally, SAIC Motor incorporates the supplier's management system construction into the risk assessment scope to comprehensively ensure the green and low-carbon development of the supply chain. The Company provides suppliers with the *Supplier Code of Conduct* that outlines standards in environmental protection, labor management, and business ethics, providing a direction for the sustainable development of suppliers.

3.5.3 Supply Chain Risk Management

SAIC Motor has established a supply chain risk prevention system to enhance the resilience of the industrial chain, assessing potential risks from various dimensions to prevent major supply chain risk events. Subsidiaries within the Group formulate corresponding risk management systems and frameworks based on their business operations.

Supplier Due Diligence Mechanism

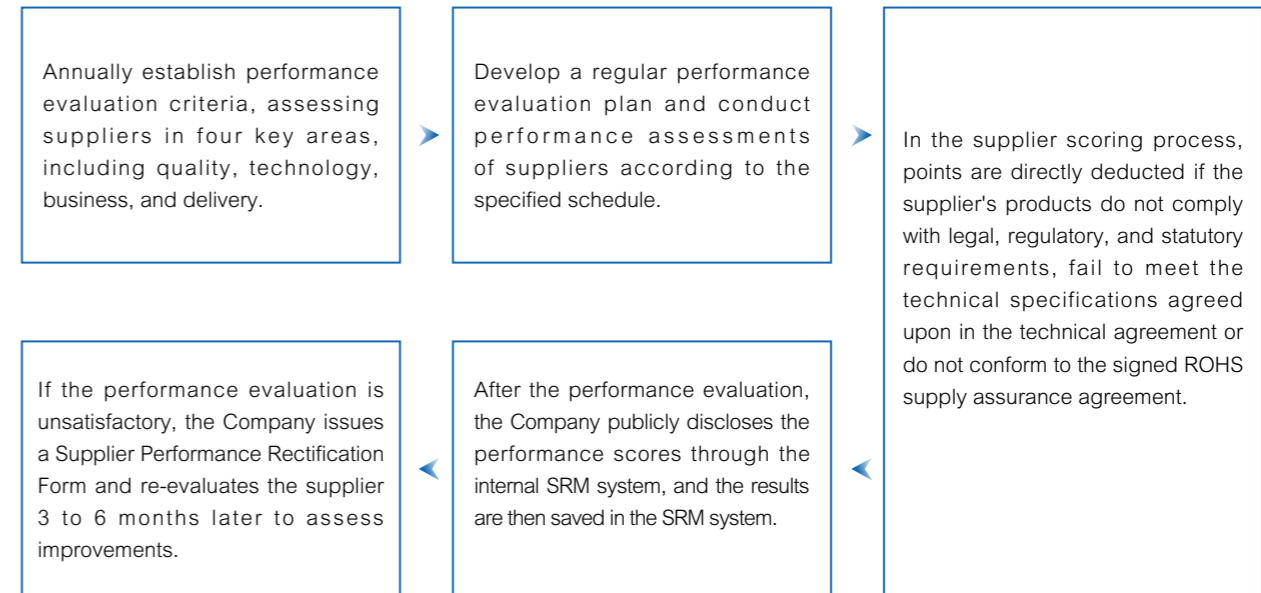
SAIC Motor has developed the *Whole Vehicle Product Supplier Due Diligence Management Procedure* to ensure the compliance and effectiveness of supply chain due diligence work. This procedure identifies, evaluates, and analyzes existing or potential risks in the whole vehicle product supply chain and organizes, halts, mitigates, or takes corresponding actions to address these risks. Accordingly, SAIC Passenger Vehicle has formulated the *SAIC Passenger Vehicle Whole Vehicle Product Supplier Due Diligence Questionnaire*. This questionnaire covers ten aspects: compliance capability building, integrity and compliance, trade compliance, information security and data compliance, sustainable development capability building, low-carbon development, environmental governance and protection, employee health and safety, labor rights, and responsible procurement. It evaluates the performance of suppliers of assembled parts and important sub-components already in mass production for the SAIC Passenger Vehicle. During the reporting period, SAIC Passenger Vehicle conducted due diligence on 100% of its whole vehicle mass production part suppliers. Based on the due diligence results, the Company provided corrective suggestions to suppliers who had poor evaluation results.

3.5.4 Supplier Evaluation and Empowerment

To promote the sustainable development of the supply chain, SAIC Motor has established a scientific and reasonable supplier performance evaluation mechanism, continuously optimizing the supplier resource pool to meet the Company's development needs, encouraging suppliers to drive self-improvement and continuous enhancement, thus forming a dynamic management system.

Supplier Evaluation and Assessment

SAIC Passenger Vehicle, in accordance with the Group's requirements for supplier performance management and evaluation, has developed the *Supplier Comprehensive Performance Evaluation and Comprehensive Performance Improvement Management Process*, ensuring fair and transparent assessment and evaluation of suppliers.



The Company comprehensively evaluates suppliers based on their environmental, quality, cost, and service performance, establishing a green supplier selection system. Suppliers who meet certain standards in the evaluation are designated as green suppliers. During the reporting period, SAIC Passenger Vehicle conducted green supplier evaluations for all suppliers, and 83.5% of them were rated as green suppliers.

Supplier Empowerment

SAIC Motor annually organizes training courses on quality management and technical improvement for all suppliers, helping them enhance product quality and ensure the safe and stable operation of the supply chain. Subsidiaries within the Group conduct targeted specialized training and capability empowerment programs for suppliers, steadily improving their overall performance.

3.5.5 Collaborating for a Green Supply Chain

In the face of the impacts of global climate change and the opportunities presented by the new wave of technological revolution and industrial transformation, accelerating the transition to a green and low-carbon economy through innovation-driven approaches has become a widely recognized consensus and shared responsibility worldwide. As a leading enterprise in China's automotive industry, SAIC Motor focuses on the green and low-carbon transformation of the automotive supply chain. Through a series of low-carbon initiatives, including green products, green energy, green materials, green manufacturing processes, green mobility, and green recycling, SAIC Motor actively promotes carbon neutrality across the entire supply chain and product lifecycle.

Case

Collaborating with Industry Partners to Build a Green Supply Chain

At the theme forum of the "Shanghai International Carbon Neutrality Expo" held in June 2024, SAIC Motor officially became a member of the "Green Low-Carbon Supply Chain Leader Enterprise Alliance." Through this platform, SAIC Motor collaborates with leading enterprises from various industries both domestically and internationally, including China Baowu, CATL, Lingang Group, Shanghai Huayi, Bosch China, BASF, L'Oréal, Nippon Paint, Jin Hong Ye Paper Industry, Envision Energy, and Henkel Chemicals. This collaboration aims to strengthen cooperation and mutual recognition in carbon footprint management systems, collectively advancing supply chain carbon reduction efforts.



3.6 Participating in Industry Co-construction

As the global auto industry shifts towards electrification and intelligentization, the sector faces the dual challenges of innovation and sustainable development. SAIC Motor actively adapts to these changes with an open and cooperative attitude, strengthening its close ties with strategic partners. The Company deepens collaborations across all fields, widely gathers innovative forces, and works hand in hand to meet future challenges.

