

# SUSTAINABILITY REPORT 2025



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# About the Report

This is the ninth Sustainability Report presented by Shandong Linglong Tyre Co., Ltd. with an aim to disclose to all stakeholders the Company's sustainability philosophy in operation, management methods, implemented work and achieved results.

## Reporting Scope

The scope of this report covers Shandong Linglong Tyre Co., Ltd. and its subsidiaries, which are shown in the following table. Unless otherwise stated, the scope is consistent with that of the Consolidated Financial Statements of Linglong Tire (stock code: 601966.SH) in the same period.

Full Name	Abbreviation
Shandong Linglong Tyre Co., Ltd. and its subsidiaries	Linglong Tire, Company, we
Shandong Linglong Tyre Co., Ltd.	Shandong Linglong
Jilin Linglong Tyre Co., Ltd.	Jilin Linglong
Dezhou Linglong Tyre Co., Ltd.	Dezhou Linglong
Hubei Linglong Tyre Co., Ltd.	Hubei Linglong
Guangxi Linglong Tyre Co., Ltd.	Guangxi Linglong
Linglong International Tire (Thailand) Co., Ltd.	LLIT
Linglong International Europe d.o.o. Zrenjanin	LLIE

## Reporting Period

The reporting period is from January 1, 2025, to December 31, 2025. Unless otherwise stated, the data in this report is within this period.

## Reporting Basis

This report has been prepared in accordance with the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)*, and with reference to the *Enterprise Sustainability Disclosure Standard - Basic Criteria (Trial)* by the Ministry of Finance of the People's Republic of China, the *GRI Sustainability Reporting Standards (2021)* ("GRI Standards") by the Global Sustainability Standards Board (GSSB), the standards of the Sustainability Accounting Standards Board (SASB) ("SASB Standards"), the *IFRS Sustainability Disclosure Standard 2 - Climate-related Disclosures* (IFRS S2) by the International Sustainability Standards Board (ISSB), and the United Nations Sustainable Development Goals (SDGs).

## Reporting Principles

**Materiality** The Company adopts the double materiality analysis method to identify and assess material sustainability issues, which serve as the key focus of this report. The disclosure of material issues in this report also takes into account the industrial characteristics and regional features involved in the Company's operations. For the detailed analysis process and results of material issues, please refer to the "Assessment of the Materiality of Sustainability Issues" section of this report. Meanwhile, this report focuses on disclosing matters related to environmental, social and governance (ESG) aspects that may have a significant impact on investors and other stakeholders.

**Accuracy** This report strives to ensure the accuracy of information. For quantitative information, the data scope, calculation basis and assumptions have been clearly stated to ensure that the margin of error will not mislead information users. Quantitative information and notes are detailed in the corresponding sections of this report. The Board of Directors warrants that the report contains no false records, misleading statements or material omissions.

**Balance** The information of this report reflects objective facts, and the Company provides impartial disclosure of both positive and negative information relating to the Company. No material negative events requiring disclosure were found to be undisclosed during the reporting period.

**Clarity** This report is released in both simplified Chinese and English. It contains tables, model diagrams, a glossary of professional terms and other supplements to facilitate a better understanding by stakeholders. To improve information accessibility, this report provides a table of contents and a standard index.

**Comparability** This report discloses key quantitative performance indicators and, wherever possible, historical data. The Company maintains consistent measurement and disclosure methods for the same indicator across different reporting periods; any changes to such methods will be fully explained in the report notes to enable stakeholders to conduct meaningful analyses and evaluate the Company's sustainability performance and development trends.

**Integrity** The scope of the disclosure object shall be in line with that of the Company's Consolidated Financial Statements.

**Timeliness** This is an annual report covering the period from January 1, 2025 to December 31, 2025. The Company releases this report concurrently with the annual financial report after the end of the reporting year to provide stakeholders with timely information for decision-making.

**Verifiability** Cases and data in this report are derived from the original records of the Company's actual operations or financial reports. The data and information in the report are all traceable and verifiable.

## Notes on Data

The financial data in this report is cited from the *2025 Annual Report of Shandong Linglong Tyre Co., Ltd.* The other disclosed text, cases, and data are all from the original records of the Company's actual operations. In case of any discrepancies with the Company's annual financial report, the annual Consolidated Financial Statements shall prevail. Unless otherwise specified, the currency amounts involved in the report are denominated in RMB.

For the calculation of quantitative information in this report, the data standard, calculation basis, and assumptions have been stated, and the statistical and disclosure methods for the same indicator are kept consistent across different reporting periods. If there are changes in the statistical and disclosure procedures, sufficient explanations are provided in the report's notes to ensure that the data disclosure does not mislead stakeholders.

## Confirmation and Approval

This report was approved by the Board of Directors on April 27, 2026.

## External Assurance

This report has been assured by SGS as an independent third party and the assurance statement is attached.

## Access to this Report

This report is released in electronic format on the official website of the Shanghai Stock Exchange, *China Securities Journal*, *Shanghai Securities News*, *Securities Times*, *Securities Daily*, and the Company's official website.

If you have any suggestions for this report, please contact us through the following methods:

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# Chairman's Message



Shandong Linglong Tyre Co., Ltd.  
Chairman, President

In 2025, the global industrial landscape is accelerating its transformation driven by technological iteration and climate action. Artificial intelligence and smart manufacturing are deeply integrated into industrial development, while new energy mobility continues to expand new scenarios for the tire industry. The “dual carbon” goals are evolving from strategic consensus to full-scale implementation, with circular economy, full-lifecycle green products, and supply chain resilience emerging as key directions for industrial development. Amid this era of change, the tire industry is undergoing an accelerated transition from traditional manufacturing to green smart manufacturing, and from product supply to value-added services. Sustainable development is no longer an option but a core proposition for enterprises to face the future.

Standing at a new stage of development, Linglong Tire adheres to its corporate mission of “Inheriting Linglong Strength, Building a Better Society”, and steadily advances along the path of green low-carbon development, technological innovation, quality upgrading, and industrial chain collaboration. We embed the concept of sustainable development into every link of our production and operation. Through smarter manufacturing, more circular products, and a more resilient supply chain, we strive to become a pioneer in green and sustainable development in China’s tire industry, demonstrating the responsibility and commitment of “Made in China” amid global industrial transformation.

### Rooted in Green Foundations, Driving Low-Carbon Development

Linglong Tire always upholds the philosophy of “ecology first, green development”, deeply integrating environmental protection requirements into every link of R&D, production, and operations. We continuously improve our environmental management system and expand the scope of green development. In 2025, we steadily advance the implementation of the “Carbon Peaking and Carbon Neutrality” strategy, building a sustainable development system covering the full lifecycle of our products. We successfully launched sustainable tire products with eco-friendly material content reaching 79%, and introduced premium tire products for the new energy vehicle market. Meanwhile, Shandong Linglong successfully obtained certification from the Forest Stewardship Council (FSC), fulfilling our low-carbon commitments and protecting the ecological homeland through systematic green actions.

### Upholding Corporate Mission, Building a Harmonious Ecosystem

Linglong Tire always walks hand in hand with employees, partners, and society, pooling strength through inclusive development and conveying warmth through practical responsibility. In 2025, we officially issued the *Human Rights Policy Statement*, committing to human rights protection in our operations and supply chain, and achieved full coverage of human rights awareness training for all employees. We continue to refine the closed-loop management of suppliers throughout the process, deeply integrating sustainability requirements into our supply chain ecosystem. We actively participate in public welfare and rural revitalization, with over RMB 1.01 million invested in rural revitalization during the reporting period. Through mutually beneficial responsible practices, we contribute to the harmonious development of society.

### Strengthening Strategic Guidance, Ensuring Steady Progress

Linglong Tire drives development through strategic guidance and maintains bottom-line stability through governance, continuously improving its modern governance system and integrating compliance, risk management, and sustainability requirements into daily operations. In 2025, keeping pace with China’s green development orientation and the global industry transformation trend, we systematically established the ROUTE Sustainability Strategy Model for the first time, defining five strategic pillars to comprehensively strengthen the top-level design of sustainable development. We strictly adhere to business ethics: Shandong Linglong and LLIE successfully passed certification for the ISO 37001:2016 Anti-Bribery Management System, and steadily advanced the construction of a compliance management system to continuously optimize institutional processes and control mechanisms. With scientific governance and compliant operations as our foundation, we continuously enhance governance efficiency and risk resilience, providing solid support for our global layout and high-quality development.

Looking ahead, we remain committed to our responsibilities and grounded in action, writing a warm response to the times with tangible efforts. In 2026, we will deepen our development with firmer mission-driven commitment, embrace change with an open mindset, continuously build our sustainable development competitiveness, align corporate growth with social progress, and strive to open a new phase of development that is higher-quality, more resilient, and more value-driven.



# Linglong Tire's Sustainability Highlights in 2025



## Ratings & Evaluations

2024-2025 Annual Information Disclosure Work Evaluation for Listed Companies on the Shanghai Stock Exchange

Grade **A** (obtaining the highest rating for 6 consecutive years)

EcoVadis Rating

EcoVadis Score: **67**

China Chengxin Green Finance ESG Rating

Grade **A** (Overall Score: 7.87)

Sino-Securities Index ESG Rating

Grade **AA**

2025 Carbon Disclosure Project (CDP) Rating

Upgraded to Level **B** in both "Climate Change" and "Water Security" surveys

Wind ESG Rating

**AA** (Ranking: 1/261 in the Auto Parts Industry)

China Securities Index ESG Rating

Grade **A**

SynTao Green Finance

Grade: **A** (Ranking: 2/666 in the Industry)



## Initiatives & Alliances

United Nations Global Compact (UNGC)

Participant

Global Platform for Sustainable Natural Rubber (GPSNR)

**First tire** industry member enterprise in Mainland China

Carbon Neutrality Action Alliance

Member



## Comprehensive Honors & Awards



Ranked No. 109 in the list of "the TOP500 Brand Ranking in China"

World Brand Lab



Named "China Best Managed Company" on the 7th China Best Managed Companies (BMC) list

Deloitte China, The Hong Kong University of Science and Technology Business School, *Harvard Business Review*



Received authoritative certification as "No. 1 in China Passenger Vehicle Tire Sales"

Frost & Sullivan



Received authoritative certification as "No. 1 in Supporting Tire Sales for Global New Energy Vehicles"

Frost & Sullivan



Received "GOOD" rating in the all-season tire test

AvD (German Automobile Club)



Ranked No. 322 in the list of "the TOP500 Brand Ranking in Asia"

World Brand Lab



2025 Top 10 Best Tire Brands  
2025 Annual Green Environmental Protection Award

CAAM Premium



Excellence Award in the Forward-looking Category at the 10th Lingxuan Awards

*Auto Business Review*



Excellence Award in the Mass Production Category at the 10th Lingxuan Awards

*Auto Business Review*



## ESG Honors & Awards



Received the title of "2024 Outstanding Responsible Enterprise" at the 17th Corporate Social Responsibility Annual Conference

Southern Weekly



Won the "ESG Outstanding Influential Enterprise" Award on the 2025 Listed Company Outstanding ESG Value List

Global Commercial Newspaper Union Hong Kong Commercial Daily, Hong Kong Economic Herald



Chairman Wang Feng was named "ESG Outstanding Leader" on the 2025 Listed Company Outstanding ESG Value List

Global Commercial Newspaper Union Hong Kong Commercial Daily, Hong Kong Economic Herald



## Case Honors & Awards



Selected as an excellent case in "2025 New Quality Brand Building"

Xinhua News Brand Work Office



Selected as a typical case in "International Quality Management Integration and Innovation"

Quality Development Bureau of the State Administration for Market Regulation, China Quality News



# About Linglong Tire

## Company Profile

Founded in 1975, Shandong Linglong Tyre Co., Ltd. is a professional, large-scale and technology-oriented tire manufacturer integrating the design, development, manufacturing and sale of tires.

### Linglong Tire Basic Information

Chinese Name	山东玲珑轮胎股份有限公司
English Name	Shandong Linglong Tyre Co., Ltd.
Stock Code	601966.SH (listed on the main board of the Shanghai Stock Exchange)
Headquarter	Zhaoyuan, Shandong
Main Business	Tire design, development, manufacturing and sales
Main Products	<ul style="list-style-type: none"> <li>Product type: Passenger vehicle and light truck radial tires, truck and bus radial tires, and off-road tires</li> <li>Product applications: Widely used in passenger cars, commercial vehicles, and construction machinery vehicles, and sold to 173 countries and regions around the world including Europe, the Middle East, the Americas, the Asia-Pacific region, and Africa</li> </ul>
Business Network	30 wholly-owned subsidiaries, 3 majority-owned subsidiaries, 3 branch offices, and 8 R&D institutions worldwide
Operating Income	RMB 24.642 billion
Total Output	94,300 thousand tires
Total Assets	RMB 47.375 billion
Total Number of Current Employees <sup>1</sup>	17,388

<sup>1</sup> The total number of current employees is consistent with the annual financial report of the Company.

## Linglong Culture

### Enterprise Spirit

Solidarity, hard-working, striving for first-class enterprise



### Management Idea

Make China famous-brand product, establish the world's first-class enterprise  
User satisfaction is Linglong Tire's work standard

### Enterprise Principle

Center on R&D, grasp management  
Build famous brand, increase benefit

## Tire Manufacturing Process of Linglong Tire

### Mixing

01

The mixing process is the first process of tire production, which is the process of mixing and dispersing raw materials such as raw rubber, reinforcing filler, antioxidant and vulcanizing agent in the mixing machine. The process is under comprehensive and precise control ranging from material formulation, feeding and mixing to testing, storage and release through PLC system and MES system. The comprehensive error prevention technology is implemented at key procedures to create rubber materials with different properties for different tire components. Then the rubber materials are released to the next process after passing the inspection.

### Component Preparation

02

This process is the preparation of tire components, including the tread, sidewall, carcass, belt, bead, liner, cap ply, etc. All the components produced in this step will be transported to the tire building process for assembly.

### Tire Building

03

The tire building process is to assemble all components with the aid of the tire building machine to generate the green tire. After the appearance and weight of the green tire are checked, it will be transported to the curing process for vulcanization.

### Curing

04

The curing process is to load the green tire into the mold with the specified size, pattern and logo, and turn the green tire into a finished tire with the corresponding pattern and sidewall logo through the appropriate time, pressure and temperature in the vulcanization machine. After vulcanization, the finished tire is transported to the finished product inspection process for testing to ensure that the quality of the tire meets the requirements.

### Finished Products Inspection

05

This process is the inspection process of finished tires. After tire appearance is qualified by 100% visual inspection, tire dynamic balance & uniformity detection and X-ray detection are carried out. After passing the inspection, the tire is transported to the finished product warehouse for shipment.

### Tire Testing

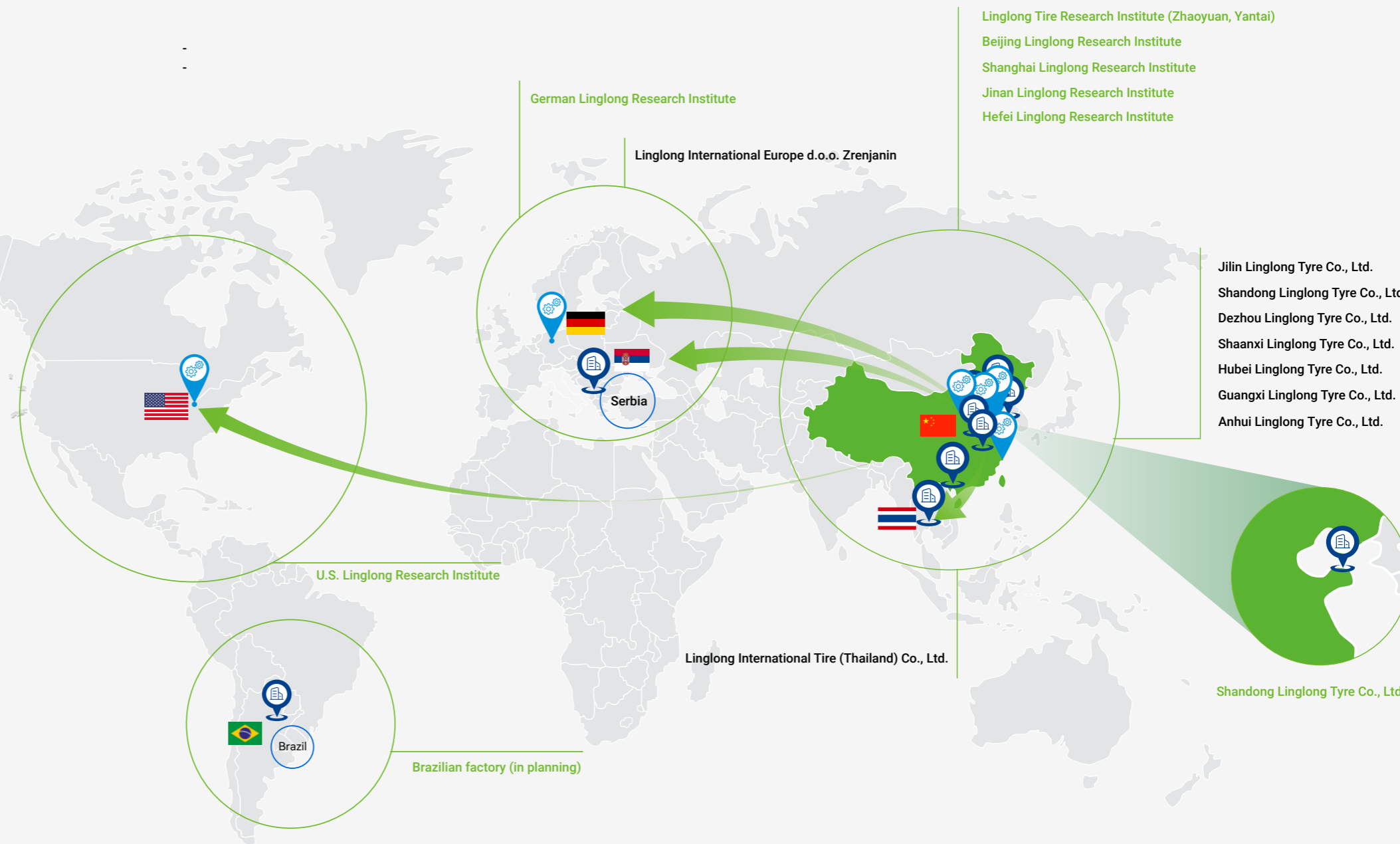
06

In the process of designing new tire specifications, tires must undergo rigorous safety tests such as high-speed durability. According to the performance requirements of different models, roll resistance, noise and other performance tests will be carried out, as well as various subjective and objective evaluation tests such as dry and wet braking and handling stability for real vehicles.



## Strategic Layout

Linglong Tire firmly promotes the implementation of the "7+5" global strategic layout (7 manufacturing bases in China and 5 manufacturing bases overseas). The Company creates a low-carbon and sustainable industrial chain, and implements the innovation-driven development strategy. Linglong Tire accelerates the construction of "automated, digital, intelligent, and unmanned" four-orientation factories, promotes lean production and refined management, to consolidate product quality, and upgrades the supporting service and new retail strategies. The Company promotes the localization of R&D, marketing, management and manufacturing teams, and optimizes the allocation of talents. Linglong Tire also enhances employees' capabilities, and rejuvenates the brand image, to become a technology-oriented tire manufacturer with world-class technology, management and brand influence.

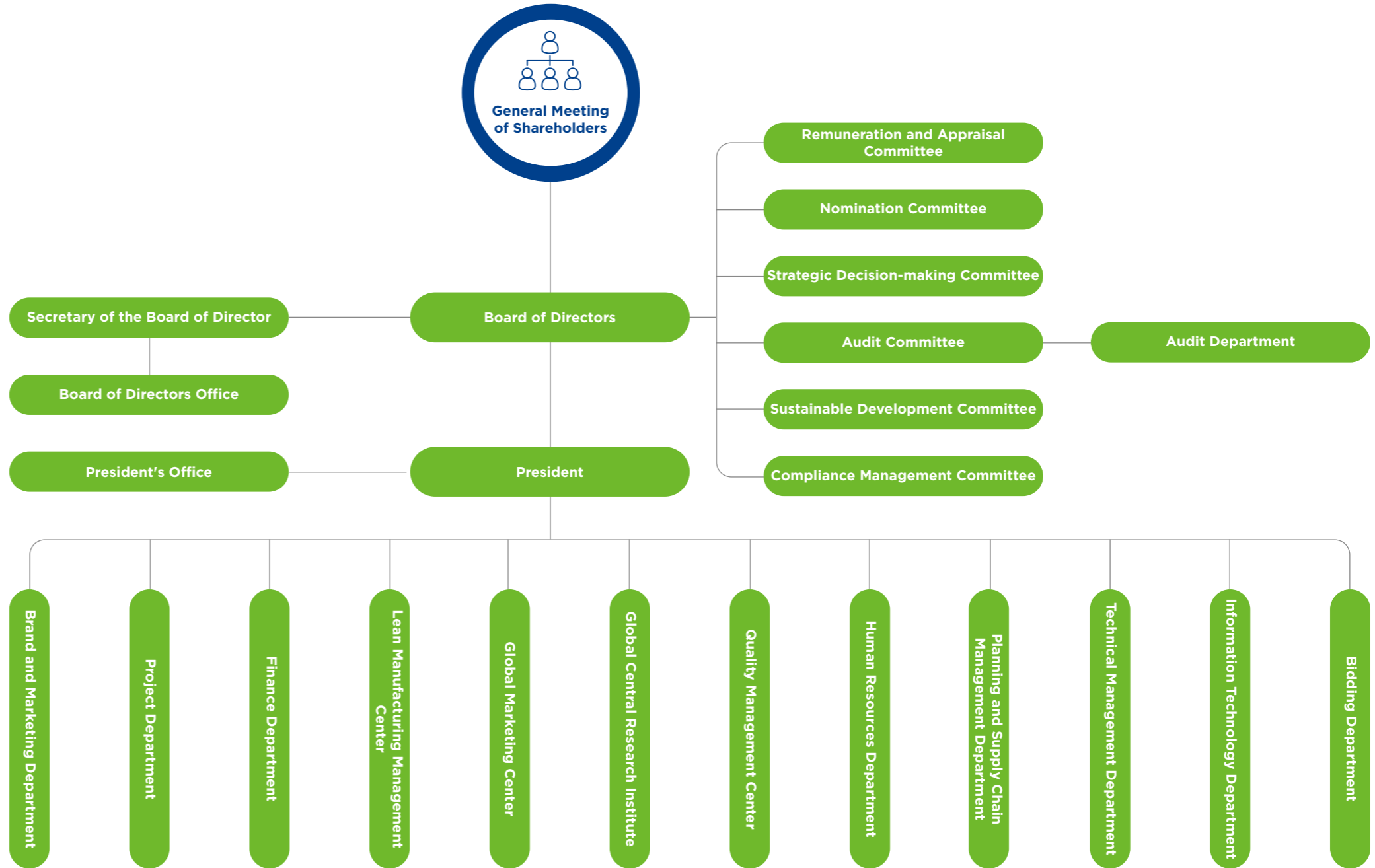


### Brands of Linglong Tire





# Organizational Structure



# Assessment of the Materiality of Sustainability Issues

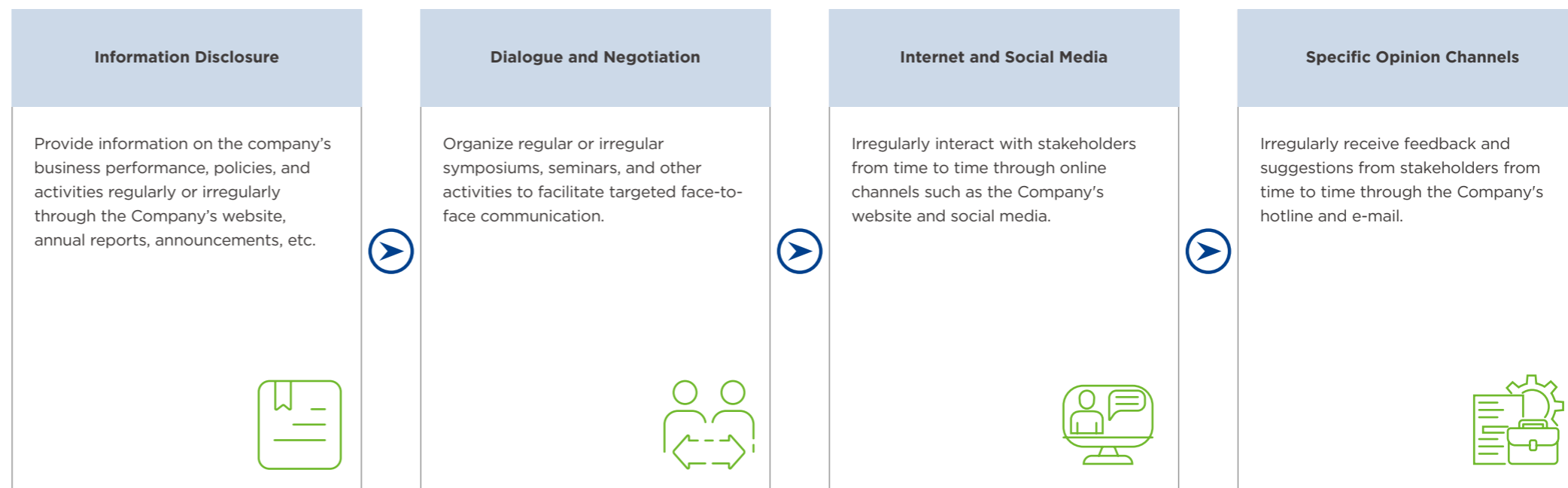
## Due Diligence and Stakeholder Communication

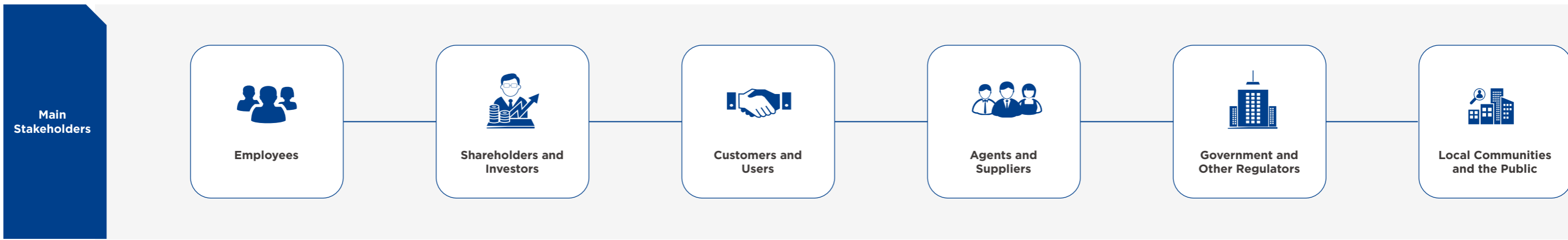
Linglong Tire continuously strengthens the management of various impacts, risks, and opportunities in our daily operations and actively conducts sustainability-related due diligence. Based on the identification and analysis of material topics, the Company steadily implements the management of relevant impacts and risks to support its steady and long-term development.

Linglong Tire is committed to building consensus among all stakeholders on the path of sustainable development. We actively establish a long-term stakeholder communication mechanism and formulate and implement the *Stakeholder Communication System*. By deepening communication and collaboration with all stakeholders, precisely understanding and effectively addressing their reasonable expectations, the Company continuously optimizes its business decision-making and management practices to comprehensively enhance its sustainability capabilities.

In 2025, considering our own business and operational characteristics, the Company defines employees, shareholders and investors, customers and users, agents and suppliers, as well as government and other regulators as key stakeholders. We conduct regular communication through diverse channels including symposiums, seminars, the Company's official website, and social media, and respond to the opinions and suggestions of all stakeholders in a timely and proactive manner.

### Stakeholder Communication Methods and Frequencies of Linglong Tire





<b>Issues of Concern</b>	<ul style="list-style-type: none"> <li>• Protection of Employee Rights and Interests</li> <li>• Employee Development and Training</li> <li>• Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and Risk Management</li> <li>• Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and Quality of Products and Services</li> <li>• Circular Economy and Resource Utilization</li> <li>• Waste and Pollutant Management</li> <li>• Addressing Climate Change</li> <li>• Protection of Employee Rights and Interests</li> <li>• R&amp;D Innovation</li> <li>• Sustainable Supply Chain</li> <li>• Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Supply Chain</li> <li>• Safety and Quality of Products and Services</li> <li>• Business Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and Risk Management</li> <li>• Business Ethics</li> <li>• Waste and Pollutant Management</li> <li>• Addressing Climate Change</li> <li>• Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Water Resource Utilization</li> <li>• Circular Economy and Resource Utilization</li> <li>• Waste and Pollutant Management</li> <li>• Addressing Climate Change</li> <li>• Biodiversity Conservation</li> <li>• Health and Safety</li> <li>• Industry and Social Contribution</li> <li>• Rural Revitalization</li> </ul>
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<b>Communication Methods/Channels</b>	<ul style="list-style-type: none"> <li>• Labor Union and employee congresses</li> <li>• Annual training and regular meetings</li> <li>• Irregular meetings</li> <li>• Employee satisfaction surveys</li> <li>• Corporate e-mail</li> <li>• Internet and social media</li> </ul>	<ul style="list-style-type: none"> <li>• General meeting of shareholders</li> <li>• Symposiums, seminars</li> <li>• Performance exchange meetings</li> <li>• Board of Directors</li> <li>• The Company's website, annual reports, announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Development of product quality management system</li> <li>• Setting of product quality qualification rate indicators</li> <li>• Establishment of customer and user communication platforms</li> <li>• Customer satisfaction surveys</li> <li>• Regular/irregular telephone follow-ups or e-mails</li> <li>• Sustainability Assessment Questionnaire (SAQ)</li> <li>• Development and application of intelligent retail systems</li> <li>• Establishment of a global R&amp;D system</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of agents and suppliers</li> <li>• Training for agents and suppliers</li> <li>• Telephone communication and feedback</li> <li>• Development and application of intelligent retail systems</li> <li>• Building sustainability with suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication and reports</li> <li>• Institutional inspections</li> <li>• Policy explanation meetings of regulatory authorities</li> <li>• The Company's website, annual reports, announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Energy conservation and emission reduction projects</li> <li>• Recycled water use</li> <li>• Development of recycled raw materials</li> <li>• Environmental protection projects</li> <li>• Establishment of work safety management systems</li> <li>• Public welfare donations and volunteer service activities</li> <li>• Rural revitalization projects</li> </ul>
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## Process of Materiality Analysis

Linglong Tire identifies and screens the Company's ESG material issues and conducts materiality analysis and confirmation based on the information disclosure requirements of the Shanghai Stock Exchange (SSE), combined with policy development trends, daily communication with stakeholders, and the key concerns of rating agencies.

### Overview of the Materiality Analysis Process



## Background Analysis and Material Issue Identification

Linglong Tire comprehensively analyzed ESG regulatory requirements and standard systems, international standards and initiatives, and capital market concerns. Combined with core factors such as the Company's business background, current status of sustainable development, and key affected stakeholders, the Company systematically sorted out a list of ESG material issues that have a significant impact on both the Company and its stakeholders (for detailed analysis of impacts, risks, and opportunities of each issue, see Appendix I). The expression, definition, and scope of some issues have been optimized and adjusted. The following is a description of the major changes and reasons for this year's material issues.

### Major Changes in Linglong Tire's Material Issues in 2025

Material Issues in 2024	Material Issues in 2025	Changes	Reason for Changes
Emission and Waste Management	Waste and Pollutant Management	Optimized description	To more accurately cover pollutant control scenarios, the description is optimized to improve the rigor and comprehensiveness of the issue.
Circular Economy	Circular Economy and Resource Utilization	Optimized description	To more fully reflect the core connotation of efficient resource circulation and regeneration in the circular economy.
---	Rural Revitalization	New issue	To respond to national strategic orientation and combined with the Company's social responsibility practices, this new issue is added to strengthen attention and contribution to rural development.
Community Co-construction and Public Welfare Charity	Industry and Social Contribution	Adjusted definition	To expand the connotation of the issue from a single public welfare scenario to multi-dimensional industry and social value creation, more comprehensively reflecting the Company's comprehensive social contributions.
R&D Innovation Intellectual Property Protection Digital Transformation	R&D Innovation	Streamlined description	To integrate "Intellectual Property Protection" into the "R&D Innovation" issue, reflecting the synergistic relationship between technological innovation and achievement protection in a more concise manner; digital transformation is an important foundation for improving R&D efficiency, supporting technological innovation, and industrial upgrading, so it is included in this issue for unified management.
Supply Chain Management	Sustainable Supply Chain	Adjusted definition	To upgrade the definition to highlight sustainability requirements in the supply chain, in line with the trend of green upgrading of the global industrial chain.
Employee Rights and Benefits Workplace Diversity and Inclusion	Protection of Employee Rights and Interests	Streamlined description	To integrate relevant issues, focusing on the core protection of employee rights and interests in a more concise manner, while covering the management connotation of diversity and inclusion.
Employee Training and Development	Employee Development and Training	Optimized description	To adjust the order of expression to better highlight the key goal of "development", reflecting the Company's management philosophy of focusing on employee growth.
Work Safety	Health and Safety	Adjusted definition	To expand the scope of coverage from production scenarios to health and safety protection for employees in all scenarios, comprehensively demonstrating the Company's practices.
Compliant Operation	Compliance and Risk Management	Adjusted definition	To supplement the "risk control" dimension, more comprehensively reflecting the Company's management practices of proactively preventing various operational risks on the basis of compliance.
Corporate Governance	---	Removed issue	As it was determined to have neither financial materiality nor impact materiality.



## Assessment and Ranking

Based on the analysis of the impacts, risks, and opportunities of each issue, questionnaires for financial materiality and impact materiality were designed, and extensive stakeholder surveys were conducted to ensure the scientificity, comprehensiveness, and guidance of the issue assessment.



### Impact Materiality Assessment

By conducting surveys with a wide range of stakeholders, including government and regulatory agencies, shareholders/investors, directors and senior management, employees, customers and potential customers, suppliers/contractors, partners, ESG experts, industry associations, communities, and the general public, the Company thoroughly evaluated whether its performance on various sustainable development issues would have a material actual or potential impact on the economy, society, and the environment. A total of 708 valid questionnaires were collected in this impact materiality assessment.



### Financial Materiality Assessment

Given the professionalism and specialized knowledge requirements of financial materiality assessment, this assessment focused on key stakeholders including shareholders, investors, creditors, directors and senior management, finance personnel, and personnel from the Strategy and Investment Department, to thoroughly evaluate the significant expected impacts that each sustainable development issue may have on the Company's business model, operations, development strategy, financial position, operating results, cash flow, financing methods, and costs. A total of 27 valid questionnaires were collected in this financial materiality assessment.

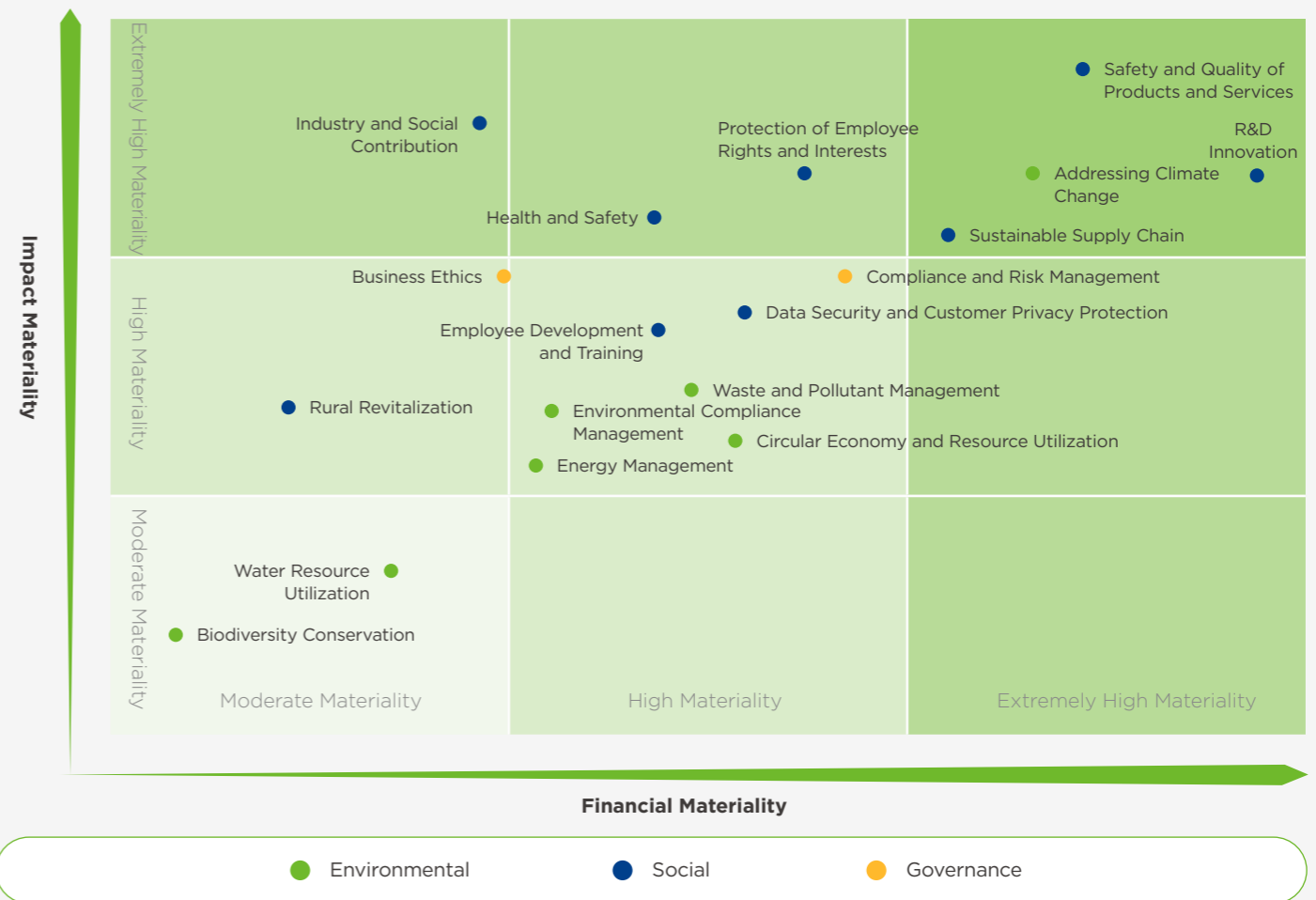
## Review and Confirmation

Based on the cross-analysis of the impact materiality and financial materiality assessment results, and considering the evaluation opinions of various stakeholders, the Company submitted the assessment results to the Board of Directors for review and confirmation, and finally formed the conclusions of this double materiality analysis.

## Conclusion of Materiality Analysis

In 2025, the issues with extremely high financial materiality for Linglong Tire include Addressing Climate Change, Safety and Quality of Products and Services, R&D Innovation, and Sustainable Supply Chain. The Company will take these as the key issues with double materiality for the year to guide our sustainable development strategic planning and information disclosure.

Materiality Matrix of Linglong Tire in 2025





# Overarching Design for Sustainable Development

## | Sustainability Philosophy

Linglong Tire upholds the values of “Create opportunities for employees, value for customers, profits for shareholders and wealth for society” and takes “Inheriting Linglong’s power and building a better community together” as the concept of social responsibility. The Company is committed to advancing green, high-quality and sustainable development by building a sustainable industrial chain, deepening R&D and innovation, consolidating product quality, upgrading marketing models, and enhancing brand influence, striving to become a pioneer in green and sustainable development in China’s tire industry.

