



ZEEKR

Sustainability Report

2024

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About the Report

This is the third Sustainability Report/Environmental, Social, and Governance (ESG) Report (“the Report” for short) released by ZEEKR Intelligent Technology Holding Limited. The Report is presented to disclose Zeekr’s management, practices, and performance in ESG fields to the Company’s stakeholders.

Name Abbreviations

For better presentation and readability, ZEEKR Intelligent Technology Holding Limited is collectively referred to as “Zeekr”, “ZEEKR Intelligent Technology”, “the Company” and “we/our” in the Report. Unless specified otherwise, all financial data in this Report is presented in RMB.

Reporting Scope and Boundaries

Unless otherwise specified, the statistical scope in the Report includes ZEEKR Intelligent Technology Holding Limited (ZK.US) and its subsidiaries, limited to the annual consolidated financial statement. The Greenhouse Gas (GHG) emissions data in this report covers companies whose management policies and measures are subject to Zeekr’s operational control.

Reporting Period

The Report covers the time frame from January 1, 2024 to December 31, 2024 (the reporting period), with some information dating back to previous years or referring to later years.

Preparation Basis

The Report is prepared with reference to the *GRI Sustainability Reporting Standards (GRI Standards 2021)* issued by Global Reporting Initiative, *IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information* and *IFRS S2: Climate-related Disclosures* issued by International Sustainability Standards Board (ISSB), and the *Sustainability Accounting Standards under the Classification of Automobiles and Road Transportation* issued by the Sustainability Accounting Standards Board (SASB).

Data Source

Unless otherwise stated, the information and data in the Report are derived from the Company’s official documents and statistical reports.

Languages

The Report is available in Chinese and English. In case of any discrepancy between the two versions, the Chinese version shall prevail.

Report Reliability Assurance and Approval

The information disclosed in this report was independently verified by TÜV Rheinland (Shanghai) Co, Ltd. in accordance with the verification requirements of AA1000 Assurance Standard v3 (AA1000AS v3). The greenhouse gas emissions data recorded in this report were independently verified by TÜV Rheinland (China) Ltd. in accordance with the ISO 14064-1:2018 and ISO 14064-3:2019, targeting at greenhouse gases from specific entity.

This Report has been confirmed by the Company’s Sustainability Task Force and approved by the Company’s Sustainability Committee on May 20, 2025.

Forward-looking Statement

The Report contains forward-looking content, including plans and goals for future development. These statements are based on the current expectations of our management and do not represent a guarantee or commitment to future performance.

Report Access and Feedback

For electronic version of the report, please consult the official website of Zeekr <https://www.zeekr.com/en/sustainability>
The Report is also uploaded to the Zeekr investor relations website <https://ir.zeekr.com>

You are welcome to contact us via the following methods. Your feedback will help us further refine this report and improve our sustainability performance.
Email: esg@zeekrlife.com

Message from CEO

Amid the global acceleration toward sustainable development, the automotive industry is undergoing a profound transformation driven by energy innovation and technological change. For Zeekr, 2024 marked not only the year we entered the global capital market with the fastest IPO in the history of the New York Stock Exchange (NYSE) among Chinese new energy vehicle companies, but also a year of concrete actions and firm commitment in our ESG initiatives. Committed to continuous progress, we forge long-term value through self-reinvention and responding to the call for sustainable development with high-quality growth.

Powering technological innovation for continuous progress

We have accelerated innovation across vehicle architecture, intelligence, and product safety to strengthen our competitive edge on innovation. In 2024, we launched the Sustainable Experience Architecture-M (SEA-M), upgraded from our world-first pure electric platform—the Sustainable Experience Architecture (SEA). Additionally, we rolled out the map-free city NZP of SEA Architecture 2.0 Intelligent Driver Assistance System. These technological breakthroughs are profoundly transforming and redefining the driving experience. “Zeekr Safety” has also been further enhanced, with multiple models earning 5-star safety ratings from Euro NCAP and G+ ratings (the highest level) from the China Insurance Automotive Safety Index (C-IASI). By meeting the highest global safety standards with good safety performance, we have earned widespread acclaim from users worldwide.