Supporting Industry Development

SAIC Motor fully leverages industry development opportunities and actively participates in transforming the global automotive industry. In terms of standard setting, during the reporting period, SAIC Motor has cumulatively participated in the formulation and publication of a total of 215 standards, including 2 international standards, 155 national standards, 6 industry standards, 47 group standards, and 5 local standards. These efforts strongly support the industry's high-quality development.

Case

Lingshu Technology Leads the Release of the First Industry Standard for Automotive SOA Architecture Design and Software Platform Framework

During the reporting period, the *Automotive SOA Architecture Design and Software Platform Framework group standard*, led by Lingshu Technology and drafted by AUTOSEMO, was officially released. This standard is one of the sixth batch of group standards released by the China Association of Automobile Manufacturers in 2024. The standard reflects the industry's understanding and practice in automotive software architecture design and software platform framework. It was compiled with the participation of nearly 20 companies, including the Dongfeng Motor R&D Institute and the GAC R&D Center, aiming to promote the ecosystem integration and enhance industry collaboration, providing innovative ideas for the standardization of whole vehicle software architecture.

Case

Participating in Industry Standard Development to Support Automotive Industry Growth

The Research Institute of SAIC Motor plays an active role in the fields of carbon neutrality policies and industry research, participating in key projects such as the "Technical Specification Research Working Group for Passenger Vehicle Carbon Emissions Calculation" and the "Research and Compilation of the Green and Low-Carbon Development Roadmap for the Automotive Industry," contributing to the continuous optimization of China's automotive industry's green and low-carbon development goals and pathways. At the same time, SAIC Motor actively participates in the development of carbon neutrality standards for the automotive industry, including the *Quantification Methods and Requirements for Greenhouse Gas Product Carbon Footprint: Electric Passenger Vehicles*, the *Quantification Methods and Requirements for Greenhouse Gas Product Carbon Footprint: Automotive Batteries* and the *Quantification Methods and Requirements for Greenhouse Gas Product Carbon Footprint: Automotive Drive Motors*. By participating in developing these and other product carbon footprint quantification standards, SAIC Motor further integrates its extensive experience in sustainable development into the standardization of lifecycle carbon footprint evaluations for new energy products, thereby supporting the industry's green transformation.

Deepening Win-win Partnerships

SAIC Motor actively participates in industry-wide collaboration, demonstrating its significant influence. By strengthening cooperation with peers, we seek synergies and resource integration opportunities in product production and sustainable development, driving the high-quality growth of the automotive industry.

Case Deepening Cooperation with Audi: Entering the New Era of Joint Ventures 2.0

In November 2024, at the "Harmony and Innovation - Audi Launch Ceremony," SAIC Motor and German Audi deepened their collaboration. Leveraging SAIC Motor's pioneering advantages in intelligent electric vehicles, the two Companies entered a "reverse joint venture" to accelerate Audi's adaptation to the Chinese market. This marks the entry of China's automotive industry into a new era of joint ventures 2.0, setting a benchmark for the industry's transition to electrification and intelligence.



Case Extending Partnership with SAIC Volkswagen: A New Chapter in Sino-German Automotive Cooperation

On the 40th anniversary of SAIC-Volkswagen, SAIC Motor and Volkswagen Group renewed their partnership, extending the joint venture until 2040. Both parties will deepen their cooperation in product development, production, and sustainable development. SAIC Motor's innovative smart electric technologies will continue to empower SAIC-Volkswagen. Additionally, SAIC Volkswagen aims to reduce CO₂ emissions by 25% by 2030 compared to 2018, achieving carbon neutrality in its operations. This collaboration will drive green and sustainable development, setting a new standard for the industry.



Case SAIC Anji Logistics Partners with SIPG and COSCO to Form the "National Car Carrier Team"

In December 2024, SAIC Anji Logistics introduced Shanghai International Port Group and COSCO Shipping Holdings as strategic investors, raising RMB 2 billion. The funds will be used to expand the roll-on/roll-off (Ro-Ro) ship fleet and support logistics services. This initiative aims to secure the export of Chinese brand vehicles better and to deepen involvement in the international car transportation market. By forming a "national car carrier team," SAIC Anji Logistics, SIPG, and COSCO will create a resource-sharing, mutually beneficial entity. This team will provide a "door-to-door" international full-chain service system for Chinese brand vehicles, enhancing their global competitiveness and ensuring a more efficient and reliable supply chain for automotive exports.



Case SAIC Partners with Mansour Group to Accelerate Local Production in Egypt

In December 2024, SAIC Motor signed a strategic technology cooperation agreement with Egypt's Mansour Group. The two companies will collaborate on the local production and assembly of MG brand vehicles in Egypt, further expanding the presence of Chinese automakers in the Egyptian market. Future plans include expanding the production range to include SUVs and new energy vehicles (NEVs), such as battery electric vehicles (BEVs), hybrid electric vehicles (HEVs), and plug-in hybrid electric vehicles (PHEVs). This collaboration will enrich the automotive product lineup in Egypt and promote the adoption of NEVs in the country, driving the local automotive industry towards a more sustainable future.

United Efforts for Shared Future



SAIC Motor actively fulfils its social responsibilities in employee development, health and safety, and employee care. As a responsible employer, the Group advocates a diversity and anti-discrimination culture, emphasizing talent development. We have established a systematic talent cultivation system, providing customized career development paths for employees. We continuously improve health and safety management, ensuring that employees grow in a healthy and safe environment, collectively achieving the goal of sustainable corporate development.

4.1 Attracting Talent

SAIC Motor consistently adheres to a people-centric core development philosophy, viewing talent as the most valuable strategic resource. We build diversified recruitment channels and a robust talent development system, continuously creating platforms for talent to realize their full potential.

4.1.1 Employment Management

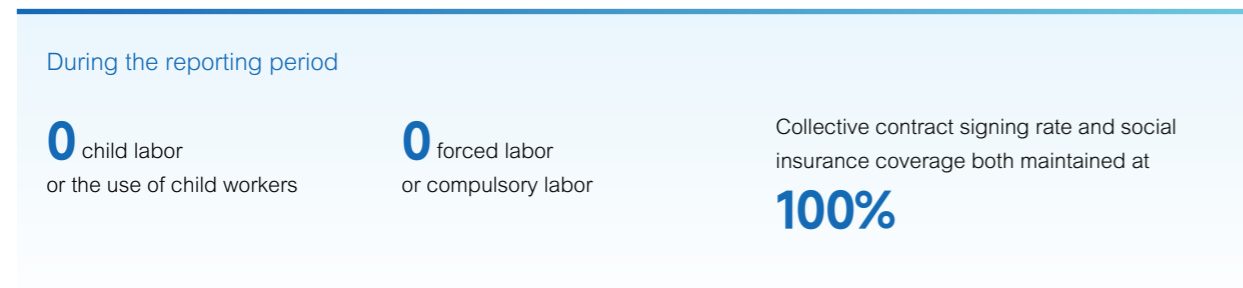
SAIC Motor places great importance on the compliant employment of its employees, providing strong compensation guarantees and incentive systems. We are committed to building an excellent talent team and infusing fresh blood into the Group's development. By the end of the reporting period, SAIC Motor and its subsidiaries had 188,000 employees, including 308 employees with disability.