### VISION VISION



To become a technology-oriented tire manufacturer with world-class technology, management and brand influence

### MISSION MISSION



Donate to the community and serve the country by promoting industry

### VALUES VALUES



Create opportunities for employees, value for customers, profits for shareholders and wealth for society

### SOCIAL RESPONSIBILITY SOCIAL RESPONSIBILITY



Inheriting Linglong’s power and building a better community together

# Sustainability Strategy

In 2025, keeping abreast of China's national green development policies and responding to the wave of sustainable transformation sweeping the global tire industry, Linglong Tire unveiled the systematic ROUTE Sustainability Strategy Model for the first time, strengthened the overarching design for sustainable development, and articulated five strategic pillars, namely Regenerate (Low-carbon Transition), Optimize (Innovation Engine), Unite (Shared Duty), Talent (People Focus), and Enforce (Compliance Foundation)<sup>2</sup>, embedding sustainability as a core driver into the Company's sound operations and global development, fostering long-term value creation.

### Key Issues

- Environmental Compliance Management
- Addressing Climate Change
- Waste and Pollutant Management
- Energy Management
- Water Resource Utilization
- Circular Economy and Resource Utilization
- Biodiversity Conservation



### Key Issues

- Business Ethics
- Compliance and Risk Management



### Key Issues

- Protection of Employee Rights and Interests
- Employee Development and Training
- Health and Safety



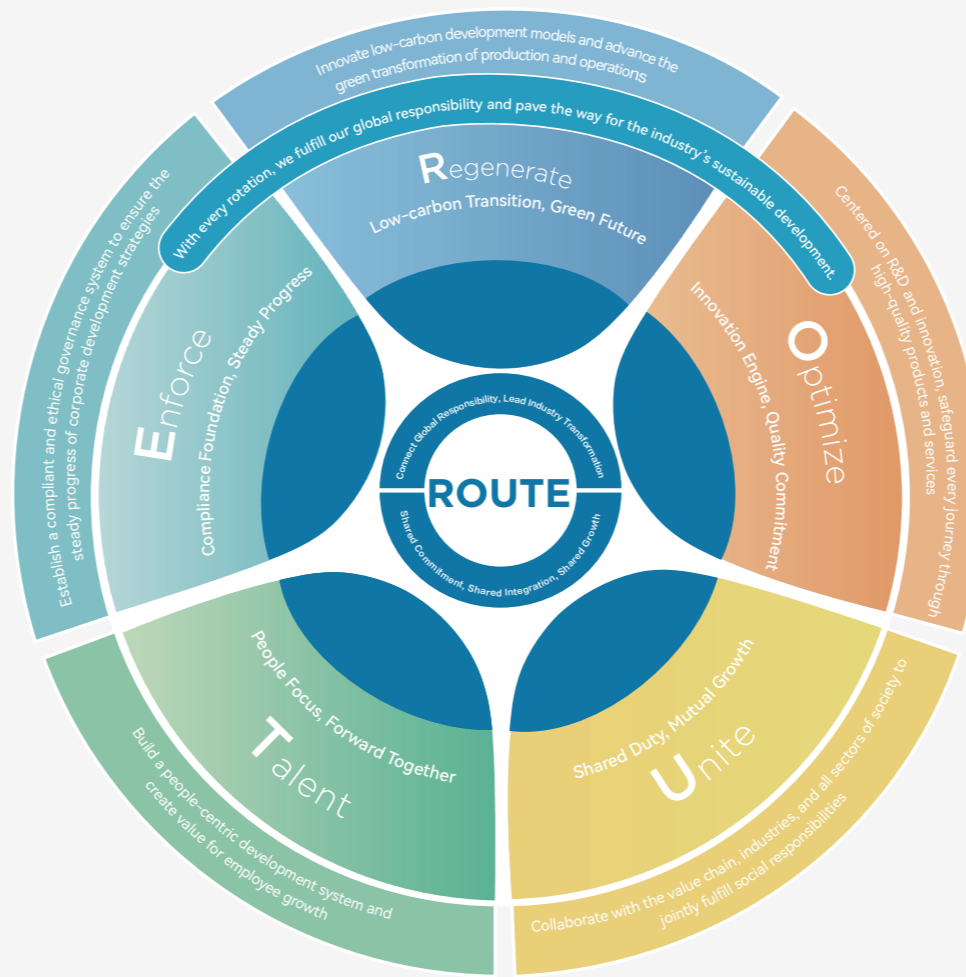
### Key Issues

- R&D Innovation
- Safety and Quality of Products and Services
- Data Security and Customer Privacy Protection



### Key Issues

- Sustainable Supply Chain
- Rural Revitalization
- Industry and Social Contribution



<sup>2</sup> Linglong Tire formulates targeted policy statements for each strategic pillar to strengthen internal and external management. Details of the relevant policies are available on the Company's official website: <https://www.linglong.cn/investor/PolicyStatement.html>

## Sustainability Targets and Progress

Linglong Tire anchors the 2030 sustainability strategy plan, defines the development orientation in the new era, consolidates and expands the differentiated competitive advantages. The Company strives to become a tire manufacturer with leading technologies, sound systems, eco-friendly operations, efficient production, premium quality and global competitiveness. Through the solid implementation of sustainable development pathways, the Company fully advances the achievement of the long-term development vision and goals.

### Key Targets and Progress<sup>3</sup>

Aspect	Key Indicator	Key Target	Progress in 2025	Overall Progress
Environmental	Photovoltaic (PV) power generation	8% of PV power generation in 2025	8.84%	✓
	Sudden major environmental incidents	0 sudden major environmental incidents in 2025	0	✓
Social	Number of four-orientation factories <sup>4</sup>	Construction of four-orientation factories from new factories	A total of 4 four-orientation factories in 2024	—
	Number of lighthouse factories <sup>5</sup>	Two domestic lighthouse factories by 2030 <sup>6</sup>	<ul style="list-style-type: none"> <li>Initiated the advancement and implementation of indicators related to the lighthouse factory</li> <li>Jilin Linglong completed the digital transformation maturity assessment for the petrochemical and chemical industry, and obtained the Standard Compliance Certificate (Level 5, the highest grade in China) in February 2026</li> </ul>	—
	Application of sustainable materials in tires	85% by the end of 2026	Semi-steel products with 85% sustainable materials are under development	—
	Customer satisfaction	97.75% in 2025	99.57%	✓
	Completion rate of supplier site audit program	100% in 2025	100%	✓
	Recordable work-related injury rate per million working hours	< 1.0 time per million hours in 2030	1.30	—
Sustainability Governance	Employee training participation rate	100% in 2025	100%	✓
	Coverage of directors' business ethics training	100% in 2025	100%	✓
	Coverage of employees' business ethics training	100% in 2025	100%	✓

<sup>3</sup> This table only presents the key targets during the reporting period. For the complete target system and detailed progress, please refer to the corresponding sections of each material issue in this report.

<sup>4</sup> "Four-orientation Factories" refer to automated, digital, intelligent, and unmanned factories.

<sup>5</sup> "Lighthouse Factory" program, jointly selected by World Economic Forum Davos and McKinsey & Company, is known as one of the "World's Most Advanced Factories". Lighthouse Factory is regarded as a role model for "digital manufacturing" and "globalization 4.0", representing the highest level of intelligent manufacturing and digitalization in the global manufacturing sector today.

<sup>6</sup> This refers to the construction of existing and new factories according to the standards of lighthouse factories.

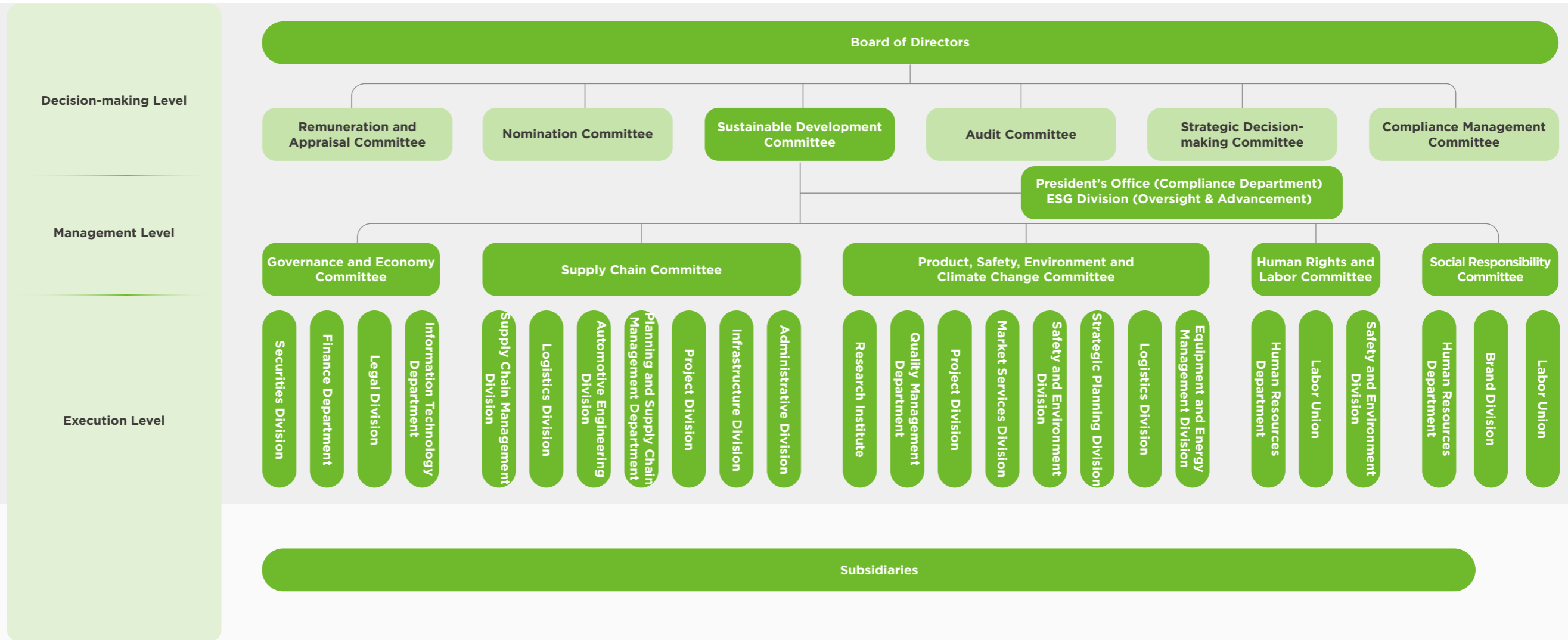
 Achieved
  In progress



# Sustainability Management System

Linglong Tire continuously improves the development of its sustainability management system and establishes a three-tier governance structure covering the “Decision-making Level - Management Level - Execution Level” to scientifically coordinate and implement various sustainability initiatives of the Company. In terms of institutional support, the Company has formulated and strictly implemented the *Regulations on Sustainability Management*, which clearly define the sustainability management organization structure and the division of powers and responsibilities at all levels, and promote the standardized, systematic and regular operation of sustainability management.

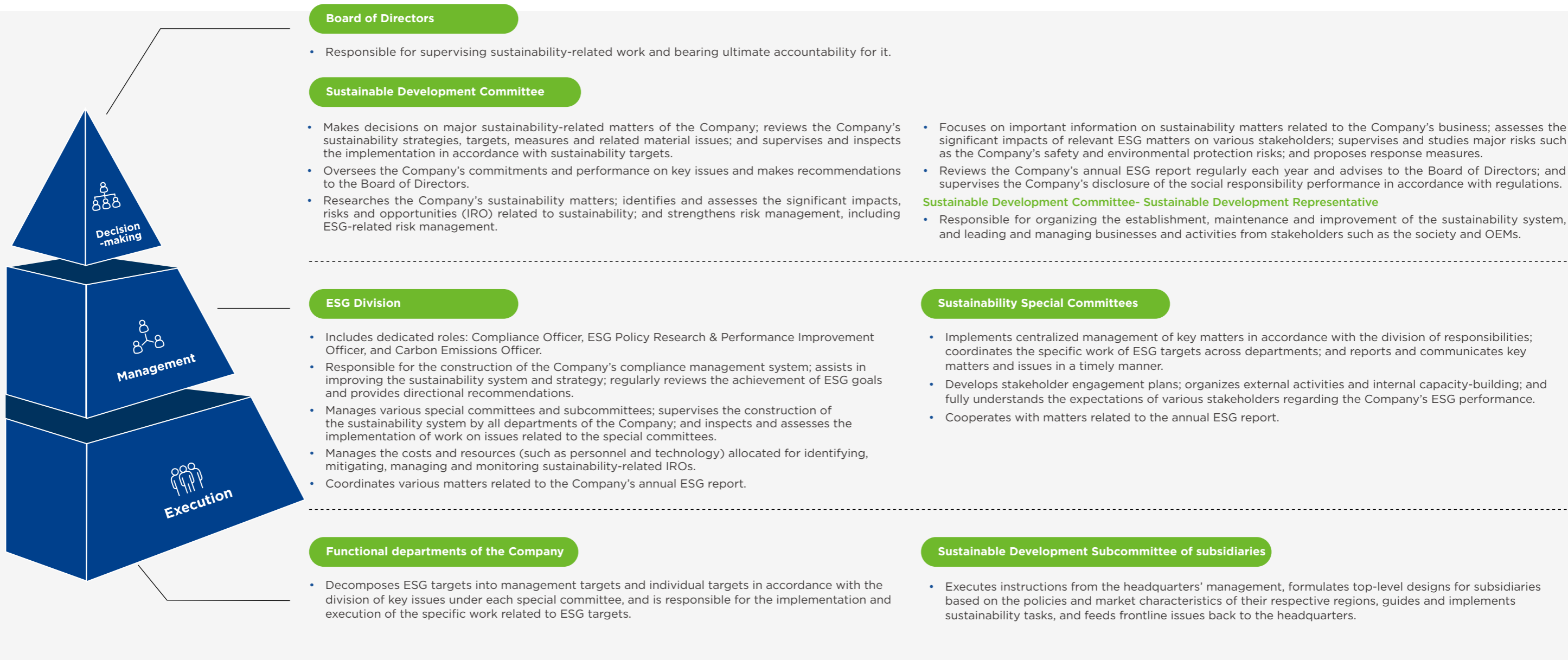
## Sustainability Management Structure



Overall Coordination and Supervision at the Company's Level



Sustainable Development Subcommittee of Subsidiaries



Linglong Tire continuously strengthens its sustainability work mechanism. Taking its strategic direction as the starting point, the Company adopts an approach of “top-down decomposition and bottom-up implementation” to vertically break down departmental targets to responsible persons in accordance with the organizational structure, and translates its strategy into annual targets and tasks at all levels. The Company has established supporting performance appraisal and training & capability-building systems, formulates quarterly and annual sustainability training plans, defines clear appraisal standards to ensure the fairness of assessments, and conducts appraisals post-training. This mechanism connects sustainability appraisal results with the performance of all departments, thereby driving the enhancement of performance effectiveness.



# 01



## Low-Carbon Transition, Green Future

Linglong Tire embeds the philosophy of “ecological priority and green development” throughout the production and operations, systematically builds an environmental management system, with refined controls over energy use, water consumption and various forms of emissions. The Company addresses climate change challenges through diversified measures, while seizing the opportunities brought by the low-carbon transition to explore new models of green growth, thereby contributing to the development of a Beautiful China.

Addressing Climate Change

Environmental Management

Energy Management

Water Resource Management

Waste and Pollutant Management

Circular Economy and Resource Utilization

Ecosystem and Biodiversity Conservation

Contributing to UN SDGs





# Addressing Climate Change

Addressing climate change stands as a core mission of Linglong Tire in advancing sustainable development. The Company actively aligns with the national “dual carbon” strategy, integrating climate risk management deeply into the global operations and full value chain governance. By leveraging green technological innovation, energy structure optimization, low-carbon manufacturing upgrades and life-cycle carbon management, Linglong Tire systematically promotes GHG emission reductions and continuously strengthens its climate resilience, safeguarding a green future through responsible action.

## Governance

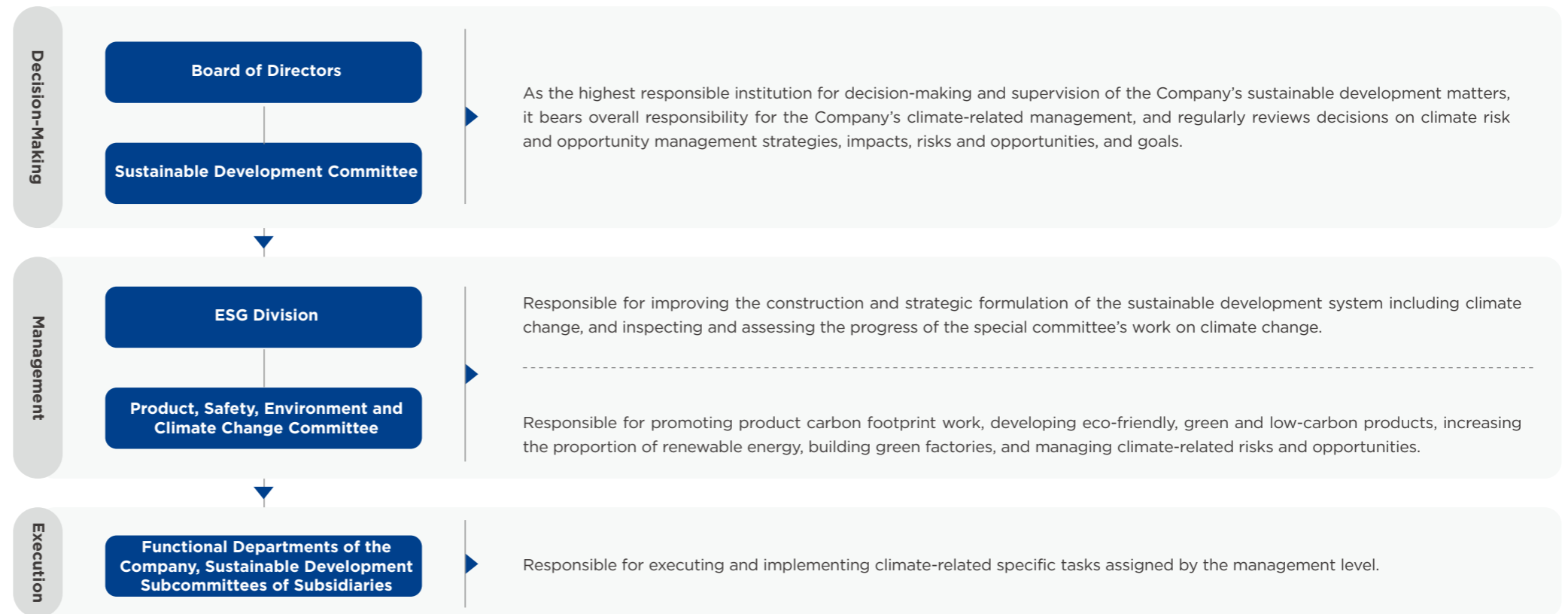
Anchored in the strategic goal of “achieving carbon peaking by 2030 and carbon neutrality by 2050”, Linglong Tire continues to improve its climate governance system, clarifies carbon reduction path planning, systematically conducts climate-related risk and opportunity identification, and proactively builds a resilient development path through measures such as energy structure optimization, low-carbon technology R&D, and collaborative emission reduction in the supply chain, supporting the comprehensive green transformation of economic and social development.



## Climate Change Management Structure

The Company attaches great importance to the construction of the climate change management system, establishes a top-down management structure, and clarifies the division of responsibilities among the decision-making, management and implementation levels in climate governance. Meanwhile, the Company incorporates energy and carbon management indicators such as “comprehensive energy consumption” and “carbon emissions per unit product” into the management performance appraisal system, promoting the in-depth integration of low-carbon management requirements into business decisions and daily operations, and continuously improving the Company’s ability and level to address climate change.

### Linglong Tire Climate Change Management Structure



## Climate Change Institutional Development

In accordance with laws, regulations and standards such as the *Energy Conservation Law of the People’s Republic of China*, the *Cleaner Production Promotion Law of the People’s Republic of China*, the *Renewable Energy Law of the People’s Republic of China*, and the *Guidelines for the Verification of Enterprise Greenhouse Gas Emission Reports*, the Company has formulated the *Carbon Management System Manual* and the *Carbon Management System Procedure Documents* as the guiding documents and codes of conduct for the Company’s carbon emission management activities.

The Company requires all employees to earnestly study and implement the *Carbon Management System Manual* and relevant system requirements, establish awareness of energy conservation and emission reduction, integrate low-carbon concepts into daily work, actively participate in the Company’s carbon management activities, and jointly promote the effective operation of the carbon management system.

# Strategy

Linglong Tire has formulated and publicly released the *Climate and Environmental Policy Statement*, committing to the strategic goal of “achieving carbon peaking by 2030 and carbon neutrality by 2050”. The Company is committed to effectively managing and addressing climate change risks in its operations and assuming responsibility for building a beautiful earth ecosystem where humans and nature coexist in harmony.

Based on long-term development needs, the Company has formulated a clear “dual carbon” strategic plan, scientifically divided short-term, medium-term and long-term development stages, clarified emission reduction targets and implementation paths for each stage, formed a clear, well-connected and actionable overall strategic deployment, and comprehensively guided the Company’s low-carbon transformation.

**Overarching Goal: Achieve carbon peaking by 2030 and carbon neutrality by 2050**



	Short-term 2023-2027	Medium-term 2028-2035	Long-term 2036-2050
<b>Scope 1 Emission Reduction Pathways</b>	<ul style="list-style-type: none"> <li>Mechanism building: Continuously implement energy conservation assessment, reward and punishment systems.</li> <li>Equipment phase-out: Formulate plans to phase out gasoline-powered vehicles and diesel forklifts, and carry out the elimination and upgrading of old equipment.</li> </ul>	<ul style="list-style-type: none"> <li>System upgrade: Implement real-time monitoring and analysis of energy consumption data through the Energy Management System (EMS), and develop targeted energy conservation measures and improvement plans.</li> <li>Production process optimization: Scientifically adjust production scheduling, rationally arrange equipment operating hours, research advanced tire manufacturing processes, and reduce energy consumption.</li> </ul>	<ul style="list-style-type: none"> <li>Daily energy conservation management: Regularly implement daily energy conservation measures to reduce the consumption of natural gas and other energy sources.</li> <li>Renewable energy substitution: Gradually phase out coal-based energy at some manufacturing bases and replace it with renewable energy.</li> <li>Equipment transformation: Gradually convert natural gas boilers to biomass boilers.</li> </ul>
<b>Scope 2 Emission Reduction Pathways</b>	<ul style="list-style-type: none"> <li>Renewable energy project deployment: Formulate plans related to PV projects to gradually increase the proportion of clean energy use.</li> </ul>	<ul style="list-style-type: none"> <li>Renewable energy project application: Continuously strengthen the construction and application of PV projects.</li> <li>Purchased steam carbon emissions: Explore measures to reduce carbon emissions from purchased steam, and assess the feasibility and effectiveness of implementation through pilots.</li> </ul>	<ul style="list-style-type: none"> <li>Daily energy conservation management: Regularly implement daily energy conservation measures to reduce the consumption of purchased electricity and purchased steam.</li> <li>Purchased steam carbon emissions: Launch and gradually promote carbon reduction projects related to purchased steam.</li> </ul>







## Climate Scenario Analysis

Combined with its own business layout and the development characteristics of the tire industry, and with reference to the disclosure requirements of the *IFRS Sustainability Disclosure Standard 2 – Climate-related Disclosures* (IFRS S2) issued by the International Sustainability Standards Board (ISSB), Linglong Tire systematically carries out the identification and assessment of climate-related risks and opportunities. In the climate scenario analysis, the Company uses the high-emission scenario IPCC SSP5-8.5 for physical risk assessment, and the Orderly Transition Below 2°C Scenario of the Network for Greening the Financial System (NGFS) to analyze transition risks and climate opportunities. The relevant analysis conclusions are used as key support for optimizing climate strategic planning and resource allocation, continuously strengthening climate change adaptation capacity and operational resilience, and supporting the Company to move steadily forward on the path of low-carbon transformation.

Category of Risks and Opportunities	Scenario	Projected Temperature Increase
Physical Risks	IPCC Representative Concentration Pathway SSP5-8.5	4.4°C
Transition Risks	NGFS Orderly Transition Below 2°C Scenario	<2°C
Climate Opportunities		





Risk/Opportunity Category	Description	Impact Period	Value Chain	Potential Financial Impact	Response Measures
<b>Physical Risks</b>					
 Acute Physical Risks	<p>The increased frequency of extreme weather events such as typhoons, heavy rainfall, floods, heavy snow, and hurricanes may cause damage to fixed assets at the Company's manufacturing bases, resulting in personnel casualties or production interruptions, which in turn affect business continuity. The supply of raw and auxiliary materials required for production may also be interrupted, product sales and logistics may be disrupted, leading to a decline in productivity and sales volume, thus negatively impacting the Company's revenue.</p>	Short, medium, and long term	Upstream Operations	Impairment of fixed assets Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>For the potential negative impacts of acute physical risks, the Company closely monitors national and regional climate-related information platforms to improve the timeliness of information acquisition; formulates special emergency plans for extreme weather, equips emergency supplies and facilities, and conducts regular emergency drills.</li> <li>For the potential negative impacts of chronic physical risks that coastal operating sites may face, the Company conducts continuous climate risk investigations and scenario assessments along the coast to establish a comprehensive risk account. In the site selection, expansion, and long-term layout planning of projects, the impact of sea-level rise has been fully considered to optimize the layout of coastal assets. Physical protection capacity is enhanced through engineering measures such as upgrading flood control and drainage standards and carrying out waterproofing renovations on critical facilities. The Company improves the emergency response plans for sea level rise and storm surges, strengthens business continuity management and supply chain resilience, and establishes a regular monitoring and early warning mechanism. Relevant risk responses are integrated into the Company's governance and information disclosure systems. Through a combination of measures, the long-term stable operation of coastal operating sites is safeguarded.</li> </ul>
 Chronic Physical Risks	<p>The continuous rise in the global average temperature will have long-term impacts on the ecosystem, which may lead to fluctuations in the supply of key raw materials and price increases; sea-level rise may also pose potential negative impacts on the operational stability of the Company's coastal operating sites.</p>	Medium and long term	Upstream Operations	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>To address supply chain fluctuation risks caused by climate change, the Company strengthens environmental risk management of the supply chain, carries out supplier carbon reduction plans and special training, and effectively controls climate change risks in the supply chain.</li> </ul>
<b>Transition Risks</b>					
 Policy and Legal Risks	<p>With the continuous deepening of the global climate governance framework, laws and regulations such as the EU Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR) have been successively introduced. If the Company and the supply chain fail to meet compliance requirements in a timely manner, they may face market access restrictions, compliance penalties, and damage to brand reputation risks.</p>	Short, medium, and long term	Upstream Operations	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>The Company closely monitors updates to climate-related laws, regulations, and policies, and actively improves the carbon management mechanism.</li> <li>The Company regularly discloses environmental data in accordance with regulatory requirements.</li> <li>The Company establishes a traceable supply chain system and due diligence process to ensure products meet EU compliance requirements for market access.</li> <li>The Company participates in the Hubei ETS local carbon trading pilot in accordance with national regulations, and fulfills obligations in accordance with the issued carbon emission allowances.</li> </ul>
 Technology Risks	<p>Market demand for low-carbon tires and sustainable materials is growing rapidly, and investment in low-carbon technology R&amp;D and industrialization continues to increase. If the Company fails to maintain technological leadership, it may lose competitive advantages in the low-carbon transformation of the industry.</p>	Medium and long term	Operations Downstream	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>The Company attaches great importance to ESG-oriented product and technological innovation, focusing on developing full-lifecycle sustainable products.</li> <li>The Company strengthens cooperation with peers and industry associations to jointly accelerate the R&amp;D of green and low-carbon products.</li> <li>The Company regularly conducts employee training to improve employees' R&amp;D capabilities.</li> </ul>
 Market Risks	<p>Customer demand for low-carbon and eco-friendly products is increasing, which may raise the purchase cost of renewable materials and increase customer requirements for the Company's product carbon footprint. The rapid development of the new energy vehicle market puts forward higher requirements for the R&amp;D and production of new energy tires, leading to increased development costs for new energy vehicle tires.</p>	Medium and long term	Operations Downstream	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>The Company promotes the development and procurement of sustainable raw materials, and increases the proportion of sustainable materials used in tires.</li> <li>The Company advances the R&amp;D and application of new energy vehicle tires, developing and mass-producing high-end products specifically designed for new energy vehicles.</li> <li>The Company establishes a carbon management system, formulates and implements carbon management-related systems, and regularly conducts product carbon footprint assessment.</li> </ul>
 Reputation Risks	<p>Stakeholders such as customers and consumers are paying increasing attention to the Company's performance in addressing climate change. If the Company does not actively carry out climate-related response and mitigation actions, it may fail to meet stakeholder expectations, resulting in damage to brand value.</p>	Medium and long term	Operations Downstream	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>The Company establishes a regular communication mechanism with stakeholders to proactively respond to climate change concerns.</li> <li>The Company regularly conducts the identification and assessment of climate-related impacts, risks, and opportunities, and incorporates climate-related risks into the Company's risk management system.</li> <li>The Company improves the quality and transparency of climate information disclosure with reference to ISSB IFRS S2 requirements.</li> </ul>



Risk/Opportunity Category Description Impact Period Value Chain Potential Financial Impact Response Measures

Opportunities



Energy Source

Policy support for renewable energy is increasing globally, and the accessibility of renewable energy is gradually improving with prices potentially decreasing, creating favorable conditions for the Company to optimize its energy structure and reduce energy costs.

Medium and long term

Upstream Operations

Decrease in operating costs

- The Company incorporates renewable energy substitution into carbon reduction plans to promote energy structure transformation.
The Company promotes distributed photovoltaic projects at manufacturing bases to increase the proportion of renewable energy use.
The Company optimizes the supply chain layout and promotes local supply to reduce carbon emissions in logistics.



Resource Efficiency

Measures such as water reuse, recycling of raw materials, and the promotion of green intelligent manufacturing can improve resource efficiency, reduce operating costs, and contribute to GHG emission reduction.

Short, medium, and long term

Operations

Decrease in operating costs

- The Company expands the application of renewable/recyclable materials, promotes waste resource utilization, and develops a circular economy.
The Company formulates a digital transformation plan to advance intelligent manufacturing and intelligent retail, improving operational efficiency.
The Company promotes waste tire recycling and pyrolysis technology, establish a closed-loop recycling system, and improve the recycling rate of resources.



Market Opportunity

The global low-carbon transition drives demand for low-carbon products. The Company's provision of products and services that meet climate-related management requirements of various countries can open up new markets and enhance brand competitiveness and market share.

Medium and long term

Operations Downstream

Increase in operating income

- The Company deeply understands market demand and deploys diversified businesses.
The Company launches a series of low-carbon tire products to meet EU and other key market compliance requirements and seizes the green market share.



Products and Services

With the increase in demand for green and low-carbon products and services, the continuous development of low-carbon products can effectively improve the Company's industry competitiveness, enhance product premium capabilities, build industry barriers, and expand the ecosystem of low-carbon partners.

Medium and long term

Operations Downstream

Increase in operating income

- The Company strengthens sustainable supply chain management and collaborates with suppliers to actively advance low-carbon transformation.
The Company collaborates with upstream and downstream partners to develop low-carbon and renewable materials, optimizes transportation and warehousing layouts, and achieves full-chain carbon reduction.
The Company innovates and launches sustainable tire products with over 79% eco-friendly material content.



Resilience

Regularly identify climate-related risks and opportunities, strengthen the ability to respond to and manage them, and continuously develop eco-friendly raw materials and technologies to ensure product diversification. This can effectively improve the Company's business resilience and adaptability, ensuring long-term sustainable development.

Medium and long term

Operations Downstream

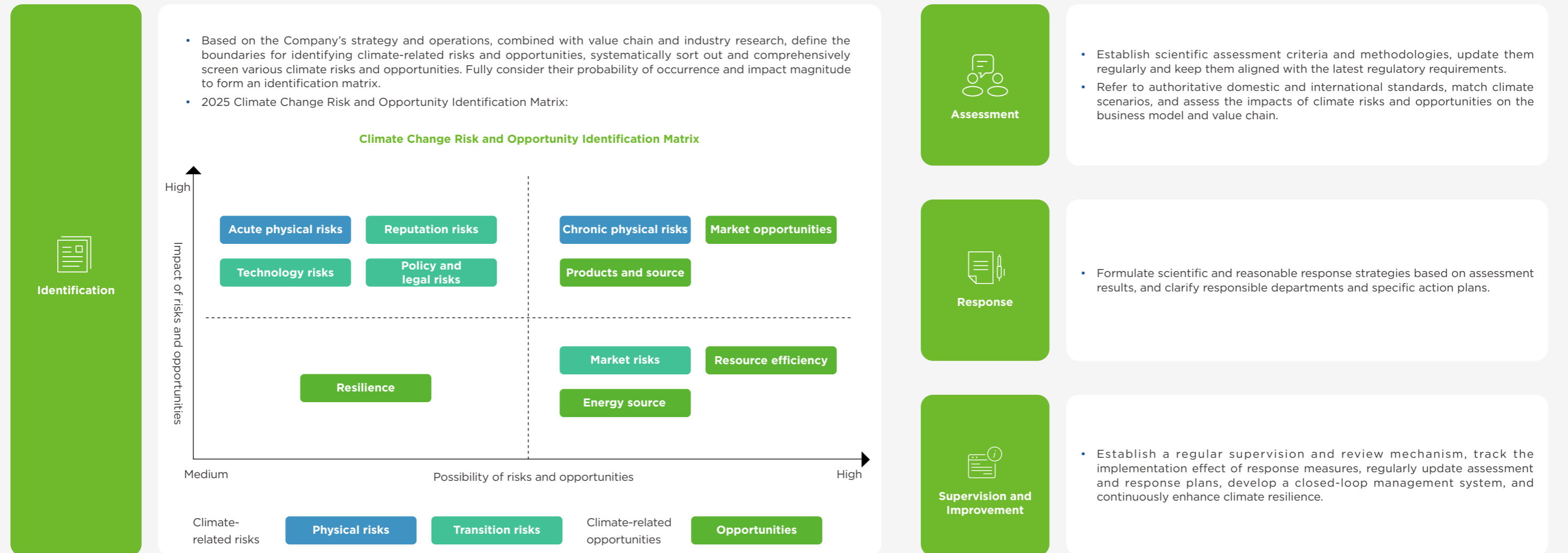
Increase in operating income

- The Company strengthens the management of climate-related impacts, risks, and opportunities.
The Company continuously conducts R&D on eco-friendly raw materials and technologies to enrich the product portfolio and enhance market adaptability.

# Impacts, Risks and Opportunities Management

With reference to the guidance of Annex II "Addressing Climate Change" of the *Guidelines for the Compilation of Sustainability Reports by Listed Companies (Revised January 2026)* issued by the Shanghai Stock Exchange, the Company regularly and systematically conducts assessments of climate-related risks and opportunities, incorporates climate risks into the overall risk management system, and formulates the *Regulations on the Control and Management of Risk and Opportunity Response*, which aims to provide guidance for the Company to regularly identify energy management-related risks and opportunities, and enhance the Company's risk response capacity and long-term development resilience.

## Climate Risk and Opportunity Management Process





## Metrics and Targets

Under the overall strategic goal of “achieving carbon peaking by 2030 and carbon neutrality by 2050”, the Company combines its own business characteristics and industry development trends to scientifically formulate supporting emission reduction targets and key performance indicators, forming a clear and well-connected target system, providing clear guidance for the implementation of emission reduction paths at all stages.

### Climate Change Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Percentage of New Energy Forklifts in Operation	By 2030, 100% usage of new energy forklifts	40%
Percentage of New Energy Official Vehicles in Operation	By 2030, 100% usage of new energy official vehicles	29%



## Environmental Management

Linglong Tire adheres to the environmental management principle of “environmental protection and energy conservation, full participation, and continuous improvement”, strictly complies with laws and regulations such as the *Environmental Protection Law of the People's Republic of China* and the management regulations of the operation locations, systematically builds an environmental management system, and actively promotes the certification of the environmental management system. In terms of institutional support, the Company has formulated systems including the *Environmental Management System*, the *Environmental Protection Management Procedure*, and the *Environmental Factor Identification and Evaluation Management Procedure* to comprehensively guide the standardized implementation of environmental management and effectively maintain the bottom line of environmental compliance. In 2025, the Company has not been subject to administrative penalties by relevant authorities including the ecological and environmental department due to environmental incidents, nor has it faced any related environmental litigation cases.

The Company has established a specialized environmental management organizational structure, improved the environmental compliance responsibility system in accordance with laws and regulations, clarified the Company's primary environmental responsibilities, ensured that responsibilities are assigned to individuals with matching rights and obligations, and promoted environmental compliance management on a regular basis. Each manufacturing base conducts annual internal environmental audits, comprehensively analyses changes in internal and external environments and operational management shortcomings, and makes timely rectifications and improvements to ensure the stable and efficient operation of the Company's environmental management system.

### Environmental Management Organization of Linglong Tire

Sustainable Development Committee of the Board of Directors



Product, Safety, Environment and Climate Change Committee



Sustainable Development Subcommittee of relevant departments and subsidiaries of the Company

### As of the end of the reporting period

All manufacturing bases of Linglong Tire have obtained ISO 14001:2015 Environmental Management System Certification with valid certificates, and the systems are operating normally.



Linglong Tire has comprehensively strengthened the environmental safety defense line and effectively improved the quality and efficiency of environmental management through diversified measures such as strengthening environmental risk control, conducting environmental impact monitoring, and carrying out emergency drills<sup>7</sup>. In 2025, the environmental risk assessment coverage rate of all the Company's manufacturing bases reached 100%.

### Environmental Compliance Management Measures of Linglong Tire

#### Environmental Management Audit

- All manufacturing bases and operating sites conduct regular environmental management audits on an annual basis to evaluate the effectiveness and compliance of internal environmental policies, identify potential risks and areas for improvement in a timely manner, and ensure the full implementation of various environmental protection policies.

#### Regular Monitoring of Environmental Impact

- Professional third-party institutions are engaged to perform periodic environmental testing on wastewater and exhaust emissions at all manufacturing bases each year.

#### Emergency Drills for Sudden Environmental Incidents

- The *Emergency Plan for Environmental Emergencies* and environmental emergency drill plans have been formulated. All manufacturing bases have carried out 32 environmental emergency drills in accordance with the plans, enhancing employees' ability to respond to and handle environmental emergencies.

#### Promotion of Environmental Compliance Awareness

- The Company has organized “Environmental Protection Knowledge Training” to strengthen the environmental legal awareness and compliance literacy of all employees, and consolidate environmental management capabilities.

<sup>7</sup> In 2025, Shandong Linglong Tyre Co., Ltd. and its subsidiaries, namely Dezhou Linglong Tyre Co., Ltd., Hubei Linglong Tyre Co., Ltd. and Jilin Linglong Tyre Co., Ltd., were listed as key pollution discharge units for atmospheric or water environment at national or regional levels. All of them have fulfilled their ecological and environmental-related obligations in accordance with the law, such as self-monitoring and information disclosure. For details on the environmental management of the above key pollution discharge units in 2025, please refer to the *2025 Annual Report of Linglong Tire*.



The Company has established a target-driven management mechanism, clarifies management objectives each year and decomposes them level by level, and dynamically controls the achievement of targets through monthly tracking and review. In 2025, the Company set quantitative targets around core dimensions such as environmental risk prevention and control, and pollutant emission and disposal, and all targets have been achieved.

### Environmental Management Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Sudden Major Environmental Incidents	0	Achieved
Wastewater and Exhaust Gas Emissions	100% compliance rate of emissions	Achieved
Waste Disposal	100% legal disposal rate	Achieved
Plant Boundary Noise	Daytime ≤ 65dB Nighttime ≤ 55dB	Achieved



## Energy Management

Linglong Tire strictly complies with laws and regulations such as the *Energy Conservation Law of the People's Republic of China* and the *Renewable Energy Law of the People's Republic of China*, as well as the management regulations of its operating sites. The Company has formulated the *Energy Management System* and the *Energy Conservation Management System* as the guiding documents for energy management.