We continue to develop an energy replenishment ecosystem and core technologies. We have become the industry’s first to launch the “three 800s” ultra-fast charging solution and achieved several global firsts, including the mass production of four-motor distributed electric drive systems and the fastest-charging ShenDun Golden Battery. Our 800V ultra-fast charging network now leads the industry in scale, effectively addressing

users’ range anxiety. With a bold global vision, Zeekr is accelerating international expansion. By the end of 2024, Zeekr had entered over 40 countries and regions, operated 538 stores worldwide, and served nearly 420,000 users with smart and sustainable mobility.

Contributing to dual carbon management toward a shared green future

In response to the global climate crisis, we are accelerating the construction of a full-cycle low-carbon ecosystem and redefining green mobility through cutting-edge technologies. In 2024, we conducted carbon accounting and climate scenario analysis to comprehensively manage climate-related risks and opportunities. We optimized supply chains with more circular logistics routes and advanced zero-carbon factories. Zeekr Factory achieved 100% green electricity usage, and the Meishan Factory reduced energy consumption for manufacturing single vehicle by 47.14% year on year. Our Z-Green project, co-created with our users, entered its third year, with cumulative user carbon reductions reaching approximately 298,000 tons.

On the path to green transformation, we are accelerating the shift toward a nature-positive business model. In manufacturing, we have widely adopted integrated die-casting technology to reduce product weight and resource consumption. These efforts earned us the First Prize of 2024 China SAE Science & Technology Award by the China Society of Automotive Engineers (SAE). All four of manufacturing plants received green factory certification, reflecting a new level of our green production capability. We also carried out four environmental public welfare campaigns, including “Greening the Desert” and “Where Are the Magical Plants and Animals”, co-creating a harmonious future between people, vehicles, and nature with our users.

Upholding compliance standards for mutual trust

We are committed to developing a proactive compliance management system and embedding legal compliance, business ethics, and data responsibility into all

operations, including supply chain management and collaboration with partners, to build an ecosystem of mutual trust. As of the end of 2024, we had obtained certifications including ISO 37301 compliance management systems and ISO 27001 information security management systems. In supply chain management, we established a digital sustainability platform for supplier management in 2024 and extended sustainability requirements into supplier access and daily operations, thereby accelerating the establishment of an open, transparent, and efficient supply chain system.

Giving back to society with a grateful heart

While pursuing business success, we also strive to give back to society and share the fruits of our development with every employee, user, and member of the public. With a global perspective, we cultivate talent to energize Zeekr’s upward journey. In 2024, we officially established the Zeekr Global User Council, built Pioneering Experience Ambassador Program with users, and integrated user feedback into vehicle development and feature upgrades to co-create ultimate mobility experiences with our users. For public welfare, Zeekr adheres to the public welfare philosophy of “tech for good”. Together with our users, we have launched long-term community projects such as “Green Running Tracks” and “Clean Up Mountains” to promote environmental and safety awareness, spread automotive culture, and contribute to a better life for all.

On February 14, 2025, as a key initiative under the *Taizhou Declaration*, Zeekr Group was officially established with a new, efficient organizational structure. We extend our heartfelt thanks to all stakeholders for their love and support. Standing at this new starting point, Zeekr Group will unite to pursue excellence in R&D, manufacturing, sales, and services, driving the automotive industry forward amid the waves of electrification and digital transformation.



Conghui An

Chief Executive Officer

Key Annual Performance

Product and Innovation



Innovation management

RMB **9.72** billion Investment in R&D

16.14 % Year-on-year increase

2,256 New patents applications

948 New patents granted

- Multiple innovative R&D achievements launched, including the SEA Architecture 2.0 Intelligent Driver Assistance System, the SEA-M architecture, an AI large-model smart cockpit, and the ShenDun Golden Battery(second generation), contributing to the future of sustainable mobility.
- Automotive Software Quality Innovation Award** — Quality Management Centre (QMC) in German Association of the Automotive Industry (VDA)
- First Prize** of 2024 China SAE S&T Award — China Society of Automotive Engineers (SAE)

Outstanding Products

Zeekr 001

- 5-star** safety rating — European New Car Assessment Programme (Euro NCAP)
- 5-star** rating — Green New Car Assessment Programme (Green NCAP)
- Industrial Design **Gold Award** of the 25th China Patent Award — China National Intellectual Property Administration
- Segment Champion** of the 2024 China New Energy Vehicle Initial Quality Study (NEV-IQS) — J.D. Power
- Segment Champion** of 2024 China New Energy Vehicle Appeal Index — J.D. Power