Employment Compliance

SAIC Motor strictly abides by relevant laws and regulations, such as the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Provisions on Prohibition of Child Labor*, and the *Social Insurance Law of the People's Republic of China*. Adhering to the principle of equal employment, combined with the actual operation of the Group and its subsidiaries, SAIC Motor has formulated detailed internal management systems, such as the *Employee Recruitment Management Measures* and the *Employee Recruitment and Management System*, to ensure that the recruitment process is not affected by other factors, such as age, gender, race, religion, and physical condition. We eliminate the use of child labor, and fully protect employees' legitimate rights and interests in recruitment, compensation and benefits, collective bargaining, and human rights treatment, so that all employees enjoy a fair and just working environment.

In 2024, SAIC Motor actively responded to the government's call for "Stable Employment" by establishing employment platforms and expanding recruitment channels, and recruited more than 6,100 people, including more than 1,800 fresh graduates.

SAIC Motor strictly protects the personal privacy information of employees, standardizing the use and management of employee personal information to safeguard their privacy and legal rights.



Compensation and Incentive System

Under national laws and regulations, SAIC Motor distributes full salaries to employees, pays pensions and other social insurance on time, and provides benefits such as paid annual leave, paternity leave, and childcare leave. The Company scientifically plans work hours to ensure employees' rest and vacation rights while optimizing operational efficiency and establishing a healthy, orderly, and balanced work mechanism. The Group actively constructs SAIC Talent Apartments to address the housing needs of young core talents.

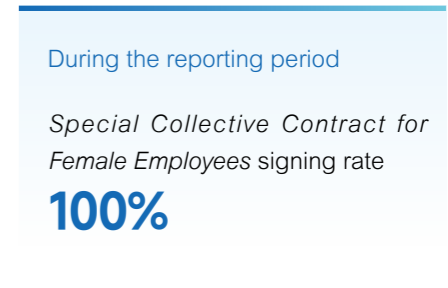
In addition, the Group combines the economic benefits, employee income levels, and other factors of its subsidiaries to classify and guide enterprises to improve salary distribution and reasonably determine the income levels of employees in different positions. We increase salary protection efforts to ensure the reasonable income of employees effectively.

In 2024, 20 employees from SAIC Motor received honours such as the "Shanghai Oriental Talent Program" and the "Shanghai Science and Technology Innovation Action Plan."

4.1.2 Diversity and Anti-discrimination

A diverse workforce is a core competitive advantage for SAIC Motor, enabling the Company to meet the comprehensive needs of the global market. The Group adheres to a "zero-tolerance" policy, strictly prohibiting any form of discrimination, harassment, abuse, forced labor, and violence. We respect the uniqueness of every employee and strive to create a diverse and inclusive work environment, ensuring fair development opportunities for employees from different backgrounds and groups.

SAIC Motor has established a systematic prevention and response mechanism to prevent discriminatory incidents. This includes setting up a dedicated reporting channel for discrimination incidents, outlining standard procedures for incident investigation, and subsequent remedial actions. The Group regularly conducts anti-discrimination training sessions to raise awareness among all employees. Additionally, we prioritize the protection of female employees' rights. Unions of subsidiary companies have formulated and implemented the Special Collective Contract for Female Employees in succession, focusing on their career development, labor protection, and life needs, providing comprehensive rights protection to safeguard the legitimate rights and interests of female employees.



Democratic Management

SAIC Motor continues to advance corporate democratic management, forming a scientific and complete organizational structure and institutional system. The Group has implemented the *Implementation Measures for Democratic Management of Factory Affairs Disclosure* and the *Catalogue of Factory Affairs Disclosure*. The Group adopts a hierarchical management model in union organization construction, achieving full organizational coverage and replicable work practices. We adhere to the "three simultaneous" principle, combining local and asset-based approaches in cross-regional management. This has led to the establishment of a joint platform for union work in 11 locations outside Shanghai, further promoting the implementation of union reform requirements.

In 2024, the Group held the third session of the seventh Employee Representative Conference. The conference completed various agendas, including reviewing the administrative work report, signing the *Work Safety Responsibility Agreement*, and recognizing advanced representatives who received national and Shanghai May Day Labor Awards and the SAIC Spiritual Civilization Top 10 Good Deeds awards. The Group called on all employees to unite, remain confident, and take on heavy responsibilities with courage and determination to confront deep industry transformations and severe market challenges.

Providing Suggestions

SAIC Motor has established various communication channels to ensure that employees have the right to be informed and participate in corporate decision-making. Formal avenues include the Livelihood Synergy Communication Meetings, Equal Consultation Meetings, and Employee Representative Conferences. Additionally, the Company has built a comprehensive communication network covering online and offline platforms. In formal and informal settings, employees can freely express their opinions and suggestions through various media, including text and video.

In 2024, we conducted a survey based on four dimensions: overall employee satisfaction, party building satisfaction, confidence, and engagement. This helped us identify and address employee concerns, clarifying the key issues employees focus on. Based on the 2023 employee satisfaction survey results, which highlighted common concerns about personnel system reforms, we combined the operational practices of our subsidiaries to formulate the "Opinions on the Implementation of Competitive Appointments for Leaders" and launched pilot projects for competitive appointments. Through a merit-based competitive appointment system, we have fully stimulated the intrinsic motivation of leaders to achieve their goals, providing a solid talent guarantee for SAIC Motor's high-quality development.

During the reporting period			
Employee Satisfaction Survey Coverage Rate	Number of Employee Suggestions and Opinions	Overall Satisfaction Score	Party Building Satisfaction Score
100%	29,900	82.9	83.6

4.2 Promoting Career Advancement

SAIC Motor attaches great importance to the career development and personal growth of talents. Regarding training and career development, the Company has established a specialized training system to enhance talent literacy comprehensively. To assist and support employee professional development and competitiveness improvement, SAIC Motor has strengthened the talent pool construction for new employees, professional position employees and middle and senior management personnel. We have also designed and implemented scientific and diverse training programs, built a customized training system, strengthened our talent pipeline, and ensured continuous professional growth.

4.2.1 Training and Development

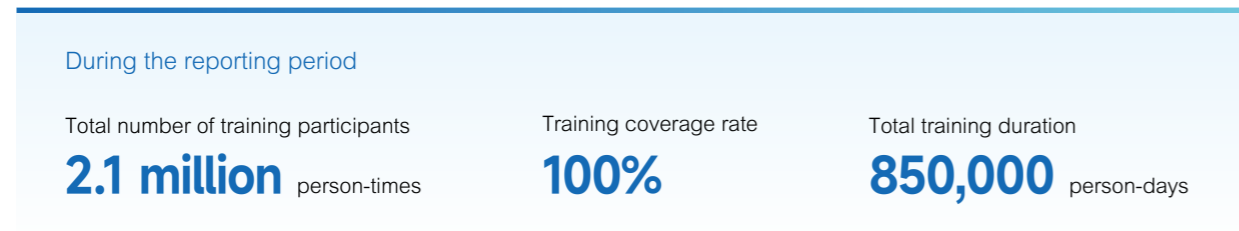
In terms of the career development and growth of talents, SAIC Motor vigorously promotes the vocational education of employees around the new vision, mission, values, and the innovation and transformation development strategy, continuously increases training investment, empowers employees to accelerate their ability and quality improvement, and stimulates their innovative vitality and potential. Using the "Automotive Engineer Training Base" and "High-skilled Talent Training Base" as carriers, combined with deploying key projects, we accelerate the construction of SAIC Motor's talent team.