The Company has established and improved its energy management system and formulated the *Energy Management System Manual* to comprehensively standardize the construction of the energy management system, key measures, and various work requirements. We strictly follow the PDCA<sup>8</sup> cycle model to promote the establishment, implementation, and continuous improvement of the system, ensuring its long-term operation. In terms of energy audit management, the Company has formulated and revised the *Energy Metering Management System* in accordance with the *Metrology Law of the People's Republic of China* and the *Measures for the Supervision and Administration of Energy Metering*, continuously improving the whole-process management of energy metering in the Company.

The Company has established an energy management framework with the Chairman as the highest leader to strengthen the top-level design and coordinated promotion of energy management. The Company also links the energy management indicators "comprehensive energy consumption" and "carbon emissions per unit product" with the salary performance of the Company's Vice Presidents to consolidate management responsibilities through incentive mechanisms and drive the effective implementation of energy management work.

### Energy Management Framework of Linglong Tire

#### Board of Directors

- The Chairman of the Board is the highest leader of the energy management system.
- Responsible for leading the guidance of the Company's energy management system.

#### Leading Group for Energy Conservation and Consumption Reduction

- The President serves as the group leader, and the main responsible persons of each department are members.
- Responsible for formulating energy conservation management systems, plans and targets according to the Company's strategic goals, and supervising the implementation of relevant departments.

#### Relevant departments and subsidiaries of the Company

- Responsible for implementing energy conservation plans and supporting the achievement of energy conservation goals.

<sup>8</sup> PDCA: Plan-Do-Check-Act.

#### As of the end of the reporting period

All domestic manufacturing bases have completed the construction of the **energy management system**.

Zhaoyuan Base, Dezhou Base, Guangxi Base, Hubei Base, and Jilin Base have obtained **ISO 50001** Energy Management System Certification.





The main energy types involved in Linglong Tire include electricity and steam for manufacturing use, coal and natural gas for boilers, and electricity for office use. The Company builds a full-chain energy management system through multi-dimensional measures such as equipment upgrading, process optimization, waste heat recovery, intelligent management, and research and development of green and low-carbon products to continuously improve energy utilization efficiency. During the reporting period, 19 energy conservation and technological transformation projects were carried out, with a total investment of approximately RMB 3.47 million, which is expected to reduce carbon dioxide emissions by about 804 tons annually.

### Energy Management Measures of Linglong Tire

#### High-Efficiency Equipment Upgrading and Replacement

Upgrade and transform core energy-consuming equipment such as motors, water pumps, and air compressors, replacing them with high-efficiency and energy-saving equipment. At the same time, optimize equipment selection and operating parameters to reduce the inherent energy consumption of equipment from the source and improve energy utilization efficiency.

#### Process and System Optimization

Conduct in-depth optimization around production processes and engineering systems, including transforming steam recovery and utilization methods, optimizing the operation modes of cooling water and refrigeration systems, and improving equipment temperature control and conveying processes. These measures reduce energy loss during transmission, conversion, and use, achieving system-level energy efficiency improvement.

#### Waste Heat Recovery and Structural Energy Conservation

Recycle and reuse waste heat generated in the production process, as well as optimize and transform equipment insulation, conveying pipelines, and other structures. These measures reduce heat loss and pipeline resistance, improve energy recycling rates, and reduce invalid energy consumption.

#### Construction of Intelligent Big Data Platform

Build an intelligent energy management platform to collect data from electricity meters, flow meters, and water meters online in parallel. Through intelligent analysis, it realizes real-time monitoring, early warning, and horizontal comparison of energy consumption indicators, automatically identifies abnormal energy consumption points, strengthens dynamic energy management through digital means, and improves the refinement level of energy management.

#### Case | Effective Reduction of Energy Consumption of Tire Building Machine Cord Blowers at PCR Plant 2

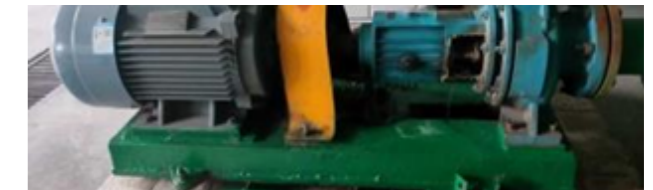
PCR Plant 2 addressed the problem of high energy consumption in the tire building machine cord blowing process by conducting on-site tracking and analysis. It optimized and improved the relevant production processes, shortening the cord knife plate blowing time by 13 seconds and adjusting the diameter of the cold air duct. This measure effectively reduced cold air consumption, improved production continuity, and reduced the generation of cord waste.

#### Case | High-Efficiency Transformation of Energy-Consuming Equipment at PCR Plant 5

PCR Plant 5 significantly improved energy utilization efficiency by implementing energy-saving transformations on key energy-consuming equipment. The plant replaced the hydraulic station motor with a 30-kilowatt energy-saving motor, reducing electricity consumption by 1,200 kWh per month and cutting hydraulic station power consumption by 3%. It also selected and transformed the cooling water pump of the air compressor station, adopting low-energy, high-efficiency, and high-flow pumps, reducing daily electricity consumption from 1,100 kWh to 920 kWh, achieving significant energy-saving effects.



Hydraulic Station Motor Transformation



Cooling Water Pump of the Air Compressor Station Transformation

#### Case | "Carbon Pioneer, Green Future" Themed Activity at Jilin Linglong

During the National Energy Conservation Publicity Week, Jilin Linglong actively carried out the "Carbon Pioneer, Green Future" themed activity. Through various low-carbon publicity forms such as green travel check-ins, upcycling of used items, environmental protection training, and energy conservation knowledge competitions, it widely popularized the concept of energy conservation and low carbon, built a consensus among all employees on green development, and took practical actions to address climate change and promote sustainable development.



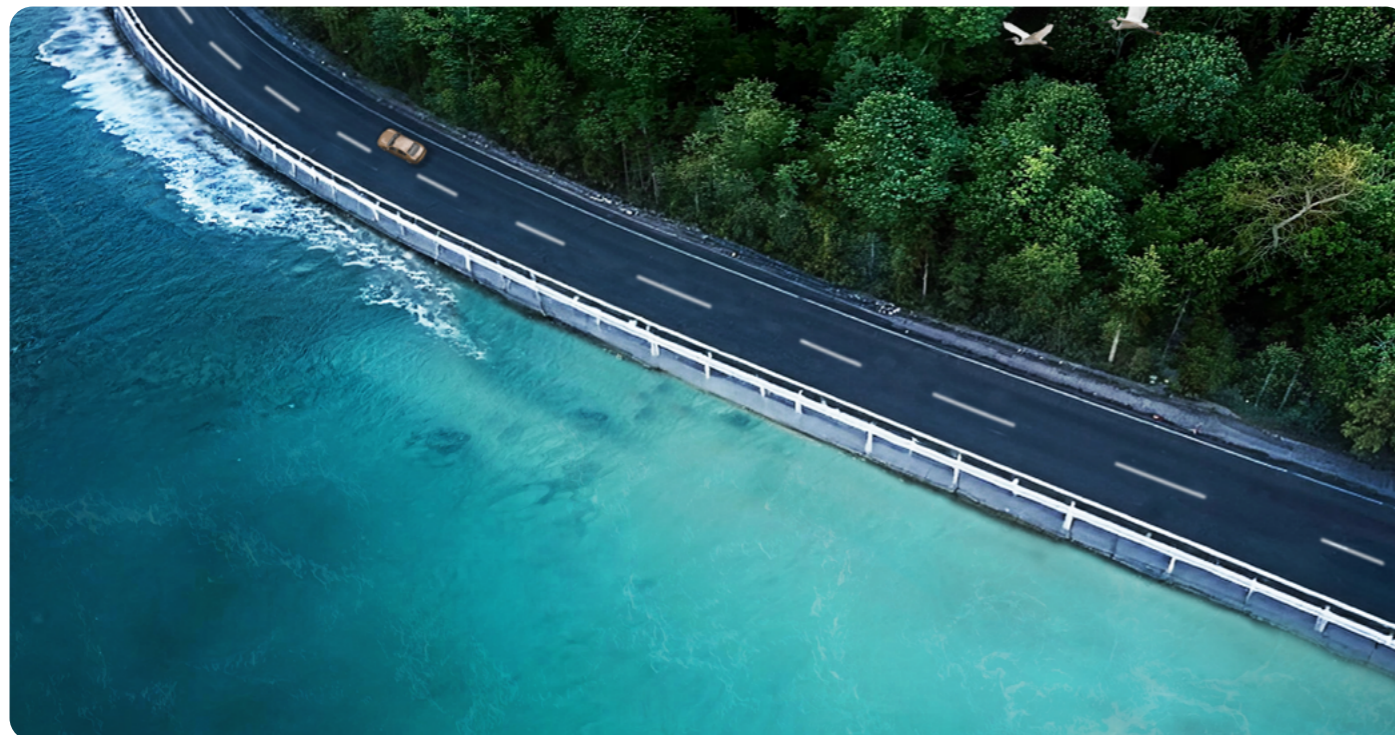
"Carbon Pioneer, Green Future" Themed Activity



The Company actively sets clean energy use targets and takes the transformation of the energy structure as an important path to promote energy conservation and carbon reduction. Relevant work is steadily advanced and implemented in accordance with the plan.

### Energy Management Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Comprehensive Energy Consumption Per Unit Product	In 2025, the comprehensive energy consumption per unit product of PCR radial tires and TBR radial tires at the Zhaoyuan Base reached the advanced energy consumption value specified in national standards: <ul style="list-style-type: none"> <li>Semi-steel tires <math>\leq 255</math> kgce/t</li> <li>All-steel tires <math>\leq 215</math>kgce/t</li> </ul>	Achieved: <ul style="list-style-type: none"> <li>PCR radial tire 214.51 kgce/t</li> <li>TBR radial tire 153.00 kgce/t</li> </ul>
PV Power Generation	8% of PV power generation in 2025	8.84%



## Water Resource Management

Linglong Tire strictly complies with the *Water Law of the People's Republic of China* and relevant laws and regulations of the operating locations. The Company has formulated and implemented internal regulations such as the *Water Resource Conservation Management System* and the *Circulating Cooling Water Quality Management System* to establish and improve the organizational system for water resource management. The Company has set up the Leading Group for Energy Conservation and Consumption Reduction, with the President serving as the group leader and the main responsible persons of department as members. The Leading Group is fully responsible for all energy conservation and consumption reduction work of the Company, including water conservation management.

In terms of water withdrawal, the water resources required for the Company's manufacturing and office use mainly come from municipal water supply. Among them, LLIT filters, stores, and utilizes rainwater through the construction of a rainwater collection system. The rainwater collection volume reached 208,586 cubic meters during the reporting period, effectively reducing dependence on traditional water sources. To achieve the sustainable management of water resources, the Company articulates water resource utilization strategies and continuously advances water conservation work. Through specific measures such as strengthening the recycling and reuse of water resources, optimizing water-using equipment and devices, and carrying out water conservation publicity and training, the Company continuously improves the efficiency of water resource use.

### Water Resource Management Measures of Linglong Tire



#### Water Resource Utilization Strategy

- Centering on scientific and reasonable water use and improving the utilization rate of water resources, the Company continuously enhances the water conservation awareness of all employees, steadily promotes the construction of water-saving units, optimizes the efficiency of water resource use, establishes a long-term management mechanism for water conservation, and contributes to the sustainable utilization of water resources.



#### Water Conservation Publicity Activities

- In 2025, the Company organized water conservation publicity activities with the theme of "Saving Water", covering more than 16,000 people.

### Water Resource Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Water Withdrawal Per Unit Product	1.94 cubic meters/tons	1.93 cubic meters/tons



# Waste and Pollutant Management

Linglong Tire strictly complies with laws and regulations such as the *Water Pollution Prevention and Control Law of the People's Republic of China*, the *Atmospheric Pollution Prevention and Control Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes*, and the *Law of the People's Republic of China on the Prevention and Control of Noise Pollution*, as well as relevant laws and regulations of the operating locations. The Company has formulated internal rules and regulations such as the *Environmental Protection Management Procedure* and the *Waste Management Procedure*.

The Company has also established a *Pollutant Reduction Plan*, articulating the baseline values for pollutant reduction and setting a target of reducing emissions by 1%-5% annually compared with the baseline, to continuously advance pollutant reduction. The Company regularly supervises and evaluates the reduction process to ensure the effective implementation of emission reduction measures and the continuous improvement of environmental management. To fully understand the impact of production and operation activities on surrounding communities, the Company regularly organizes visits to residents near the manufacturing bases to take targeted measures in a timely manner and effectively reduce the impact on local communities.

## Wastewater Management

Linglong Tire strictly complies with the *Water Pollution Prevention and Control Law of the People's Republic of China* and other relevant laws and regulations of its operating locations. It has formulated and implemented the *Wastewater Control Management Procedure* to continuously ensure the effective operation of wastewater treatment and the discharge in compliance of treated wastewater.

Each manufacturing base of the Company is equipped with a sewage treatment station and a complete wastewater treatment system, with dedicated technicians and operators responsible for daily chemical dosing, equipment maintenance, and other measures. Some bases have installed online monitoring devices and entrusted third-party testing institutions to conduct regular sampling tests, comparing various pollutant data with standards to ensure stable and compliant discharge. In 2025, the Company's wastewater pollutant discharge data were far below industry emission standards, continuously improving environmental management performance.

### Wastewater Categories and Treatment Methods of Linglong Tire

Wastewater Category	Pollutant Type	Treatment Method
<ul style="list-style-type: none"> <li>Circulating cooling blowdown water</li> <li>Scrubber wastewater from exhaust gas treatment systems</li> <li>Floor cleaning wastewater</li> <li>Pure water production wastewater</li> </ul>	<ul style="list-style-type: none"> <li>Chemical oxygen demand</li> <li>Ammonia nitrogen</li> </ul>	<ul style="list-style-type: none"> <li>After centralized treatment to meet discharge standards at the wastewater treatment station, the water is reused for factory greening, road spraying, and toilet flushing/ discharged into the municipal sewage pipe network</li> <li>Discharged into the municipal sewage pipe network</li> </ul>

### Wastewater Reduction Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Wastewater Discharge Per Unit Product	Decreased by 1% to 3% compared with the 2023 baseline year	In 2025, wastewater discharge per unit product decreased by approximately 2% compared with the baseline year

## Exhaust Gas Management


The exhaust gas generated during the tire production of Linglong Tire mainly includes exhaust gas from the tire preparation process, as well as boiler exhaust gas from Dezhou Linglong and Guangxi Linglong. Pollutants include particulate matter, sulfides, malodorous substances, volatile organic compounds (VOCs), etc. To systematically control exhaust gas emissions, the Company has formulated systems and procedures such as the *Exhaust Gas Control Management Procedure* and the *Self-Monitoring Plan*, conducts quarterly and semi-annual exhaust gas tests, and installs online monitoring facilities at key discharge outlets to realize real-time monitoring of emission data, ensuring stable and compliant discharge and supporting green production.

**During the reporting period**

The compliance rate of exhaust gas discharge reached


**100%**

### Exhaust Gas Management Measures of Linglong Tire




**Strengthen Source Control**

- Install closed or semi-closed gas collection hoods at each exhaust gas generating link to enhance exhaust gas collection from the source.



**Optimize End-Of-Pipe Treatment**

- Widely apply advanced environmental protection facilities and processes such as activated carbon adsorption and desorption, regenerative thermal oxidizers (RTO), and baghouse dust collectors to effectively reduce the emission of pollutants such as particulate matter, volatile organic compounds (VOCs), and odors.
- Conduct regular inspections to ensure stable and compliant discharge and reduce impacts on the community.



**Comprehensive Treatment Technology**

- Choose industry-leading treatment technologies according to the characteristics of different manufacturing bases: Hubei Linglong and Jilin Linglong adopt combined processes such as "activated carbon adsorption + catalytic combustion" and "zeolite rotor + RTO", while Dezhou Linglong adopts the "activated carbon adsorption + catalytic combustion" process, significantly improving exhaust gas treatment efficiency and purification effect.



### Case | Environmental Protection Facilities Upgrading at Hubei Linglong

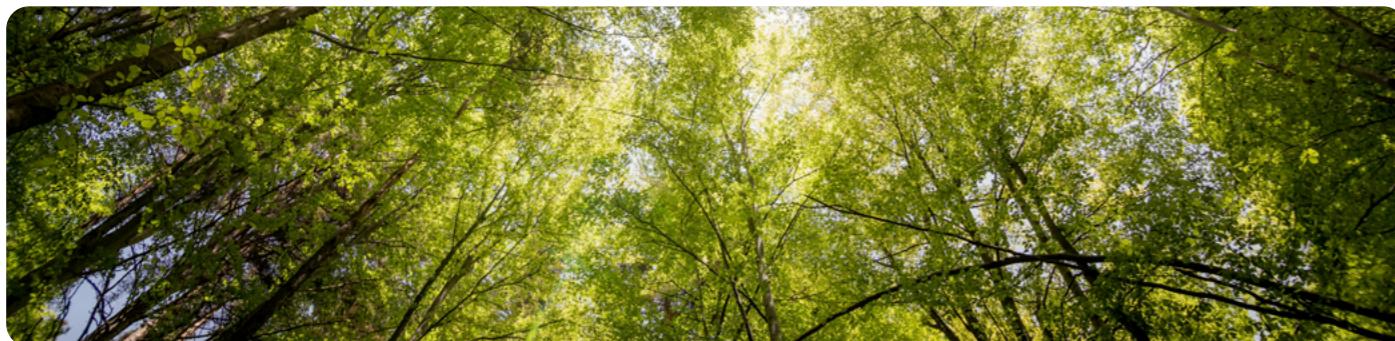
In 2025, to improve environmental protection performance ratings and effectively reduce exhaust gas pollutant emissions, Hubei Linglong systematically implemented multiple environmental protection facility upgrades. At the exhaust gas generation end, Hubei Linglong upgraded the equipment in the semi-finished product line with fully enclosed gas collection hoods, increasing the exhaust gas collection method from semi-closed to fully enclosed. This significantly improved exhaust gas collection efficiency and greatly reduced fugitive emissions of unorganized exhaust gas. For end-of-pipe treatment, Hubei Linglong added treatment equipment integrating advanced processes in the mixing workshop and upgraded the existing exhaust gas treatment devices into high-efficiency centralized treatment units, increasing the exhaust gas treatment efficiency from 50% to 90% and effectively enhancing the treatment capacity for complex exhaust gases.



Environmental Protection Facilities at Hubei Linglong

### Exhaust Gas Reduction Targets and Progress of Linglong Tire in 2025

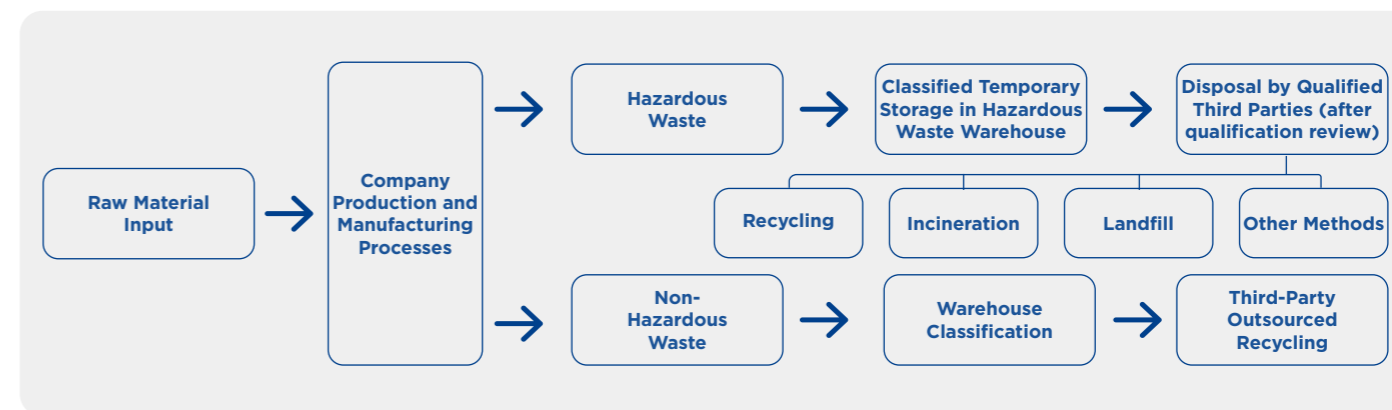
Indicator	Target	Progress
VOCs Emission Per Unit Product	Decreased by 3% compared with the 2023 baseline year	In 2025, VOCs emission per unit product decreased by approximately 4% compared with the baseline year
Particulate Matter Emission Per Unit Product	Decreased by 1% compared with the 2023 baseline year	In 2025, particulate matter emission per unit product decreased by approximately 7% compared with the baseline year



## Waste Management

Linglong Tire has formulated institutional documents such as the *Solid Waste Control Management Procedure* focusing on the full-process control of waste, and conducts classified temporary storage and standardized disposal of waste in strict accordance with regulatory requirements to minimize the environmental impact of waste. The Company formulates the *Hazardous Waste Management Plan* and the *Hazardous Waste Reduction Plan* every year, continuously exploring paths for process improvement, material recycling, and waste resource utilization, and fully advancing the achievement of waste reduction targets.

### Waste Management Flowchart



### Waste Categories and Management Measures of Linglong Tire

Category	Waste Type	Management Measures
Hazardous Waste	Waste engine oil, laboratory waste liquid, and chemical packaging materials, etc.	Classified and temporarily stored in the hazardous waste warehouse and regularly entrusted to qualified entities for off-site disposal.
	Waste steel cord, fiber cord fabric, waste steel wire, and waste rubber edges, etc.	Classified and stored in the general solid waste warehouse and all delivered to qualified third-party entities for recycling and disposal.
General Solid Waste	Domestic waste	Collected centrally by local environmental sanitation authorities and transported to local waste treatment plants for centralized treatment and disposal.

**Case | Effective Control of Hazardous Waste at LLIT**

To achieve waste reduction targets, LLIT actively promoted process optimization, recovering and reusing carbon black accumulated in dust collectors back into production to realize resource recycling. At the same time, by optimizing the carbon black conveying system program, the Company effectively reduced bag damage and carbon black leakage caused by abnormal pressure. With the above improvements, the amount of carbon black hazardous waste generated by LLIT decreased by approximately 25 tons in 2025 compared with 2024, effectively promoting source reduction and resource utilization of waste.

**Waste Reduction Targets and Progress of Linglong Tire in 2025**

Indicator	Target	Progress
Total Amount of Hazardous Waste Per Unit Product	Decreased by 3% compared with the 2024 baseline year <sup>9</sup>	In 2025, total amount of hazardous waste per unit product decreased by approximately 7% compared with the baseline year
Total Amount of General Industrial Solid Waste Per Unit Product	Decreased by 3% compared with the 2023 baseline year	In 2025, total amount of general industrial solid waste per unit product decreased by approximately 19% compared with the baseline year

## Circular Economy and Resource Utilization

Linglong Tire integrates the concept of circular economy into various stages, including water recycling, renewable raw material application, and waste resource utilization. The Company strictly complies with laws, regulations and relevant provisions such as the *Circular Economy Promotion Law of the People's Republic of China*. Leveraging technological R&D and innovation, we continuously advance practices of raw material reduction, resource reuse and recycling, and constantly improve and deepen the circular economy development model.

The Company has established and improved a circular economy management framework, formulated supporting systems such as the *Regulations on Sustainability Management* and the *Requirements for Raw Material Quality Control*, steadily promoted the R&D and application of green raw materials and green products, strengthened full-process raw material control, and promoted the implementation of circular economy initiatives in an all-round and multi-level manner.

**Circular Economy Management Structure of Linglong Tire**



## Noise Management

The noise generated during production and operation of Linglong Tire mainly comes from the operation of various power equipment. To control noise impacts, the Company conducts regular maintenance on equipment and facilities with noise hazards and adopts technical measures such as enclosure and noise reduction to effectively reduce the environmental impact of noise decibel levels.

The Company regularly organizes noise monitoring at the factory boundary to ensure continuous compliance with national standards. In 2025, noise emissions at the factory boundary of all the Company's manufacturing bases remained compliant, with daytime emission values no higher than 65 decibels and nighttime values no higher than 55 decibels.



Containment Management of Noise Sources

<sup>9</sup> Since the types of hazardous waste generated at the Thai Base increased significantly in 2024 compared with 2023, accompanied by a substantial change in weight, 2024 is selected as the base year.

## Circular Economy Management Measures of Linglong Tire

### Application of Sustainable Materials

In formula development and raw material procurement, actively apply eco-friendly materials to replace traditional petroleum-based raw materials, empower the low-carbon upgrading of products with sustainable materials, and promote the in-depth integration of the circular economy concept into the upstream industrial chain. For details, please refer to the "R&D and Innovation" section.

### Product Recycling and Reuse

Promote the recycling and reuse of waste tires and strengthens the application of core recycled materials to practice the circular economy development model. For details, please refer to the "R&D and Innovation" section.

### Waste Resource Utilization

Comprehensively promote the resource utilization of various wastes, drive the recycling and industrial application of renewable resources, and build a closed-loop waste management system.

### Promoting Green Office

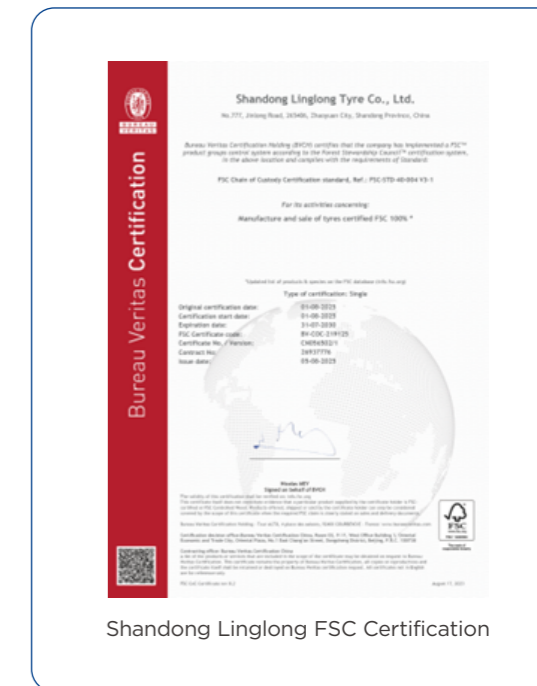
- Continuously promote paperless and electronic office models to reduce paper consumption.
- Encourage employees to use recyclable office supplies and fully implement double-sided copying and printing of documents to practice the circular economy concept in daily office operations.

# Ecosystem and Biodiversity Conservation

Linglong Tire attaches great importance to ecosystem and biodiversity conservation. The Company strictly complies with laws and regulations such as the *Forest Law of the People's Republic of China* and the *Regulations of the People's Republic of China on Nature Reserves*, as well as the management provisions of the operating locations, actively responds to international conventions and national strategic deployments such as the *Convention on Biological Diversity* and the *China National Biodiversity Conservation Strategy and Action Plan (2023-2030)*. The Company integrates biodiversity conservation throughout the entire process of project site selection, construction and commissioning, daily operation, and external cooperation, supporting the implementation of the Kunming-Montreal Global Biodiversity Framework goals and contributing to global biodiversity governance.

In the pre-project stage, the Company conducts site selection assessments and ecological environment status surveys in strict accordance with regulatory requirements and prepares environmental impact assessment reports. The regions where the Company's manufacturing bases are located all comply with the overall national and regional plans, are not within the scope of ecological protection red lines (or legally protected areas), and have no surrounding nature reserves, key ecological function zones, critical biodiversity areas, or internationally important wetlands and other areas with important ecological functions or ecologically sensitive and fragile zones, minimizing the impact of production and operation activities on regional ecosystems and biodiversity.

Rubber is an important raw material for tire products. Linglong Tire attaches great importance to sustainable forest management and forest resource conservation. The Company actively responds to international responsible sourcing requirements, prioritizes compliant and certified suppliers, establishes a full-process traceability system from raw material procurement to production and processing, and strictly controls the sources of key raw materials such as natural rubber to effectively protect forest ecosystems. Relying on systematic measures and long-term investment, Shandong Linglong officially obtained Forest Stewardship Council (FSC) certification during the reporting period, marking an important breakthrough in the Company's sustainable development and ecological protection efforts.



## Biodiversity Conservation Measures of Linglong Tire

### Supporting International Organization Initiatives

As the first tire company in mainland China to join the GPSNR, the Company publicly released and strictly implemented the *Regulations on Supplier Sustainability Management*. We commit to procuring natural rubber produced in a way that does not cause deforestation or reduce High Conservation Value (HCV) areas, and actively strengthen collaboration with various stakeholders to build a sustainable natural rubber supply chain system together with suppliers.

In 2025, the Company actively responded to the safeguard system resolution issued by GPSNR, anchored in “standardized and transparent supply chain management”, promoted suppliers to join GPSNR, and developed a common roadmap of “responsible procurement, supply chain transparency, and long-term trust building”, helping the natural rubber industry move towards a new stage of coordinated development of environmental friendliness and social responsibility.

### Promotion of Internal and External Empowerment Activities

Actively connect with stakeholders such as employees, supply chain partners, and communities to widely carry out practical activities such as ecological restoration and biodiversity conservation, continuously advance ecological environmental protection, and effectively fulfill the ecological environmental responsibilities.



### Case | LLIT Enhances Employees' Ecological Protection Awareness Through Diversified Activities

On July 24, 2025, LLIT organized employees to participate in a local green space restoration tree-planting activity, adding a fish release session during the event to help restore regional biodiversity and strengthen employees' awareness of ecological protection.



LLIT Ecological Protection Activity

### Case | Sustainable Natural Rubber Project Creates Comprehensive Benefits for Ecological Conservation and Rural Revitalization

In 2025, Shandong Linglong launched the “Sustainable Natural Rubber Contributing to Rural Revitalization and Ecosystem Restoration Project”, aiming to explore a sustainable development path that balances community livelihood improvement, ecosystem protection, and industrial resilience by promoting environment-friendly natural rubber cultivation and management models.

In terms of infrastructure construction, the Project invested in the construction of ecological rubber collection stations in underdeveloped infrastructure areas in Yunnan, which are independently operated by local village groups, benefiting more than 100 nearby rubber farmers and effectively reducing environmental risks in raw material collection and the operating costs of rubber farmers.

In terms of strengthening economic security, the Project promoted approximately 2,000 farmers and around 10,000 hectares of rubber plantations in the Company's procurement areas to obtain FSC certification, helping rubber farmers obtain a “green pass” to enter high-end markets and increasing the economic returns from sustainable operations. As of the end of the reporting period, 1,564.12 hectares of community rubber forests have been included in the FSC certification scope.

In terms of capacity building, the Project organized 20 core rubber farmers from 3 village groups to participate in training on ecological restoration and agroforestry technologies. Experts from the Xishuangbanna Tropical Botanical Garden of the Chinese Academy of Sciences and leading local understory cocoa industry enterprises were invited to provide training guidance, guiding communities to gradually shift away from monocropping models, enhance livelihood diversity and ecosystem resilience, and lay a solid foundation for long-term sustainable development.

From October 15 to 16, 2025, Shandong Linglong invited a delegation of 19 cross-sector experts from enterprises and institutions including Geely Auto, Chery Automobile, and GPSNR to conduct on-site research, communicate with smallholder farmers and women's representatives in Hani ethnic communities, and fully understand the progress and outcomes of sustainable management practices in smallholder rubber plantations. This activity effectively promoted communication, mutual trust, and experience sharing between upstream and downstream enterprises in the industrial chain, industry institutions, and community farmers, laying a good foundation for future joint efforts to advance ecological conservation and rural revitalization.



Delegation On-Site Research



# 02



## Innovation Engine, Quality Commitment

Linglong Tire has established a long-term “Technology-Quality-Service” integrated assurance system, with innovation as the core engine. The Company continuously advances technological R&D and product iteration while focusing on the development of green, low-carbon, and sustainable products, leveraging robust scientific research capabilities to strengthen its industrial competitiveness. Strict adherence to product and service quality and safety ensures tire reliability and travel safety throughout the entire lifecycle. At the same time, the customer service system is continuously improved, with strong emphasis on data security and customer privacy protection, underpinned by a rigorous compliance-oriented data governance framework. By driving quality upgrades through innovation and safeguarding trust through product excellence, Linglong Tire consistently provides global customers with safe and reliable tire mobility solutions.

R&D and Innovation

Safety and Quality of Products and Services

Data Security and Customer Privacy Protection

Contributing to UN SDGs



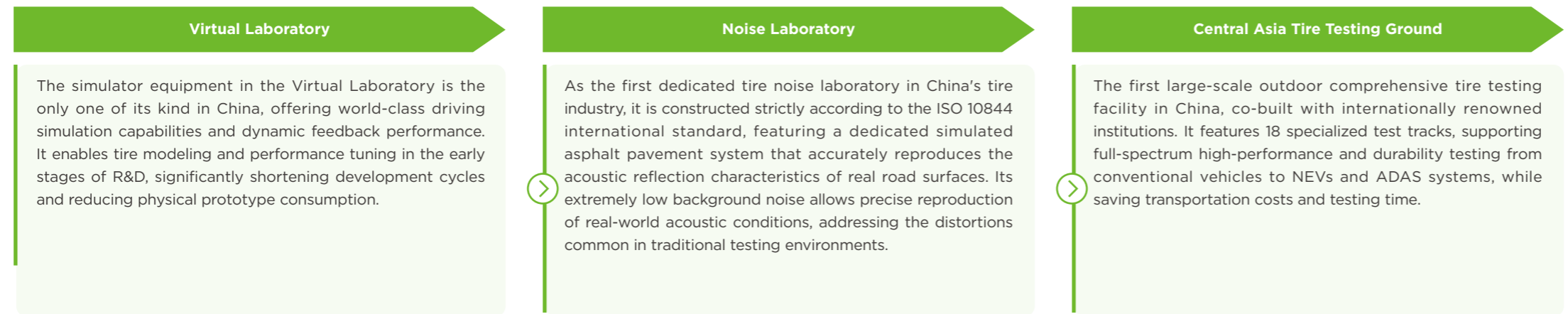


# R&D and Innovation

## Governance

Linglong Tire has established a systematic and global innovation management organization. At the top level, the Research and Design Development Center serves as the source of innovation, responsible for formulating overall technical strategies and R&D standards, while the Technical Management Department oversees the construction, maintenance, and improvement of the R&D management system. The Research and Design Development Center comprises multiple specialized departments, enabling deep expertise aligned with product cycles and key technology areas. Additionally, multiple branches are established domestically and internationally, forming a comprehensive and far-reaching R&D network. This three-tier framework of "Strategic Planning - Specialized Execution - Global Coordination" provides a solid organizational foundation for achieving technological leadership and continuous innovation.

To ensure that innovative concepts can be efficiently transformed into reliable products and processes, the Company has established advanced physical innovation infrastructures, such as the Virtual Laboratory, Noise Laboratory, and Central Asia Tire Testing Ground. These facilities serve as key physical foundations that support the R&D network in rapid iteration, ensuring the practical implementation of technologies and the achievement of superior product quality.



In addition, to systematically advance green innovation, the Company has formally incorporated the core indicators of sustainable product R&D into the management performance appraisal system, with all core R&D departments bearing assessment targets aligned with the carbon peaking and carbon neutrality goals. The Vice President in charge conducts special evaluations based on the actual achievement of each department's sustainable innovation objectives, and the evaluation results are directly included in the departments' annual total performance scores. Rigid assessment mechanisms drive the implementation and breakthroughs in sustainable product R&D. For example, the Formulation Design Department, Semi-steel Design Department, and New Technology Research Department introduced over 85% sustainable development materials in the Linglong Future concept tire development project, and the relevant research results have become an important basis for evaluating departmental performance.

## Strategy

### R&D and Innovation Strategy

Linglong Tire strives to implement the innovation-driven development strategy, further strengthening the research and development of new materials, new technologies, and new formulations. Centering on key technology research, bottleneck technology breakthroughs, and key technology breakthroughs, the Company comprehensively improves its independent innovation capabilities. By 2030, it aims to reach the level of world-class tire enterprises, become a leader in important scientific and technological fields, and a pioneer in emerging frontier interdisciplinary fields.

At the same time, the Company attaches great importance to ESG-oriented product and technological innovation, integrating the core principles of green, safe, and efficient into the full life cycle design process of tire products. It conducts research focusing on the development of low-carbon materials, making key breakthroughs in the application technology of bio-based rubber and renewable fillers to increase the proportion of sustainable materials in tires. Through systematic technological innovation, the Company improves the environmental performance and market competitiveness of its products, driving the green transformation and technological upgrading of the enterprise.

To ensure the implementation of the strategy, the Company plans to carry out strategic expansion and capacity building of its core R&D team over the next five years, focusing on expanding key positions such as structural design, formulation materials, and technical research. Through a specialized project team mechanism, the Company ensures that talent development paths are closely aligned with technological innovation goals, accelerating the transformation of achievements.



## Key Achievements in Technological Innovation

In the field of technological innovation, the Company always adheres to forward-looking layout and in-depth R&D, deeply integrating market demand with cutting-edge technology. By systematically building a multi-dimensional technology system including intelligent, ultra-long durability, and professional solutions, the Company has achieved a leap from technological breakthrough to market leadership in key directions such as intelligent tires, high-end all-steel products, and agricultural specialty tires.

### Case | Building an L2-L4 Intelligent Tire Sensing System to Enable High-Precision Road Recognition and Vehicle Safety

Aligned with the development direction of the national 14th Five-Year Plan, Linglong Tire closely follows different application scenarios and functional requirements to layout multi-generation intelligent tire R&D. It builds a step-by-step technical roadmap: L2 single-sensor perception, L3 multi-sensor perception, and L4 multi-source sensor array integration. Focusing on five core dimensions—sensing, identification, transmission, energy supply, and integration—the Company carries out technical research to adapt to full-scenario functional requirements and build an intelligent tire technology system.

### Case | Driven by the "Honeycomb" Technology Platform, Building a Benchmark for Ultra-Long Durability All-Steel Tires

The Company conducts systematic innovation in the field of all-steel tires. Focusing on the characteristics of hexagonal honeycomb—stable structure, economical and reliable, strong adaptability—it builds the "Honeycomb" technology platform. Through a two-way cycle and positive drive of "talent-technology-product", the Company innovates and upgrades traditional tire design. It launches the high-end Terminator four-line long-distance runner LS86 product in the domestic mainstream specification 12R22.5. Compared with the previous generation product, the load capacity has increased by 20%, crack resistance by 20%, uneven wear resistance by 5%, and wear resistance by 28%. The real road test mileage exceeds 400,000 km, matching or slightly exceeding that of first-line brands under the same vehicle and mounting conditions, leading the industry in durability.

### Case | Empowering the New Global Agricultural Ecosystem with Technological Innovation

The Company has built a complete agricultural tire product line covering five major series such as tractors and combine harvesters, providing supporting products for international giants and leading domestic enterprises, and has been embedded in the value chain of high-end global agricultural equipment. In response to the core needs of efficient and sustainable agriculture, the Company has launched a series of breakthrough products: the Spring Ultra Flex tire specially designed for combine harvesters, with its low-profile design increasing load capacity by 40% compared to standard tires; classic products such as FL300 and LR400 protect soil structure through ultra-low pressure technology and improve operating efficiency in complex field conditions with strong traction, providing solid technical support and solutions for the large-scale and green new global agricultural ecosystem.



Linglong Specialty Tires Debut at the 2025 Hannover International Agricultural Machinery Exhibition





## Sustainable Product R&D

In response to the national carbon peaking and carbon neutrality strategy and the industry's green transformation needs, the Company takes "long-lasting durability" and "low-carbon energy efficiency" as its core R&D directions. It systematically plans a full life cycle sustainability path for products covering sustainable material application, ecological design, green logistics, durability improvement in the use phase, and recycling systems, effectively transforming green concepts into market competitiveness.