Zeekr 009

- 5-star** safety rating — China New Car Assessment Programme (C-NCAP)
- Eco-product** certification for automotive interior materials — China Environmental United Certification Center (CEC)
- Children First (Green Cabin)** Certification — China Automotive Technology and Research Center (CATARC)

Zeekr 007

- 2024 Red Dot Design Award — German Design Council
- Ranked **No.1** in auxiliary safety score, rated G+ (highest level) — China Insurance Automotive Safety Index (C-IASI)
- 2024 Top 10 New Energy Vehicle Power System — Evo Magazine

Zeekr X

- 5-star** safety rating — European New Car Assessment Programme (Euro NCAP) and the Australasian New Car Assessment Program (ANCAP)
- 5-star** rating — Green New Car Assessment Programme (Green NCAP)
- 2023 Automotive Disciplined Innovation Award—International Automotive Quality Standardization Association (IAQSA)

Zeekr 7X

- NESTA **Electromagnetic Safety** Vehicle of the Year — China Automotive Technology and Research Center (CATARC)
- 2024 **5-Star Health Car Award** (75kWh RWD Version) — China Automotive Engineering Research Institute

Zeekr MIX

- Included into the collection of the Shanghai Auto Museum
- “Level 1 Low Carbon+”** road vehicle product carbon footprint label certificate — China Automotive Technology and Research Center (CATARC)



Environmental



Climate Change

800,000+

Users participated in the Z-Green project

298,000+

 tons

Carbon emissions reduced cumulatively

“B”

Rating on the climate questionnaire of the Carbon Disclosure Project

Resource Conservation

100 %

Manufacturing plants certified to the ISO 14001 Environmental Management Systems

100 %

Manufacturing plants recognized as “Green Factory”

ZEEKR Hangzhou Tower awarded the **WELL Platinum Certification for healthy building** and the **LEED Gold Certification from the U.S. Green Building Council**

Social



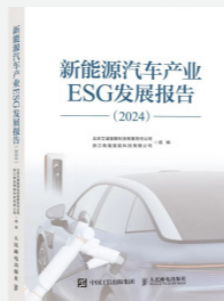
Premium Services

Ranked **No.1** for the innovation award among mainstream new energy vehicle brands in the 2024 China Tech Experience Index (TXI) Study — J.D. Power

Ranked **No.1 in three categories**: new energy vehicle sales service, after-sales service, and overall Customer Experience Index (CXI) score — 2024 China Automotive Industry Customer Experience Index (CXI) Report

Industry Development

The **Report on ESG Development of New Energy Vehicle Industry (2024)**, jointly compiled by the Equipment Industry Engineering Research Institute of Industry and Information Technology (Beijing) Co., Ltd. and Zhejiang ZEEKR Intelligent Technology Co.,Ltd., has been officially published.



Zeekr participated in the 16th China Industry-University-Research Cooperation and Innovation Conference and was selected as one of **2024 Good Cases of Deep Industry-University-Research Integration in China**.

Talent Employment

100 %

Employee training coverage

109.18

Average training hours per employee

100 %

Manufacturing plants certified to the ISO 45001 Occupational Health and Safety Management Systems

User Co-creation

Global User Council and Its Board established

197

Zeekr car clubs

56,000 +

Users covered by Zeekr Care activities

Community Charity

1,879

Volunteer participations

9,156

Total hours of user volunteer service

Governance



Integrity and Compliance

Certified to the ISO 37301 **compliance management systems**

100 %

Signing rate of *Compliance Declaration* by active employees

Responsible Supply Chain

Developed the **digital sustainability platform for supplier management**

152

Supplier traceability identifications completed in pilot project

408

Suppliers completed the Self-Assessment Questionnaire (SAQ)

100 %

Audit coverage for high-risk supplier due diligence

About ZEEKR

ZEEKR Intelligent Technology, founded in March 2021, is positioned as a premium intelligent technology brand under Geely Holding Group.

Zeekr follows an innovative path of full-stack independent research. By collaborating with top ecological partners worldwide, we have efficiently integrated industrial ecological resources to create a distinctive “Zeekr model”. With a global R&D team of nearly 7,500 professionals and a cumulative investment of RMB 7 billion, we have developed the exclusive SEA-M, redefining not only the electric vehicles but also the future of mobility.