SAIC Motor has planned dual development paths for employees, including Management Level (M) and Professional Level (P). Depending on different career development paths, we build customized training and cultivating systems to enable different talents to achieve success in their respective career development paths.

During the reporting period, the Company's key training pathways included:

Establish a Sound System for Cultivating Senior Management Talents	Build a senior management talent training system with industry enterprises as the main body, university cooperation as the foundation, and a combination of government promotion and social support.
Strengthen the Cultivation of Skilled Talents	Implement technical update training for technicians, deepen vocational skills competition, and achieve vocational skill level promotion
Deepen the Training of Professional and Technical Talents	Focus on updating the curriculum system, host national and Shanghai advanced training courses, and deepen breakthroughs in emerging technology fields.
Conduct New Employee Onboarding Training	Assist new employees in establishing SAIC Motor awareness, experiencing the SAIC Motor culture, and values, better completing role transitions, and accelerating integration into the SAIC Motor family.

In addition, we continue to promote various talent evaluations and excellence awards. In 2024, SAIC's high-skilled talents received 1 "Special Allowance from the State Council," 1 "Shanghai Skills Master Studio," and 4 "Chief Technician Project Funding ." The SAIC Training Center collaborates with colleges such as Tsinghua University, Shanghai Jiao Tong University, and Tongji University to conduct specialized training, advancing employees' knowledge structure and quality capabilities and stimulating their innovative drive.



4.2.2 Performance Evaluation

SAIC Motor promotes market-oriented compensation and implements employee performance evaluations in all subsidiaries. The Company has established a performance evaluation model that links employee income to position, personal performance, and business performance, ensuring that individual performance bonuses fluctuate in line with company performance. This approach incentivizes employees to strive for excellence and contribute to the Company's development.

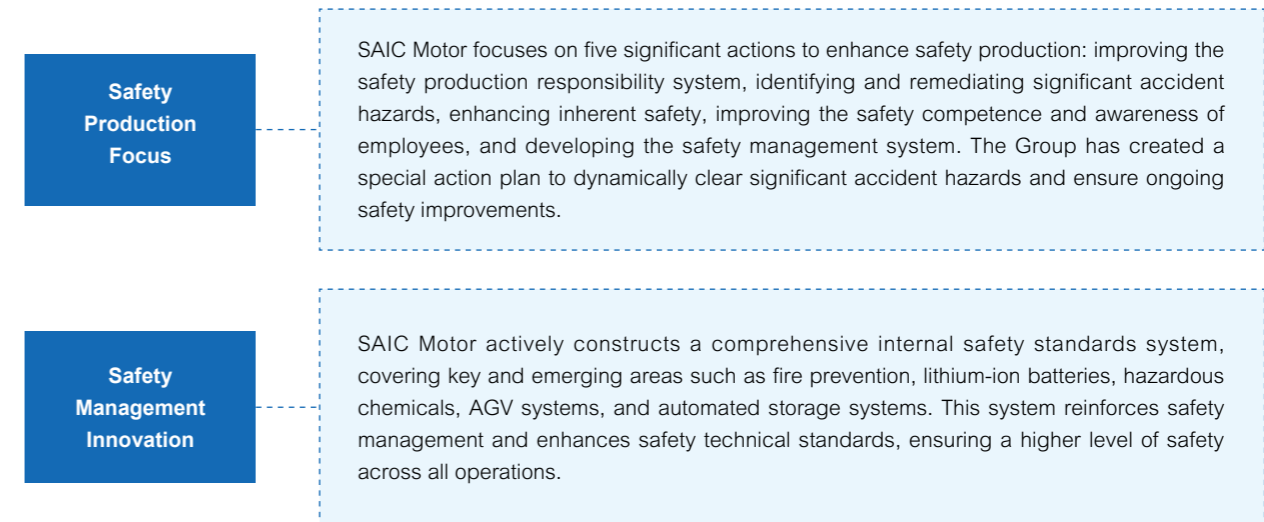
SAIC Motor sets clear, specific, and challenging goals with its employees, using performance evaluation results to measure work outcomes and professional capabilities. The Company provides fair assessments and rewards for employee value contributions. During the reporting period, the Company conducted performance evaluations through target management, key performance indicators, and team performance feedback, covering 100% of employees. These practices better enable employees to leverage their strengths and improve their abilities.

4.3 Protecting Employees with Care

4.3.1 Occupational Health & Safety Protections

SAIC Motor always regards the safety and health of its employees as the foundation of corporate development. The Company adheres to a safety development philosophy and strictly complies with laws and regulations such as the *Safety Production Law of the People's Republic of China*, the *Fire Protection Law of the People's Republic of China*, and the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*. We have established a comprehensive safety management system that creates a safe, healthy, and comfortable working environment for employees. During the reporting period, the Company obtained 236 ISO 45001 Occupational Health and Safety Management System certification certificates.

The Company has established management regulations, including the *Safety Risk Grading and Control Management Regulations* and the *Hazard Identification and Rectification Management Regulations*. It employs various risk assessment methods to classify and manage over 260 thousand identified risks. For high-risk areas, we use technical means and timely control measures to ensure the safety and controllability of production processes. During the reporting period, SAIC Motor invested RMB 580 million in safety production, and there were 38 employee injuries or worse incidents throughout the year.



The Company has established a robust health insurance system and regularly organizes comprehensive health check-ups for employees. These check-ups help employees better understand their health status and take targeted preventive measures, actively improving their habits and cultivating a healthy lifestyle.

To comprehensively enhance the safety literacy of all employees, the Company organizes various training activities that cover all levels of the organization. The training content includes topics such as safety production laws and regulations, fire safety, electrical safety, hazardous chemical management, and analysis of typical accident cases. This ensures that employees deeply understand and strictly adhere to the Company's health and safety rules and regulations.



Case Enhancing Emergency Management Capabilities to Strengthen Corporate Safety

SAIC Motor has established a clearly defined emergency response system. By formulating the *Safety Risk Grading and Control Management Regulations*, the Company standardizes response procedures and management processes for accidents, disasters, natural calamities, and occupational health events, helping employees understand methods to handle various emergencies. The Company has also set up over 290 mini fire stations and nearly 400 volunteer fire teams, with over 6,800 volunteer firefighters. Additionally, we strictly adhere to national regulations and regularly organize emergency drills. During the reporting period, the Company organized over 6,500 emergency drills involving more than 200,000 participants, effectively enhancing employees' emergency response capabilities.

Case Promoting Safety Culture to Solidify the Corporate Foundation

The Company continuously advances safety culture construction, leveraging events such as "Safety Production Month," "Fire Safety Promotion Month," and "Occupational Disease Prevention Law Promotion Week". These activities include safety knowledge competitions, occupational disease awareness poster exhibitions, selections of outstanding improvement cases, and emergency drill evaluations, enhancing the safety awareness and operational skills of all employees, fostering a safety culture where "everyone talks about safety and knows how to respond to emergencies." This provides a strong safety guarantee for the Company's stable development.