Phase	Initiatives	Implementation and Results
<b>Material Acquisition Phase</b>	<ul style="list-style-type: none"> <li>In formulation R&amp;D, systematically use renewable, bio-based, and environmentally friendly materials to replace traditional petroleum-based raw materials to build green tire products.</li> </ul>	<ul style="list-style-type: none"> <li>Use bio-based itaconate rubber to replace part of synthetic rubber, and rapeseed oil to replace petroleum-based aromatic oils.</li> <li>Use sustainable materials such as rice husk ash carbon black, bio-based carbon black, and lignin to replace petroleum-based products.</li> </ul>
<b>Product Design Phase</b>	<ul style="list-style-type: none"> <li>With low-carbon sustainability as the core design concept, integrate measures such as the application of environmentally friendly materials, the substitution of harmful substances, and the R&amp;D of degradable technologies, integrating the green development concept into the entire product design process, balancing product performance and environmental friendliness.</li> </ul>	<ul style="list-style-type: none"> <li>Substitute harmful substances: develop and apply vulcanizing activator materials to replace indirect process zinc oxide, which has been batch-applied in formulations of various tire components. Vulcanizing activator materials can reduce zinc content in formulations and mitigate the environmental impact of zinc emissions.</li> <li>79% sustainable material tire: convert agricultural waste (such as rice husks and corn cobs) and industrial by-products (such as recycled steel and lignin from papermaking wastewater) into high-performance tire materials, with environmentally friendly materials accounting for up to 79%.</li> <li>Degradable tire: the core material is bio-based degradable rubber, realizing the material transition from "fossil-based" to "bio-based". It can achieve controlled degradation in specific waste environments, fundamentally alleviating the problem of microplastic residues caused by tire wear.</li> </ul>
<b>Product Transportation Phase</b>	<ul style="list-style-type: none"> <li>Deliver goods nearby to shorten transportation links and reduce carbon emissions.</li> <li>Promote the optimization of the "rail instead of road / water instead of road" transportation structure to gradually replace traditional long-distance road transportation.</li> <li>Vigorously promote the transformation of transportation tools to new energy, deploying new energy electric trucks to replace traditional fuel trucks.</li> <li>Promote the transformation to the "road + short-sea shipping" multimodal transportation model.</li> </ul>	<ul style="list-style-type: none"> <li>Based on five major domestic manufacturing bases, determine exclusive radiation areas by calculating the optimal supply radius threshold of each factory based on three-dimensional data of transportation cost, time efficiency, and carbon emissions, clarifying the shipping rule of "direct supply from local factories first", completely eliminating unnecessary long-distance transportation. The average transportation radius has been shortened from 765 km to 720 km, a decrease of 5.85%.</li> <li>The multimodal transportation trunk network has initially taken shape. The tire shipping volume from Zhaoyuan to Changchun reached 1,428 tons in 2025, a year-on-year increase of 2.73%; the tire shipping volume from Zhaoyuan to Foshan reached 408 tons in 2025, a year-on-year increase of 53.96%.</li> <li>Focusing on the short-distance road transportation trunk from Zhaoyuan to Huangdao, fully deploy new energy electric trucks to replace traditional fuel trucks. A total of 750 shipments were completed by new energy electric trucks in 2025.</li> <li>For the tire transportation trunk from Zhaoyuan to Huangdao, promote the transformation to the "road + short-sea shipping" multimodal transportation model, canceling the original full road transportation plan and optimizing it into a segmented transportation plan. Replacing long-distance road transportation with shipping effectively reduces carbon emissions from trunk transportation. By the end of 2025, a total of 1,643 trips had been completed via short-sea shipping.</li> </ul>
<b>Product Use Phase</b>	<ul style="list-style-type: none"> <li>With "long-lasting durability" as the core R&amp;D direction, comprehensively improve tire durability, wear resistance, load capacity, and anti-wear capability through multi-dimensional measures such as material upgrading, formulation optimization, technological innovation, platform construction, and simulation optimization, launching a series of high-durability products.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt new steel belt materials to enhance crown rigidity, reducing weight by 11% per square meter while maintaining strength and minimizing material consumption.</li> <li>Develop high-wear-resistant tread compounds to reduce tread wear, increasing wear mileage by more than 10% and extending tire service life.</li> <li>Develop two material technologies that improve the wear resistance and durability of all-steel tires: modified carbon nanotube-reinforced tire wear and fatigue technology, and carbon black wet processing technology. Both technologies can improve the wear resistance of all-steel tire tread compounds by more than 20%, extending the service life of all-steel tires.</li> <li>Use finite element simulation to optimize contours and patterns, adjusting groove-to-block ratio and land-to-sea ratio to reduce uneven crown wear, thereby improving product wear resistance.</li> </ul>
<b>Product Recycling Phase</b>	<ul style="list-style-type: none"> <li>Convert waste tire resources into high-performance raw materials for tire production.</li> <li>Promote the large-scale and standardized application of two key recycled materials: liquid reclaimed rubber and pyrolysis carbon black.</li> <li>The recycling/reuse rate of liquid reclaimed rubber and pyrolysis carbon black in a single formulation is about 3%, and the recycling/reuse rate of steel wire and reinforcing materials is about 5%.</li> </ul>	<ul style="list-style-type: none"> <li>The Company's self-produced liquid reclaimed rubber adopts low-temperature crushing technology for waste tires, avoiding the pollution and toxic gas emissions of traditional high-temperature processes. Refined processing yields products with stable performance, breaking through the limitations of recycled material applications and realizing resource recycling while ensuring tire quality.</li> <li>The Company introduces recycled pyrolysis carbon black materials and conducts technical research on replacing petroleum-based carbon black in various components, which has been batch-applied.</li> </ul>



## Industry-University-Research Cooperation

In 2025, the Company deepens the integration of industry, university, and research, achieving breakthroughs and remarkable results in three major areas: standard construction, project research, and external cooperation, continuously driving high-quality development through innovation.

### Fruitful results in standard construction

In 2025, the Company formulated and released 2 international standards, 20 national standards, 2 industry standards, 2 association standards, and 1 local standard. The national standards *Retreaded Truck Tires* and *Retreaded Passenger Car Tires* revised and presided over by the Company were included in the key national standard projects developed under the deployment of the *Work Plan for Promoting High-Quality Economic Development through Standard Upgrading* and the *Action Plan for Promoting Equipment Renewal and Consumer Goods Trade-In through Standard Improvement*.

### Improved quality and efficiency in project research

In 2025, the Company's project research progressed smoothly, with 108 new projects approved and 60 projects completed. Among them, 14 projects including *MAN Germany TGL&TGM LLIE Project Development*, *Development of the Second-Generation Winter Tire Tread Compound HT279 for the European Market*, and *Cost-Effectiveness Optimization of All-Steel Transition Layer Formulation HF560* were evaluated as high-grade projects, becoming outstanding annual projects and providing strong support for the Company's technological upgrading.

### Broad and in-depth improvement in external cooperation

In 2025, the Company signed a total of 148 cooperation agreements, focusing on participating in the 14th Five-Year Plan project *Preparation and Application Demonstration of Bio-Based Rubber Products*. Jointly developed with Beijing University of Chemical Technology and the Qingdao Institute of Bioenergy and Bioprocess Technology, Chinese Academy of Sciences, bio-based itaconate rubber derived from "corn cobs" was successfully prepared and applied in "79 Sustainable Environmental Protection" tires. As China's independently developed "core technology", this achievement has completely revolutionized traditional petroleum-based materials, officially opening a new era of the "Golden Cycle" in the tire industry.

## Technological Innovation Support

### R&D Team Building

Linglong Tire continuously advances the diversified and professional development of its R&D team, building a "global layout with regional collaboration" R&D network. This strengthens the Company's technological innovation capabilities and global competitiveness, forming a comprehensive domestic and international R&D talent team that provides solid talent support for product upgrades and technological breakthroughs.

In terms of global R&D layout, the Company has established research branches in Germany and the United States as key pillars of its global R&D system. Currently, 30 highly qualified R&D engineers have been recruited in both countries, forming an international R&D team covering tire structural design, formulation development and design, performance testing, and other specialties. This team focuses on serving overseas supporting business and retail market product development, closely aligning with local customer needs and industry standards. A series of breakthroughs have been achieved in cooperation with several major international automakers, successfully driving the implementation of multiple supporting projects. This not only enhances Linglong Tire's participation in the high-end supporting market but also lays a solid technical foundation for future expansion of cooperation with more European and North American vehicle enterprises.

For the domestic R&D team, the Company relies on its "Three Countries and Eight Regions" R&D center layout to focus on talent team building at the Shanghai Research Institute and Hefei Research Institute.



### Shanghai Research Institute

A key component of the R&D system, focusing on technical services and development

The Shanghai Research Institute plans to form a high-level R&D team of 60-80 people by the end of 2028, dedicated to developing high-performance replacement and original passenger car and light truck tire products that meet the needs of global customers. Focusing on the Yangtze River Delta international metropolitan area and talent hub centered on Shanghai, the Institute strives to become a talent and innovation highland, as well as a product development and management hub for Linglong Tire in its global R&D map.



### Hefei Research Institute

Focusing on core technology breakthroughs and industrial collaboration

The Hefei Research Institute plans to form a high-level R&D team of 50-60 people by the end of 2027. With "technological innovation as the core driver," it aims to improve the quality and performance of tire products and promote industrial technological upgrading and product iteration. Its layout leverages the advantages of the Anhui and Yangtze River Delta automotive industrial clusters (such as new energy vehicles and high-end manufacturing), focusing on core areas such as tire production technology research, rubber material development, and rubber machinery applications, providing technical support for the Company's global competition.





### Intellectual Property Protection

Linglong Tire has built a top-down intellectual property management system with full employee participation, covering the entire R&D process. The Company has appointed full-time intellectual property management personnel and designated part-time liaisons in each R&D department to ensure effective implementation.

The Company strictly complies with laws and regulations such as the *Patent Law of the People's Republic of China* and the *Trademark Law of the People's Republic of China*, as well as local management regulations in its operating locations. It has formulated core systems including the *Intellectual Property Management System*, the *Patent Implementation Process and Management Regulations*, and the *Patent Intelligence Work Management Regulations*, providing clear guidelines for the full life cycle management of intellectual property. At the same time, the Company implements full-chain intellectual property protection measures, covering patent search, mining, application, maintenance, technical analysis, infringement early warning, and strategic layout. Supporting mechanisms such as patent commercialization, employee training, patent rewards, and information bulletins have also been established, forming a complete protection system from the source of innovation to value realization.

- Conduct annual intellectual property training for new employees.
- Reward authorized patents by type.
- Analyze the latest authorized patents in the industry weekly to form the *Patent Information Bulletin*, which is published on the internal platform for download and learning by Company personnel. **238** issues have been released to date.



### Digital Transformation

In 2025, the Company formally identified intelligent upgrading as the core path for clean production, cost reduction, and efficiency improvement. It continues to improve the construction of the digital transformation and intelligent upgrading system, formulates the *Regulations for the Management of Informatization Projects*, and establishes a Digital Transformation Leading Group composed of senior leaders and heads of various functional departments. The Group is responsible for the strategic decision-making and promotion of digital transformation and intelligent upgrading to ensure the efficient execution of projects.

#### Case | Comprehensive Intelligent Layout of Hubei Factory

In 2025, the Company carried out a special clean production plan for material handling at the Hubei Factory. It constructed a digital twin logistics model for simulation verification, systematically deployed an AGV (Automated Guided Vehicle) unmanned forklift system, and formed a complete solution covering the promotion of standardized carriers, dedicated path planning, information system integration, and the formulation of operating specifications. Safety procedures and maintenance manuals were compiled, and employee training was conducted.

Through the systematic deployment of AGV unmanned forklifts, the factory achieved automated and flexible upgrading of production logistics. Among them, material circulation efficiency increased by 25%, unlocking hidden production capacity; electric drive optimized distribution routes, significantly saving energy and reducing consumption; workshop noise was reduced, improving the working environment, achieving a win-win situation between intelligent transformation and clean production.





Hubei Intelligent Factory



# Impacts, Risks, and Opportunities Management

The Company embeds risk management into the R&D and innovation process, following a closed-loop process from risk identification to monitoring and management. We systematically assess and rank relevant risks, formulate targeted response measures, and establish a continuous monitoring mechanism to dynamically track implementation effects, building a strong risk prevention and control barrier for the smooth implementation of the Company's R&D and innovation strategy. In 2025, the Company had no legal disputes caused by violations of scientific and technological ethics.

Risk/Opportunity Category	Risk/Opportunity Description	Impact Period	Financial Impact	Response Measures	
 Risk	Technical Risk	The R&D of cutting-edge technologies has a long cycle, high investment, and highly uncertain results, with risks of R&D failure or technological path disruption.	Medium and long term	Increased operating costs	<ul style="list-style-type: none"> <li>Strengthen industry-university-research collaboration to reduce the difficulty of technological breakthroughs.</li> <li>Continuously track industry technology trends and layout multiple technological paths.</li> </ul>
	Compliance Risk	Global environmental, safety, and data compliance standards continue to upgrade and vary. If products fail to meet new regulations, market access qualifications will be lost.	Short, medium, and long term	Increased operating costs Decreased operating income	<ul style="list-style-type: none"> <li>Establish a dynamic tracking mechanism for domestic and foreign regulations and standards, assigning dedicated personnel to interpret updates to tire-related regulations, new national standards, and regional technical standards to predict compliance requirements in advance.</li> </ul>
	Scientific and Technological Ethics Risk	With the in-depth transformation to "intelligent" and "digital", scientific and technological ethical issues such as data privacy leaks, algorithmic bias, and technology abuse may arise, affecting the Company's reputation or resulting in penalties.	Medium and long term	Decreased operating income	<ul style="list-style-type: none"> <li>Adopt environmentally friendly materials in formulation development to reduce the entry of toxic substances into the environment and harm to organisms and human health.</li> <li>To address the risk of data privacy leaks in R&amp;D, a multi-level confidentiality mechanism has been established. This mechanism implements classified control over information of different confidentiality levels, and all declassification operations must be strictly reviewed and authorized by confidentiality officers.</li> </ul>
 Opportunity	Production Efficiency Opportunity	Digital and intelligent technologies can help the Company improve automation levels, reduce labor losses, shorten production cycles through precise scheduling, increase capacity utilization, optimize cost structures, and strengthen production-side competitiveness.	Medium and long term	Increased operating income Decreased operating costs	<ul style="list-style-type: none"> <li>Increase investment in digital and intelligent technology R&amp;D.</li> <li>Strengthen the training and introduction of digital talents to improve the digital operation capabilities of the R&amp;D team.</li> </ul>
	Market Opportunity	The market demand for high-performance, low-carbon tires (such as AAA-grade products and those with a high proportion of sustainable materials) is strong. Such products can enjoy significant brand premiums and serve as a "pass" to enter high-end supply chains.	Short, medium, and long term	Increased operating income	<ul style="list-style-type: none"> <li>Focus R&amp;D resources on strategic directions such as green and intelligent, incorporate sustainable innovation into internal assessment and incentive systems, and build a green technology brand image.</li> </ul>



## Indicators and Targets

To promote the iterative upgrading of tire products towards green, high-performance, and sustainable directions, Linglong Tire has formulated phased technological development and green transformation goals covering multiple dimensions such as core product performance improvement, sustainable material application, and new environmentally friendly raw material R&D, clarifying phased tasks at each key node. During the reporting period, the Company has made substantial progress on key paths and, through sustained high-intensity R&D investment, has efficiently transformed innovation achievements into intellectual property rights and industry standards, laying a solid technical and industrial foundation for achieving medium and long-term sustainable development goals.

Targets	Current Progress
<p><b>Product rolling resistance coefficient / wear index:</b> Achieve Class A rolling resistance and 350,000 km wear by 2026; launch products with A+ rolling resistance coefficient by 2028, while ensuring no impact on tire grip, wear resistance, and other performance, improving fuel economy and service life; achieve Class A+ rolling resistance and a wear mileage of over 400,000 km, bringing the overall product performance up to world-class standards by 2030.</p>	<p>A series of ultra-low rolling resistance products for commercial vehicle long-haul logistics have been developed and launched. With Class A rolling resistance (30% lower than standard counterparts) and 300,000 km wear life, the products are now in mass delivery.</p>
<p><b>Sustainable material proportion:</b> Launch semi-steel products with over 85% sustainable materials by 2026; reach over 90% by 2030; reach 100% by 2040.</p>	<p>Semi-steel products with 85% sustainable materials are under development.</p>
<p><b>Sustainable (bio-based, recycled) reinforcing materials:</b> Complete verification and gradual mass application of other existing sustainable reinforcing material specifications in tires by 2030; fully adopt sustainable reinforcing materials in tire manufacturing and phase out fully petrochemical-based reinforcement materials by 2035.</p>	<p>Bio-based nylon has been mass-produced and used at the Dezhou Base, accounting for 14% of similar raw materials at the Dezhou Base in 2025.</p>
<p><b>Dandelion rubber and bio-based synthetic rubber:</b> Achieve large-scale preparation of dandelion rubber tires by 2028; achieve large-scale application of bio-based synthetic rubber by 2030.</p>	<p>Dandelion rubber snow tires were prepared in 2025, and a pilot production line for dandelion rubber snow tires was built and accepted by an expert team organized by the China Petrochemical Federation. Bio-based synthetic rubber application evaluation was completed in 2025, reaching Labeling Law Class 3A level, promoting the development of bio-based synthetic rubber.</p>
<p><b>Diversified biomass filler system:</b> Achieve biomass reinforcing fillers by 2026; apply multiple filler materials by 2027.</p>	<p>Focus on developing the application technology of lignin as a filler in rubber in 2025, screening industrially viable lignin raw materials and exploring lignin modification technologies.</p>
<p><b>Alternative anti-degradant R&amp;D and material reserves:</b> Develop environmentally friendly anti-degradants with high anti-ozone activity and low impact on other rubber processing properties to replace 6PPD; complete relevant material reserves by 2027.</p>	<p>Cooperated with the South China University of Technology team in 2025 to develop an environmentally friendly anti-ozone agent with better anti-ozone activity than 6PPD; independently developed an environmentally friendly anti-ozone anti-degradant through directional molecular structure design to achieve superior environmental performance and safety.</p>

### During the reporting period

Product innovation investment RMB **978.1312** million      Number of R&D personnel **2,177**      accounting for **12.52%** of total employees



### Linglong Tire Patent Status in 2025

	Number of patent applications	Number of patent grants	Number of valid patents during the reporting period
Invention patents	85	79	249
Utility model patents	111	136	768
Design patents	24	48	645
Software copyrights	6	6	40

### Linglong Tire Standard Formulation in 2025

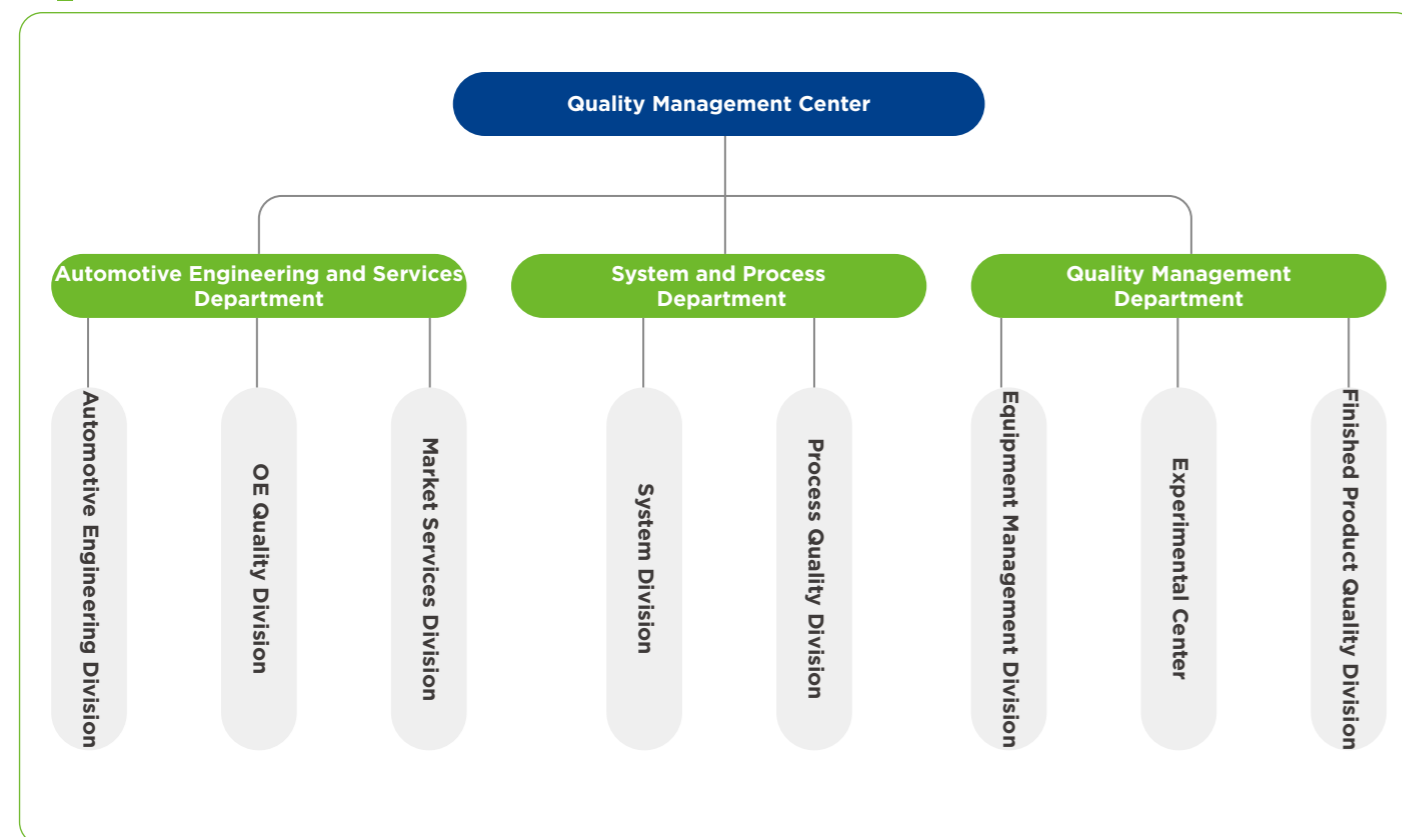
Indicator	Unit	2025
Participation in the formulation and revision of green and low-carbon national technical standards	Item	7
Participation in the formulation and revision of green and low-carbon association technical standards	Item	1
Participation in the formulation and revision of international technical standards in the tire industry	Item	2
Participation in the formulation and revision of national technical standards in the tire industry	Item	13
Participation in the formulation and revision of local technical standards in the tire industry	Item	1
Participation in the formulation and revision of association technical standards in the tire industry	Item	1

# Safety and Quality of Products and Services

## Governance

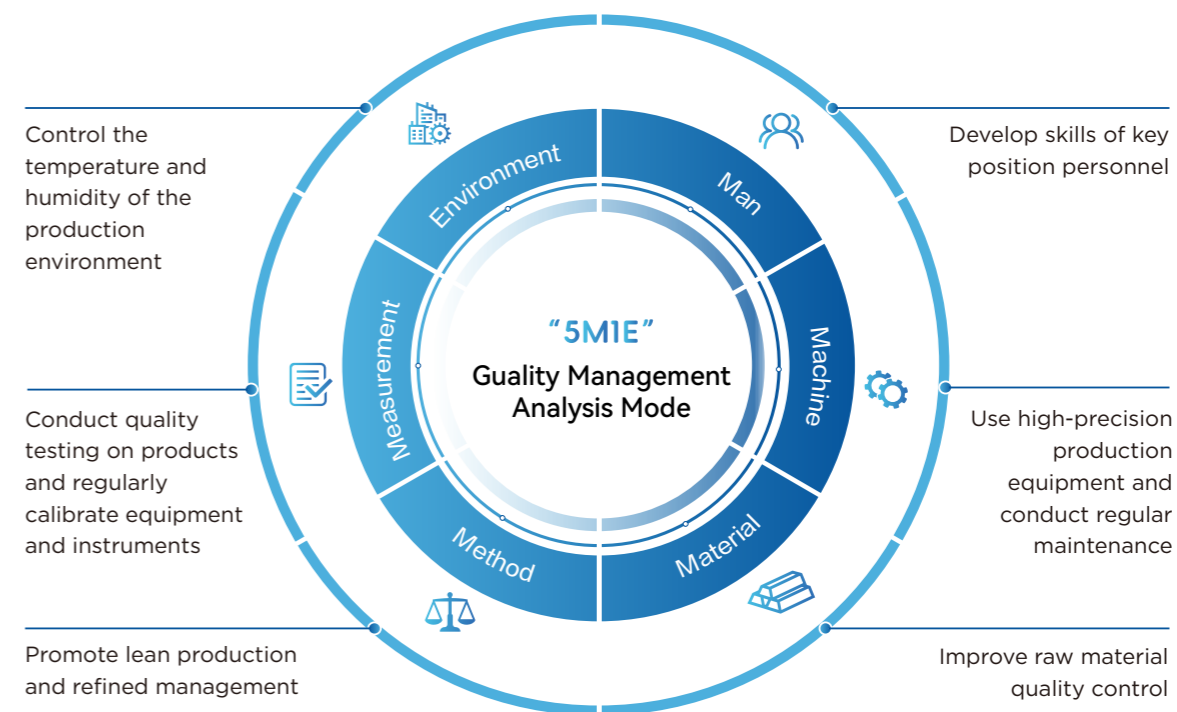
Linglong Tire strictly complies with laws and regulations such as the *Product Quality Law of the People's Republic of China*, the *Standardization Law of the People's Republic of China*, and the *Measures for the Administration of Product Quality Supervision and Random Inspection*, as well as standard provisions such as the *National Standard for Passenger Car Tires* and the *National Standard for Truck Tires*. The Company has formulated systems including the *Requirements for Raw Material Quality Control*, the *Product Identification and Traceability Control Procedures*, and the *Finished Product Routine Inspection Management Regulations*. We have also established a Quality Management Center led by the Executive Vice President, continuously improving the product quality management system to maintain stable high product quality.

### Linglong Tire Product Quality Management Governance Structure



## Strategy

Adhering to the concept of "Quality First" and the quality policy of "Excellent Quality, Superior Service, Reputation-Based, Customer Satisfaction", the Company adopts the "5M1E" (Man, Machine, Material, Method, Measurement, Environment) quality management analysis mode to control product quality. Quality requirements are integrated into the entire life cycle of products, including design, R&D, manufacturing, sales, and service. The Company strictly complies with international standards and regulations of various countries, pursuing a unified high-quality level worldwide.



## Quality and Safety Management

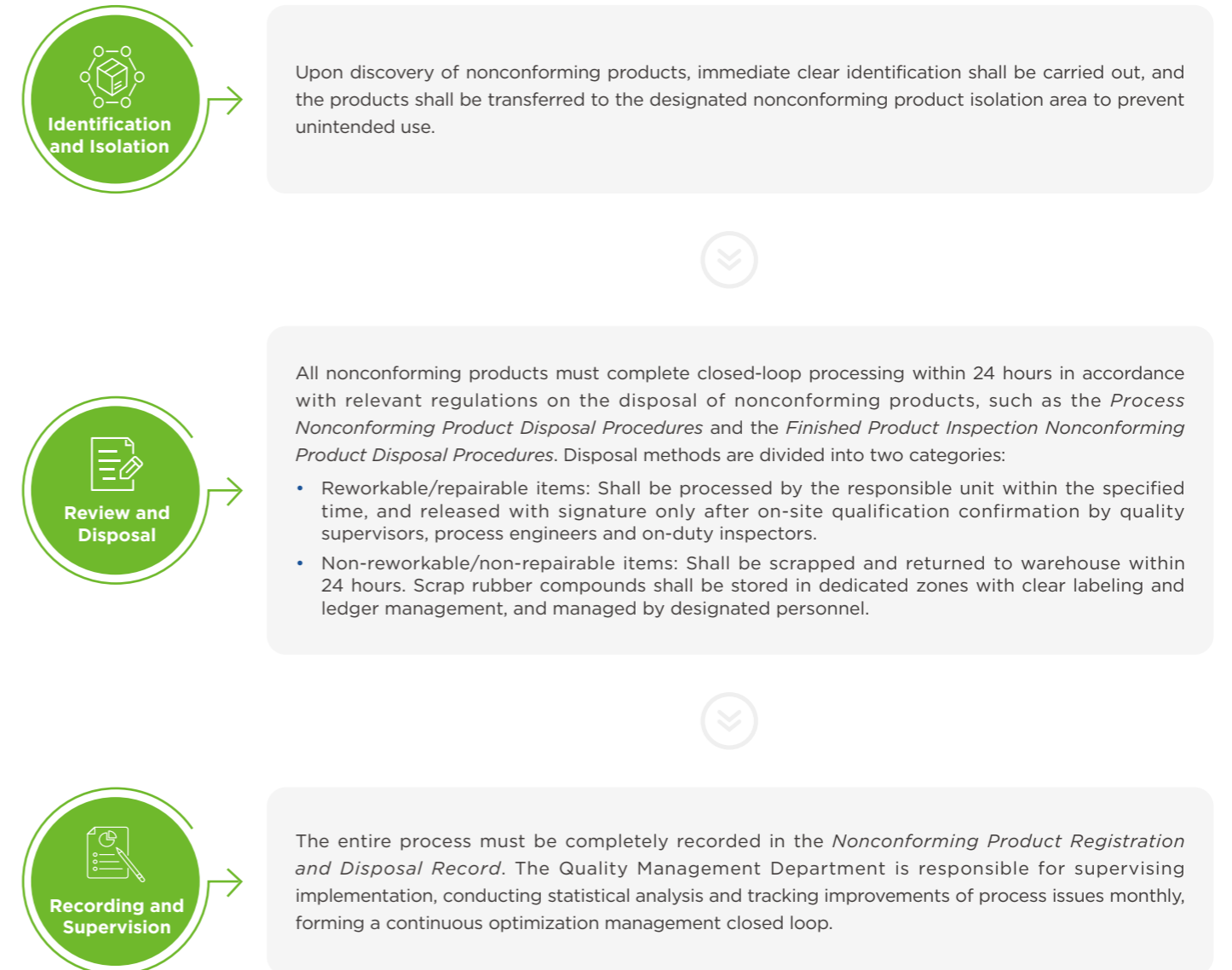
Based on the ISO 9001 Quality Management System and the IATF 16949 Automotive Quality Management System, Linglong Tire has established a quality management system that meets its own development needs, standardizing quality management processes covering all links from raw material procurement, product design and development, production process control, finished product inspection to after-sales service, ensuring clear operating procedures and quality standards for each link. In 2025, all manufacturing bases of Linglong Tire have obtained ISO 9001 and IATF 16949 certifications, with a coverage rate of 100%.

## Key Product Quality Management Measures of Linglong Tire in 2025



The Company has formulated the *Nonconforming Product Control Procedures* and the *Defective Tire Recall Management Procedures* to establish a comprehensive product recall process. Concurrently, the Company has clarified the disposal process for nonconforming products and standardized the disposal of such products.

## Linglong Tire Nonconforming Product Disposal Process





To systematically build a company-wide quality culture, the Company carried out a total of 141 training activities throughout 2025 focusing on quality awareness improvement and capacity building, including basic knowledge and skills (finished product inspection, semi-finished product inspection, auxiliary material inspection, X-ray inspection, etc.), quality problem analysis, product integrity, customer requirements, product certification, quality standards, and other types of training. The aim is to continuously strengthen employees' practical quality skills and risk prevention awareness, and conduct quality awareness promotion for all employees, laying a solid foundation for the steady improvement of overall quality performance.

#### Honors and Awards Obtained by the End of the Reporting Period

Won the **"Lingxuan Award"** for 6 consecutive years, becoming the only winning enterprise in the industry

Selected as a typical case of **"International Quality Management Integration and Innovation"**

Won the Shandong Provincial Governor's **Quality Award**

Won China Market Quality **AAA** Grade



#### Case | Successful Development and Mass Production of Linglong Tire AAA-Grade Products

In 2025, Linglong Tire successfully developed and mass-produced the high-end product designed for new energy vehicles—the SPORT MASTER e series. With comprehensive excellent performance, this product has won the highest level (AAA grade) certification of the EU tire labeling system, demonstrating its strict quality control and R&D strength, and becoming a benchmark for new energy tire quality. The core quality is reflected in breakthrough data in three key performances: in terms of rolling resistance, the product achieves 23% energy consumption reduction, 8% range improvement, and a wear index of 500, balancing energy efficiency and durability; in terms of safety, its wet braking distance is 0.33 meters shorter than international first-line competitors, significantly improving safety on wet and slippery roads; in terms of comfort, noise is reduced by 3.2 decibels through innovative noise reduction technology, optimizing the driving experience. With all-round excellent quality, SPORT MASTER e helps expand the high-end market, providing new energy vehicle owners with an efficient, safe, and comfortable high-quality choice.

### Customer Relationship Management

Adhering to the market philosophy of "Everything for the Market, Everything for the User", the Company has formulated systems including the *Service and Feedback Management Procedures* and the *Customers' Complaints Handling Procedures*, establishing a comprehensive customer service management system to continuously improve customer service quality and satisfaction.

The Company has built a communication and service system featuring online-offline integration, all-hours response, and multi-channel engagement. Offline, relying on supporting business and marketing lines, it implements a monthly regular customer visit mechanism to proactively collect customer opinions and needs, provide timely feedback to the Company, and drive closed-loop resolution of issues. Online, an efficient service matrix has been established, including a 24-hour dedicated hotline to handle customer inquiries around the clock, enabling rapid response and implementation of product after-sales services. At the same time, the Company actively builds a new retail platform and develops a series of WeChat mini-programs such as "Linglong Chip Guarantee", "Atlas Truckers Home", and "Atlas Vehicle Maintenance Workshop", providing customers with lightweight and convenient access to consultation and feedback, comprehensively enhancing customer experience and relationship stickiness.

To enable users to enjoy products and services more conveniently, the Company continues to expand the marketing outlets globally. Currently, we have nearly 200,000 marketing outlets worldwide and offer comprehensive after-sales service policies, adding more value to products and allowing users to purchase with confidence, use with peace of mind, and enjoy worry-free after-sales support.

#### Linglong Tire After-sales Services

##### Linglong Chip Guarantee Plan

Provides road risk protection for policy-related product lines, offering compensation for bulges caused by customer misuse.

##### Roadside Assistance

Collaborates with third-party partners to promptly provide spare tire replacement services for customers.

##### Nationwide Warranty

After purchasing tires, customers can enjoy product services at any store nationwide.

##### Exclusive Services

Atlas Truckers-exclusive services, as well as service support policies for high-end product series including the "Master" and "Terminator" lines.

#### Case | Atlas Truckers Home Reshapes the Commercial Vehicle Aftermarket Ecosystem with Innovative Services

Atlas Truckers Home, a brand under Linglong Tire, has reshaped the commercial vehicle tire customer service system through model and digital innovation. Adopting a direct "Factory-Platform-Channel" model, the brand implements nationally unified pricing and "Six Unifications" standardized services (unified image, unified pricing, unified service, unified distribution, unified marketing, and unified systems), covering service outlets in 189 cities across 26 provinces in China. It realizes a closed-loop service of online procurement and offline installation, serving over 500,000 users. Through a dedicated tire digital management system, Truckers Home provides full life cycle tracking of tires and 13 safety inspections. Truckers can scan a QR code to select stores and verify services, enjoying efficient and intelligent support. In addition, the brand actively fulfills social responsibilities by launching the "Trucker Health Care Program", extending care from tires to the physical and mental well-being of truckers. This builds long-term customer relationships based on warmth and trust, achieving a transformation from a product supplier to a reliable travel partner.






# Impacts, Risks, and Opportunities Management

The Company has formulated the Risk and Opportunity Response Control Procedure, establishing a complete control and response process for risks and opportunities. It ensures that risks and opportunities related to product quality are identified once a year. Risks are prioritized based on the severity, occurrence frequency, detectability, and risk matrix analysis, and the *Risk and Opportunity Response Measures* are developed accordingly.

## Methods for Identifying Product Quality Risks of Linglong Tires

- Establish a dynamic tracking mechanism for domestic and foreign regulations, regularly identifying and interpreting updates to tire-related regulations, new national standards, and regional technical standards at home and abroad.
- Use Failure Mode and Effects Analysis (FMEA) to analyze possible failure modes in products and processes and their potential causes and effects.
- Use historical data analysis to identify patterns that may lead to future problems.
- Use market research and customer feedback to understand the actual performance of product quality and customer expectations.
- Use Fault Tree Analysis to identify the root causes of quality problems.
- Use Statistical Process Control (SPC) to monitor the production process to ensure the consistency of product quality.

Risk Category	Risk Description	Impact Period	Financial Impact	Response Measures
 Compliance Risk	After the <i>EU Deforestation Regulation</i> (EUDR) comes into effect, if the Company cannot ensure that the production process of products exported to Europe is deforestation-free, it may face compliance risks.	Medium and long term	Decrease in operating income Increase in operating costs	<ul style="list-style-type: none"> <li>• Formulate the <i>Regulations on EUDR Product Traceability Management</i> and carry out compliant procurement and production work in advance.</li> <li>• Develop the <i>EUDR Due Diligence Management Requirements</i>, establish and maintain a due diligence system to ensure that procurement, production, and delivery comply with EUDR requirements, and strengthen supply chain audits.</li> <li>• Develop and promote the use of alternative materials to reduce dependence on raw materials involved in deforestation.</li> </ul>
 Risks of Product Quality Affected by Production and Inspection Processes	The two new national standards, <i>Passenger Car Tires</i> and <i>Truck Tires</i> , put forward new requirements for tire rolling resistance performance and wet road relative grip performance. If the Company's products fail to meet the requirements of the new regulations, they may face quality compliance risks.	Short, medium, and long term	Increase in operating costs	<ul style="list-style-type: none"> <li>• Strengthen R&amp;D capabilities, optimize tire formulations and structural designs to meet regulatory performance requirements.</li> <li>• Purchase testing equipment to conduct routine inspections and verify tire performance.</li> <li>• Based on improved product performance, reposition products and conduct market promotion highlighting energy efficiency, environmental protection, and high safety.</li> </ul>
 Product Return Risk	The various production and testing processes may impact the key, important, and general characteristics of product quality.	Short, medium, and long term	Increase in operating costs	<ul style="list-style-type: none"> <li>• Identify influencing characteristics, formulate the <i>Control Plan</i> and <i>Standard Operation Procedures</i>, and conduct management and control according to the identified control items and methods.</li> </ul>
	Any product quality non-conformity or failure to meet customer requirements may result in product returns.	Short, medium, and long term	Decrease in operating income	<ul style="list-style-type: none"> <li>• Formulate a customer complaint handling process and a returned product analysis process, and improve product performance and quality through feedback analysis.</li> </ul>

The Company has formulated and published the *Quality Policy and Product Safety Statement*, establishing a rigorous product quality testing system and a proactive product quality testing and management mechanism. We conduct regular quality and safety testing of our products, identify potential product quality and safety risks, and undertake preventive product quality inspection and management.



## Indicators and Targets

The Company has established indicators and targets for product quality management and customer relationship management. We continuously track the progress of objectives and implement a long-term supervision mechanism to ensure the effective implementation of quality management work.

### Targets and Progress of Linglong Tire for Products and Services in 2025

Indicator	Target	2025 Progress
Customer satisfaction <sup>10</sup>	97.75%	99.57%
Major accidents of product and service related safety and quality liability	0	No major accidents of product and service related safety and quality liability occurred
Tire recall incidents	0	No tire recall incidents occurred

#### Highlighted Performance

In 2025, during the Linglong Chip Guarantee activities, **9,344** protection services were provided to customers. By the end of 2025, a total of **33,168** protection services had been provided cumulatively.