Upholding the service philosophy of “beyond the car”, Zeekr provides outstanding products alongside comprehensive services, ranging from a direct sales network, Zeekr Power, Zeekr Privilege, Zeekr Subscription, Zeekr Certified, Zeekr online community, and Zeekrlife, to meet the diverse needs of different users. By the end of 2024, Zeekr had entered over 40 major international markets, operated 538 stores worldwide (including 71 overseas locations), and delivered nearly 420,000 vehicles globally.

On May 10, 2024, Zeekr successfully went public on the New York Stock Exchange (NYSE) in the United States, marking a major milestone in its global development journey. With this listing, we have further upgraded our corporate governance framework, aiming to achieve compliant, transparent, and sustainable development on a global scale and co-create ultimate mobility experiences with users around the world.



* The Zeekr Golden Battery was uniformly renamed as ShenDun Golden Battery in April 2025.

ZEEKR positions itself as a premium technology brand

ZE	Stands for Zero, the starting point of infinite possibilities.
E	Stands for Evolving the Electric Era.
KR	Stands for Krypton, a rare gas that emits light when electrified.

The Zeekr Model: The Unique Path for the Smart Electric Vehicle Industry

Strengths of the Giants: Efficiently integrating the most valuable resources in the industrial ecosystem

<p>1 architecture</p> <p>The Sustainable Experience Architecture (SEA)</p>	<p>2 systems that are highly integrated</p> <p>The integration of the automotive and forward-looking technological industries The integration of enterprises and users</p>	<p>3 major advantages</p> <p>Cluster integration Organizational level Creativity</p>
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Pure user-oriented thinking: Ensuring the purest user-oriented thinking through a user-oriented approach

Value System

Based on the technology ecosystem and user ecosystem, we work to use technology to create a trendy, convenient, and enjoyable future of mobility for mankind through product innovation, user experience innovation, and business model innovation.



Sustainability Management

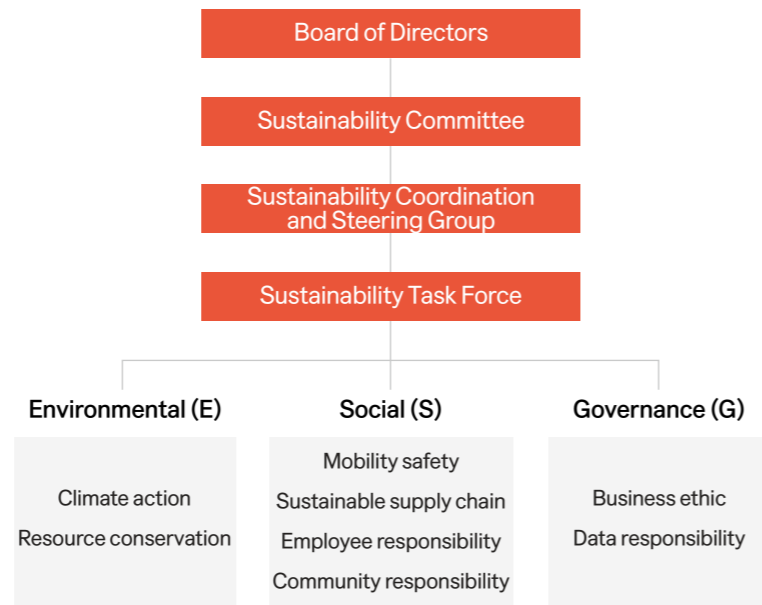
Zeekr has formulated a sustainability strategy and continues to refine its sustainability management mechanisms. The Company actively engages with stakeholders to foster in-depth communication, track and respond to their expectations, and collaboratively explore best practices for sustainable development.

Sustainability governance

Zeekr has established an independent Sustainability Committee under the Board of Directors. Reporting directly to the Board, the committee is composed of the Chief Executive Officer and two independent directors. The Company has developed and publicly released the *Zeekr Sustainability Committee Charter*, which clearly defines the committee's composition, meeting procedures, roles and authorities, and responsibilities. In 2024, the Sustainability Committee reviewed and issued the *Zeekr Board Diversity Policy* and the *Zeekr Environmental Policy*, established a global sustainability collaboration mechanism, and institutionalized sustainability management and communication across the organization.