Case "Happiness Express," Conveying Corporate Care

In July 2024, SAIC Motor's "Happiness Express" charity market was held in Pudong at Shibo Village Road. The market had five main zones, including Green Consumption, Quality Life, Health and Vitality, each with 36 themed booths. These initiatives were designed to enhance employees' sense of security and happiness, providing comprehensive protection for their physical and mental well-being.



4.3.2 Work-life balance

SAIC Motor strongly emphasizes creating a harmonious and healthy work environment, actively promoting a balance between work and life for its employees. By organizing various cultural and sports activities, the Company further strengthens team cohesion and enhances employees' identification with the corporate culture.

Case "Love on the Move," Building Bridges for Employee Interaction

In 2024, the Group organized 21 "Love on the Move" networking events, covering 43 units, and involving 1,420 single young employees. Each event included fun interactive games, talent shows, and in-depth exchange sessions, creating a relaxed and enjoyable environment for singles to meet and interact. These activities facilitated mutual understanding among employees, fostering a positive work atmosphere and vitality in the Company's high-quality development.



In addition, the Group continuously improves the daily activity environments for employees by providing comprehensive service facilities. These facilities include sports venues, employee activity centers, training centers, and staff libraries, offering various leisure options to support employees' comprehensive development.

4.3.3 Employee Care

SAIC Motor always prioritizes the well-being of its employees, continuously implementing targeted measures to meet their actual needs and enhance their happiness and sense of belonging.

<p>Female Care</p>	<p>SAIC Motor places high importance on female employees' career development and physical and mental health. The Company has improved the construction of "Love Mommy Rooms," providing convenient facilities and humanistic care for pregnant and breastfeeding female employees, fostering an equal and friendly work environment. In 2024, 5 of these rooms were awarded star ratings by the Shanghai Federation of Trade Unions.</p>
<p>Mental Health Care</p>	<p>SAIC Motor continuously optimizes its EAP mental health care services, providing employees professional psychological counselling and support. This year, over 17,000 employees have proactively used the psychological support platform. Additionally, employees can access the Group's WeChat public account and a 7x24-hour psychological counselling hotline for service reservations. The total number of service engagements reached over 200, with a cumulative consultation time exceeding 200 hours, effectively alleviating employees' psychological stress.</p>
<p>Compassionate Care</p>	<p>In 2024, the SAIC Motor Labor Union launched the "Fulfilling Wishes" ongoing project. This project uses online and offline methods to address employees' urgent and pressing issues and enhance their quality of life. During the reporting period, the project collected 327 employee wishes. It allocated a total support amount of RMB 3.3214 million, benefiting approximately 110,000 employees.</p>
<p>Labor Care</p>	<p>SAIC Motor prioritizes showing care for its model workers and frontline employees. The Company recognizes and thanks employees for their hard work through activities such as organized rest and recuperation programs. During the reporting period, the Company organized 53 batches of rest and recuperation activities, benefiting a total of 2,026 people, including model workers, frontline employees, and those in toxic and hazardous positions.</p>

4.3.4 Assistance and Relief

The Company deepens its employee care mechanisms and continuously improves the support system for needy employees.

<p>During the reporting period</p> <p>Assistance Funds for Employees in Need: Approximately RMB 33.04 million</p> <p>Number of Employees Assisted: 12,400 person-times</p>	
<p>Dream Support Program</p>	<p>The "Dream Support Program" provided childcare subsidies to 812 families of employees in need, assisting 1,291 children with a total amount of RMB 5.875 million.</p>
<p>Mutual Assistance Special Fund</p>	<p>The SAIC Motor's special mutual assistance fund provided a total of RMB 19.93 million in assistance to its subsidiaries.</p>

Additionally, the Group Labor Union actively promotes implementing Shanghai Federation's exclusive basic protection for Trade Union Members and mutual assistance plans, ensuring that all second-tier enterprises with established unions complete the employee insurance enrollment process. This effectively reduces the risk of employees falling into poverty due to illness.

Public Welfare Giving Back to the Society



SAIC Motor firmly upholds its corporate social responsibility by actively engaging in various social public activities, including rural revitalization, poverty alleviation, and educational support. The Company leverages its resource integration capabilities to rally the entire group and broader societal forces, collectively advancing charitable initiatives. These efforts aim to continuously improve the population's living standards and build a harmonious society.

5.1 Promoting Local Economy

SAIC Motor actively supports and integrates into local economic development by leveraging technological innovation to optimize and upgrade industrial structures. The Company strives to demonstrate its commitment and responsibility, contributing to the high-quality development of the local economy.

5.1.1 Promoting Industrial Upgrading

SAIC Motor consistently aligns its corporate development with national and regional strategic plans. Through concrete actions, the Company actively responds to and fully supports the implementation of these strategies, contributing to SAIC Motor's strength in transforming and upgrading of industries.

Seventh China International Import Expo

As the primary vehicle support unit for the Seventh China International Import Expo, SAIC Motor gathered a diverse range of vehicle models, providing a total of 750 official reception vehicles, 40% of which were new energy vehicles. Additionally, the Company formed the Vehicle Support Leadership Group and the Working Group to ensure coordination and efficiency from preparation to execution. Through green and intelligent mobility solutions, SAIC Motor showcased the innovative technological capabilities of China's automotive industry to global dignitaries.

Promoting Chinese Intelligent Manufacturing Overseas

In 2024, SAIC Motor's overseas sales surpassed 1.08 million units, demonstrating the strong momentum of its global expansion. Upon the opening of the Chancay Port in Peru, 40 L4-level autonomous driving trucks from UTOPILOT were put into operation, marking the first large-scale commercial deployment of Chinese autonomous driving technology overseas. In the Indonesian market, SGMW established a sales network covering the entire country and collaborated with the China Automotive Technology and Research Center to set up the China-ASEAN Automotive Standards and Regulations Research Center, promoting the adoption of Chinese new energy vehicle standards in international markets.



5.1.2 Supporting Rural Revitalization

SAIC Motor actively responds to the national rural revitalization strategy, leveraging its role as an industry leader to support rural development through various means, demonstrating the Company's sense of social responsibility and mission.

During the reporting period
 Total investment in rural revitalization RMB **12.2417 million**
 Number of beneficiaries **84,473** people

Urban-rural Pairing to Support Rural Enterprises

Since 2007, SAIC GM has actively responded to government calls by establishing a targeted assistance relationship with Zhongxing Village, an economically underdeveloped village in Chongming District Shanghai. SAIC GM has contributed to improving the local development situation by supporting the collective economy, funding livelihood projects, assisting disadvantaged groups, and supporting education.



Party Leadership to Warm Hearts

Before the 2024 Spring Festival, SAIC Motor organized a team of party representatives to visit and comfort 38 disadvantaged families in Zhongxing Village, Chongming. The party representatives thoroughly understood the disadvantaged individuals' health conditions and family circumstances, visited their homes, and extended New Year greetings. They also distributed RMB 38,000 for consolation, bringing warmth and care to these families.



Striving Forward with a Focus on Rural Areas

SGMW actively responds to the national rural revitalization strategy, leading with "Wuling Red Label" to promote economic development and social progress in rural regions. By introducing affordable vehicle models tailored to the needs of rural markets, the Company helps improve rural transportation conditions and enhances residents' travel convenience. Additionally, the "Wuling Red Label" actively participates in rural infrastructure construction and educational support projects, injecting strong momentum into rural revitalization. This demonstrates the Company's social responsibility and commitment.