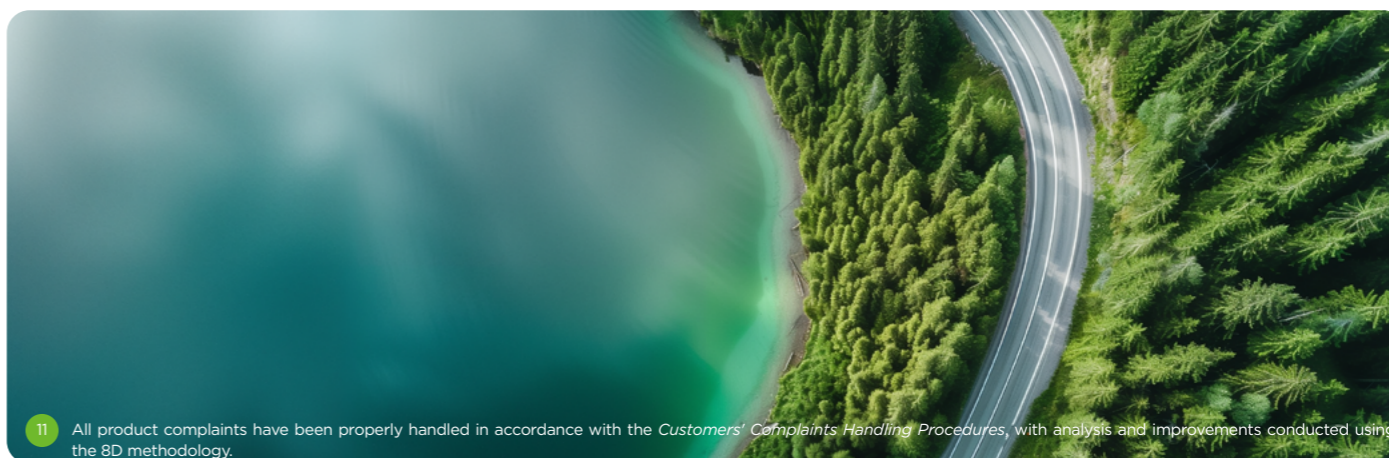
In 2025, **1,593** nationwide warranty and roadside assistance stores were established, bringing the total number of stores to **11,676**.

In 2025, a total of **17,971** hotline services and consultations were delivered.

The Company conducted monthly market revisits, organizing a cumulative total of **4,500** store visits in 2025.

<sup>10</sup> The Company monitors customer satisfaction through monthly ongoing internal and external customer performance reviews. Additional customer satisfaction surveys are distributed to key customers for feedback, and a comprehensive annual customer satisfaction assessment is conducted. In 2025, internal and external evaluations each account for 50% weight, with the overall satisfaction score =  $\sum$  all individual customer satisfaction scores.

Indicator	Unit	2025
Number of voluntary product recalls	Unit	0
Percentage of voluntary product recalls	%	0
Number of involuntary product recalls	Unit	0
Percentage of involuntary product recalls	%	0
Number of recoveries due to safety and health reasons in total sold or delivered products	Unit	0
Percentage of recoveries due to safety and health reasons in total sold or delivered products	%	0
Number of product complaints: product quality and safety related <sup>11</sup>	Unit	12
Number of product complaints: customer service related	Unit	0
Number of product complaints: other issues	Unit	2



<sup>11</sup> All product complaints have been properly handled in accordance with the *Customers' Complaints Handling Procedures*, with analysis and improvements conducted using the 8D methodology.






# Data Security and Customer Privacy Protection

The Company strictly complies with laws and regulations such as the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and the *Measures for Security Assessment of Data Export*, as well as relevant management regulations in its operating locations. In 2025, in accordance with ISO 27001 and TISAX 6.0 standards, the Company improved and updated 40 internal management systems including the *Data Protection Management Specifications*, and added the *Consent Form for Personal Information Collection and Processing* to further standardize the personal information collection process, continuously promoting the construction and improvement of the data security and customer privacy protection management system.

The Company has established a comprehensive information security management system and set up an Information Security Management Committee to clarify members and responsibilities.

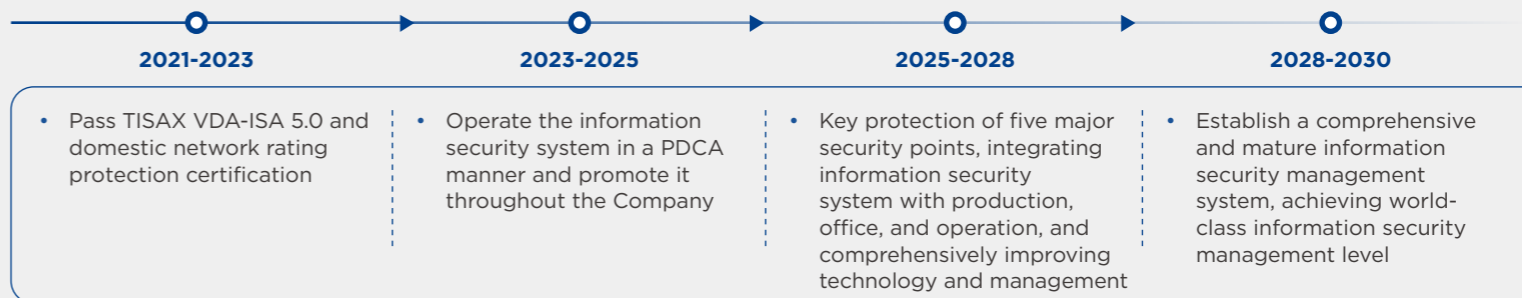
## Linglong Tire Information Security Organizational Responsibilities

 <p><b>Information Security Management Committee</b></p>	<ul style="list-style-type: none"> <li>Responsible for decision-making and evaluation of information security-related management work.</li> <li>Review and approve information security policies and strategies.</li> </ul>
 <p><b>Information Security Leading Group</b></p>	<ul style="list-style-type: none"> <li>Decide on information security incidents and judges the severity.</li> <li>Confirm information security assessment results, coordinate and supports improvement plans, and oversee the rectification of major risks.</li> <li>Supervise and review internal information security plans.</li> </ul>
 <p><b>Relevant Responsible Persons and Departments</b></p>	<ul style="list-style-type: none"> <li>Departmental liaisons: Responsible for implementing information security policies, standards, and procedures, conducting regular departmental information security risk assessments, and cooperating with information security audits.</li> <li>Information Technology Department: Responsible for maintaining the Company's information security management system, formulating information security management-related procedures and plans, organizing and coordinating risk assessments across departments, and conducting regular information security management audits.</li> <li>Information Security Audit Team: Responsible for formulating information security audit plans, conducting audits, issuing audit reports, and tracking the progress of improvement recommendations.</li> </ul>

The Company conducts annual internal audits and evaluations of the information security system to continuously improve the implementation coverage of information security. In 2025, under the supervision and audit of ENX, Linglong Tire successfully passed the TISAX AL3 assessment again, completing the assessment with excellent results for the third consecutive time. In addition, the Company's information systems have passed the Level 2 evaluation under the National Cybersecurity Multi-Level Protection Scheme.

## Linglong Tire Ten-Year Plan for Information Security<sup>12</sup>

By 2030, the Company plans to realize trusted authentication for its key systems, complete multiple international and domestic information security certifications, and enhance brand security and competitiveness.



## Main Measures and Achievements of Linglong Tire in Data Security and Customer Privacy Protection in 2025

<p><b>System Improvement</b></p>	<ul style="list-style-type: none"> <li>Adopted the <i>Consent Form for Personal Information Collection and Processing</i> in 2025 to standardize personal information collection and protection, enhanced the information security emergency plan, and validated the plan's feasibility and rationality via personal information security drills.</li> </ul>
<p><b>Vulnerability Scanning and Security Monitoring</b></p>	<ul style="list-style-type: none"> <li>Conduct real-time monitoring and alarming of server operating status through the server monitoring platform.</li> <li>Conduct security hardening on the Company's servers and databases, fix high-risk vulnerabilities, and avoid threats of malicious attacks and data leaks. Conduct penetration testing and vulnerability scanning quarterly. In 2025, 18 medium and high-risk vulnerabilities were identified and fixed, and no information security incidents such as server compromise occurred.</li> </ul>
<p><b>Information Security Emergency Drills</b></p>	<ul style="list-style-type: none"> <li>Conducted 10 emergency drills covering networks, databases, business systems, personal information, etc., strengthening the collaborative emergency response capabilities of informatization personnel.</li> <li>Conducted 11 data recovery tests to verify the integrity and availability of backup data.</li> </ul>
<p><b>Information Security Awareness Enhancement</b></p>	<ul style="list-style-type: none"> <li>Conducted two information security training sessions covering all employees, including information security policies, identification and response to information security risks, data protection, prototype protection, information security incident response procedures, etc.</li> <li>Developed special promotional posters and organized all units to post them, clarifying the information security reporting method. No reports of major information security incidents were received in 2025.</li> </ul>

<sup>12</sup> TISAX (Trusted Information Security Assessment Exchange) is an automotive industry trusted information security assessment mutual recognition system formulated by the German Association of the Automotive Industry (VDA, Verband der Automobilindustrie) and operated by the European Network Exchange (ENX).



# 03



## Shared Duty, Mutual Growth

Adhering to the philosophy of openness and win-win cooperation, Linglong Tire actively collaborates with the supply chain, industry peers and all sectors of society. The Company integrates social responsibility into industrial ecosystem construction, industrial coordinated development and social value creation. Through diversified cooperation models, Linglong Tire builds consensus and integrates resources, expands the scope of social responsibility practices in mutual development, and extends the concept of sustainable development to broader fields.

Sustainable Supply Chain

Industry and Social Contribution

Contributing to UN SDGs



# Sustainable Supply Chain

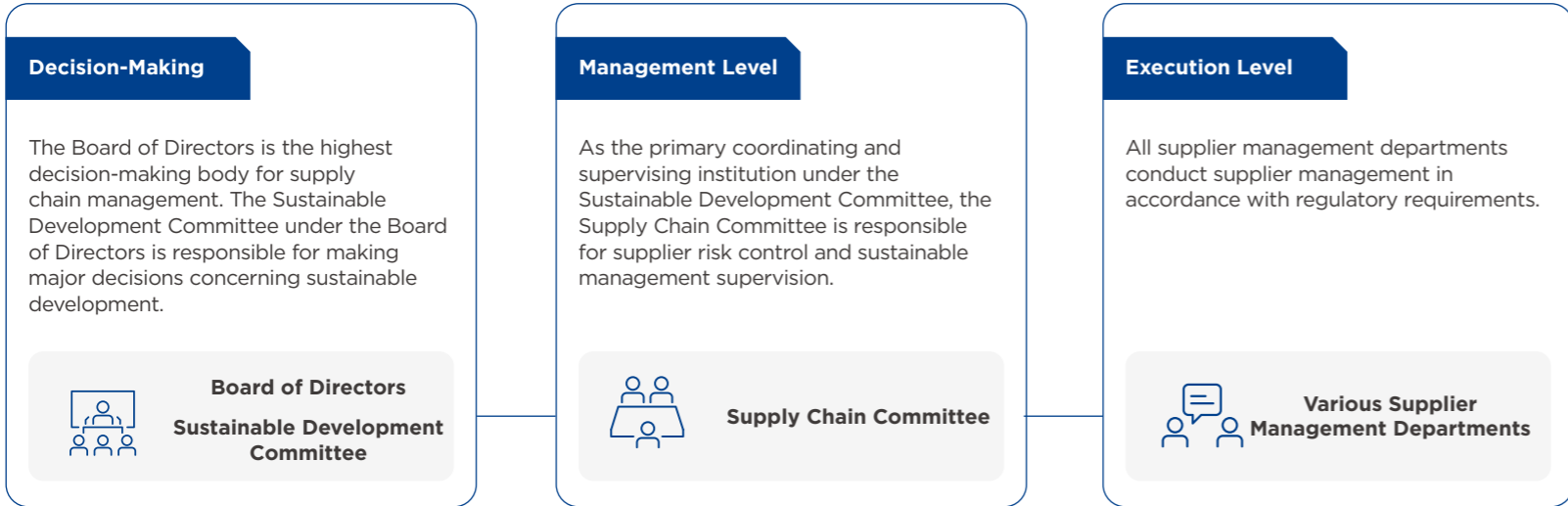
A sustainable supply chain serves as a vital support for Linglong Tire's high-quality development. The Company integrates social responsibility, environmental compliance and ethical requirements into the entire supply chain process. Adhering to the procurement philosophy of fairness, transparency and win-win cooperation, Linglong Tire has established a rigorous supplier onboarding and evaluation system to drive upstream and downstream partners to implement sustainable development concepts. By strengthening supply chain environmental management, social responsibility control and integrity compliance construction, the Company continuously improves the sustainable development of the industrial chain, and jointly builds a global supply chain ecosystem that is safe, stable, green and responsible.

## Governance

To systematically upgrade the sustainable management capacity of suppliers, the Company has formulated internal policies including *Regulations on Raw Material Supplier Management*, *Regulations on Supplier Sustainability Management*, *Supplier Code of Conduct*, *Operation Manual for Supplier Human Rights and Environmental Public Opinion Monitoring*, *Detailed Rules for Supplier Human Rights and Environmental Risk Remediation*, and *Statement on Compliant Management Policy*. These policies comprehensively regulate core dimensions such as supplier development management, potential supplier review, due diligence, performance assessment and risk management, ensuring the compliance, transparency and sustainability of the supply chain. During the reporting period, the Company compiled the *Sustainable Supply Chain Management Manual*, which further clarifies requirements for management system construction and key management measures, providing effective guidance for sustainable supply chain development.

In terms of organizational guarantee, the Company has constructed a three-level governance structure consisting of "Decision-Making Level-Management Layer-Execution Level", and improved supervision and reporting mechanisms to guarantee efficient implementation of supply chain management.

### Linglong Tire Supply Chain Management Structure



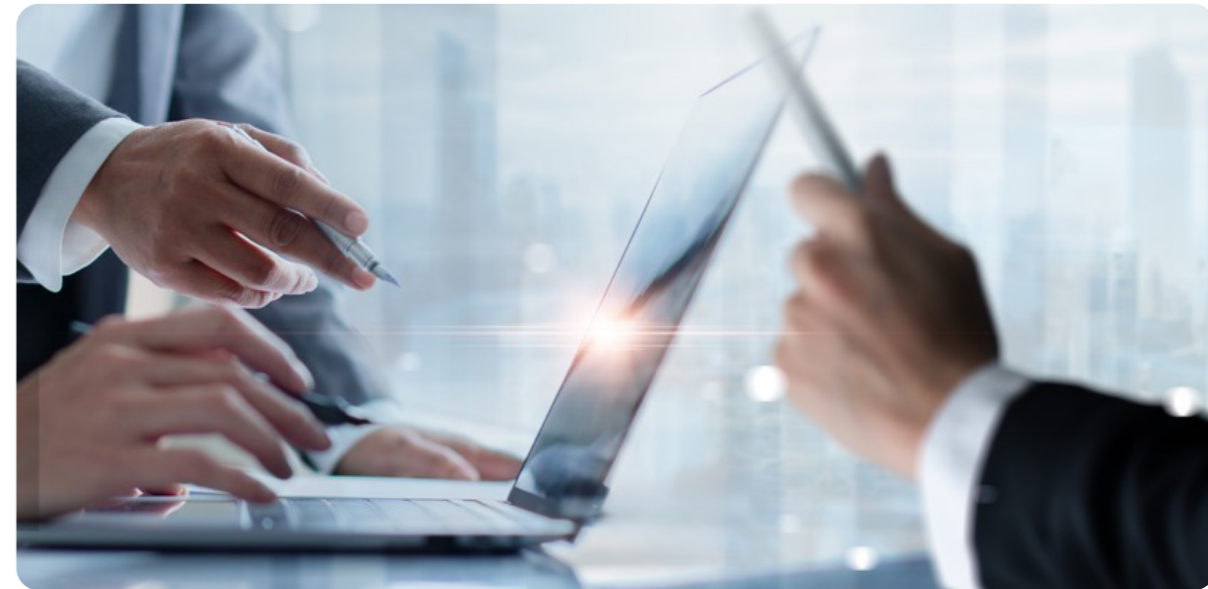
## Strategy

For systematic and refined supplier management, the Company has defined clear supplier classifications, and established a closed-loop management system covering "onboarding - monitoring - improvement - exit - co-construction" throughout the supplier management process. By combining institutional guidance, standard leadership, tool support and capacity building, sustainable development requirements are embedded in every management link.

### Scope of Supplier Management

Linglong Tire's supply chain management covers seven categories of direct suppliers (including raw materials, infrastructure, equipment, logistics, spare parts and molds, general services, and information technology) and extended indirect suppliers. For subcontracting activities of direct infrastructure suppliers, the Company implements penetrating management, incorporates all subcontractors into unified compliance control, and requires direct suppliers to confirm compliance commitments and conduct regular reviews. This ensures that indirect suppliers abide by human rights and environmental compliance standards. A nested compliance system of primary control + extended trusteeship management is built to realize full-link governance from procurement origin to terminal delivery.

The Company upholds fair and compliant operations, treats small and medium-sized enterprises (SMEs) equally in cooperation, and integrates sustainable development suggestions for SMEs in the *Sustainable Supply Chain Management Manual* to help SMEs mitigate ESG risks. No overdue payments to SMEs occurred during the reporting period.





## Onboarding Management

During supplier introduction, the Company implements standardized risk management procedures with institutional requirements, taking sustainable development as a prerequisite for onboarding to prevent high-risk suppliers from entering the supply chain.

### Supplier Onboarding Risk Management Measures

#### Compliance Qualification Review

Conduct qualification capability assessment and trade compliance assessment on potential suppliers to determine their compliance qualifications.

Assess the country and industry risks of potential suppliers using Sedex or other applicable national and industry risk assessment tools to determine their inherent risk levels.

#### Inherent Risk Assessment

#### Specific Risk Assessment

Determine the specific risk level of potential suppliers based on their due diligence questionnaire scores and public sentiment monitoring results.

Determine the human rights and environmental risk level based on the inherent risk level and specific risk level.

#### Human Rights and Environmental Risk Assessment

#### Inclusion in Qualified Supplier List

Suppliers deemed eligible for onboarding through the above four steps are included in the Qualified Supplier List.

### Management Measures for the Supplier Onboarding Phase

<b>Code of Conduct Commitment</b>	<ul style="list-style-type: none"> <li>The <i>Supplier Code of Conduct</i> clearly requires suppliers to comply with regulations on forced labor, child labor, working hours, paid overtime, minimum wage, anti-discrimination, freedom of association, occupational health and safety, environmental protection, business ethics, responsible supply chain management, responsible procurement, and sustainable natural rubber.</li> </ul>
<b>System Certification Requirements</b>	<ul style="list-style-type: none"> <li>All raw material suppliers are required to obtain ISO 9001 certification. Key raw material suppliers shall obtain IATF 16949 and ISO 14001:2015 certifications. The Company also actively promotes suppliers to obtain ratings and certifications including EcoVadis, ISO 45001 and ISO 50001. <ul style="list-style-type: none"> <li>During the reporting period, 63% of key raw material suppliers participated in EcoVadis rating, 90% obtained ISO 45001 certification, and 71% obtained ISO 50001 certification.</li> </ul> </li> <li>In accordance with RSCI platform and customer sustainability requirements, the Company actively promotes RSCI audits among suppliers.</li> </ul>
<b>Supplier Due Diligence</b>	<ul style="list-style-type: none"> <li>In accordance with <i>Regulations on Supplier Sustainability Management</i>, all suppliers shall complete Supplier Assurance Questionnaire (SAQ) assessments at onboarding, covering seven modules: corporate management, working conditions and human rights, occupational health and safety, environment, business ethics, responsible raw material procurement, and responsible supply chain management. <ul style="list-style-type: none"> <li>During the reporting period, public opinion monitoring and SAQ assessments were conducted for 100% of newly added suppliers to fully evaluate potential environmental and social risks.</li> </ul> </li> </ul>
<b>Conflict Minerals Management</b>	<ul style="list-style-type: none"> <li>The <i>Procurement Strategy Process</i> stipulates that tire products exported to Europe, the United States and the United Kingdom shall not cooperate with conflict mineral suppliers. <ul style="list-style-type: none"> <li>During the reporting period, the Company conducted supply chain conflict mineral surveys via SAQ assessments to ensure no suppliers are involved in conflict minerals.</li> </ul> </li> </ul>





## Process Monitoring

During ongoing supplier management, the Company establishes systematic monitoring mechanisms for compliance requirements, dynamic risk identification and traceability management to continuously improve supply chain sustainability and compliance.

### Supplier Process Monitoring Measures

#### Compliance Review

- All active qualified suppliers are required to sign letters of compliance commitment and undergo regular trade compliance verification.

#### EUDR Compliance Control

- To meet EUDR regulatory requirements, the Company has built a supplier EUDR due diligence system, and strengthens supply chain compliance through on-site visits, risk assessment and risk mitigation.
- The Company strictly implements the EUDR due diligence system. During the reporting period, 3 new EUDR suppliers were added, 2 of which completed third-party EUDR certification, and 1 was assessed as low-risk via on-site visit.
- Relying on the MES system and *Regulations on EUDR Product Traceability Management*, the Company optimizes record management from raw material warehouses, mixing mills, PCR/TBR production, finished products to delivery, and improves EUDR label management to enable intuitive distinction between EUDR and non-EUDR products for on-site staff.
- The Company upgraded its big data system and built an EUDR traceability module, enabling quick inquiry of EUDR natural rubber information by sales order number to support customs clearance of European bases.

#### Public Opinion Monitoring

- Supplier public opinion monitoring is implemented in accordance with *Operation Manual for Supplier Human Rights and Environmental Public Opinion Monitoring*:
  - ◆ High-risk suppliers shall submit third-party assessment reports every six months. Mandatory high-risk suppliers receive monthly public opinion screening in addition to third-party assessments.
  - ◆ Medium-risk suppliers undergo quarterly public opinion screening.
- During the reporting period, quarterly supplier public opinion monitoring was conducted by business departments, with no medium or high-risk suppliers identified.

#### SAQ Assessment

- Quarterly risk monitoring is implemented for all suppliers, with routine inspections via SAQ document review at frequencies based on supplier risk ratings, and third-party assessments conducted when necessary:
  - ◆ High-risk suppliers: semi-annual assessment
  - ◆ Medium-risk suppliers: annual assessment
  - ◆ Low-risk suppliers: triennial assessment
- High and medium-risk suppliers shall receive on-site audits. Non-compliance will result in written rectification notices with deadlines, and on-site inspections via the *Human Rights & Environment Assessment Form*.
- During the reporting period, SAQ assessment coverage reached 100%, with human rights and environmental risk assessments completed for 123 suppliers and 100% completion rate of audit plans.

#### On-site Inspections

- On-site inspection frequencies are determined by supplier risk level and procurement volume:
  - ◆ High-risk suppliers: quarterly on-site audits and annual third-party on-site audits
  - ◆ Medium-risk suppliers: inspection frequency based on the severity of previous audit findings

#### Quality Audits

- Annual audit plans are formulated for Tier-1 and Tier 2 suppliers, with monthly on-site reviews of direct suppliers covering facilities and quality control effectiveness. The 2025 audit plan completion rate reached 100%.
- For raw material suppliers, differentiated audit cycles are set according to annual comprehensive ratings, covering human rights, environment and quality dimensions to identify compliance risks. The 2025 audit plan completion rate reached 100%.
- In accordance with banned substance standards issued by the Research Institute, suppliers are required to submit banned substance test reports or compliance statements every six months. 100% of suppliers submitted relevant documents in 2025<sup>13</sup>.

<sup>13</sup> All suppliers required to submit the report have completed the submission.



## Improvement and Development

For risk remediation, the Company formulated *Detailed Rules for Supplier Human Rights and Environmental Risk Remediation*, covering complaint reporting, public opinion monitoring, and risk remediation procedures and measures. The Company conducts regular monitoring of human rights and environmental risks among suppliers. Upon identification of potential or existing violations of human rights and environmental obligations by direct suppliers, appropriate remediation measures will be initiated within 2 days to prevent, terminate or mitigate non-compliant behaviors.

To facilitate effective communication, the Company continuously optimizes supplier communication mechanisms, builds the Supplier Relationship Management (SRM) platform and whistleblowing channels, and discloses detailed communication information in the *Sustainable Supply Chain Management Manual* to ensure transparent and efficient communication.

## Exit Mechanism

Linglong Tire has established a rigorous supplier blacklist mechanism as a core measure of supply chain exit management. Suppliers with substandard product quality, commercial violations, financial defaults, compliance risks, service failures or other serious credibility issues will be added to the blacklist. Blacklisted suppliers are permanently restricted from future cooperation, which strengthens supplier compliance constraints, maintains fair cooperation order, and ensures stable and sustainable business operations.

## Supply Chain Co-construction

Linglong Tire strives to build consensus on green development across the entire chain, address compliance and climate challenges jointly, and improve overall supply chain resilience and competitiveness. Through specialized training, the Company empowers suppliers to enhance sustainable management and compliance capabilities, develops and promotes supplier carbon reduction plans, guides suppliers to optimize energy structure, improve energy efficiency and reduce carbon emissions, and drives low-carbon transformation across the industrial chain.

### Directions of Sustainable Supply Chain Co-construction



#### Promotion of Sustainable & Low-Carbon Materials

- Recycling of metal materials, textiles and tire products.
- Promotion of bio-based materials.
- Increased application of recyclable packaging.



#### Supply Chain Transparency

- Encouraging suppliers to adopt supply chain management systems and tools.
- Strengthening supply chain traceability to ensure full transparency.
- Conducting due diligence on direct and indirect upstream and downstream suppliers to guarantee compliance.



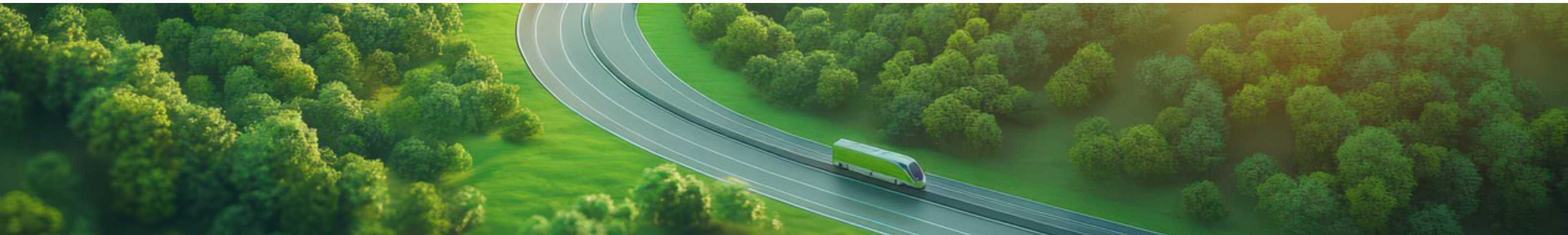
#### Joint Supply Chain Carbon Reduction

- Encouraging suppliers to set carbon targets and adopt green power.
- Launching joint carbon reduction projects with upstream and downstream partners.
- Conducting joint on-site verification of direct and indirect suppliers with partners.



#### Comprehensive Sustainable Development Promotion

- Joint ESG initiatives with upstream and downstream partners:
  - ◆ Rural revitalization to improve farmers' income and living conditions.
  - ◆ Forest protection and community ecological restoration.
  - ◆ Water resource protection and water conservation.
  - ◆ Green transformation of the industry.



## Supplier Carbon Reduction Plans

Supplier Category	Strategy	Key Measures
Core Suppliers	Strengthen cooperation with core suppliers via investment, cost sharing and priority resource allocation to achieve collaborative emission reduction across the value chain.	<ul style="list-style-type: none"> <li>Carbon disclosure: Submit annual product carbon footprint data.</li> <li>Carbon target setting: ① Disclose operational carbon targets and attempt to set Scope 3 Category 1 targets; ② Encourage low-carbon core suppliers to establish science-based carbon targets.</li> <li>Emission reduction progress: ① Submit detailed carbon footprint reduction measures; ② Evaluate gaps between actual reduction results and corporate expectations.</li> </ul>
Key Suppliers	Increase procurement volume and upgrade to core status for compliant suppliers with emission reduction achievements; reduce procurement or downgrade non-cooperative suppliers to general suppliers.	<ul style="list-style-type: none"> <li>Carbon disclosure: Submit annual product carbon footprint data.</li> <li>Carbon target setting: Disclose operational carbon targets and attempt to set Scope 3 Category 1 targets.</li> <li>Emission reduction progress: ① Submit detailed carbon footprint reduction measures; ② Evaluate gaps between actual reduction results and corporate expectations.</li> </ul>
General Suppliers	Supervise contract implementation; cut or transfer cooperation for low-cooperation suppliers.	<ul style="list-style-type: none"> <li>Carbon disclosure: Submit annual product carbon footprint data, or Scope 1 &amp; 2 carbon emission/energy consumption data if carbon footprint data is unavailable.</li> <li>Carbon target setting: Establish carbon targets in line with corporate requirements for general suppliers.</li> <li>Emission reduction progress: Encourage increased green power share in production.</li> </ul>

### During the reporting period

A total of **93** suppliers have submitted carbon reduction plans, including all core suppliers<sup>14</sup>.

Annual quality training is provided for all suppliers to strengthen supply chain quality awareness and compliance management through material distribution and policy publicity.

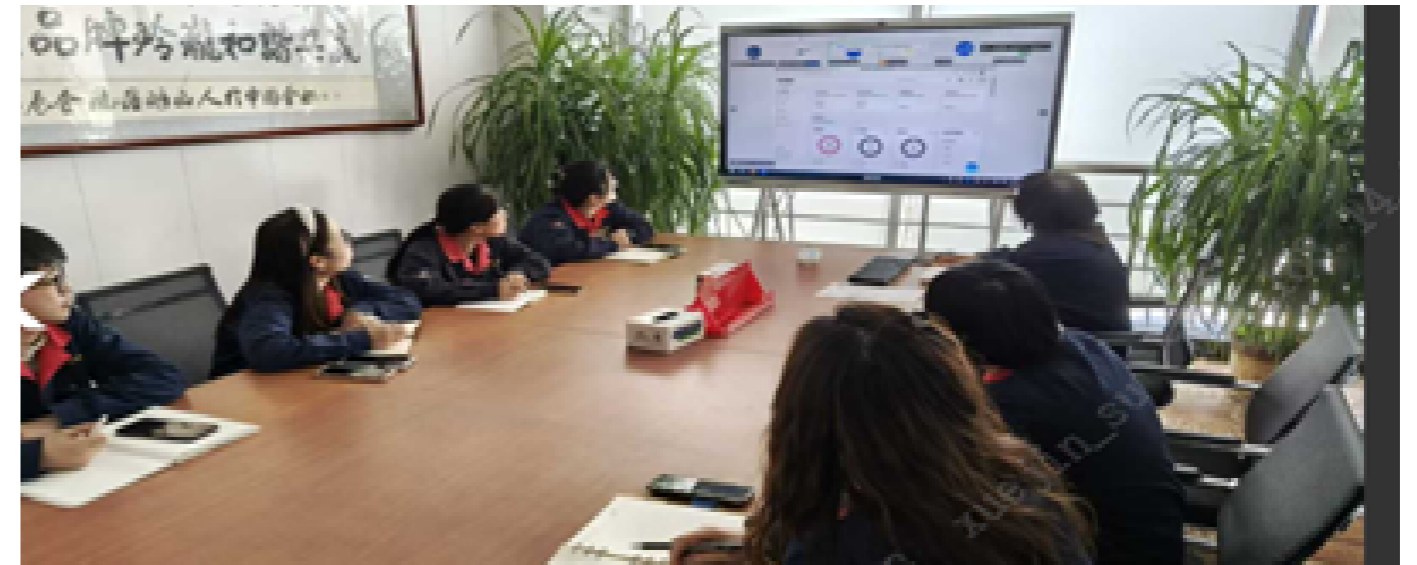
<sup>14</sup> Core Suppliers: Indispensable strategic suppliers.

### Case | Special Training on Supplier Carbon Reduction Plans

On September 25, 2025, the Company held special carbon reduction training for suppliers, systematically publicizing and providing professional guidance on supplier climate codes of conduct, climate assessment questionnaires and carbon reduction plans. The training improved suppliers' awareness and management capacity on climate-related issues. By the end of the reporting period, 88% of core and important suppliers had submitted carbon reduction plans, laying a solid foundation for continuous supply chain carbon reduction.

### Case | Internal and External Publicity of the *Sustainable Supply Chain Management Manual*




On August 28, 2025, the Company conducted special interpretation and publicity of the *Sustainable Supply Chain Management Manual* for internal supplier management, procurement departments and external suppliers. The event covered 59 internal supplier management staff and 778 external supplier representatives, helping all stakeholders fully understand manual requirements and empowering suppliers to implement sustainable development practices.



Publicity of the *Sustainable Supply Chain Management Manual*

# Impacts, Risks, and Opportunities Management

Linglong Tire integrates risk management throughout the entire supplier lifecycle of onboarding, process monitoring and exit. The Company conducts regular supply chain risk identification and assessment, systematically sorts out key risk incidents, impact scopes and potential consequences, and formulates targeted response strategies. Through institutional construction, digital empowerment, dynamic monitoring and multi-party co-construction, the Company continuously improves full-process supply chain risk control and sustainable development capacity.

Risk/Opportunity Category	Risk/Opportunity Description	Impact Period	Potential Impact	Response Measures
 Supply chain security risk	Violation of international regulations (e.g. EUDR)	Medium and long term	Decrease in operating income Increase in operating costs	<ul style="list-style-type: none"> <li>Establish an EUDR team, improve the EUDR due diligence system, and conduct on-site visits, risk assessment and mitigation to ensure supplier compliance with regulatory requirements.</li> <li>Integrate the EUDR traceability module into the big data system and optimize EUDR label management to enhance supply chain traceability and management efficiency.</li> <li>Implement a supplier blacklist mechanism to eliminate severely non-compliant suppliers.</li> </ul>
	Risk of raw material supply and price fluctuation	Medium and long term	Decrease in operating income Increase in operating costs	<ul style="list-style-type: none"> <li>Promote diversified supplier layout to ensure supply chain resilience and stability.</li> <li>Select procurement timing rationally to reduce procurement costs.</li> <li>Realize full-process raw material traceability via the MES system and big data traceability module.</li> </ul>
 Supplier environmental and social risk	Supplier forced labor risk	Short, medium, and long term	Decrease in operating income	<ul style="list-style-type: none"> <li>Require suppliers to comply with the <i>Supplier Code of Conduct</i> and sign commitment letters.</li> <li>Establish and optimize supply chain risk assessment tools, improve the supplier review mechanism, conduct graded regular assessments based on risk levels, and introduce third-party audits when necessary.</li> <li>Regularly publicize sustainable development concepts to suppliers, deliver special carbon reduction training, and drive suppliers to submit and implement carbon reduction plans.</li> <li>Optimize the supplier management system, require suppliers to establish sustainable management systems, and strengthen constraints on secondary and tertiary suppliers.</li> <li>Conduct regular supplier public opinion monitoring to identify and resolve risks in a timely manner.</li> </ul>
	Supplier corruption risk	Short, medium, and long term	Decrease in operating income	
	Negative environmental impacts from suppliers	Short, medium, and long term	Decrease in operating income	
	Other violations of national laws, regulations and the Company's <i>Supplier Code of Conduct</i>	Short, medium, and long term	Decrease in operating income	
 Supplier sustainable development promotion	Improved supply chain resilience	Medium and long term	Increase in operating income	<ul style="list-style-type: none"> <li>Continuously upgrade ESG risk control capacity of the supply chain, especially SMEs.</li> <li>Implement extensive sustainable development co-construction initiatives with suppliers.</li> </ul>

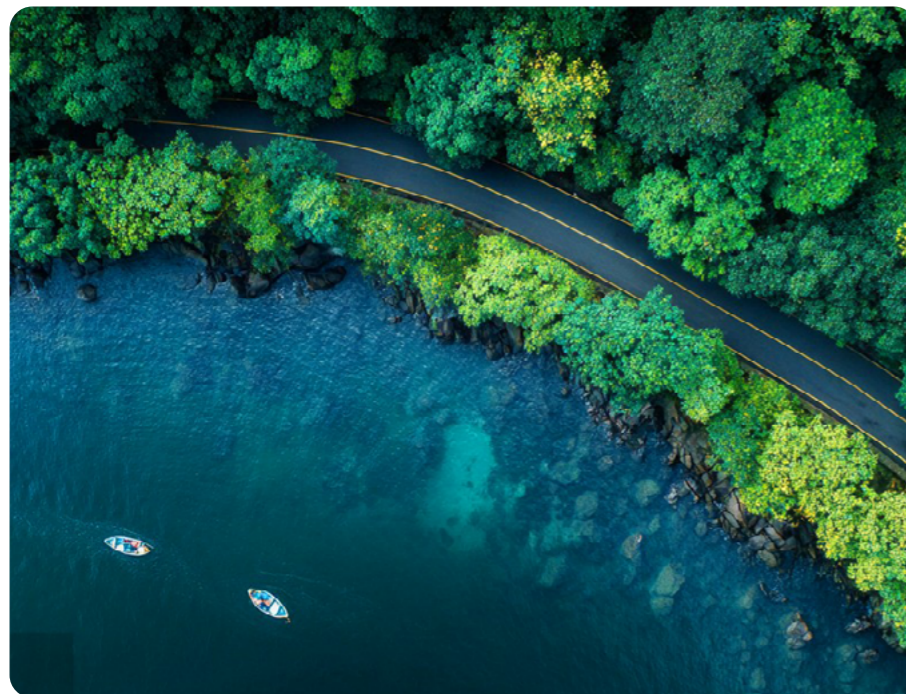


## Indicators and Targets

The Company sets clear annual goals and monitoring indicators for supply chain management, and adopts regular tracking and closed-loop management to ensure effective implementation of all measures and continuous improvement of supply chain management capacity.

### Supply Chain Management Targets and 2025 Progress of Linglong Tire

Indicator	Target	Progress
Completion rate of supplier site audit program	100%	100%
Signing rate of <i>Compliance Commitment Letter</i>	100%	100%



## Industry and Social Contribution

### Boosting Industrial Development

As a pioneer in the tire industry, Linglong Tire consistently empowers industrial upgrading with an open and collaborative mindset. Through diversified initiatives including establishing global cooperation platforms, sharing core technological achievements, and expanding international market influence, the Company injects momentum into the high-quality development of the industry.

#### Case | Linglong Tire 50th Anniversary Global Partners Conference

On December 7, 2025, Linglong Tire held the 50th Anniversary Global Partners Conference in Zhaoyuan, Shandong. Global partners from the industry, academia and research sectors gathered to review the Company's growth journey from a local factory on the Jiaodong Peninsula to a global enterprise with products sold in 173 countries worldwide. At the conference, Linglong unveiled green innovative achievements including tires made of 79% sustainable materials and airless tires, and reached a series of strategic cooperation agreements with world-renowned universities, research institutions and enterprises across the globe. Moving forward, Linglong Tire will join hands with partners to jointly lead the sustainable development of the industry and promote the construction of a value ecological community.



Scene from the Global Partner Conference

#### Case | Successful Convening of the 12th Global Tire Technology Forum

On June 18, 2025, the 12th Global Tire Technology Forum, hosted by the China Rubber Industry Association and exclusively top-sponsored by Linglong Tire, was successfully convened. At the forum, the Company presented two groundbreaking research achievements: *Development and Application of Tire Virtual Design System and Itaconate Double Cross-Linking Network and Its Application in Green High-Performance Tires*, fully demonstrating its comprehensive strength in green innovation and intelligent-driven industrial upgrading. Linglong Tire stands ready to cooperate with more industrial players, integrate resources, and jointly drive a green and intelligent future for the global tire industry.