Sustainability capacity enhancement

In line with business development needs, the Company periodically organizes executives to participate in sustainability-themed workshops and training programs, covering a range of topics and sharing the latest domestic and international sustainability policies and developments. These efforts ensure that the decision-making level and the management can effectively fulfill their supervision and management responsibilities. In 2024, we integrated key sustainability performance indicators, such as sustainability progress, carbon management, compliance, and business ethics, into the Company's overall business operations evaluation system, thereby strengthening company-wide engagement in sustainability initiatives.



Sustainability Governance Structure

Board of Directors

- Oversee and approve major sustainability matters and related countermeasures;
- Discuss and make decisions on suggestions proposed by the Sustainability Committee.

Sustainability Committee

- Review and discuss with management the Company's sustainability strategy, initiatives, and policies;
- Review and monitor the operational, regulatory, and reputational risks and impacts of sustainability on the Company and provide insight and guidance with respect to the Company's management of such risks and impacts;
- Review and discuss reports from management regarding the Company's progress toward its key sustainability objectives;
- Provide input and guidance with respect to communications with employees, investors, and other stakeholders, as appropriate, regarding the Company's position on or approach to sustainability matters;
- Review and assess the performance of the Committee and the adequacy of this Charter annually and recommend any proposed changes for approval by the Board;
- Perform any other activities consistent with this Charter, the Company's Articles of Incorporation and the Company's Bylaws as this Committee or the Board may deem necessary, advisable or appropriate for the Committee to perform;
- The Committee shall report to the Board periodically. At least annually, the Committee shall evaluate its own performance and report to the Board on such evaluation.

Sustainability Coordination and Steering Group

- Provide guidance and support to the Sustainability Task Force in implementing the resolutions of the Sustainability Committee.

Sustainability Task Force

- Execute the sustainability strategies formulated by the Board of Directors and the Sustainability Committee;
- Continuously assess business development and sustainability-related development trends to identify associated risks and opportunities;
- Support various departments to develop specific work plans and annual goals aligned with the Company's sustainability strategy, and provide relevant training and professional guidance;
- Regularly engage with regulators, investors, and stakeholders to stay aligned with their expectations on sustainability issues;
- Report on sustainability work outcomes on a regular basis, and assist the Sustainability Committee in supervision and assessment.

Sustainability strategy

Following Zeekr’s brand mission of “Co-creating the Future of Mobility Experiences,” the Group has established a systematic corporate governance structure, formulated a sustainability strategy around the four strategic pillars of “Eco-friendly Environment, Envisioned Future, Excellent Mobility , and Effective Compliance” and identified eight core action areas. We are committed to building a globally compliant and transparent sustainable development path and creating long-term value for all stakeholders.

Core Areas of Action and Development Goals of Zeekr’s Sustainability Strategy

Climate Action

Make commitments consistent with the “Paris Agreement” targets and achieve effective management of climate change risks in business operations and value chains



Employee Responsibility

Focus on the talent experience, build a global multicultural integration system, and strive to create an innovative comprehensive digital talent management program



Mobility Safety

Guided by all-round safety standards, we use the power of technology to help achieve the vision of “zero accidents and zero casualties” on the road



Business Ethics

Establish a proactive compliance management mechanism and become a corporate benchmark for “compliant operation and moral integrity”



Resource Conservation

Pursue a nature-positive business model and make a positive impact on the environment through our own operations



Community Responsibility

Create a “User+” public welfare brand and work with users to contribute to solving existing social issues



Data Responsibility

Become a leader in data responsibility leader in the industry and empower Zeekr’s development with responsible data management



Sustainable Supply Chain

Work with supply chain partners to conduct business activities in a responsible and ethical manner to achieve all round sustainable development