Rooting in Ningde for Revitalization and Development

The SAIC Passenger Vehicle Base has firmly established itself in Ningde, introducing advanced manufacturing technologies and strategic industrial layouts to support local socioeconomic development. The base not only drives the upgrading of Ningde's automotive industry but also promotes regional economic prosperity through job creation and the cultivation of local suppliers. Additionally, SAIC Passenger Vehicle actively participates in rural revitalization by deeply collaborating with local authorities to support rural infrastructure construction, education and healthcare improvements, and agricultural industrialization, thereby injecting strong momentum into the sustainable development of Ningde and surrounding areas.

Industry Assistance for Mutual Progress

SAIC Motor has partnered with Baoshan District, Shanghai, to build a consumption assistance bridge, helping to market agricultural products from Xuanwei City, Yunnan Province, to Shanghai and surrounding markets. SAIC Motor supports the Company through order-based procurement and brand promotion, helping to expand market sales and drive the upgrading of the local agricultural industry.

5.2 Practicing Social Welfare

As a leading large-scale automotive enterprise Group in China, SAIC Motor highly emphasizes Corporate social responsibility. The Company adheres to the philosophy of "giving back to society and benefiting people's livelihoods." It actively participates in social welfare programs, demonstrating its commitment and responsibility as a corporate citizen through concrete actions.

5.2.1 Responding to Natural Disasters

When faced with sudden natural disasters, SAIC Motor always ensures a rapid response and efficient action, sparing no effort to protect people's lives and property. This fully demonstrates the Company's firm commitment and responsibility in the realm of social responsibility.

Case Typhoon "Bebinca" Strikes, SAIC Motor Fortifies Safety Measures

In 2024, Typhoon "Bebinca" made landfall in Shanghai's Pudong Lingang New City with the intensity of a severe typhoon, posing a significant threat to the area. SAIC Motor swiftly took action, strictly following the city's flood and typhoon prevention measures. The Company comprehensively completed a safety hazard inspection and promptly activated emergency response plans, strengthening the safety protection network. Additionally, the Company pre-stocked ample flood control supplies, including sandbags, pumps, shovels, and waterproof boards, to fully address the challenges posed by extreme weather conditions.

5.2.2 Exploring Corporate-Education Integration

Case Exploring Innovative Practices in Children's Cultural and Art Education

In 2024, the SAIC Roewe Shanghai Children's Art Theatre, supported by SAIC Motor and the China Welfare Institute, continued to deepen its efforts in children's cultural and art education, achieving significant results. The theatre enriched its content by planning events such as "Natural Art for Children" and the "PLAY-Children's Day Car-nival," as well as introducing international high-quality programs and classic productions. Notably, the "Chinese Colors" series, which combines intangible cultural heritage arts and replicas of cultural artifacts, became a highlight of the year. Throughout the year, the theatre completed 240 performances, 391 art education activities, and 52 venue rental projects. It was honored with the title of Civilized Demonstration Theatre in Shanghai and selected as a characteristic practice point for children-friendly initiatives in Shanghai.

In constructing child-friendly spaces, the theatre launched China's first outdoor integrated drama for children, "The Firebird," and released the first sensory-friendly service manual, serving over 300 families with special needs children. Through the "Wish of the Sea Star" public welfare project, the theatre expanded its philanthropic impact by collaborating with hospitals and social organizations, becoming a model for child-friendly city development. The "Wish of the Sea Star" project has invited special needs children to 17 performances, setting an excellent example for children's aesthetic education in society.

Additionally, the theatre's new mini program improved the audience experience. The multimedia matrix reached a cumulative fan base of 134 thousand, with online live stream views totaling 1.77 million and video views across platforms reaching 736 thousand.



Case **Creating a Public Educational Platform Integrating Technology and Education**

SAIC TOUR is a public welfare educational platform initiated by SAIC Motor, focusing on "educational, entertaining, interactive, and forward-looking" core features. The platform offers immersive technology courses and research activities, presenting SAIC Motor's "seven technology foundations" and "four innovation projects" in an easily understandable format. This helps students experience the charm of cutting-edge technology up close, while also integrating resources from sports, arts, and other fields to offer a variety of family-oriented activities, showcasing the brand's warmth and sense of social responsibility.

The platform has entered into a three-year strategic cooperation agreement with the Changning District Youth Science Station and has been incorporated into the Changning Summer Research Activities and the Changning Science Museum Festival. Regarding school collaborations, the platform has engaged in deep partnerships with multiple schools, including Qingpu World Foreign Language School, offering customized courses and supporting students in participating in science and technology competitions. In the realm of social public welfare, the project actively fulfills its corporate responsibilities. As a PBL course cooperation unit for China Brand Day, it has delivered public welfare courses to primary and secondary schools, benefiting many students.

During the reporting period, SAIC TOUR developed 14 research activities and three sets of courses totaling 16 class hours, optimizing and upgrading existing courses. In terms of execution, the project held over 220 events throughout the year, totaling more than 1,300 class hours, attracting more than 10,500 offline participants and reaching an online audience exceeding 3 million.



Case **Practicing Corporate Social Responsibility to Support Public Services and Cultural and Sports Development**

SAIC Motor embodies its corporate citizen responsibility, actively advancing public cultural development and social service improvements by integrating sports resources and innovating brand marketing models. The Group supports a variety of events, including Chinese Super League matches, campus viewing activities, and youth football tournaments, offering citizens rich cultural and sports experiences and further closing the gap between the brand and consumers. Additionally, the Group focuses on leveraging sports platforms to communicate its corporate culture and technological innovation ideals, fostering a bridge for communication between the company and society. This demonstrates SAIC Motor's active role in promoting the development of cultural and sports activities in urban areas.



5.2.3 Philanthropy and Charity

SAIC Motor firmly believes that only by actively giving back to society can it earn widespread respect and support, ensuring the Company's sustainable development.

During the reporting period

Total charitable contributions to social public welfare RMB	Number of beneficiaries	Volunteer service teams over	Volunteer service activities over
30.617 million	155,009	100	800

Supporting Education and Nurturing Dreams

SAIC Motor and its subsidiaries continue to develop brand educational philanthropy projects. Through initiatives like the "Starry Sky Plan," the Company actively improves teaching environments and educational development in key support areas, aiding rural education.

Case **"Starry Sky Plan": Innovative Philanthropic Education for Green Development**

Launched in 2015, SAIC Volkswagen's "Starry Sky Plan" focuses on building and providing hardware support for Hope Primary Schools. In 2024, the project conducted a series of activities, including STEM education research, summer teacher training, Hope Primary School visits, school science fairs, and summer camps, infusing innovative vitality into philanthropic efforts. Meanwhile, the "Shared Benefits+" project, part of SAIC Volkswagen's ESG strategy, aims to gather various forces to build a sustainable shared benefits ecosystem. In education and environmental protection, the project invites media and employees to serve as volunteers, provides training, and creates practical opportunities for young people.