Scene of the Global Tire Technology Forum

**Case | Participation in Italy Tire Exhibition**

On May 21, 2025, Linglong Tire showcased innovative achievements of its three core European brands: Linglong, Windrunner, and Leao, at the Italy Tire Exhibition. Leveraging advantages in localized R&D, production and marketing, the Company takes technological innovation as its core driving force to build a high-performance product matrix and achieve breakthrough growth in the European market. In the future, the Company will maintain its innovative identity as a Chinese intelligent manufacturer, and continuously meet the diversified demands and expectations of global consumers.



Exhibition Hall of Linglong Tire's Three Core Brands

**Case | Convening of Linglong Tire Global Equipment Suppliers Conference**

On April 2, 2025, the Linglong Tire Global Equipment Suppliers Conference was held at Linglong Tire Headquarters. Three major awards were specially presented to partners at the conference, recognizing past achievements and embodying expectations for future in-depth cooperation. Going forward, relying on its global manufacturing bases, the Company will collaborate with partners to blueprint new projects together.



Linglong Tire Presenting the Strategic R&amp;D Partner Award to VMI Group (Netherlands)

**Case | Unveiling Ceremony of the High-Performance Tire Joint Innovation Laboratory**

In April 2025, the unveiling ceremony of the High-Performance Tire Joint Innovation Laboratory jointly established by Linglong Tire and Geely Automotive Research Institute was held at Linglong National Enterprise Technology Center. Building on prior successful cooperation in vehicle matching development and NVH performance optimization, Linglong Tire will continue to increase technological investment. Together with Geely Automotive, the two parties will conduct joint research on key technologies including low-temperature low rolling resistance tires and intelligent tires, facilitating the green and intelligent transformation of China's automotive industry.



On-site Unveiling Ceremony

## Supporting Community Construction

Linglong Tire earnestly practices corporate social responsibility, focusing on three core fields: educational assistance, community care and emergency disaster relief, while expanding into community cultural development and environmental protection advocacy. Through systematic volunteer initiatives and material support, the Company allocates corporate resources precisely to areas in social need.

The Company strictly adheres to *Charity Law of the People's Republic of China*, *Law of the People's Republic of China on Donations for Public Welfare* and other pertinent laws and regulations, as well as administrative regulations of its operating regions. It has formulated systems including *Management Measures for External Donations*, and established a Social Responsibility Working Group tasked with the unified oversight of the Company's community engagement, philanthropic donations, and volunteer services.

**During the reporting period**

Total public welfare investment in communities	Investment in rural revitalization	Total employee volunteer service hours	Number of participating employee volunteers
RMB <b>440,000</b>	Over RMB <b>1,010,000</b>	<b>1,263</b> person-hours	<b>206</b>

**Case | LLIE Fully Launches Community Integration and Support Program**

In 2025, LLIE officially launched and implemented a multi-dimensional community support program covering education, livelihood, healthcare, culture and sports. Through a series of initiatives including donating toys to rural kindergartens, supplying materials to schools, and providing funding to relief canteens operated by local churches, the Company integrates into local society, evolving from a "builder" to a "community partner" and boosting local community development.



Diverse Community Activities of LLIE

### Case | LLIT Establishes a Systematic Public Welfare Ecosystem

Since its official operation in 2015, LLIT has deeply integrated social responsibility into its localized development, constructing a long-term and systematic public welfare practice system with over 300 completed public welfare projects. It has gradually formed a sustainable public welfare model with distinctive local features. Focusing on five dimensions including educational support, emergency response, community co-construction, business coordination and partner collaboration, LLIT continuously carries out diversified programs such as educational assistance, disaster relief and medical support, cultural inheritance and circular public welfare. With consistent actions in fulfilling social responsibilities, LLIT has earned widespread trust and respect from local governments, residents and stakeholders, fostering a sustainable and friendly environment for its overseas operating sites.



Sponsorship for Children's Day Activities at Primary School



Low-Carbon Knowledge Sharing at Primary School





# 04



## People Focus, Forward Together

Adhering to the core philosophy that talents are the fundamental driving force of enterprise development, Linglong Tire is committed to building a diverse, equal and mutually respectful workplace. On the basis of fully safeguarding employees' legitimate rights and interests and comprehensively implementing human rights policies, the Company grows alongside every employee through competitive compensation and benefit systems, systematic career development pathways, and comprehensive occupational health and safety management.

Protection of Employee Rights and Interests

Employee Development and Training

Health and Safety

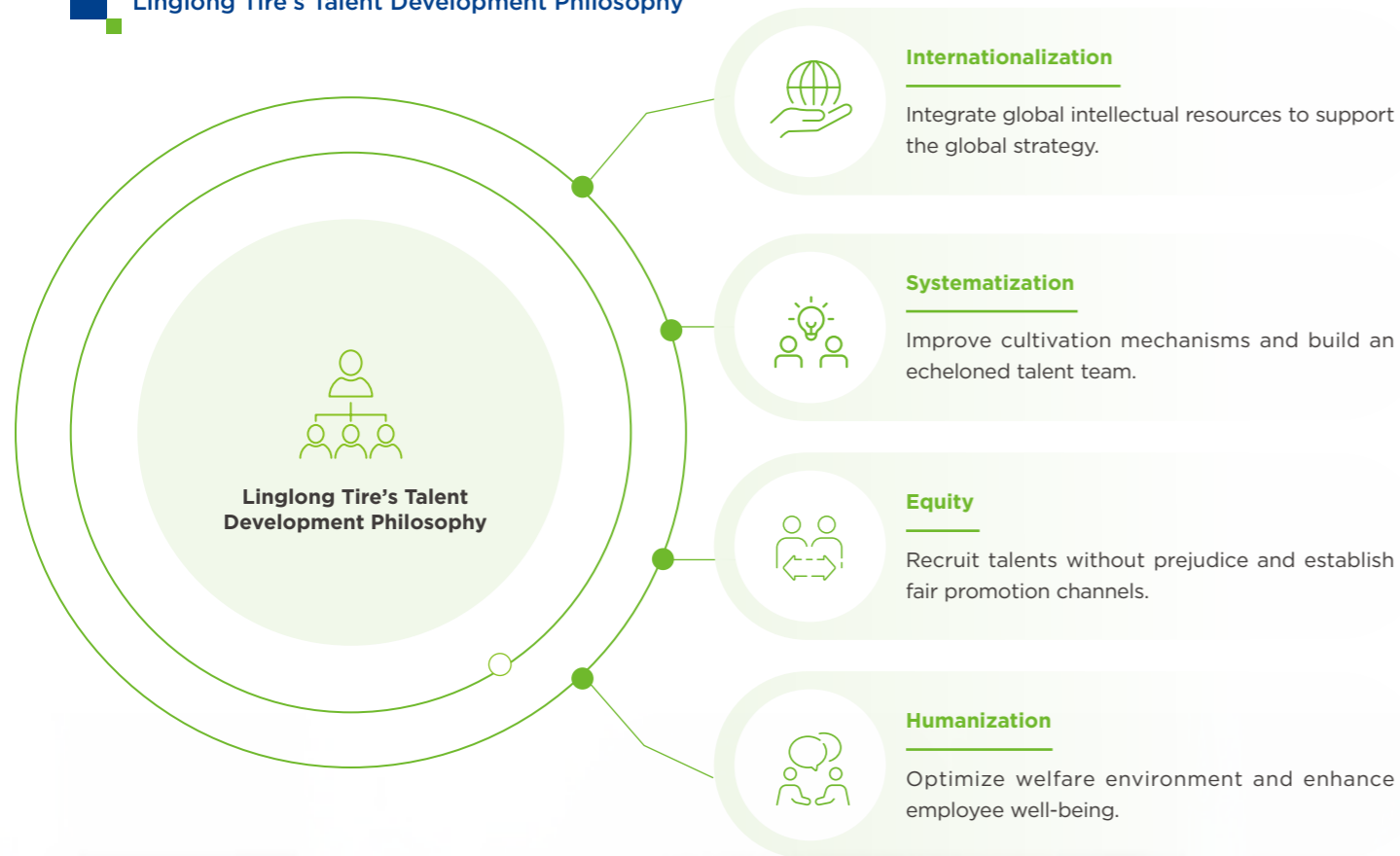
Contributing to UN SDGs



# Protection of Employee Rights and Interests

Linglong Tire constructs a talent development strategy underpinned by internationalization, systematization, equity and humanization. By integrating global intellectual resources, optimizing the talent cultivation system, enabling fair career progression channels, and improving compensation, benefits and working environments, the Company fully unleashes employees' potential and provides solid talent support for its global layout and high-quality sustainable development.

## Linglong Tire's Talent Development Philosophy



## Diverse, Equal and Inclusive Workplace

### Employee Recruitment and Retention

The Company has formulated the *Recruitment Management Regulations* and other internal systems to continuously standardize recruitment procedures. Adhering to the principles of fairness, equity and transparency, the Company ensures legal, efficient, open and orderly talent introduction.

#### Linglong Tire's Employee Recruitment Philosophy

##### Equal opportunities and open competition

All vacant positions are publicly released in real time. Internal and external open recruitment is adopted to guarantee transparent selection based solely on competence.

##### Internal priority and cultivation-oriented principle

Following the concept of selecting the best candidates and prioritizing internal recruitment, the Company first meets talent demands via internal selection and cultivation, providing clear career development pathways for employees.

##### Conflict of interest avoidance for impartiality

The strict family member avoidance system is implemented to ensure independent and fair recruitment and employment decisions.

The Company attaches great importance to employee retention and has formulated the *Management Measures for Employee Retention and Elimination*. Through pre-management, in-process management and post-management, the Company creates a sound working environment and improves employee retention rate.



## Diversity and Inclusion

### Anti-discrimination and Anti-harassment

The Company strives to build an equal, diverse and inclusive workplace and has implemented the *Anti-discrimination Management Procedure*, which guarantees equal development opportunities for all employees and prohibits unfair treatment based on race, religion, age, disability, gender, marital status, pregnancy or organizational affiliation.

The Company establishes a regular workplace inspection mechanism to review office areas and notice boards on a periodic basis. It actively identifies and removes discriminatory or unfriendly texts, images and materials related to race, organization, religion, gender and disability to maintain respect and inclusion in the workplace. No employee discrimination incidents occurred in 2025.

### Protection of the Rights and Interests of Persons with Disabilities

Upholding the recruitment principle of "non-discrimination against employees with disabilities", the Company stipulates in the *Employment Management Regulations* that vulnerable groups in need of employment shall be properly placed, providing equal job opportunities for persons with disabilities.

#### As of the reporting period

The Company has arranged **172** persons with disabilities to work in various workshops and positions, including administrative support, logistics and production assistance roles.



### Case | China-Thailand Cultural Integration Activities at LLIT

LLIT builds a cross-cultural integration platform through a series of festive events. During Chinese New Year, the Company organizes Spring Festival galas and reunion dinners with traditional customs including red envelope distribution and Spring Festival couplet pasting, enabling Thai employees to experience the values of reunion and gratitude in Chinese culture while creating a warm familial atmosphere for Chinese expatriate employees. During the Dragon Boat Festival, Chinese and Thai employees make dumplings together, delivering the cultural implications of reunion and auspiciousness and strengthening team cohesion. During Songkran Festival, the Company integrates local traditions by organizing bathing Buddha rituals and merit-making activities. Participation of Chinese and foreign employees deepens mutual understanding and cultural exchange. These activities enrich employees' spiritual life and continuously consolidate the Company's inclusive culture and employees' sense of belonging.

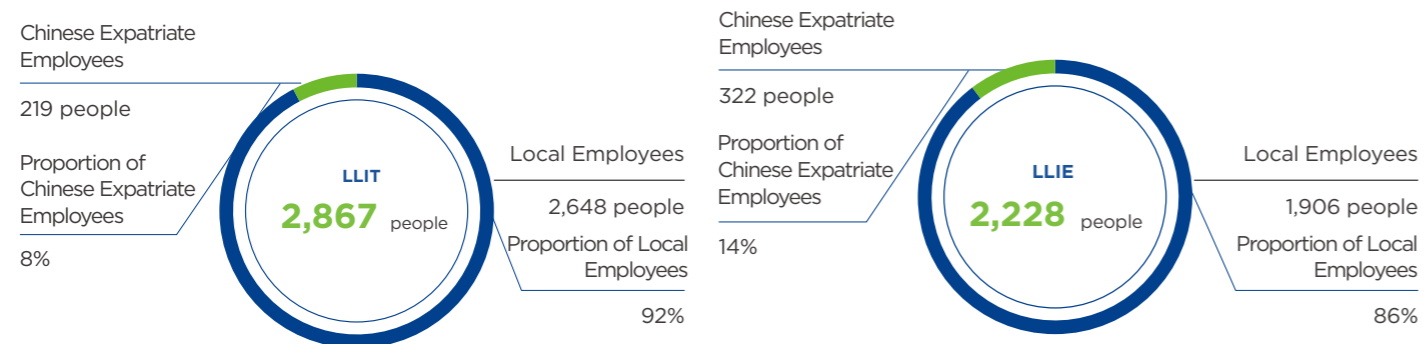


LLIT Sino-Thai Cultural Integration Activities

### Localized Management of Overseas Employees

In the process of global operation, Linglong Tire follows the core principles of localization, respect and integration to promote the co-development of overseas employees and the enterprise. The Company sets localized talent cultivation targets for overseas manufacturing bases, prioritizing the recruitment and training of local personnel at overseas branches.

### Localized Management of Overseas Employees of Linglong Tire in 2025



### Case | Family Day Event at LLIE

In December 2025, LLIE held the Christmas Family Day themed *Progress Together, Enrich Family Life*, inviting employees and their families to experience corporate culture. The event featured abundant parent-child interactive games, exhibitions of corporate development achievements and Christmas gift distribution for employees' children. Employees and families enjoyed collaborative activities and gained insight into the Company's development philosophy and social responsibility practices. The event strengthened emotional bonds between employees and their families, demonstrated LLIE's sound social responsibility image to the public.



Scenes from the "LLIE Family Day" Event

# Employee Rights, Benefits and Welfare

## Employee Compensation System

The Company has formulated the *Performance Management System*. Through implementation, closed-loop optimization of procedures, systems and platforms, it establishes a scientific, impartial and pragmatic performance management system to stimulate employee initiative and internal motivation, and maximize human capital value. Meanwhile, the Company builds a differentiated compensation incentive system with full coverage for all employees in different tiers and categories. Based on position value, performance contribution and competency development, diversified compensation structures are constructed for management, professional and front-line positions. Daily evaluations are closely linked to individual performance to form an incentive mechanism rewarding hard work and selecting the superior over the inferior.

The Company sets special bonuses covering quality, safety, efficiency and management fulfillment. Bonus criteria are differentiated according to position difficulty and importance, with disbursement directly tied to individual indicator completion, work performance, attitude and professional skills to realize value-based remuneration matching individual capacity and contribution. In 2025, 100% of employees received performance-linked variable compensation.

## Democratic Management

The Company respects employees' right to freedom of expression, maintains open and unobstructed communication channels, and has formulated the *Procedures on Freedom of Association and Collective Bargaining*. It has lawfully established trade unions in China and signed the Company's "1+3" *Collective Contracts* with employees, comprising the master collective contract, the special collective contract on wages, the special collective contract on the rights and interests of female employees, and the special collective contract on occupational safety and health. The contracts cover labor employment, vocational training, working hours and leave, labor remuneration, social insurance and benefits, occupational safety and health, protection of female employees' rights and interests, and reward and discipline management. Supplemented by the three aforementioned special collective contracts, they form a systematic and comprehensive regulatory framework. As of the end of the reporting period, the Company has achieved a 100% collective contract coverage rate (excluding overseas operations), effectively safeguarding employees' statutory rights to form and join trade unions and conduct collective bargaining, and fostering stable and harmonious labor relations.

## Measures Adopted by Linglong Tire to Safeguard Freedom of Association and Collective Bargaining Rights

### China

- Establish labor unions and various social organizations, and legally elect worker representatives.
- Conduct regular inspections on the progress and content of labor union representative meetings.
- Verify whether worker representatives face deliberate unfair treatment in daily work.

### Thailand

- The Company establishes an employee welfare committee to voice employee demands. The committee negotiates with the Company annually on year-end welfare, bonuses and welfare improvement plans on behalf of employees.

### Europe

- Employees enjoy full freedom of association. All employee matters including concerns, complaints, welfare, working conditions and interpersonal relations are fully managed by the Human Resources Department, especially the Employee Relations (ER) team. All employee inquiries receive timely, confidential and professional responses.
- The ER team oversees all procedures related to employee welfare, incentives, rewards and support programs to maintain a positive working atmosphere and high employee satisfaction.

The Company builds dual internal and external guarantee mechanisms for freedom of association and collective bargaining. Employees may raise appeals through internal channels or official complaint pathways published on the corporate website, and the Company promises immediate response and follow-up resolution. Employees may also file complaints, apply for administrative reconsideration or initiate administrative litigation with competent authorities in accordance with laws to safeguard legitimate rights and interests.

The Company conducts regular employee interviews. Senior executives visit frontline positions and hold employee symposiums to collect opinions and suggestions and provide targeted support. Annual employee satisfaction surveys are conducted, with targeted improvement plans formulated and implemented for identified risks and employee concerns. In 2025, employee satisfaction reached 80.18%, representing a 3.38% increase compared with 2024.



## Employee Welfare and Care

The Company attaches high importance to employee rights and welfare protection, and has formulated the *Regulations on Attendance and Vacation Management* to continuously upgrade the employee rights and welfare system.

### Linglong Tire Employee Rights and Welfare Protection System

#### Leave Benefits

- The Company provides marriage leave, maternity leave, compassionate leave, family reunion leave, accompanying leave, parental leave and other statutory holidays.

#### Statutory Rights and Interests

- The Company contributes social insurance and housing provident fund for all employees.
- Employees are legally entitled to medical insurance, work injury insurance, endowment insurance and other relevant benefits.
- All employees participate in local basic endowment insurance. The Company makes full and monthly contributions in accordance with local contribution bases and ratios. Upon reaching statutory retirement age, employees receive basic pensions issued by local labor and social security authorities.

#### Non-statutory Welfare

- Holiday benefits for the Spring Festival, Mid-Autumn Festival, birthday benefits and induction commemorative benefits for all employees.
- Meal allowances, heatstroke prevention supplies and labor protection appliances.
- Labor union benefits for union members.
- Comprehensive employee physical examination services.

The Company prioritizes the physical and mental well-being of all employees and sustains employee care initiatives to build a healthy, warm workplace. Regular health lectures and internal recreational activities are held to promote work-life balance. Through considerate initiatives, the Company continuously delivers tangible care to employees and improves their sense of gain, happiness and security.

- Health Care:** Implement considerate measures including anniversary physical examination benefits.
- Cultural and Sports Activities:** Hold professional competitions, sports events and cultural activities to facilitate communication and team integration.
- Daily Care:** In 2025, over 9,000 employee care vouchers were distributed company-wide, with more than 36,000 text messages sent for induction commemoration, birthdays, welcome and festival greetings.
- Honor Recognition:** On the occasion of the Company's 50th anniversary, bronze, silver and gold honor medals are customized for employees with 1-10 years, 11-20 years, and over 21 years of service respectively to strengthen their sense of belonging.



Linglong Tire Employee Physical Examinations



Linglong Tire's 18th Employee Sports Day

Furthermore, the Company prioritizes support for employees in hardship and improves the poverty alleviation system with the *Emergency Relief Measures for Employees in Difficulties*. Precise and timely emergency assistance and humanistic care are provided for employees facing life difficulties, severe illnesses or unexpected emergencies. In 2025, all manufacturing bases carried out targeted support programs, assisting 9 employees in total with over RMB 110,000 in relief funds to safeguard employee well-being.

## Human Rights Protection

In 2025, the Company officially released its *Human Rights Policy Statement*, solemnly committing to upholding international human rights standards across its operations and supply chains. The policy covers core areas including the prohibition of forced labor and child labor, the protection of freedom of association and the right to collective bargaining, the provision of safe and healthy working conditions, anti-discrimination and anti-harassment, and the guarantee of fair remuneration and benefits, providing institutional safeguards for employees' rights. The Company has established a Human Rights and Labor Committee, which operates under the supervision of the Board of Directors and the Sustainability Committee. It has also incorporated human rights performance indicators into the departmental performance appraisal system to build a closed-loop management mechanism with clear division of powers and responsibilities.

### Key Areas of Linglong Tire's Human Rights Policy

Rights and Welfare

Health and Safety

Prohibition of Human Trafficking, Forced Labor, and Child Labor

Prohibition of Forced Eviction, Respect for Indigenous Peoples' Rights

Freedom of Association and Collective Bargaining

Elimination of Corruption

Reduction of Environmental Harm

Respect for Privacy

Anti-discrimination and Anti-harassment

Abiding by internationally recognized human rights standards and social responsibility commitments, Linglong Tire achieved a full score in the Responsible Supply Chain Initiative (RSCI) audit and successfully obtained SA 8000:2014 Social Responsibility Management System Certification in 2025, continuously advancing supply chain compliance and social responsibility construction with high standards.



### Prohibition of Child Labor and Forced Labor

The Company has implemented the *Working Procedures for Prohibiting Child Labor and Protecting Minors* and the *Working Procedures for Prohibiting Forced Labor*, strictly banning child labor and all forms of forced labor. No penalties for violations of child labor or forced labor regulations were imposed on the Company in 2025.

During recruitment and onboarding, the Company strengthens compliance via systematic control and technological measures: identity verification is conducted through police-certified ID card scanners in China; the HR system sets age thresholds according to statutory minimum employment ages in different regions to automatically block underage applicants and eliminate upstream employment risks.

All forms of forced labor are strictly prohibited. Managers and security personnel are forbidden from coercing employees through violence, threats or restriction of personal freedom. Anti-human trafficking and anti-slavery policies are publicized in onboarding training. Regular civilized management and vocational training for grassroots managers and security staff are conducted to eliminate rough management and illegal body searches.

A complete mechanism for employee feedback, investigation, disposal and accountability is established. Violators will be penalized according to circumstances. Whistleblowers and cooperating personnel are protected from retaliation, with timely feedback on disposal results from the Human Resources Department. Employees may also appeal to supervision authorities via the *Linglong Group Supervision and Reporting System* to ensure fair and prompt issue resolution.

### Human Rights Risk Assessment

To mitigate labor human rights risks, the Company formulated the *Procedures for Labor Human Rights Risk Assessment and Management*, establishing comprehensive mechanisms for risk identification, control, prevention and remediation. Annual human rights risk screenings are conducted across all subsidiaries. The Company has identified 13 potential human rights risks and formulated targeted preventive and remedial measures based on risk levels.

### Human Rights Training

A full-coverage, hierarchical human rights training system is established to ensure universal awareness and effective implementation of human rights policies. During the reporting period, the employee human rights awareness training coverage rate reached 100%.

## Employee Development and Training

Adhering to the people-oriented philosophy, Linglong Tire has established a systematic and diversified employee development and training system to build growth platforms for employees and smooth out their career progression pathways.

### Employee Training

Talent constitutes the core support for the Company's sustainable development. The Company continues to increase investment in talent cultivation, and builds a systematic training system featuring hierarchical, categorized and targeted empowerment. Customized differentiated training programs are designed for various groups including management positions, technical positions and frontline roles, so as to comprehensively improve employees' professional capabilities and comprehensive qualities, and cultivate a high-quality talent team that grows and develops together with the enterprise.

The Company has formulated *Training Operation and Management Procedures*, and established a full-process closed-loop management mechanism covering training needs analysis, plan formulation, implementation and effectiveness evaluation. In combination with competency requirements of all positions, the Company develops customized training programs and launches special training projects to continuously improve the effectiveness and pertinence of training.



Marketing employees attending AI-enabled workplace tool training courses



R&D personnel participating in structural thinking training courses

The Company has built a specialized training management platform, and carried out a series of systematic special training programs relying on the Cloud Academy platform. The programs cover general management training for reserve cadres, general management training for marketing personnel, general competency training for newly recruited engineering and managerial staff, general competency training for mentors, and comprehensive quality training for senior cadres. All programs adopt online learning mode, enabling employees to complete independent course learning in fragmented time, efficiently achieve knowledge absorption and capability improvement, and lay a solid foundation for talent echelon construction and employee career development.

The Company further revised and improved *Management Measures for Reserve Echelon*, regulating the processes of talent cultivation, assessment and qualification verification. In 2025, a total of 395 reserve cadres and business backbones were selected. Systematic cultivation was conducted through a combination of offline one-on-one guidance, assignment of key tasks and online self-study, which effectively strengthened employees' comprehensive management capabilities while improving their professional skills.

#### During the reporting period

The Company held **4,781** training sessions (excluding operations in Serbia).

Total training expenditure reached RMB **1.3039** million.

The coverage rate of skill-related employee training remained at **100%**.



#### Linglong Tire Employee Training Targets and Progress in 2025

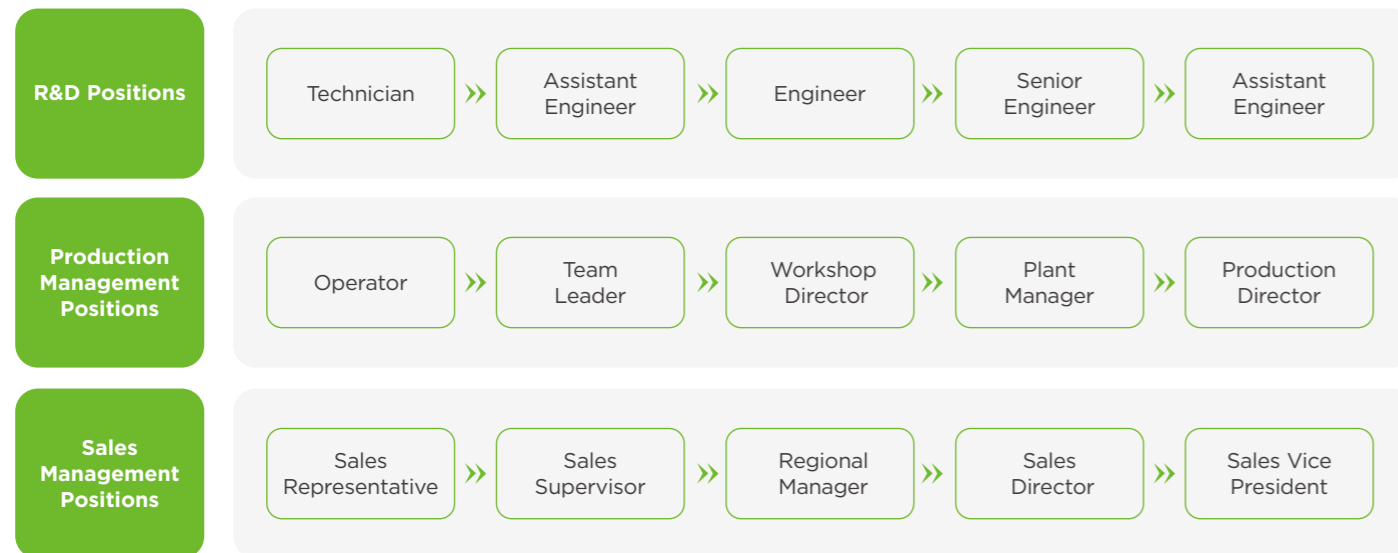
Indicator	Target	Progress
Employee Training Participation Rate	100%	100%



## Career Development

Linglong Tire's promotion system adheres to the principle of "those who are capable are promoted and those who are mediocre are dismissed". It breaks the traditional seniority-based promotion model and takes competency and contribution as the core orientation. The Company has formulated *Title Promotion Management System* and *Cadre and Manager Training and Skill Level Evaluation Program*, establishing a dual-track development model consisting of the Management Track and the Professional Track. The two tracks are independent of each other with interchangeable access, providing employees with diverse and clear career progression pathways. Meanwhile, the Company has designed clear promotion ladders for key talent groups.

### Linglong Tire Employee Promotion Pathways



The Company implements a regular open competition promotion system covering production, R&D, management and other business areas, with no fewer than two competition activities held every quarter. This mechanism breaks boundaries between departments and positions, encourages internal talent mobility, and enables high-potential employees to obtain exceptional promotion opportunities through open competition, fostering a positive and progressive organizational atmosphere.

Meanwhile, the Company supports the improvement of employees' managerial and professional capabilities through systematic training programs. For instance, the Elite Program focuses on strategic thinking and team management to assist managers in resolving practical business challenges, while the Eaglet Program provides professional skill training and practical experience for employees in R&D, technical and functional positions.

In addition, the Company establishes a promotion assessment mechanism centered on work performance, competency and quality, as well as team contribution. It consistently upholds the principles of fairness, impartiality and gender equality, providing equal career development and promotion channels for all employees. Through quantified assessment indicators, open assessment procedures, superior performance evaluation, and accessible employee objection review channels, the Company fully guarantees the objectivity and impartiality of assessment results.

## Health and Safety

Adhering to the work safety management philosophy of "Safety First, Prevention Foremost, Comprehensive Management, Full Participation, and Continuous Improvement", Linglong Tire takes Zero Accidents as its enduring goal. The Company continuously refines its occupational health and safety management to ensure a safe working environment for all employees.

## Management System Development

The Company strictly complies with relevant laws and regulations including the *Work Safety Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*. It has formulated the *Safety Management System* and established a comprehensive and well-structured work safety management system.

The Company has set up a Work Safety Committee (hereinafter referred to as the "WSC") led by the General Manager, who serves as the person in charge of the WSC. The Company ensures full and adequate annual investment in work safety. Under the supervision of the Board of Directors and the Sustainable Development Committee, the WSC conducts work safety management and holds quarterly meetings. Its primary responsibilities include: upholding the EHS management policy; implementing national and industrial guidelines, policies and arrangements concerning work safety; organizing and directing the Company's work safety-related operations; researching and proposing major decisions and measures for work safety; and coordinating the resolution of major issues arising during work safety management.

### Work Safety Management System of Linglong Tire

Category	Name
Safety education and labeling management system	<i>Regular Safety Meeting System, Safety and Health Labeling and Warning System, Safety Education and Training System, etc.</i>
Safety prevention and inspection management system	<i>Hazard Safety Management System, Equipment Safety Management System, Hidden Danger Investigation System, Electrical Fire Prevention Management System, etc.</i>
Accident and work-related injury management system	<i>Work-Related Injury and Insurance Management System, Accident Reporting Procedures, Investigation and Handling System, etc.</i>
Other safety management systems	<i>Work Safety File Management System, Traffic Safety Management System of the Plant, "Three Simultaneous Management" Regulations for Construction Projects, etc.</i>
Safety assessment system	<i>Safety Responsibility Assessment System and Assessment Methods</i>

In 2025, all commissioned manufacturing bases of the Company completed and passed the certification of the ISO 45001 Occupational Health and Safety Management System, achieving a 100% certification coverage rate across all manufacturing bases.



## Risk Management Strategy

Upholding the principle of risk prevention and control, the Company conducts regular compliance assessments and develops systematic work safety risk management solutions to guarantee the efficient operation of its management system. Every year, the Company carries out comprehensive identification of work safety risks and hazards, establishes a risk and hazard inventory, and formulates scientific management strategies to effectively safeguard personnel safety and stable production operations.

In the process of risk identification and assessment, the Company has formulated protocols including the *Hazard Identification*, *Risk Assessment*, and *Control Procedures*. By adopting methodologies such as the LEC evaluation system, FMEA model and safety inspection checklists, the Company systematically identifies potential safety risks throughout the entire production process. It develops the *Hazard Identification and Risk Assessment Form* and the *Unacceptable Risk List*, conducts combined qualitative and quantitative risk evaluation, and implements tiered risk control measures in a systematic manner.

In terms of emergency management, the Company has established documents including the *Accident Investigation and Handling Procedures*, which specify the response workflows, responsibility allocation and investigation standards for all types of emergencies. This ensures rapid response and efficient disposal of emergencies to minimize accident losses.

For major identified work safety risks, the Company implements differentiated and targeted control strategies.

### Main Risks Pertaining to Work Safety Identified by Linglong Tire and Response Strategies

Types of Risks and Hazards	Impact Period	Financial Impact	Management Measures
<b>Risks of Injury to Personnel and Equipment</b> Object strikes, vehicle injuries, mechanical injuries, lifting injuries, electric shock, fire, fall from height, etc.	Short, medium, and long term	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>The WSC holds regular meetings to analyze safety-related issues.</li> <li>The Company implements tiered risk control and carries out regular hidden danger investigation.</li> <li>The Company regularly engages third-party experts to conduct safety status diagnosis and complete timely rectification.</li> </ul>
<b>Occupational Disease Risks</b> Dust, noise, harmful gas, high temperature, etc.	Medium and long term	Increase in operating costs Decrease in operating income	<ul style="list-style-type: none"> <li>The Company conducts annual detection of occupational hazards at all production sites, and seals facilities and equipment with occupational hazard exposure.</li> <li>The Company provides labor protection appliances for relevant employees.</li> <li>The Company arranges regular health checkups for employees exposed to occupational disease risks, and establishes the <i>Occupational Health Monitoring File</i>.</li> </ul>

## Key Management Measures

In 2025, the Company carried out work safety management focusing on hidden danger investigation, intrinsic safety of equipment, emergency drills, occupational health management, health and safety culture development, and associated party safety management.

### Work Safety Management Measures of Linglong Tire in 2025

#### Hidden Danger Investigation

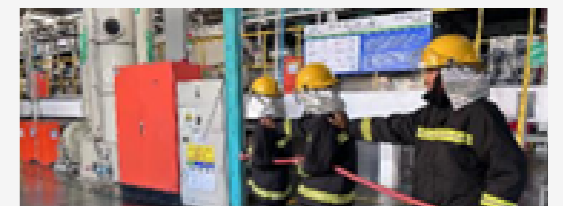
The Company implements tiered risk control and regular hidden danger investigation to rectify and eliminate safety hazards and secure stable production. In 2025, subsidiaries recorded over 13,000 hidden danger investigation entries with a 100% rectification rate.

#### Intrinsic Safety of Equipment

Leveraging the PDCA cycle methodology, the Company performs regular risk identification and optimization on existing equipment and facilities, phases out outdated and unsafe devices, and adopts advanced, highly safe process facilities to ensure human-machine safety throughout production.

#### Emergency Drills

All manufacturing bases formulated emergency response plans for production safety accidents, and organized diversified emergency drills including comprehensive drills, specialized drills and on-site response exercises. In 2025, the Company held a total of 134 emergency drills, among which 48 were comprehensive and specialized drills such as fire emergency drills, and 86 were on-site emergency response drills.



Fire Emergency Drills

### Occupational Health Management

The Company performs on-site detection, notification, prevention and pre-control of occupational hazards, and arranges occupational health checkups for employees at hazard-exposed positions. Each unit assigns dedicated personnel for unified management of occupational health monitoring files. In 2025, the Company organized health checkups for 8,014 employees exposed to occupational hazards with full coverage of all relevant personnel, and reported zero occupational disease cases.

### Health and Safety Culture Development

The Company developed detailed annual safety training plans with full employee coverage. Training topics include accident cases, safety laws and regulations, fire safety, special operations, occupational health, job hazard identification, operational procedures, and hazardous chemical management, comprehensively improving employees' occupational health and safety literacy. In 2025, the Company held 84 health and safety training sessions totaling 245 training hours.

The Company organized themed events for Work Safety Month and Fire Safety Month to boost employee participation in safety management and strengthen safety awareness. In 2025, 14 themed safety and fire protection events were held.



Fire Safety Month Bulletin Board Works



Fire Protection Activity Displays

### Associated Party Safety Management

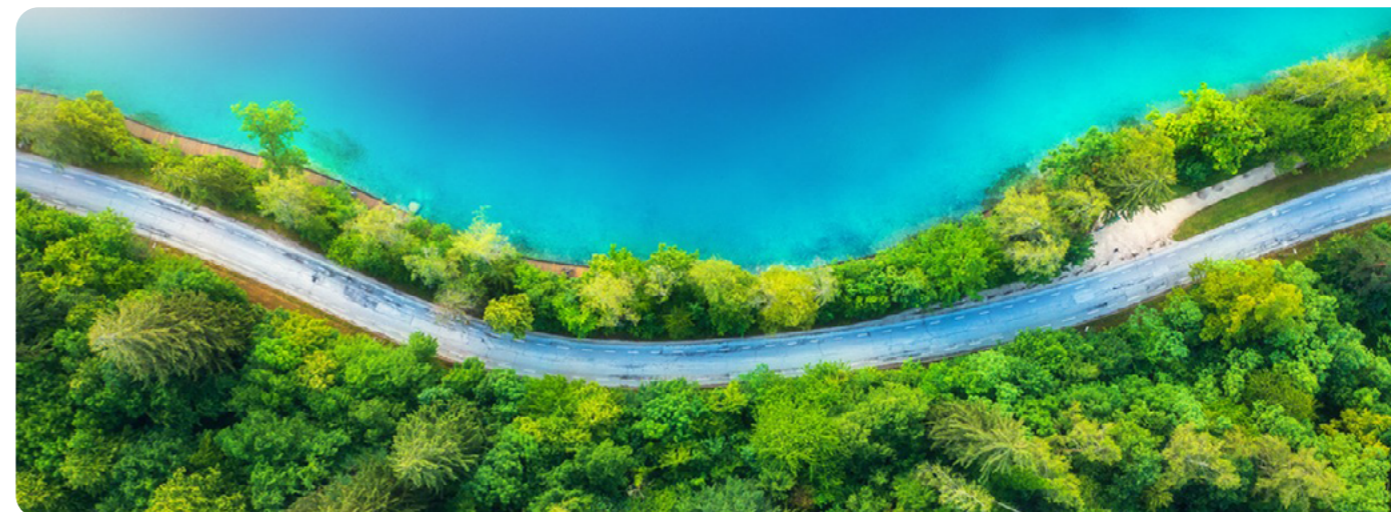
The Company has formulated the *Associated Party Safety Management System*, and signed the *Work Safety Objective Responsibility Commitment for External Construction Entities* with external contractors and construction parties to ensure their fulfillment of safety, occupational health and environmental obligations in compliance with the Company's relevant regulations. In accordance with internal safety rules, the Company implements territorial safety management and on-site supervision over associated parties to guarantee their operational safety.

## Indicators and Targets

Based on practical safety management conditions, the WSC formulates annual work safety targets. To support effective operation of the EHS management system and target fulfillment, the Company integrates safety objectives into managerial performance appraisal and incentive mechanisms. It signs hierarchical responsibility commitments on safety, environmental protection and occupational health, embedding the philosophy of "Safety, Occupational Health and Environment" into every employee and all business processes.

### Health and Safety Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Coverage Rate of Occupational Disease Physical Examination for Employees at Hazardous Position	100%	Achieved
Occupational Disease Incidence Rate of Employees	0	Achieved
Rectification Rate of Hidden Dangers	100%	Achieved





# 05



## Compliance Foundation, Steady Progress

Linglong Tire regards the improvement of a modern corporate governance system as the fundamental guarantee for the Company's sustainable development. Focus on standardized governance operations, the Company continuously improves and optimizes its governance structure and institutional system, deepens risk management and internal control construction, always adheres to business ethics, and builds a solid line of defense for compliant operations, providing solid support for the Company's long-term stable operation and high-quality sustainable development.

Corporate Governance

Business Ethics

Compliance and Risk Management

Contributing to UN SDGs



# Corporate Governance

Linglong 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*, and the *Code of Corporate Governance for Listed Companies*, as well as the listing rules of the Shanghai Stock Exchange. The Company has established and continuously improved a corporate governance structure with clear rights and responsibilities, effective checks and balances, and standardized operations. The Company performs the duties in strict accordance with regulatory requirements and the *Articles of Association*, ensuring that corporate governance operations are compliant and transparent, and effectively safeguarding the legitimate rights and interests of the Company and all shareholders.

In terms of institutional construction, with the *Articles of Association* as the core, the Company has formulated and strictly implemented core governance systems such as the *Rules of Procedure for the General Meeting of Shareholders* and the *Rules of Procedure for the Board of Directors*, providing a solid institutional guarantee for standardized governance. In addition, the Company has established supporting special management systems, including the *Investment and Financing Management System*, the *Related Party Transactions Management System*, the *Information Disclosure Management System*, and the *External Guarantee Management System*, forming a full-process institutional coverage system from strategic decision-making to daily operations.

## Construction of the Corporate Governance System

The Company strictly complies with laws, regulations, and exchange requirements to continuously consolidate its corporate governance work. The company has established a corporate governance structure consisting of the General Meeting of Shareholders, the Board of Directors, and the Management to ensure the standardized operation of the business management system. In 2025, the convening procedures, deliberation procedures, voting methods, and resolution contents of the General Meeting of Shareholders and the Board of Directors were all legally valid. There was no situation where the Board of Directors or senior executives exercised their powers in violation of the *Company Law of the People's Republic of China* and other relevant regulations.

### Overall Corporate Governance Status

#### General Meeting of Shareholders



- The General Meeting of Shareholders is the supreme authority of the Company, responsible for making decisions on the Company's business policies and investment plans in accordance with the law.
- During the reporting period, the Company held 4 General Meetings of Shareholders and deliberated 35 proposals.

#### Board of Directors



- The Board of Directors is responsible to the General Meeting of Shareholders. The term of office of each director is three years, and directors may be re-elected upon expiration of their term; the consecutive term of office of independent directors may not exceed six years.
- During the reporting period, the Company held 6 meetings of the Board of Directors and deliberated 67 proposals; held 13 meetings of the special committees under the Board of Directors; the attendance rate of directors was 100%.

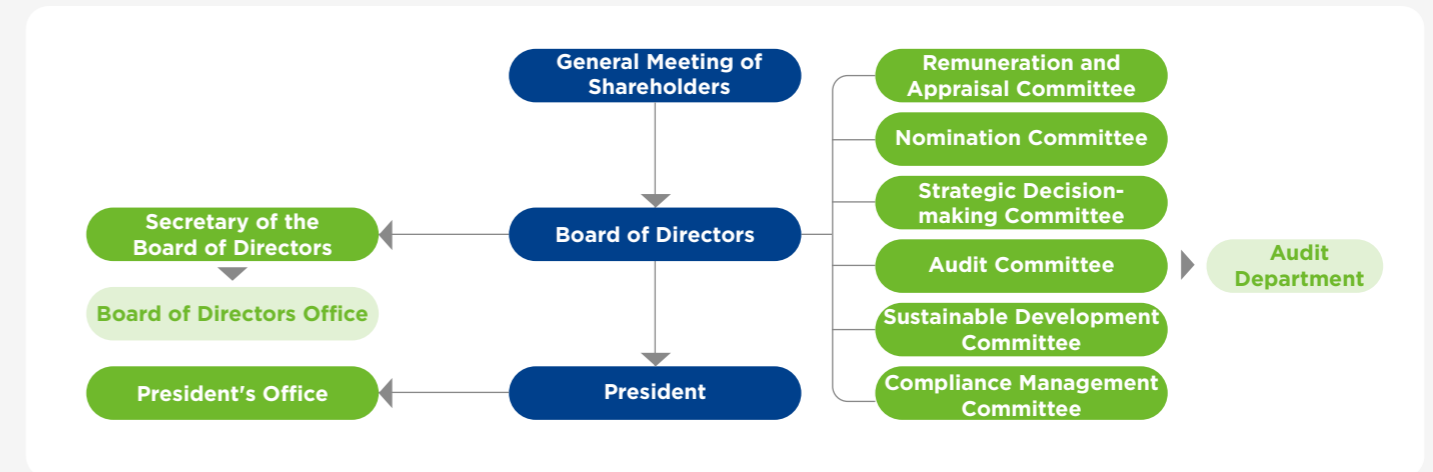
#### Management



- The management performs its duties in accordance with laws, regulations, and the Company's internal rules, strictly implements the resolutions of the General Meeting of Shareholders and the Board of Directors, and promotes the continuous and stable operation of the Company.
- As of the date of disclosure of this report, the Company has 10 senior executives, including 2 female executives, accounting for 20% of the total.

Linglong Tire's Board of Directors has established the Remuneration and Appraisal Committee, Nomination Committee, Strategic Decision-making Committee, Audit Committee, Sustainable Development Committee, and Compliance Management Committee to provide professional support to the Board of Directors, comprehensively enhancing the scientificity of the Board's decision-making and governance efficiency.

### Linglong Tire Corporate Governance Structure



The Board of Directors attaches great importance to sustainable development-related matters. During the reporting period, it reviewed 13 proposals related to sustainability, including the *Proposal on the Company's 2024 Sustainability Report*, fully fulfilling its decision-making and oversight responsibilities.

The independence and diversity of the Board of Directors are key factors in ensuring the Company's steady development. The Company regularly reviews and discloses information about Board members to ensure its effectiveness. As of the date of disclosure of this report, the Board of Directors consists of 11 directors, including 4 independent non-executive directors and 3 female directors, with independent non-executive directors accounting for approximately 36% and female directors accounting for approximately 27%. At the same time, Board members have diverse professional backgrounds, covering tire industry experience, financial management, risk management, and other fields, achieving complementary professional capabilities and decision-making checks and balances to ensure the efficient performance of the Board's duties.



Director	Position	Gender	Age	Independence		Professional Competence			
				Independent from Management	Independent from Other Stakeholders	Industry Experience	Financial Management	Risk Management	
Wang Feng	<ul style="list-style-type: none"> <li>Chairman</li> <li>Chairman of Strategic Decision-making Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chairman of Sustainable Development Committee</li> <li>Chairman of Compliance Management Committee</li> </ul>	♂	54			○		
Wang Lin	<ul style="list-style-type: none"> <li>Vice Chairman</li> </ul>	<ul style="list-style-type: none"> <li>Member of Strategic Decision-making Committee</li> </ul>	♂	51			○		
Pan Ailing	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of Strategic Decision-making Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chairman of Audit Committee</li> <li>Member of Remuneration and Appraisal Committee</li> </ul>	♀	61	○	○		○	○
Gan Junying	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of Remuneration and Appraisal Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member of Nomination Committee</li> </ul>	♂	59	○	○		○	○
Zhang Hong	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of Strategic Decision-making Committee</li> <li>Member of Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member of Remuneration and Appraisal Committee</li> <li>Chairman of Nomination Committee</li> </ul>	♀	61	○	○		○	○
Guan Zhongliang	<ul style="list-style-type: none"> <li>Independent Director</li> <li>Member of Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chairman of Remuneration and Appraisal Committee</li> <li>Member of Nomination Committee</li> </ul>	♂	62	○	○		○	
Zhang Qi	<ul style="list-style-type: none"> <li>Director</li> </ul>	<ul style="list-style-type: none"> <li>Member of Nomination Committee</li> </ul>	♂	53			○	○	
Sun Songtao	<ul style="list-style-type: none"> <li>Director</li> <li>Member of Strategic Decision-making Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member of Sustainable Development Committee</li> <li>Member of Compliance Management Committee</li> </ul>	♂	47			○		
Feng Baochun	<ul style="list-style-type: none"> <li>Director</li> </ul>	<ul style="list-style-type: none"> <li>Member of Sustainable Development Committee</li> </ul>	♂	57			○		
Li Wei	<ul style="list-style-type: none"> <li>Director</li> <li>Member of Sustainable Development Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member of Compliance Management Committee</li> </ul>	♂	54			○	○	
Wang Shaoyi	<ul style="list-style-type: none"> <li>Director</li> <li>Member of Sustainable Development Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member of Compliance Management Committee</li> </ul>	♀	32			○		



## Remuneration Management

To strengthen the orientation toward long-term value creation, Linglong Tire has established a diversified and differentiated remuneration system based on the *Implementation Rules for the Remuneration and Appraisal Committee of the Board of Directors*. The remuneration plan for directors shall be submitted to the General Meeting of Shareholders for deliberation and approval before implementation, and the remuneration scheme for senior management shall be submitted to the Board of Directors for deliberation and approval before implementation. For the remuneration policies of directors and senior executives, the Company solicits opinions from shareholders and establishes a corresponding mechanism for collecting stakeholder opinions. Regarding board performance evaluations, the company follows a standardized process that involves “setting metrics, collecting data, conducting multi-dimensional assessments, and compiling results” to carry out independent evaluations. We also implement a “quarterly tracking + annual comprehensive review” evaluation mechanism to ensure the effectiveness of performance evaluations.

### Sustainable Management Measures Based on Performance Evaluation

- Strengthen the professional decision-making capabilities of the governance body in environmental governance.
- Implement full-process effectiveness tracking for ESG-related decisions made by the governance body to ensure the implementation efficiency of decisions.
- For employee rights and interests protection, launch a “regular communication mechanism” between executives and frontline employees to collect employees’ suggestions on corporate management monthly, and promote the governance body to optimize policies related to employee well-being.

For related party transaction management, the Company has formulated institutional documents such as the *Related Party Transactions Management System* and the *Regulations on Preventing Controlling Shareholders and Related Parties from Misappropriating Company Funds*, and established strict review procedures for related party transactions. When deliberating related party transactions involving their own interests, shareholders or directors must abstain from voting. Meanwhile, the Company promptly and accurately discloses related party transactions to shareholders in accordance with regulations, minimizing the risk of interest conveyance that may arise from related party transactions, ensuring the fairness of transactions, effectively protecting the legitimate rights and interests of all shareholders, especially minority shareholders, and helping maintain the fairness and order of the capital market.

## Information Disclosure Management

The Company strictly abides by laws, regulations, rules and normative documents such as the *Company Law of the People's Republic of China*, the *Securities Law of the People's Republic of China*, the *Code of Corporate Governance for Listed Companies*, and the *Rules Governing the Listing of Stocks on Shanghai Stock Exchange*. It has formulated and implemented systems including the *Information Disclosure Management System*, *Investor Relations Management System*, and *Accountability System of Major Errors in Annual Reports*, ensuring that information disclosure is true, accurate, and complete, and effectively safeguarding the legitimate rights and interests of shareholders and other stakeholders.

The Company strictly implements the requirements of statutory disclosure channels, disclosing corporate information through the Company's official website, the SSE's official website, and media designated by the China Securities Regulatory Commission. We adopt a combination of mandatory information disclosure and voluntary disclosure to ensure the transparency of the Company's information.

### During the reporting period

the Company disclosed **4** periodic reports and **81** interim announcements. We strictly abided by relevant provisions on information disclosure, fulfilled our information disclosure obligations in a truthful, accurate, complete, timely, and fair manner, ensuring that the content and procedures of information disclosure were legal and compliant.



## Investor Relations Management

Adhering to the development philosophy of “investor-oriented”, Linglong Tire strictly complies with relevant laws, regulations, and normative documents such as the *Company Law of the People's Republic of China* and the *Securities Law of the People's Republic of China*. Combining with its actual operation and management, the Company has formulated and implemented the *Investor Relations Management System* and the *Management System for Independent Voting Tally for Minority Investors*, follows the principles of investor relations management, defines management boundaries, clarifies the process of rights and responsibilities, and promotes investor relations management to become a key bridge for the Company to deliver value externally and for investors to explore the Company's value.

The Company highly values investor communication, establishing diversified communication channels such as performance briefings, investor hotlines, SSE e-Interaction, and on-site research. We take the initiative to deliver the Company's business dynamics, strategic layout, and sustainable development achievements to investors, and efficiently respond to investors' inquiries and demands.

### During the reporting period

the Company held **3** performance briefings via the Shanghai Stock Exchange and replied to **519** investors' questions on SSE e-Interaction.



## Metrics and Targets

Linglong Tire has established management metrics and targets related to corporate governance, continuously tracks the progress of target implementation, commits to improving the effectiveness of the Board of Directors and the quality of information disclosure, and effectively strengthens the quality and efficiency of corporate governance.

### Corporate Governance Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Attendance Rate of Members of Board of Directors	100%	100%
Evaluation Grade of Information Disclosure	Grade A	Grade A



# Business Ethics

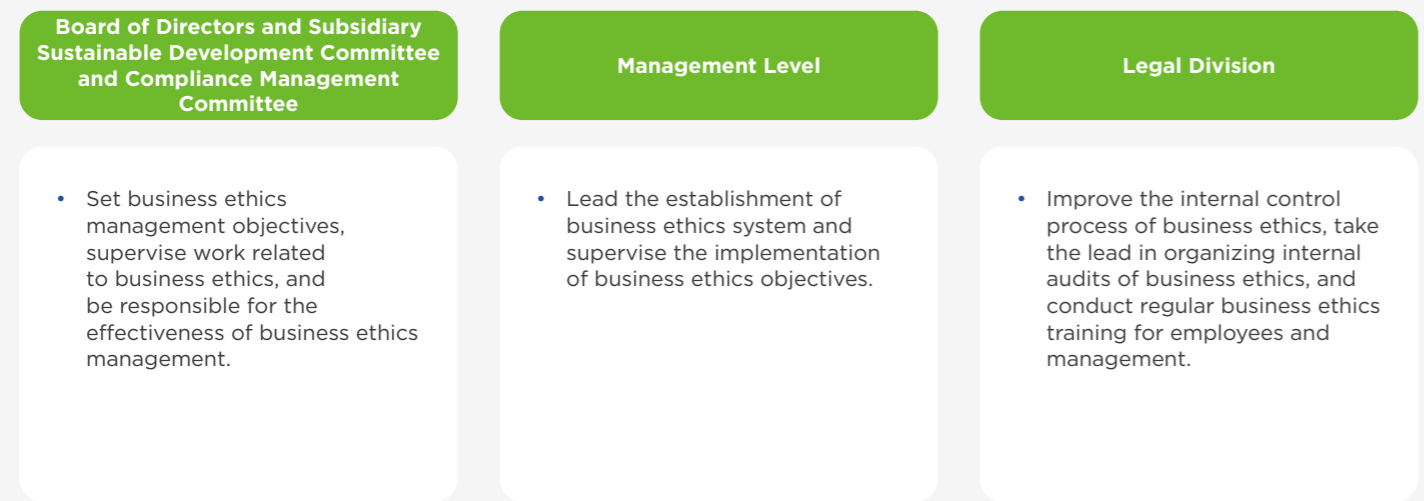
Linglong Tire adheres to high standards of business ethics and compliant operation, integrating integrity, self-discipline, fair competition, and transparent operation into the entire process of operation and management. By improving the institutional system, strengthening compliance training, and imposing strict supervision and accountability, the Company continuously fosters a sound and upright corporate culture, effectively safeguards the legitimate rights and interests of stakeholders, and ensures the long-term, healthy, and sustainable development of the enterprise through responsible business conduct.

## Management System Construction

Linglong Tire rigorously abides by relevant laws and regulations including the *Law of the People's Republic of China Against Unfair Competition* and the *Interim Provisions on the Prohibition of Commercial Bribery*, and issues the guiding *Business Ethics Management Policy Statement* to strengthen institutional safeguards focusing on anti-commercial bribery, anti-corruption, anti-unfair competition and other aspects.

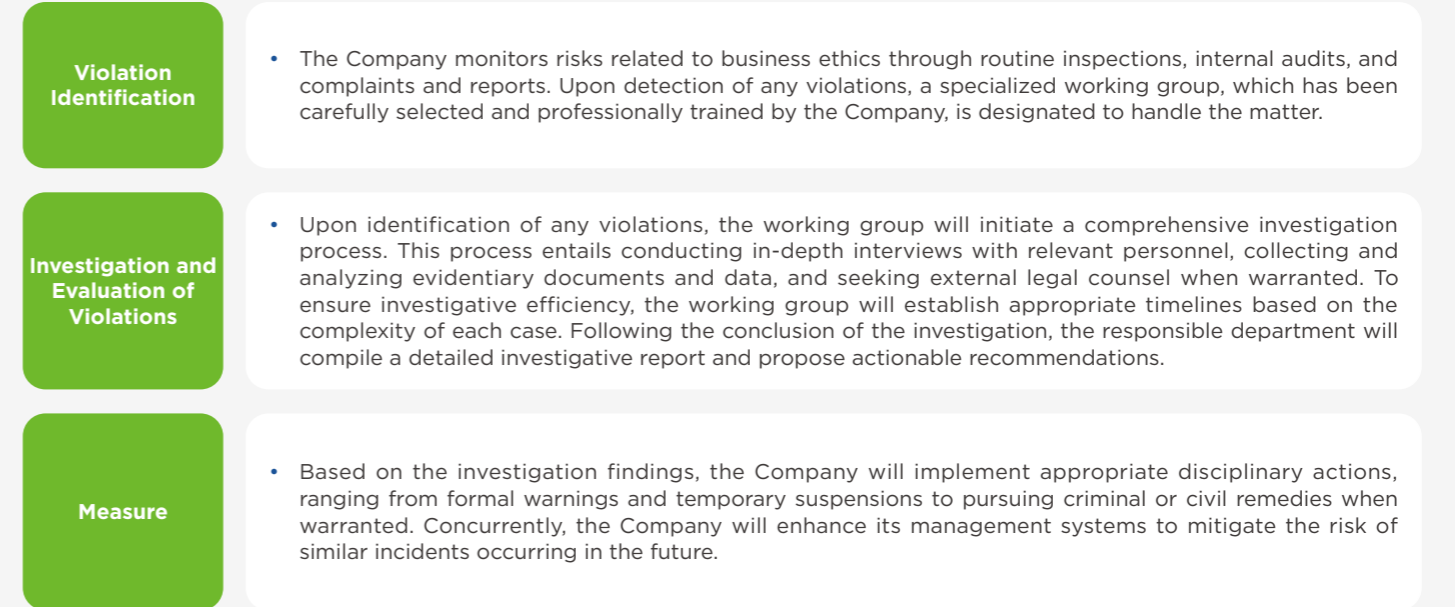
The Company has established and improved a business ethics management system, formally formulated and implemented the *Code of Business Ethics Conduct*, which fully covers ethical responsibilities and behavioral norms in corporate operations, including fair trade and competition, anti-corruption, conflict of interest management and other dimensions. In daily business activities, the Company defines relevant management processes, refines and implements various control measures, continuously strengthens restrictions on employees' ethical conduct, carries out company-wide training on business ethics themes, opens up channels for reporting corruption, vigorously advocates the values of integrity, self-discipline, openness and transparency, fosters a corporate culture of integrity and compliance, and strengthens the Company's bottom line for ethical practice.

### Business Ethics Governance Framework



The Company conducts regular business ethics supervision, inspection and risk screening to ensure the effective operation of the ethics management system. During the reporting period, no major ethical violations such as commercial bribery, corruption, unfair competition or money laundering occurred in the Company.

### Business Ethics Management Process




In terms of business ethics capacity building, the Company has carried out a series of special training on business ethics, aiming to comprehensively enhance the compliance awareness and behavioral initiative of all employees and partners.

**During the reporting period**

A total of **10** special training sessions were held: **5** for internal employees and **5** for suppliers and distributors.

**Training coverage**

- Internal: All functional departments and branches, including management, business personnel, and support staff.
- External partners: Key suppliers, distributors and service partners.



# Key Management Measures

## Anti-Commercial Bribery and Anti-Corruption

Linglong Tire strictly abides by anti-corruption laws and regulations in countries where it operates, and has formulated and publicly issued the *Anti-Corruption and Anti-Bribery Policy*<sup>15</sup> as a guiding document, demonstrating its firm “zero-tolerance” stance toward all forms of bribery and corruption, and clarifying the management philosophy of ethical operation, fair competition and value creation through compliance. Based on this document, the Company has formulated the *Procedures for the Identification, Evaluation and Control of Anti-bribery Risks*, which clearly defines specific manifestations of bribery and corruption, sets strict behavioral prohibitions, and specifies various preventive control measures (such as due diligence, approval authority, third-party management, financial controls, etc.), laying a solid foundation for anti-corruption and anti-bribery risk management.

### Anti-Commercial Bribery and Anti-Corruption Review

The Company strictly follows the ISO 37001:2016 Anti-bribery Management Systems standard, and systematically embeds anti-corruption and anti-bribery compliance requirements into the entire process from business negotiation to contract performance and evaluation, ensuring that business decisions comply with integrity regulations. To strengthen risk management, the *Procedures for the Identification, Evaluation and Control of Anti-bribery Risks* defines a risk prevention and control mechanism, requiring systematic identification of potential bribery risk points in various business links, positions and partners on a regular basis and in the event of major business changes, and conducting scientific evaluation and classification based on likelihood and impact. For risks of different levels, specific and actionable control measures are formulated and implemented to achieve pre-prevention, in-process control and post-improvement of risks. Meanwhile, a clear accountability mechanism is established to define investigation procedures, sanction standards and consequences for violations.

To fully implement the *Anti-Corruption and Anti-bribery Policy* and the requirements of ISO 37001:2016 Anti-bribery Management Systems, the Company conducted a company-wide systematic assessment of commercial bribery and corruption risks during the reporting period. For identified risks, relevant departments were required to immediately formulate and implement rectification and optimization plans. On this basis, the Company plans to conduct at least one comprehensive risk assessment each year and carry out irregular special assessments in response to business changes, and deeply integrate risk assessment results with performance appraisal and management decisions, ensuring that integrity and compliance requirements are truly embedded in the Company’s strategy and daily operations, and building a safer, more credible and sustainable business ecosystem.

### During the reporting period

Shandong Linglong and LLIE successfully passed the **ISO 37001:2016** Anti-bribery Management Systems certification<sup>16</sup>.

Conducted **1** internal audit of the anti-bribery management system. Completed more than **20** audits in total.



<sup>15</sup> For more details, please refer to the publicly available information in the [Anti-Corruption and Anti-Bribery Policy](#).

<sup>16</sup> In 2025, the Company achieved a 28.57% success rate in ISO 37001:2016 Anti-bribery Management System certification; moving forward, the Company will continue to strengthen its management and certification efforts in this area.

### Reporting Mechanism and Whistleblower Protection

Linglong Tire has publicly issued the *Complaint Management Policy*<sup>17</sup>, which clarifies reporting channels, handling procedures and whistleblower protection measures. A multi-channel and convenient internal reporting mechanism has been established, with dedicated reporting hotlines, confidential mailboxes, online reporting portals and other channels. The Company promises strict confidentiality of whistleblowers’ identities and reporting content, and has formulated the special *Procedures for Protecting Whistleblowers’ Identities and Preventing Retaliation*, which explicitly prohibits any retaliation against whistleblowers.

### During the reporting period

**no** verified retaliation against whistleblowers occurred.

### Whistleblower Protection Measures

#### Strict Confidentiality System

- Hierarchical confidentiality management is applied to whistleblowers’ identities, reporting content and investigation processes, accessible only to necessary personnel.

#### Zero Tolerance for Retaliation

- The Company’s rules explicitly stipulate that any retaliation against whistleblowers and their related parties constitutes a serious violation, subject to severe penalties including termination of employment and legal liability.

#### Protection Officers

- All reporting clues are investigated by an independent department or designated committee to ensure fair and transparent handling.

In terms of publicity and implementation of the reporting mechanism, the Company has set up an “Integrity” column on its official website to publicize reporting channels and protection policies on a regular basis to enhance internal awareness and trust. A *Compliance Commitment Letter* is added to supplier/distributor agreements to clearly inform reporting channels and protection mechanisms. Meanwhile, internal notices, training meetings, posters and other methods are used to strengthen awareness and encourage internal and external parties to actively participate in supervision.

<sup>17</sup> For more details, please refer to the publicly available information in the [Complaint Management Policy](#).



### Partner Integrity Management

Linglong Tire attaches great importance to integrity management in cooperation with external stakeholders. When signing or renewing master commercial contracts with any suppliers, distributors, agents and other partners, business departments must make signing the Compliance Commitment Letter a precondition for contract execution, and incorporate it into the mandatory verification process of the contract management system. This effectively extends the chain of integrity and compliance responsibility from internal employees to the entire business ecosystem, prompting partners to form an integrity alliance with the Company and jointly maintain a fair and healthy business environment.

### Cultivation of Integrity Culture

The Company attaches great importance to the cultivation of integrity culture and guidance of employee behavior. We organize special integrity and self-discipline training covering all employees, requiring all employees to sign the *Integrity and Self-Discipline Commitment Letter* to solemnly promise to abide by various integrity regulations and resist corruption. In 2025, the signing rate reached 100%, achieving full coverage of employee commitments and effectively strengthening individual responsibility and contract spirit.

To consolidate training effects, the Company has established a closed-loop management mechanism of "learning, lecturing, testing and demonstration". A random proportion of employees (covering different departments and levels) are selected monthly to participate in online integrity knowledge tests, helping to form an integrity culture of continuous learning and constant vigilance.

## Anti-unfair competition

The Company strictly abides by relevant laws and regulations such as the *Anti-unfair Competition Law* and has formulated the *Anti-unfair Competition Management Procedures*. We identify 7 types of unfair competition practices including market confusion, infringement of trade secrets and dissemination of false information, define clear criteria, responsible entities and punishment mechanisms for each type of act, drawing clear behavioral "red lines" for all employees and business partners to ensure the Company conducts business within a compliance framework.

To comprehensively enhance business ethics and compliance awareness, the Company organized a series of special training on business ethics. The training covered all functional departments at the headquarters and branches, and extended to key suppliers and distributors. Training content was closely integrated with typical industry violation cases, and in-depth interpretation of various "red line" behaviors specified in the *Anti-unfair Competition Management Procedures*. A total of 10 special training sessions were held throughout the year, attended by middle and senior management, all employees, suppliers, distributors and other partners, helping to improve the compliance awareness and discrimination ability of employees, suppliers and distributors.

### During the reporting period

**no** litigation or major administrative incidents caused by unfair competition practices occurred.



## Anti-money Laundering

To strengthen anti-money laundering compliance management, the Company vigorously promotes diversified anti-money laundering strategies. In the business cooperation admission process, the Company conducts thorough investigations of trading partners, ensuring partnerships only with customers, intermediaries and business partners with good reputations and legal business operations, so as to avoid money laundering risks from the source. In terms of internal management and employee norms, the Company integrates anti-money laundering requirements into the compliance management system, explicitly prohibiting employees from engaging in or assisting others in any illegal money laundering activities. Meanwhile, the Company actively guides employees to fulfill anti-money laundering supervision responsibilities, encouraging them to take the initiative to report when suspecting money laundering activities by customers, intermediaries or business partners, so as to build a comprehensive anti-money laundering compliance line of defense.

## Metrics and Targets

The Company has set clear business ethics management objectives and improved a continuous monitoring mechanism, fully integrating the concept of business ethics into daily work, raising the ethical standards of all employees, and jointly building a corporate culture of integrity.

### During the reporting period

there were **no** confirmed violations of corporate corruption, bribery, extortion, fraud or money laundering.



### Business Ethics Management Targets and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Coverage of Directors' Business Ethics Training	100%	100%
Coverage of Employees' Business Ethics Training	100%	100%



# Compliance and Risk Management

Linglong Tire adheres to the principles of honest and law-abiding operation and compliance-first, integrating risk management into the entire business process. The Company continuously improves its internal control system and risk prevention mechanism, and consistently enhances its compliance management capabilities. By strengthening risk identification, assessment and response, the Company strictly abides by operational bottom lines, effectively safeguards the rights and interests of the Company and all stakeholders, and lays a solid foundation for the long-term and stable development of the enterprise.

## Management System Construction

Linglong Tire strictly complies with laws, regulations and standards including the *Company Law of the People's Republic of China*, the *Evaluation Guideline for Enterprise Internal Control*, and the *Code of Corporate Governance for Listed Companies*. The Company has formulated documents such as the *Compliance Management Measures* and the *Code of Conduct for Compliance*, clarifying the organizational structure, division of responsibilities, operational mechanisms and supervision requirements for anti-corruption compliance, and promoting compliance management to cover all business processes and positions.

In terms of organizational guarantee, the Company has established a Compliance Management Committee under the Board of Directors, formulated the *Working Rules of the Compliance Management Committee of the Board of Directors*, comprehensively leading and coordinating compliance management work. Focusing on the organizational system, institutional system, operational system and support system, the Company improves the compliance management mechanism, clarifies compliance responsibilities, fosters a compliance culture, and ensures the Company operates in accordance with laws and regulations.



## Key Management Measures

Linglong Tire has formulated and implemented the *Compliance Management System Roadmap 2023-2025*, clarifying the priorities of compliance work and promoting the development of compliance work towards systematic and process-based management. The Company continuously improves the compliance operation mechanism, conducts risk identification by business category, compliance basis and compliance risks, and establishes a dynamic compliance risk inventory. For high-risk areas, the Company has formulated special prevention and control plans, clarifying risk responsible persons and rectification time limits. The Company conducts in-depth analysis of the causes of risk issues, promotes the implementation of rectification measures in a coordinated manner, carries out regular compliance risk investigations and special inspections, and resolves various potential compliance risks in a timely manner.

### Trade Compliance Management

- The Company strictly abides by laws, regulations and normative documents including the *Company Law of the People's Republic of China* and the *Securities Law of the People's Republic of China*. During the reporting period, the Company revised the *Trade Compliance Management Regulations*, clearly dividing the work into two modules: "Trade Compliance Implementation" and "Compliance Culture Building". The "Trade Compliance Implementation" module is systematically organized according to the logic of pre-opening review for new partners, post-opening control, risk handling processes and risk prevention recommendations. The "Compliance Culture Building" module adds content related to the cultivation and promotion of compliance culture, further improving the trade compliance management system.

### Tax Management

- The Finance Department of the Company has established a General Ledger and Tax Division to coordinate tax-related work, standardize tax-related work and incorporate it into the financial management system. Based on tax laws and regulations, the Company adheres to the management principle of combining finance and taxation, conducts tax risk assessment and risk control, and ensures the reasonable and compliant operation of the business. In terms of tax communication, the Company clarifies tax communication contacts to respond to policy inquiries, data submissions, tax inspections and other work from tax authorities in a timely manner. Meanwhile, the Company actively participates in policy promotion activities organized by tax authorities to keep abreast of the latest tax collection and management policies.

### Fostering a Compliance Culture

- During the reporting period, the Company carried out 6 special compliance training sessions on topics including enterprise ecosystem construction, corporate management knowledge, overseas investment, procurement business, blacklist screening and regulations, covering more than 440 people including directors, senior executives, management and managers of the Company.

### During the reporting period

The Company **was not punished or warned** by regulatory authorities for violating laws and regulations related to its operations, including product quality, customer service, intellectual property protection, environmental protection and employee employment.

## Metrics and Targets

Linglong Tire adheres to the principle of honest and law-abiding operation, takes "zero violations" as the overall goal, sets compliance operation targets and tracks them regularly.

### Compliant Operation Target and Progress of Linglong Tire in 2025

Indicator	Target	Progress
Participation Rate of Directors, Supervisors and Executives in Compliance Training	100%	100%



# ESG Data Sheet and Notes

## Economic

### Economic Performance

Indicator	Unit	2023	2024	2025
Net profit	RMB 10,000	139,060.71	175,203.54	136,875
Total taxes	RMB 10,000	60,787.60	74,509.96	86,043.95
Total number of shares issued by the Company	Share	1,473,522,713	1,463,502,683	1,463,502,683
Social contribution per share <sup>18</sup>	RMB	2.92	3.49	3.16

<sup>18</sup> [Calculation method] In 2023, Social contribution per share = (Net profit + total taxes + salaries and benefits paid to employees + interests on borrowings paid to banks and other creditors + outbound donations and other value created for other stakeholders - other social costs caused by environmental pollution, etc.) / Total number of shares issued by the Company. In 2024 and 2025, Social contribution per share = Basic earnings per share + (total taxes + salaries and benefits paid to employees + interests on borrowings paid to banks and other creditors + outbound donations and other value created for other stakeholders - other social costs caused by environmental pollution, etc.) / Total number of shares issued by the Company.

## Environmental

### Environmental Management System Performance

Indicator	Unit	2023	2024	2025
Annual environmental protection investment expenditure	RMB 10,000	4,913.78	8,490.42	2,859.38
Proportion of environmental protection investment to operating income <sup>19</sup>	%	0.24	0.38	0.12
Percentage of employees participating in environmental training <sup>20</sup>	%	100	100	100
Environmental protection training hours per capita	Hour(s)	1	1	1
Number of cases in which penalties are imposed due to violations of environmental protection laws and regulations	Case(s)	0	0	0
Amount of major administrative penalties imposed by ecological and environmental and other relevant authorities due to environmental incidents during the reporting period	RMB 10,000	---	0	0

<sup>19</sup> [Calculation method] Proportion of environmental protection investment to operating income = Annual environmental protection investment expenditure / Operating income \* 100.

<sup>20</sup> [Calculation method] Percentage of employees participating in environmental training = Number of employees participating in environmental training / Total number of employees \* 100.

### Greenhouse Gas (GHG) Emission Performance<sup>21</sup>

Indicator	Unit	2023	2024	2025
Total emissions of GHG (Scope 1 and Scope 2)	ktCO <sub>2</sub> e	1,102	1,169	1,267
Scope 1 GHG emissions <sup>22</sup>	ktCO <sub>2</sub> e	179	201	185
Scope 2 GHG emissions <sup>23</sup>	ktCO <sub>2</sub> e	923	968	1,082
GHG emission per unit of revenue (Scope 1 and Scope 2)	tCO <sub>2</sub> e/RMB 10,000	0.55	0.53	0.51
Scope 3 Category 5: Waste Generated in Operations	tCO <sub>2</sub> e	---	---	10,024
Scope 3 Category 6: Business Travel	tCO <sub>2</sub> e	---	---	4,375
Scope 3 Category 7: Employee Commuting	tCO <sub>2</sub> e	---	---	411

<sup>21</sup> [Statistical caliber] The standard of data statistics in 2025 and 2024 covered Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base, Jilin Base, and European Base, the standard of data statistics in 2023 covered Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base, and Jilin Base. [Indicator update] In 2025, indicators related to Scope 3 greenhouse gas emissions were added, including Category 5, Category 6 and Category 7.

<sup>22</sup> Scope 1 GHG emissions include direct GHG emissions from the Company's consumption of natural gas, gasoline for business vehicles, raw coal, and diesel fuel from mobile sources. The parameters of Scope 1 GHG emission factors are from the *Accounting Method and Reporting Guidelines of Corporate GHG Emissions Power Generation Facilities, and the China Energy Statistical Yearbook*.

<sup>23</sup> Scope 2 GHG emissions include indirect GHG emissions from purchased electricity and purchased steam (the Company calculates GHG emissions from purchased electricity according to a location-based approach). The calculation methods and coefficients for GHG emissions in mainland China in 2025 were derived from the *Announcement on the Release of CO<sub>2</sub> Emission Factors for Electricity in 2023* issued by the Ministry of Ecology and Environment of China and the National Bureau of Statistics in 2025, and the *Guidelines on Accounting Methods and Reporting for GHG Emissions of Enterprises in Industry and Other Sectors (Trial Implementation) (2015)* of the National Development and Reform Commission of China. For 2025, the GHG emission factor was 0.5306 tCO<sub>2</sub>e/MWh for purchased electricity in mainland China and 0.11 tCO<sub>2</sub>e/GJ for purchased steam in mainland China. The GHG emission factor was 0.42050 tCO<sub>2</sub>e/MWh for purchased electricity in Thailand, and 0.24038 tCO<sub>2</sub>e/GJ for purchased steam in Thailand. As the Republic of Serbia had not published the GHG emission factor for purchased electricity by the end of the reporting period, the factor for purchased electricity in Thailand was employed for estimation. The calculation methods and coefficients for GHG emissions in mainland China in 2024 were derived from the *Announcement on the Release of CO<sub>2</sub> Emission Factors for Electricity in 2022* issued by the Ministry of Ecology and Environment of China and the National Bureau of Statistics in 2024, and the *Guidelines on Accounting Methods and Reporting for GHG Emissions of Enterprises in Industry and Other Sectors (Trial Implementation) (2015)* of the National Development and Reform Commission of China. For 2024, the GHG emission factor was 0.5366 tCO<sub>2</sub>e/MWh for purchased electricity in mainland China and 0.11 tCO<sub>2</sub>e/GJ for purchased steam in mainland China. The GHG emission factor was 0.42050 tCO<sub>2</sub>e/MWh for purchased electricity in Thailand, and 0.24038 tCO<sub>2</sub>e/GJ for purchased steam in Thailand. As the Republic of Serbia had not published the GHG emission factor for purchased electricity by the end of the reporting period, the factor for purchased electricity in Thailand was employed for estimation. For 2023, the GHG emission factor for purchased electricity in mainland China was 0.5703 tCO<sub>2</sub>e/MWh, while the factor for purchased steam in mainland China remained at 0.11 tCO<sub>2</sub>e/GJ. The GHG emission factor was 0.407 tCO<sub>2</sub>e/MWh for purchased electricity in Thailand, and 0.11 tCO<sub>2</sub>e/GJ for purchased steam in Thailand.



## Water Utilization Performance<sup>24</sup>

Indicator	Unit	2023	2024	2025
Total water withdrawal (by source of water withdrawal) <sup>25</sup>	m <sup>3</sup>	2,040,948	2,685,300	2,959,144
Of which: Rainwater directly collected and stored by the enterprise	m <sup>3</sup>	176,284	237,067	208,586
Of which: Municipal water supply	m <sup>3</sup>	1,864,664	2,448,233	2,750,558
Total water discharge	m <sup>3</sup>	---	---	624,230
Total water consumption <sup>26</sup>	m <sup>3</sup>	---	---	2,300,789
Water consumption intensity <sup>27</sup>	m <sup>3</sup> /RMB 10,000	---	---	0.93

<sup>24</sup> [Statistical caliber] The data for 2025 and 2024 covered Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base, Jilin Base and European Base. The data for 2023 covered Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base and Jilin Base.  
[Indicator update] In 2025, indicators for total water discharge and total water consumption were newly added.

<sup>25</sup> Water withdrawal includes municipal water withdrawal in production operations and rainwater directly collected and used at the Thai Base.

<sup>26</sup> [Calculation method] Total water consumption = Total water withdrawal - Total water discharge (including recycled water).

<sup>27</sup> [Calculation method] Water consumption intensity = Total water consumption / Operating income. In 2023 and 2024, the statistical indicator was water withdrawal intensity, which was adjusted to water consumption intensity in 2025.

## Energy Utilization Performance<sup>28</sup>

Indicator	Unit	2023	2024	2025
Comprehensive energy consumption <sup>29</sup>	Tons of standard coal	---	331,198.99	353,993.87
Comprehensive energy consumption intensity <sup>30</sup>	Tons of standard coal/RMB 10,000	---	0.15	0.14

<sup>28</sup> [Statistical caliber] The data for 2025 and 2024 covered Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base, Jilin Base and European Base. The data for 2023 covered Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base and Jilin Base.

<sup>29</sup> [Calculation method] Comprehensive energy consumption = Direct energy consumption + Indirect energy consumption + Clean energy consumption. In 2025, the calculation method for this indicator was optimized by including clean energy consumption in the comprehensive energy consumption. Accordingly, the 2024 data have been restated.

<sup>30</sup> [Calculation method] Comprehensive energy consumption intensity = Comprehensive energy consumption / Operating income.

Indicator	Unit	2023	2024	2025
Direct energy consumption <sup>31</sup>	Tons of standard coal	---	83,476.94	82,781.13
Indirect energy consumption <sup>32</sup>	Tons of standard coal	---	236,445.56	257,870.63
Clean energy consumption <sup>33</sup>	kWh	---	91,687,700	108,560,700
Direct energy	Raw coal consumption	---	37,097.44	40,287.94
	Mobile source diesel fuel consumption	---	72.95	30.98
	Natural gas consumption	---	42,708,426.68	46,656,929.22
	Gasoline consumption	---	66,265.05	62,122.77
Indirect energy	Purchased steam consumption	2,746,251.39	3,334,524.25	3,526,906.11
	Total electricity consumption	1,089,061.77	997,427.33	1,227,621.68
	Of which: PV power generation	62,552.50	91,687.70	108,560.70

<sup>31</sup> [Calculation method] Direct energy consumption = Raw coal consumption + Mobile source diesel fuel consumption + Natural gas consumption + Gasoline consumption.