Case **The Reutilization of "Retired" Power Batteries Illuminates the Path to Education for Children in Mountainous Areas**

SAIC R&D Institute's "Green Core Drives the Future" initiative addresses the nighttime commuting challenges that students in rural areas of Guangxi face. Over four years, the project has transformed retired batteries into a modular solar-powered lighting system, creating a green lighting network to ensure safe nighttime travel and enhance local transportation safety. This has established a sustainable public welfare model integrating "technology + education."



Concurrently, the project implements multidimensional educational support, contributing RMB 25,000 in scholarships, RMB 18,000 in assistance funds, and over RMB 15,000 in charitable goods to local schools, benefiting 813 students. These interventions have significantly improved students' living conditions, empowering rural education through targeted philanthropic actions.

Case **Educational Donating and Supporting, Aiding Student Growth**

In 2024, SGMW held the 16th "Warm March" Charity Bazaar, raising over RMB 100,000. The funds were used to visit special education schools and organize the "Automotive Knowledge in Campus" activities, conveying the love and warmth of Wuling employees.



SGMW has always upheld its corporate social responsibility and continuously conducted educational assistance activities. In 2024, the company continued the "Paired Assistance" scholarship program in Sanjiang County (Guangxi Zhuang Autonomous Region), where employees and the SGMW's charity foundation jointly sponsored 58 motivated students, contributing over RMB 360,000 in scholarship funds. Additionally, the company continued to support the development of education in Liuzhou. In 2024, SGMW donated RMB 120,000 to the Liuzhou No. 12 Middle School Education Group to support campus football and cultural development, and organized the "Science in Campus" program, providing 10 classes on "Automotive Industry" to broaden students' horizons. Furthermore, SGMW donated RMB 31,000 to the Liunan District Education Public Welfare Fund to purchase books, supporting the resource construction of Luoman Central Primary and Secondary Schools, actively promoting education and fostering the all-around development of students.

Case **Supporting Local Education Abroad and Caring for Blind Students**

To support the development of local education in Thailand, on November 28, 2024, SAIC Motor CP supported the Pattaya Mahathai Blind School by upgrading the electrical systems in the school buildings and dormitories and donating 50 thousand Thai baht in scholarships to students. Additionally, the company organized dining and game activities for the students and presented them with prizes. This event is part of SAIC Motor CP's annual commitment to fulfilling its social responsibilities, demonstrating its firm commitment to social public welfare.



Supporting Healthcare and Protecting Lives

SAIC Motor and its subsidiaries consistently demonstrate a strong sense of social responsibility, paying long-term attention to healthcare and actively participating in various medical public welfare initiatives. We provide targeted support to underdeveloped regions, effectively improving local medical conditions.

Case **Fulfilling Corporate Missions Through Philanthropy**

SGMW upholds the philanthropic philosophy of "Responsibility First, Benevolence for All" and actively promotes "Company-wide Philanthropy." The company encourages employees to participate in activities such as blood donation and mobilizes value chain partners to engage in social public welfare, fostering a positive atmosphere of "everyone being charitable." In 2024, in response to a critical shortage of blood supplies, the company promptly organized a blood donation drive, with 381 employees participating and donating 124,960 milliliters of blood. Blood donation has become one of the primary ways for employees to engage in philanthropic activities, reflecting SGMW's commitment to public welfare and its spirit of spreading warmth.



Appendix 1: SAIC Motor's Key Performance Indicators

2024 Key Environmental Performance Indicators

Indicator	Data	Unit
Investment in Environmental Protection		
Total Investment in environmental protection	50,052	RMB 10 thousand
Total Investment in environmental training	649	RMB 10 thousand
Coverage of environmental training participants	103,693	Person times
Duration of environmental training	50	10 thousand hours
Water		
Total direct water consumption	2,001	10 thousand cubic meters
Volume of Reused Water	50,476	10 thousand cubic meters
Energy		
Total energy consumption	96.59	10 thousand tons of standard coal equivalent
Natural gas (gaseous)	1.07	100 million cubic meters
Gasoline	0.44	10 thousand tons
Diesel	4.23	10 thousand tons
Transportation-related consumption	4.10	10 thousand tons
Electricity	24.20	100 million kWh
Heat	16,936.00	100 million KJ
The rate of increase or decrease of energy consumption per 10 thousand RMB output value	-5.80	%
Photovoltaic installed capacity	301.00	MW
Photovoltaic power generation	2.10	100 million kWh
Purchased green power	5.76	100 million kWh
Reduction in CO ₂ Equivalent Emissions	131,821	tons
Packaging Materials		
Total packaging materials required for finished products	119,853	tons
Total amount of recyclable packaging	96,996	tons
Wastewater		
Wastewater Discharge Volume	8,026,210	tons
Reused industrial water volume	1,136,522	tons

2024 Key Environmental Performance Indicators (Continued)

Indicator	Data	Unit	
Chemical Oxygen Demand (COD)	Permitted emission limit	4,137.0	Tons per year
	Actual emission	615.8	Tons per year
	Average emission concentration	75.7	mg/L
Ammonia-Nitrogen	Permitted emission limits	246.7	Tons per year
	Actual emission	67.5	Tons per year
	Average emission concentration	8.9	mg/L
Total Phosphorus	Permitted emission limits	31.0	Tons per year
	Actual emission	13.6	Tons per year
	Average emission concentration	0.5	mg/L
Total Nitrogen	Permitted emission limits	538.0	Tons per year
	Actual emission	127.0	Tons per year
	Average emission concentration	12.3	mg/L
Waste Gas			
Sulfur Compounds	Permitted emission limits	140.0	Tons per year
	Actual emission	13.0	Tons per year
	Average emission concentration	3.2	mg/m ³
NOx Nitrogen Oxides (NOx)	Permitted emission limits	1,010.0	Tons per year
	Actual emission	203.0	Tons per year
	Average emission concentration	42.5	mg/m ³
Volatile Organic Compounds (VOCs)	Permitted emission limits	4,692.0	Tons per year
	Actual emission	484.9	Tons per year
	Average emission concentration	6.1	mg/m ³
Solid waste			
General solid waste generation 2024	468,945	tons	
General solid waste generation 2023	564,826	tons	
General solid waste generation 2022	582,414	tons	
Hazardous waste generation 2024	54,639	tons	

2024 Key Environmental Indicator (Continued)

Indicator	Data	Unit
Hazardous waste generation 2023	99,190	tons
Hazardous waste generation 2022	53,969	tons
Domestic waste generation 2024	21,954	tons
Domestic waste generation 2023	27,299	tons
Domestic waste generation 2022	36,551	tons
Solid Waste Recycle, Utilization, and Disposal		
General Solid Waste Recovery and Utilization 2024	463,396	tons
General Solid Waste Recovery and Utilization 2023	541,069	tons
General Solid Waste Recovery and Utilization 2022	582,388	tons
Hazardous Waste Utilization 2024	39,365	tons
Hazardous Waste Utilization 2023	31,589	tons
Hazardous Waste Utilization 2022	23,234	tons
Domestic waste recycle utilization	7,197	tons
Domestic waste recycle utilization 2023	8,097	tons
Domestic waste recycle utilization 2022	8,430	tons
GHG Emission*		
Scope 1 emission	61	10 thousand tons of CO ₂ equivalent
Scope 2 emission	135	10 thousand tons of CO ₂ equivalent
Total GHG emission	196	10 thousand tons of CO ₂ equivalent

*Comprehensive energy consumption and total greenhouse gas emissions in the disclosed data are calculated using the energy conversion factor and carbon conversion factor in Shanghai region.

2024 Social Key Performance Indicators

Indicator	Data	Unit
Product Safety and Quality		
Number of IATF 16949 Certification	213	/
Number of ISO 9001 Certification	59	/
Coverage rate of quality certification system in production subsidiaries	100	%
Number of recalled products	62	/
Innovation Development		
R&D expenses (consolidated financial statement)	218.1	RMB 100 million
YOY growth in R&D expenses (summary basis)	351.6	RMB 100 million
Proportion of R&D expenditures to operating income (consolidated financial statement)	3.55	%
YOY growth in proportion of R&D expenditures to operating income (consolidated financial statement)	0.52	Percentage
Number of R&D personnel	30,600	Persons
Proportion of R&D personnel	17.5	%
Intellectual Property		
Number of applied patents in 2024	3,382	/
Includes:		
Invention	1,808	/
Utility model	1,207	/
Design	367	/
Number of authorized patents in 2024	2,403	/
Includes:		
Invention	1,297	/
Utility model	858	/
Design	248	/
Number of cumulative active patents	25,843	/
Includes:		
Invention	8,261	/
Utility model	14,117	/
Design	3,465	/
Customer Service and Interests		
Number of complaints	948	Cases
Response rate of complaint	100	%
Resolution rate of complaint	100	%
Employment		
Total number of employees	18.8	10 thousand persons

2024 Social Key Performance Indicators (Continued)

Indicator	Data	Unit
Number of employees with disability	308	Persons
Total number of new employees	6,167	Persons
Total number of recent graduates	1,830	Persons
Social insurance coverage rate	100	%
Coverage rate of collective contracts	100	%
Coverage rate of the <i>Special Collective Agreement for Female</i>	100	%
Employee active turnover rate	6.9	%
Diversity		
By gender		
Percentage of male employees	80	%
Percentage of female employees	20	%
By age		
30 and below	18.3	%
31-40	47.5	%
41-50	25.1	%
51 and above	9.1	%
By Education Level		
Masters and above	14.0	%
Bachelor's degree	39.1	%
Junior college	22.0	%
Below junior college	24.9	%
By ethnicity		
Han Chinese	93.6	%
Minority	6.4	%
By location		
In Shanghai	56.0	%
Outside Shanghai	44.0	%
Employee Satisfaction		
Overall satisfaction rate	82.9	/
Satisfaction with Party Building	83.6	/
Employee Development		

2024 Social Key Performance Indicators (Continued)

Indicator	Data	Unit	
Total training attendance	210	10 thousand person-times	
Total training hours	85	10 thousand person-days	
Training coverage	100	%	
Performance appraisal coverage rate	100	%	
Occupational Health and Safety			
Employee physical examination rate	100	%	
Investment in production safety	5.8	RMB 100 million	
Number of people with minor injuries and above	38	persons	
Occupational health and safety training	200	10 thousand learning hours	
External Donations and Public Welfare			
Total investment	4,285.87	RMB 10 thousand	
Headcounts of beneficiaries	239,482	Persons	
Rural Revitalization			
Total investment	1,224.17	RMB 10 thousand	
Includes	Fund	1,117.46	RMB 10 thousand
	Goods converted into money	106.71	RMB 10 thousand
Headcounts of beneficiaries	84,473	Persons	
Other Public Welfare			
Total investment	3,061.70	RMB 10 thousand	
Includes	Fund	1,392.56	RMB 10 thousand
	Goods converted into money	1,669.14	RMB 10 thousand
Headcounts of beneficiaries	155,009	Persons	
Difficult employee support	1.24	10 thousand person-times	
Number of volunteer teams	100	Teams	
Volunteer Activities	800	Sessions	
Number of Volunteers	4.4	10 million persons	
Volunteer Service Hours	>2	10 thousand hours	

Appendix 2: Reporting Content Index

Disclosures	Location	Pages
Climate change tackling	2.1 Responding to Climate Change	P38-P43
Pollutant discharge	2.2 Advancing Green Operations	P43-P53
Waste disposal	2.2 Advancing Green Operations	P43-P53
Ecosystem and biodiversity protection	2.4 Building a Harmonious Ecology	P58-P59
Environmental compliance management	2.2 Advancing Green Operations	P43-P53
Energy usage	2.2 Advancing Green Operations	P43-P53
Usage of water resources	2.2 Advancing Green Operations	P43-P53
Circular Economy	2.3 Creating a Circular Economy	P53-P57
Rural Revitalization	5.1 Promoting Local Economy	P100-P102
Contributions to the society	5.2 Practicing Social Welfare	P102-P107
Innovation-driven	3.2 Increasing R&D Innovation	P66-P69
Ethical issues in science and technology	3.2 Increasing R&D Innovation	P66-P69
Supply chain security	3.5 Enhancing End-to-End Management	P78-P82
Equal treatment to small and medium-sized enterprises	No significant overdue payment cases targeting small and medium-sized enterprises occurred this year.	-
Safety and quality of products and services	3.1 Controlling Product Quality	P62-P66
Data security and customer privacy protection	3.3 Safeguarding Information Security	P69-P75
Employees	United Efforts for Shared Future	P86-P97
Due Diligence	3.5 Enhancing End-to-End Management	P78-P82
Communications with stakeholders	ESG Management	P10-P13
Anti-Commercial bribery and anti-corruption	1.4 Honest and Compliant Operation	P31-P34
Anti-unfair competition	1.4 Honest and Compliant Operation	P31-P34
Corporate governance	1.1 Improving Corporate Governance	P22-P26
ESG governance	ESG Management	P10-P13

Readers Feedback Form

Dear Reader:

We appreciate you taking the time to read SAIC Motor Corporation Limited 2024 ESG Report. SAIC Motor wishes to continuously present our sustainability performance and effectiveness to you and other stakeholders in the future.

In this regard, we sincerely invite you to fill out the feedback form to share with us your expectations of the Company's ESG performance and this report, as your suggestions will make an impact on the continuous improvement of our sustainability development.

You may either fill in the feedback form or scan the QR code below with your cell phone to submit your feedback. Please do not hesitate to give us your advice!

1. Does this report enable you to understand the current state of SAIC's ESG performance?
A. Extremely Satisfied B. Very Satisfied C. Satisfied D. Less Satisfied E. Not familiar
2. How do you evaluate the management effectiveness of SAIC's ESG in 2024?
A. Extremely Satisfied B. Very Satisfied C. Satisfied D. Less Satisfied Poorer E. Not Satisfied
3. In which aspects do you think this report needs improvement? (Multiple choices)
A. Framework and logic B. Substantive and comprehensive content C. Language expression D. Report design E. Other_____
4. Is there any content that you are concerned about, but did not find in this report? If so, please write down the content you are concerned about.
5. Any other opinions or suggestions you may have regarding the ESG management enhancement of SAIC Motor are welcome to be informed here:



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If convenient, please feel free to provide your personal information:

Name : _____

Occupation: _____

Phone : _____

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