<sup>32</sup> [Calculation method] Indirect energy consumption = Purchased steam consumption + Total electricity consumption.

<sup>33</sup> Clean energy consumption mainly includes electricity generated by PV power.

## Emission and Waste Management Performance<sup>34</sup>

Indicator	Unit	2023	2024	2025
Total industrial wastewater discharge <sup>35</sup>	m <sup>3</sup>	455,065.00	480,564.00	554,642.00
Industrial wastewater discharge intensity <sup>36</sup>	m <sup>3</sup> /RMB 10,000	0.23	0.22	0.23

<sup>34</sup> [Statistical caliber] The data covered the Zhaoyuan Base, Dezhou Base, Hubei Base, Guangxi Base, Thai Base, Jilin Base and European Base.

<sup>35</sup> The domestic wastewater of each manufacturing base of the Company cannot be counted, so only the total industrial wastewater discharge is disclosed.

<sup>36</sup> [Calculation method] Industrial wastewater discharge intensity = Total industrial wastewater discharge / Operating income.



## Emission and Waste Management Performance

Indicator	Unit	2023	2024	2025	
Water pollutant discharge	Chemical oxygen demand (COD)	Ton	8.46	15.11	10.41
	Ammonia nitrogen (NH <sub>3</sub> -N)	Ton	0.22	0.19	0.08
	Total nitrogen (TN)	Ton	---	---	3.36
	Total phosphorus (TP)	Ton	---	---	0.09
Total waste gas discharge	10,000 m <sup>3</sup>	---	11,683,199.52	12,240,524.14	
Waste gas pollutant discharge	Volatile organic compounds (VOCs)	Ton	---	391.01	493.2
	Particulate matters (PM)	Ton	---	89.67	99.84
	Nitrogen oxides (NO <sub>x</sub> )	Ton	---	65.88	73.47
	Sulfur oxides (SO <sub>x</sub> )	Ton	---	10.22	9.65
	Total dust	Ton	---	14.51	15.27
	Carbon monoxide (CO)	Ton	---	1.76	5.13
Total discharge of general solid wastes <sup>37</sup>	Ton	24,071.30	22,182.40	24,265.3	
General solid waste discharge intensity <sup>38</sup>	kg/RMB 10,000	11.94	10.06	9.8	
Total discharge of hazardous wastes <sup>39</sup>	Ton	429.17	1,111.99	1,189.2	
Hazardous waste discharge intensity <sup>40</sup>	kg/RMB 10,000	0.21	0.50	0.48	

<sup>37</sup> General solid waste mainly includes scrap steel cord, fiber cord, scrap steel wire, waste rubber edge. For the Thailand manufacturing base, it also includes domestic waste.

<sup>38</sup> [Calculation method] General solid waste discharge intensity = Total discharge of general solid wastes / Operating income.

<sup>39</sup> Hazardous waste mainly includes used engine oil, laboratory waste liquid, and chemical packaging.

<sup>40</sup> [Calculation method] Hazardous waste discharge intensity = Total discharge of hazardous wastes / Operating income.

## Circular Economy Performance

Indicator	Indicator	2025	
Amount of waste recycled <sup>41</sup>	Ton	5,062.55	
Total consumption of renewable resources	Ton	23,789.72	
Consumption of renewable resources	Recycled rubber <sup>42</sup>	Ton	5,103.58
	Pyrolysis carbon black	Ton	18,542.45
	Recycled reinforcing materials	Ton	143.69
Proportion of pyrolysis carbon black consumption to the total consumption of the corresponding carbon black <sup>43</sup>	%	6.362	
Proportion of recycled framework material consumption to the total consumption of corresponding reinforcing material <sup>44</sup>	%	0.0645	

<sup>41</sup> According to the production and using standards of liquid reclaimed rubber, the Company processes and remanufactures self-produced solid waste to generate liquid reclaimed rubber and uses it as raw materials.

<sup>42</sup> Reclaimed rubber includes liquid reclaimed rubber, environmentally friendly reclaimed rubber, and environmentally friendly butyl reclaimed rubber.

<sup>43</sup> Corresponding total carbon black consumption refers to the amount of all carbon black consumed by the Company's production in 2025.

<sup>44</sup> Corresponding total consumption of reinforcing materials refers to the amount of reinforcing materials of the same purpose and specifications consumed by the Company's production in 2025.



## Social

### Employment & Labor Performance<sup>45</sup>

Indicator	Unit	2023	2024	2025
Total number of employees	Person(s)	19,347	17,783	17,388
By gender	Number of female employees	4,741	4,555	4,444
	Number of male employees	14,606	13,228	12,944
By work place	Number of employees working in mainland China	14,336	12,857	12,241
	Number of employees working in Hong Kong, Macao and Taiwan (China), and overseas	5,011	4,926	5,147
By form of employment	Number of full-time employees subject to labor contracts	17,668	17,668	17,255
	Number of full-time employees subject to labor dispatching	799	734	818
	Number of part-time employees	0	0	0
	Number of employees in other forms of employment <sup>46</sup>	880	115	133
By age group	Number of employees under 30 (excluding age 30)	4,968	3,993	3,610
	Number of employees aged 30-50	12,942	12,165	11,907
	Number of employees aged over 50 (excluding age 50)	1,437	1,625	1,871

<sup>45</sup> [Statistical caliber] The statistical caliber of employee data for 2023 includes full-time labor contract employees, labor dispatch employees and other forms of employment. In 2024 and 2025, the statistical caliber of employee-related data is consistent with the Company's annual financial report, excluding employees with labor dispatch system. The Company continues to attach importance to the growth of labor dispatch employees, continuously carries out training for them, and also separately discloses the number of labor dispatch employees and the total length of training.  
[Indicator update] In 2025, the indicators for turnover rate by region, turnover rate by age group, new employee hires, new employee hires by gender, new employee hires by region, new employee hires by age group, percentage of female employees in management, total training hours by gender, total training hours by employee category, participation rate of employees receiving anti-discrimination and anti-harassment training were newly added.

<sup>46</sup> In 2023, other forms of employment within the Company primarily consist of outsourced staff, re-employment after retirement, interns, etc. In 2024 and 2025, other forms of employment within the Company primarily consist of re-employment after retirement, interns, etc.

Indicator	Unit	2023	2024	2025
Labor contract signing rate	%	100	100	100
Number of significant labor disputes with an amount in dispute exceeding RMB 10 million	Case(s)	0	0	0
Number of cases punished for violations against laws and regulations related to child labor and forced labor	Case(s)	0	0	0
Number of cases punished for violations against laws and regulations related to recruitment and dismissal of employees	Case(s)	0	0	0
Number of cases punished for violations against laws and regulations related to working hours and vacations of employees	Case(s)	0	0	0
Number of cases punished for violations against laws and regulations related to promotion and equal opportunities of employees	Case(s)	0	0	0
Number of cases punished for violations against laws and regulations related to anti-discrimination and diversity of employees	Case(s)	0	0	0
Employee turnover rate <sup>47</sup>	%	1.84	1.41	1.31
By gender	Turnover rate of female employees	1.73	1.14	1.16
	Turnover rate of male employees	1.79	1.51	1.37
By region	Turnover rate of employees in mainland China	---	---	1.17
	Turnover rate of employees in Hong Kong, Macao and Taiwan (China), and overseas	---	---	1.75
By age group	Turnover rate of employees under 30	---	---	2.27
	Turnover rate of employees aged 30-50	---	---	1.13
	Turnover rate of employees aged over 50	---	---	0.52

<sup>47</sup> [Calculation method] Employee turnover rate = 12-month cumulative number of resigned employees / (12-month cumulative number of resigned employees + 12-month cumulative month-end number), with retirees, deaths, and other special circumstances deducted from the number of resigned employees.



## Employment & Labor Performance

Indicator	Unit	2023	2024	2025
New employee hires	Person(s)	---	---	3,641
By gender	New female employees	---	---	844
	New male employees	---	---	2,797
By region	New employees working in mainland China	---	---	1,848
	New employees working in Hong Kong, Macao and Taiwan (China), and overseas	---	---	1,793
By age group	New employees under 30	---	---	1,774
	New employees aged 30-50	---	---	1,732
	New employees aged over 50	---	---	135
Percentage of female employees in management	%	---	---	13.90
Total expenditure on employee training	RMB 10,000	---	130.05	130.39
Times of employee training (excluding Serbia)	Time(s)	---	4,940	4,781
Percentage of employees participating in training	%	100	100	100
Total training hours (estimated proportionally)	Hour(s)	2,534,457.00	1,940,859.12	1,777,745.00
By gender	Total training hours for female employees	---	---	454,353.51
	Total training hours for male employees	---	---	1,323,391.49

Indicator	Unit	2023	2024	2025
By employee category	Total training hours for senior management	---	---	517.00
	Total training hours for middle management	---	---	11,612.50
	Total training hours for staff (non-management)	---	---	1,765,615.50
By form of employment	Total training hours for full-time labor contract employees	2,314,508.00	1,851,871.20	1,716,411.55
	Total training hours for full-time labor dispatching employees	104,669.00	76,934.20	48,103.50
	Total training hours for employees in other forms of employment	115,280.00	12,053.72	13,229.95
Average training hours of employees	Hour(s)	131.00	104.14	102.24
Participation rate of employees receiving regular performance and career development appraisals	%	100	100	100
Participation rate of employees receiving anti-discrimination and anti-harassment training	%	---	---	100



## Occupational Health and Safety Performance<sup>48</sup>

Indicator	Unit	2023	2024	2025
Total investment in safe operation	RMB 10,000	4,009.97	5,755.86	3,871.19
Proportion of safe operation investment to operating income <sup>49</sup>	%	0.20	0.26	0.16
Amount invested in work-related injury insurance	RMB 10,000	---	594.82	880.35
Coverage rate of employees covered in work-related injury insurance	%	---	100	100
Amount invested in work safety liability insurance for employees	RMB 10,000	---	24.66	23.66
Occupational disease incidence rate of employees	%	---	0	0
Number of confirmed occupational diseases among employees	Person(s)	---	---	0
Coverage rate of occupational disease physical examination for employees at hazardous position	%	100	100	100
Number of employees receiving occupational health and safety training	Person(s)	19,347	17,783	17,388
Total hours of occupational health and safety training	Hour(s)	168	168	245
Proportion of employees participating in occupational health and safety training <sup>50</sup>	%	100	100	100
Recordable work-related injury rate per million working hours <sup>51</sup>	Time(s) per million hours	1.52	1.21	1.30
Incidence of serious accidents <sup>52</sup>	Time(s) per million hours	0.36	0.33	0.29
Number of work-related fatalities	Person(s)	---	---	0

<sup>48</sup> [Indicator update] In 2025, indicators for number of confirmed occupational diseases among employees, number of work-related fatalities were newly added.

<sup>49</sup> [Calculation method] Proportion of safe operation input to operating income = Total safe operation input/Operating income \* 100.

<sup>50</sup> [Calculation method] Proportion of employees participating in occupational health and safety training = Number of employees receiving occupational health and safety training / Total number of employees \* 100.

<sup>51</sup> [Calculation method] Recordable work-related injury rate per million working hours = number of work-related injuries accidents/Total working hours \* 1,000,000.

<sup>52</sup> [Calculation method] Incidence of serious accidents = Number of serious accidents / Total working hours of employees \* 1,000,000.

## Product Quality Performance<sup>53</sup>

Indicator	Unit	2023	2024	2025
Number of product quality training for all employees	Time(s)	4	4	2
Proportion of employees participating in product quality training	%	100	100	100
Amount of damages involved in major liability accidents related to safety and quality of products and services that occurred during the reporting period	RMB 10,000	---	0	0
Number of product recalls	No.	---	---	0

<sup>53</sup> [Indicator update] In 2025, the indicator for the number of product recalls was newly added.

## Customer Service Performance

Indicator	Unit	2023	2024	2025
Customer satisfaction	Points	99.61	99.64	99.57
Total number of product/service-related complaints received <sup>54</sup>	No.	11	11	14
Number of complaints received by type of complaint	Product quality and safety related	No.	11	12
	Customer service related	No.	0	0
	Other issues	No.	0	2

<sup>54</sup> [Calculation method] Total number of product/service-related complaints received = Product quality and safety-related complaints + Customer service-related complaints + Other complaints.



## Supplier Management Performance<sup>55</sup>

Indicator	Unit	2023	2024	2025
Total number of suppliers	No.	---	---	257
Of which: number of suppliers in mainland China	No.	---	---	184
Of which: number of suppliers in Hong Kong, Macao and Taiwan (China), and overseas	No.	---	---	73
Number of product quality training for various raw material suppliers	No.	3	2	6
Proportion of suppliers participating in product quality training <sup>56</sup>	%	12.00	20.50	35.8
Proportion of suppliers receiving business ethics training	%	100	100	100
Proportion of suppliers signing anti-corruption agreements	%	100	100	100
Number of new suppliers that were screened using environmental criteria	No.	---	---	28
Number of new suppliers that were screened using social criteria	No.	---	---	28
Number of suppliers receiving environmental impact assessments	No.	---	---	115
Number of suppliers receiving social impact assessments	No.	---	---	115
Number of key suppliers <sup>57</sup> with actual and potential significant negative environmental impacts <sup>58</sup> identified by audit	No.	0	0	0

<sup>55</sup> [Indicator update] In 2025, indicators for the total number of suppliers, number of suppliers by region, number of new suppliers that were screened using environmental criteria, number of new suppliers that were screened using social criteria, number of new suppliers that were screened using environmental criteria, number of suppliers receiving social impact assessments, percentage of suppliers that have signed the *Supplier Code of Conduct*, percentage of suppliers with contracts including clauses on environmental, labor and human rights requirements, percentage of suppliers receiving sustainability assessment, percentage of suppliers receiving sustainability audits, percentage of procurement personnel trained in sustainable procurement across all regions. [Statistical caliber] All data pertain to raw material suppliers.

<sup>56</sup> [Calculation method] Proportion of suppliers participating in product quality training = Number of suppliers receiving product quality training / Number of all suppliers \* 100.

<sup>57</sup> The Company carries out negative environmental and social impact audits of suppliers based on severity of impact, scale of impact and likelihood of occurrence (divided into four grades: slight, moderate, significant and severe), and if the combined evaluation result of the three factors is significant or above, the Company is recognized as having a significant actual or potential negative impact on the environment or society.

<sup>58</sup> Key suppliers refer to suppliers of key raw materials (which are raw materials related to tire safety or laws and regulations).

Indicator	Unit	2023	2024	2025
Number of key suppliers with actual and potential significant negative social impacts identified by audit	No	0	0	0
Proportion of suppliers receiving and passing environmental, labor, and ethical assessments among all suppliers <sup>59</sup>	%	100	100	100
Percentage of suppliers that have signed the <i>Supplier Code of Conduct</i>	%	---	---	100
Percentage of suppliers with contracts including clauses on environmental, labor and human rights requirements	%	---	---	100
Percentage of suppliers receiving sustainability assessment	%	---	---	100
Percentage of suppliers receiving sustainability audits	%	---	---	44.75
Percentage of procurement personnel trained in sustainable procurement across all regions	%	---	---	100

<sup>59</sup> [Calculation method] Proportion of suppliers receiving and passing environmental, labor, and ethical assessments among all suppliers = Number of suppliers that have been evaluated and qualified in terms of the environment, labor, and ethics / Number of all suppliers \* 100.

## Data Security and Customer Privacy Protection Performance

Indicator	Unit	2023	2024	2025
Number of confirmed cases of leakage, theft or loss of customer information	Case(s)	0	0	0
Amount involved in data security incidents	RMB 10,000	---	0	0
Amount involved in customer privacy breach incidents	RMB 10,000	---	0	0



## Innovation-driven Performance

Indicator	Unit	2023	2024	2025
R&D expenses	RMB 10,000	81,478.44	92,048.48	97,813.12
Proportion of R&D expenses to operating income <sup>60</sup>	%	4.04	4.17	3.97
Number of R&D personnel	Person(s)	---	2,240	2,177
Proportion of R&D personnel <sup>61</sup>	%	11.74	12.60	12.52
Number of active patents in the reporting period	No.	---	1,160	1,702
Number of patent applications in the reporting period	No.	---	154	226
Number of patent licenses in the reporting period	No.	---	221	269
Number of invention patents applied to the main business	No.	---	131	218

<sup>60</sup> [Calculation method] Proportion of R&D expenses to operating income = R&D expenses/Operating income \* 100.

<sup>61</sup> [Calculation method] Proportion of R&D personnel = Number of R&D personnel / Total number of employees \* 100.

## Social Welfare and Volunteer Service Performance<sup>62</sup>

Indicator	Unit	2023	2024	2025
Total community welfare investment	RMB 10,000	347.62	55.83	44.00
Number of employees participating in volunteer services	Person(s)	312	301	206
Total hours of volunteering services that employees participated in	Person-hour(s)	2,007	1,707	1,263
Investment in Rural Revitalization	RMB 10,000	---	---	101

<sup>62</sup> [Indicator update] In 2025, indicator for investment in rural revitalization was newly added.

## Governance

### Corporate Governance Performance

Indicator	Unit	2023	2024	2025
Number of members in the Board of Directors	Person(s)	9	9	11
Number of male directors	Person(s)	7	7	8
Number of female directors	Person(s)	2	2	3
Proportion of female directors in the Board of Directors <sup>63</sup>	%	22.22	22.22	27.27
Number of executive directors	Person(s)	4	4	5
Number of non-executive directors	Person(s)	5	5	2
Number of independent non-executive directors	Person(s)	3	3	4
Proportion of independent non-executive directors in the Board of Directors <sup>64</sup>	%	33.33	33.33	36.36

<sup>63</sup> [Calculation method] Proportion of female directors in the Board of Directors = Number of female directors / Number of members in the Board of Directors \* 100.

<sup>64</sup> [Calculation method] Proportion of independent non-executive directors in the Board of Directors = Number of independent non-executive directors / Number of members in the Board of Directors \* 100.

### Ethical Business and Compliance Performance

Indicator	Unit	2023	2024	2025
Number of participants in compliance training	Person(s)	3,910	4,428	4,400
Number of compliance training	Time(s)	10	12	12
Proportion of employees participating in compliance training <sup>65</sup>	%	20.21	24.90	25.30
Number of directors who received anti-commercial bribery and anti-corruption training	Person(s)	9	9	11

<sup>65</sup> [Calculation method] Proportion of employees participating in compliance training = Number of employees participating in compliance training / Total number of employees \* 100.



## Ethical Business and Compliance Performance

Indicator	Unit	2023	2024	2025
Proportion of directors participating in anti-commercial bribery and anti-corruption training <sup>66</sup>	%	100	100	100
Total anti-corruption training hours for directors	Hour(s)	18.00	18.00	16.50
Anti-corruption training hours for directors per capita <sup>67</sup>	Hour/person	2.00	2.00	1.50
Number of managers receiving anti-commercial bribery and anti-corruption training	Person(s)	---	645	638
Proportion of managers participating in anti-commercial bribery and anti-corruption training <sup>68</sup>	%	---	100	100
Number of employees receiving anti-commercial bribery and anti-corruption training	Person(s)	19,347	17,783	16,741

<sup>66</sup> [Calculation method] Proportion of directors participating in anti-commercial bribery and anti-corruption training = Number of directors who received anti-commercial bribery and anti-corruption training / Number of members in the Board of Directors \* 100.

<sup>67</sup> [Calculation method] Anti-corruption training hours for directors per capita = Total number of hours of anti-corruption training received by directors / Number of members in the Board of Directors.

<sup>68</sup> [Calculation method] Proportion of managers participating in anti-commercial bribery and anti-corruption training = Number of managers receiving anti-commercial bribery and anti-corruption training / Number of managers \* 100.

Indicator	Unit	2023	2024	2025
Proportion of employees participating in anti-commercial bribery and anti-corruption training	%	100	100	100
Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period	Case(s)	0	0	0
Number of people signing the <i>Integrity and Self-Discipline Commitment Letter</i>	Person(s)	19,347	17,783	17,388
Number of people participating in clean culture visits <sup>69</sup>	Attendance(s)	13,000	13,115	4,795
Number of cadres inspected <sup>70</sup>	Attendance(s)	1,300	1,300	159
Amount involved in litigation or major administrative penalties due to the Company's unfair competition behavior during the reporting period	RMB 10,000	---	0	0
Number of violations of laws and regulations in marketing (including advertising, promotion and sponsorship)	No.	0	0	0

<sup>69</sup> The number of people participating in clean culture visit was estimated.

<sup>70</sup> The number of cadres inspected was estimated.



# Appendix I: Analysis of Impacts, Risks and Opportunities of ESG Material Issues





Material Issues	Key Stakeholders Affected	Main Risks/Opportunities	Time Period <sup>71</sup>	Materiality of the Issue	SDGs Addressed	Chapter
Addressing Climate Change	Customers and Users Agents and Suppliers Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: Acute physical risks, chronic physical risks, policy and legal risks, technological risks, market risks, reputational risks</li> <li>Opportunities: Energy sources, resource efficiency, market opportunities, products and services, resilience</li> </ul>	Short term Medium term Long term	Extremely High Financial Materiality Extremely High Impact Materiality		Addressing Climate Change
Circular Economy and Resource Utilization	Shareholders and Investors Customers and Users Agents and Suppliers Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: High difficulty in recycling and reprocessing processes, policy and legal risks</li> <li>Opportunities: Increased utilization rate of raw materials</li> </ul>	Short term Medium term Long term	High Financial Materiality High Impact Materiality	 	Circular Economy and Resource Utilization
Energy Management	Government and Other Regulators Agents and Suppliers	<ul style="list-style-type: none"> <li>Risks: Investment risks, technological risks, market risks</li> <li>Opportunities: Subsidy incentives, adoption of energy-saving technologies, market opportunities, enhancement of brand image</li> </ul>	Short term Medium term Long term	High Financial Materiality High Impact Materiality	 	Energy Management
Water Resource Utilization	Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Opportunities: Opportunities of resource sources</li> </ul>	Medium term Long term	Moderate Financial Materiality Moderate Impact Materiality	 	Water Resource Management
Environmental Compliance Management	Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: Policy and legal risks, liability and reputational risks</li> </ul>	Short term Medium term	High Financial Materiality High Impact Materiality		Environmental Management
Waste and Pollutant Management	Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: Liability risks, reputational risks</li> </ul>	Medium term Long term	High Financial Materiality High Impact Materiality		Waste and Pollutant Management
Biodiversity Conservation	Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: Liability risks, reputational risks, policy risks</li> </ul>	Medium term Long term	Moderate Financial Materiality Moderate Impact Materiality	 	Ecosystem and Biodiversity Conservation

<sup>71</sup> Linglong Tire defines the period as short term (within 1 year), medium term (1 to 5 years) and long term (more than 5 years).



Material Issues	Key Stakeholders Affected	Main Risks/Opportunities	Time Period	Materiality of the Issue	SDGs Addressed	Chapter
Safety and Quality of Products and Services	Customers and Users Agents and Suppliers Government and Other Regulators	<ul style="list-style-type: none"> <li>Risks: Compliance risks, risks of product quality affected by production and testing processes, product return risks</li> </ul>	Short term Medium term Long term	Extremely High Financial Materiality Extremely High Impact Materiality		Safety and Quality of Products and Services
Sustainable Supply Chain	Customers and Users Agents and Suppliers	<ul style="list-style-type: none"> <li>Risks: Supply chain security risks, suppliers' environmental and social risks</li> <li>Opportunities: Promotion of sustainable supply chain development</li> </ul>	Short term Medium term Long term	Extremely High Financial Materiality Extremely High Impact Materiality		Sustainable Supply Chain
Protection of Employee Rights and Interests	Employees	<ul style="list-style-type: none"> <li>Risks: Workplace diversity risks, employee turnover risks, labor risks, international adaptation risks</li> <li>Opportunities: Human capital development opportunities</li> </ul>	Short term Medium term Long term	High Financial Materiality Extremely High Impact Materiality		Protection of Employee Rights and Interests
Employee Development and Training	Employees		High Financial Materiality High Impact Materiality			Employee Development and Training
Health and Safety	Employees Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: Risks of personnel and equipment injuries, occupational disease risks</li> </ul>	Short term Medium term Long term	High Financial Materiality Extremely High Impact Materiality		Health and Safety
Data Security and Customer Privacy Protection	Government and Other Regulators Customers and Users Agents and Suppliers Employees	<ul style="list-style-type: none"> <li>Risks: Liability risks, reputational risks, operational risks</li> </ul>	Medium term Long term	High Financial Materiality High Impact Materiality		Data Security and Customer Privacy Protection
R&D Innovation	Government and Other Regulators Shareholders and Investors Customers and Users Agents and Suppliers Employees	<ul style="list-style-type: none"> <li>Risks: Technological risks, compliance risks, technological ethics risks</li> <li>Opportunities: Market opportunities, production efficiency improvement opportunities</li> </ul>	Short term Medium term Long term	Extremely High Financial Materiality Extremely High Impact Materiality		R&D and Innovation
Industry and Social Contribution	Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Opportunities: Market opportunities</li> </ul>	Medium term Long term	Moderate Financial Materiality Extremely High Impact Materiality		Industry and Social Contribution



Material Issues	Key Stakeholders Affected	Main Risks/Opportunities	Time Period	Materiality of the Issue	SDGs Addressed	Chapter
Rural Revitalization	Smallholder Farmers and Community Residents Agents and Suppliers Government and Other Regulators Local Communities and the Public	<ul style="list-style-type: none"> <li>Risks: Vulnerable livelihoods of farmers</li> <li>Opportunities: Industrial collaborative development opportunities, farmer income growth opportunities, brand image improvement</li> </ul>	Medium term Long term	Moderate Financial Materiality High Impact Materiality	  	Ecosystem and Biodiversity Conservation Industry and Social Contribution
Business Ethics	Shareholders and Investors Government and Other Regulators Customers and Users Agents and Suppliers Employees	<ul style="list-style-type: none"> <li>Risks: Risks of commercial bribery, risks of unfair competition, risks of money laundering</li> </ul>	Medium term Long term	Moderate Financial Materiality High Impact Materiality		Business Ethics
Compliance and Risk Management	Shareholders and Investors Government and Other Regulators Customers and Users Employees	<ul style="list-style-type: none"> <li>Risks: Liability risks, reputational risks</li> </ul>	Medium term Long term	High Financial Materiality High Impact Materiality		Compliance and Risk Management



# Appendix II: Reporting Standards Index

## Index of the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies – Sustainability Report (Trial)*

Aspect	No.	Issue	Chapter
Environmental	1	Climate change tackling	Addressing Climate Change ESG Data Sheet and Notes
	2	Pollutant discharge	Waste and Pollutant Management ESG Data Sheet and Notes
	3	Waste disposal	Waste and Pollutant Management ESG Data Sheet and Notes
	4	Ecosystem and biodiversity conservation	Ecosystem and Biodiversity Conservation
	5	Environmental compliance management	Environmental Management ESG Data Sheet and Notes
	6	Energy usage	Energy Management Data Sheet and Notes
	7	Usage of water resources	Water Resource Management ESG Data Sheet and Notes
	8	Circular economy	Circular Economy and Resource Utilization ESG Data Sheet and Notes
Social	9	Rural revitalization	Supporting Community Construction Ecosystem and Biodiversity Conservation ESG Data Sheet and Notes
	10	Contributions to the society	Supporting Community Construction ESG Data Sheet and Notes
	11	Innovation-driven	R&D and Innovation ESG Data Sheet and Notes
	12	Ethics of science and technology	R&D and Innovation
	13	Supply chain security	Sustainable Supply Chain ESG Data Sheet and Notes

Aspect	No.	Issue	Chapter
Social	14	Equal treatment of small and medium-sized enterprises	The balance of accounts payable (including notes payable) at the end of the reporting period did not exceed RMB 30 billion, and accounted for not more than 50% of total assets, and none of the enterprises within the scope of the consolidated statements were required to disclose information on overdue payments to medium-sized enterprises in the National Enterprise Credit Information Publicity System.
	15	Safety and quality of products and services	Safety and Quality of Products and Services ESG Data Sheet and Notes
	16	Data security and customer privacy protection	Data Security and Customer Privacy Protection ESG Data Sheet and Notes
	17	Employees	Protection of Employee Rights and Interests Employee Development and Training Health and Safety ESG Data Sheet and Notes
	18	Due diligence	Due Diligence and Stakeholder Communication
	19	Communication with stakeholders	Due Diligence and Stakeholder Communication
Sustainability Governance	20	Anti-commercial bribery and anti-corruption	Business Ethics ESG Data Sheet and Notes
	21	Anti-unfair competition	Business Ethics ESG Data Sheet and Notes



## Index of *GRI Sustainability Reporting Standards (2021)* by the Global Sustainability Standards Board (GSSB)

**Statement of use** Linglong Tire reported with reference to the Global Reporting Initiative (GRI) Standards for the period from January 1, 2025 to December 31, 2025

**GRI 1 used** GRI 1: Foundation 2021

GRI Standards	Disclosure	Location
	2-1 Organizational details	About Linglong Tire
	2-2 Entities included in the organization's sustainability reporting	About the Report
	2-3 Reporting period, frequency and contact point	About the Report
	2-4 Restatements of information	ESG Data Sheet and Notes
	2-5 External Assurance	Assurance Statement
	2-6 Activities, value chain and other business relationships	About Linglong Tire
	2-7 Employees	Protection of Employee Rights and Interests ESG Data Sheet and Notes
	2-8 Workers who are not employees	Protection of Employee Rights and Interests ESG Data Sheet and Notes
<b>GRI 2: General Disclosures 2021</b>	2-9 Governance structure and composition	Corporate Governance
	2-10 Nomination and selection of the highest governing body	Corporate Governance
	2-11 Chair of the highest governing body	Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Management System
	2-13 Delegation of responsibility for managing impacts	Sustainability Management System
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Management System
	2-15 Conflicts of interest	Corporate Governance Business Ethics
	2-16 Communication of critical concerns	Due Diligence and Stakeholder Communication
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance

GRI Standards	Disclosure	Location
	2-19 Remuneration policies	Protection of Employee Rights and Interests Corporate Governance
	2-20 Process to determine remuneration	Corporate Governance
	2-22 Statement on sustainability strategy	Sustainability Philosophy Sustainability Strategy
<b>GRI 2: General Disclosures 2021</b>	2-23 Policy commitments	Sustainability Strategy Sustainability Management System
	2-24 Embedding policy commitments	Sustainability Strategy Sustainability Management System
	2-27 Compliance with laws and regulations	Compliance and Risk Management
	2-29 Approach to stakeholder engagement	Due Diligence and Stakeholder Communication
	2-30 Collective bargaining agreements	Protection of Employee Rights and Interests
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Process of Materiality Analysis
	3-2 List of material topics	Process of Materiality Analysis
	3-3 Management of material topics	Process of Materiality Analysis
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	About Linglong Tire
	201-2 Financial implications and other risks and opportunities due to climate change	Addressing Climate Change
	201-3 Defined benefit plan obligations and other retirement plans	Protection of Employee Rights and Interests
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Supporting Community Construction
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	Business Ethics



GRI Standards	Disclosure	Location
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Business Ethics
<b>GRI 301: Materials 2016</b>	301-2 Recycled input materials used	Circular Economy and Resource Utilization
	301-3 Reclaimed products and their packaging materials	Circular Economy and Resource Utilization
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Energy Management ESG Data Sheet and Notes
	302-2 Energy consumption outside of the organization	Energy Management ESG Data Sheet and Notes
	302-3 Energy intensity	Energy Management ESG Data Sheet and Notes
	302-4 Reduction of energy consumption	Energy Management ESG Data Sheet and Notes
	302-5 Reductions in energy requirements of products and services	Energy Management
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	Water Resource Management ESG Data Sheet and Notes
	303-2 Management of water discharge-related impacts	Water Resource Management ESG Data Sheet and Notes
	303-3 Water withdrawal	Water Resource Management ESG Data Sheet and Notes
	303-4 Water drainage	Water Resource Management ESG Data Sheet and Notes
	303-5 Water consumption	Water Resource Management ESG Data Sheet and Notes

GRI Standards	Disclosure	Location
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Ecosystem and Biodiversity Conservation
	304-2 Significant impacts of activities, products and services on biodiversity	Ecosystem and Biodiversity Conservation
	304-3 Habitats protected or restored	Ecosystem and Biodiversity Conservation
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Ecosystem and Biodiversity Conservation
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Addressing Climate Change ESG Data Sheet and Notes
	305-2 Energy indirect (Scope 2) GHG emissions	Addressing Climate Change ESG Data Sheet and Notes
	305-3 Other indirect (Scope 3) GHG emissions	Addressing Climate Change ESG Data Sheet and Notes
	305-4 GHG emissions intensity	Addressing Climate Change ESG Data Sheet and Notes
	305-5 Reduction of GHG emissions	Addressing Climate Change ESG Data Sheet and Notes
<b>GRI 306: Waste 2020</b>	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Waste and Pollutant Management ESG Data Sheet and Notes
	306-1 Waste generation and significant waste-related impacts	Waste and Pollutant Management ESG Data Sheet and Notes
	306-2 Management of significant waste-related impacts	Waste and Pollutant Management ESG Data Sheet and Notes
	306-3 Wastes generated	Waste and Pollutant Management ESG Data Sheet and Notes
	306-5 Waste directed to disposal	Waste and Pollutant Management ESG Data Sheet and Notes



GRI Standards	Disclosure	Location
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain ESG Data Sheet and Notes
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	ESG Data Sheet and Notes
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Protection of Employee Rights and Interests
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety
	403-3 Occupational health services	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Health and Safety
	403-9 Work-related injuries	Health and Safety
	403-10 Work-related ill health	Health and Safety
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Development and Training ESG Data Sheet and Notes
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Development and Training
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development and Training
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Protection of Employee Rights and Interests ESG Data Sheet and Notes
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Protection of Employee Rights and Interests
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Protection of Employee Rights and Interests Sustainable Supply Chain

GRI Standards	Disclosure	Location
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	Protection of Employee Rights and Interests
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Protection of Employee Rights and Interests
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Supporting Community Construction
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain ESG Data Sheet and Notes
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Safety and Quality of Products and Services
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Safety and Quality of Products and Services ESG Data Sheet and Notes
<b>GRI 417: Marketing and Labeling 2016</b>	417-2 Incidents of non-compliance concerning product and service information and labeling	Safety and Quality of Products and Services ESG Data Sheet and Notes
	417-3 Incidents of non-compliance concerning marketing communications	Safety and Quality of Products and Services ESG Data Sheet and Notes



# Appendix III:Glossary

Terms	Definition
<b>AGV</b>	Automated Guided Vehicle.
<b>CBAM</b>	Carbon Border Adjustment Mechanism, also referred to as carbon border tax, is a tax imposed by the European Union on the carbon emissions of some imported goods.
<b>EUDR</b>	The <i>EU Deforestation Regulation</i> prohibits the placement on the EU market or the export from the EU market of products that fail to meet its stringent legality and sustainability criteria. It regulates seven commodities, including rubber, and imposes rigorous controls on the traceability and transparency of these commodities and their derived products.
<b>FMEA</b>	Failure Mode and Effects Analysis is a systematic methodology for assessing product reliability. It evaluates the risk level of potential issues by analyzing and documenting a product's failure modes, their associated impacts, probable causes or underlying failure mechanisms, the frequency of occurrence, and the detectability of such failures.
<b>GPSNR</b>	The Global Platform for Sustainable Natural Rubber (GPSNR) is an independent, non-profit, non-governmental organization founded by the World Business Council for Sustainable Development (WBCSD). It is committed to leading improvements in the socio-economic and environmental performance of the natural rubber supply chain and bringing together various stakeholders to a common ground to build a fair, equitable, and environmentally sound natural rubber value chain.
<b>PDM</b>	Product Data Management: Product data and document management system for R&D and engineering (R&D level), centrally managing CAD drawings, BOMs, processes, versions, changes and approval workflows to ensure data is unique, accurate and traceable.
<b>SAP</b>	Enterprise Management Software: ERP (Enterprise Resource Planning) software developed by SAP SE of Germany (planning/management level). It integrates full business modules including finance, procurement, sales, production planning, inventory and human resources, and serves as a platform for global resource planning and business management.

Terms	Definition
<b>MES</b>	Manufacturing Execution System: Production process management system at the workshop level (execution level), connecting ERP plans with PLC equipment, enabling real-time monitoring, scheduling and tracking of the entire production process from order release to finished goods warehousing.
<b>PLC</b>	Programmable Logic Controller: The core of automation control in industrial sites. It is a digital computing electronic system designed specifically for industrial environments, which executes logic, sequencing, timing and counting commands through programming to directly control machine tools, production lines, robots and other hardware equipment.
<b>PCR</b>	Passenger Car Radial.
<b>RSCI</b>	Responsible Supply Chain Initiative.
<b>RTO</b>	Regenerative Thermal Oxidizer is an organic exhaust gas treatment equipment with high efficiency for VOCs.
<b>SAQ</b>	Supplier Assurance Questionnaire.
<b>TBR</b>	Truck and Bus Radial.
<b>VOCs</b>	Volatile Organic Compounds.
<b>Zeolite rotor</b>	Organic exhaust gas treatment equipment.



# Assurance Statement



## ASSURANCE STATEMENT

### REPORT ON SUSTAINABILITY ACTIVITIES IN THE SHANDONG LINGLONG TYRE CO., LTD.'S SUSTAINABILITY REPORT FOR 2025

#### NATURE OF THE ASSURANCE/VERIFICATION

SGS-CSTC Standards Technical Services Co., Ltd. (hereinafter referred to as SGS-CSTC) was commissioned by Shandong Linglong Tyre Co., Ltd. (hereinafter referred to as LINGLONG) to conduct an independent assurance of the Sustainability Report for 2025 (Chinese version) for the period of January 1, 2025 to December 31, 2025.

#### INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all LINGLONG's Stakeholders.

#### RESPONSIBILITIES

The sustainability information in the LINGLONG's Sustainability Report for 2025 and its presentation are the responsibility of LINGLONG's ESG governing body and the management. SGS-CSTC has not been involved in the preparation of any of the material included in the Sustainability Report for 2025.

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

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

#### ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

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

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

Assurance Standard	Level of Assurance
ISAE 3000	Limited

#### SCOPE OF ASSURANCE

The scope of the assurance included evaluation of quality, accuracy and reliability of the performance information as detailed in the Linglong's Sustainability Report and evaluation of adherence to the following reporting criteria:

Reporting Criteria
GRI Standards 2021 (With Reference to)

#### ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at No. 777 Jinlong Road, Zhaoyuan City, Shandong Province, P.R. China, including documentation and record review and validation where relevant. This assurance engagement was restricted to the group level of LINGLONG and did not include traceability of all original data from subordinate institutions.

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



#### LIMITATIONS AND MITIGATION

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

The greenhouse gas emissions related data in the Sustainability Report for 2025 was calculated by LINGLONG. In the context of the present assurance engagement, our procedures were limited to sample-based validation.

#### STATEMENT OF INDEPENDENCE AND COMPETENCE

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

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

#### FINDINGS AND CONCLUSIONS

#### ASSURANCE/VERIFICATION OPINION

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

#### ADHERENCE TO GRI STANDARDS 2021

The assurance team concludes that the LINGLONG's Sustainability Report for 2025 has been prepared with reference to the requirements of GRI Standards 2021.

Signed:

For and on behalf of SGS-CSTC

David Xin  
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Apr. 14<sup>th</sup>, 2026  
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