■ Progress on the implementation of the 2024 Sustainability Strategy

Strategic Pillar	Core Action Area	Development Goal	Key Progress in 2024
Eco-friendly Environment	Climate Change	To contribute to carbon neutrality across the full value chain	On the supply side, Zeekr advanced green procurement and green logistics. On the manufacturing side, Zeekr implemented energy-saving upgrades. On the user side, Zeekr drove innovation in product R&D and encouraged user participation to achieve carbon reduction management throughout the product lifecycle.
	Resource Conservation	To pilot the vehicle recycling action	Zeekr fully incorporated material recyclability and recoverability of scrap parts into the material selection of its vehicle models. As of now, all Zeekr models achieved a recoverability rate of over 95% .
To pilot research action on the recycling of power batteries		VREMT improved recycling system that enables the recovery of aluminum alloy materials from battery packs, with recycled aluminum of a battery pack project accounting for up to 30% .	
Envisioned Future	Employee Responsibility	To build a globally inclusive culture to advance equality, diversity, and sustainability	Zeekr developed the <i>Global Culture Handbook</i> and launched a variety of initiatives such as overseas cultural empowerment programs, language courses, and meta-vitality experience workshops (English version) to foster cross-cultural integration.
		Women's leadership and empowerment actions	Zeekr actively engaged at the primary level to highlight and share the stories of frontline female engineers and sales professionals, with the goal of promoting women's leadership across the organization.
		To enhance digital and intelligent talent development insights to build a future-ready digital and intelligent workforce	The "Zeekr E-learning" online training platform was upgraded with AI-powered features, including the launch of over 10 digital human courses to improve the efficiency of online learning.
	MAS value co-creation management model	Zeekr delivered performance management empowerment training to all middle and primary level managers, achieving 100% coverage and significantly improving the maturity of its performance management system.	
	Community Responsibility	To activate the public welfare ecosystem co-created by Zeekr and users	Zeekr owners voluntarily organized nearly 100 public welfare events, covering a wide range of initiatives including pet rescue, mountain and beach cleanups, supply donations, and assisting farmers in mountainous areas.
To upgrade the green mobility carbon inclusion mechanism		Zeekr facilitated a green mobility carbon inclusion transaction in Huzhou, enabling car owners to participate in carbon inclusion trading at a rate of RMB 60/ton .	
Excellent Mobility	Mobility Safety	To launch the "Pioneering Experience Ambassador" user co-creation program	Zeekr held 30 pilot testing events, inviting users to take part in product trials and co-create an excellent mobility experiences with Zeekr.
		To establish a comprehensive life-cycle safety assurance system	With a total investment of RMB 7 billion, Zeekr exclusively developed the SEA-M architecture, delivering disruptive advancements in space efficiency, convenience, and flexibility. Zeekr has built vehicles with exceptional safety performance, models such as the Zeekr 001 and 009 have received 5-star and top ratings from Euro NCAP, C-NCAP, and other automobile safety programs .
		Mobility safety capability building for all road users	Zeekr held 18 Z-Speed events to promote driving knowledge and skills among users, covering 2,586 groups of participants.

Strategic Pillar	Core Action Area	Development Goal	Key Progress in 2024
Excellent Mobility	Data Responsibility	To establish a closed-loop data management system covering the entire value chain and all operational processes	Zeekr continued to enhance its company-wide information security training system, with employees receiving over 18,000 hours of training. Supplier information security was ensured through institutional restrictions, capability assessments, and empowerment initiatives, with over 2,000 hours of safety training provided to suppliers.
		To build a data-driven, all-scenario intelligent collaborative management mechanism	Zeekr strengthened data security management among suppliers, with 82% of key suppliers having signed data processing agreements.
		To foster an open, shared and interconnected data ecosystem	Zeekr contributed to the development of two national/industry/group standards related to mobility data, supporting the development of the industry.
Effective Compliance	Business Ethics	Sound ESG governance system	Zeekr updated its <i>Compliance Performance Evaluation Management Measures</i> , integrating compliance management elements into the departmental performance evaluation system to enhance the effectiveness of compliance management and supervision.
		To establish a proactive ESG compliance management mechanism	Zeekr updated the <i>Zeekr Code of Integrity and Compliance</i> to ensure that employees uphold high standards of integrity and compliance in daily operations. The Company developed a digital compliance management platform, enabling automated compliance risk management to enhance the efficiency and transparency of compliance risk control.
		To consolidate the “proactive compliance” culture	Zeekr continuously fostered compliance risk awareness and capabilities, achieving a 98.40% training coverage rate among employees.
	Sustainable Supply Chain	To improve the sustainability standards of the supply chain	Zeekr promoted standardized and systematic ESG management among suppliers, achieving a signing rate of over 96% for the <i>Supplier Code of Conduct</i> and the <i>Integrity and Compliance Statement of Zeekr Business Partners</i> .
		To strengthen ESG-oriented supplier risk screening mechanism	Zeekr conducted 100% access evaluation for new suppliers using sustainability evaluation criteria, promptly identifying supply chain risks and improving supply chain management.
		To conduct training and dialogue on ESG-related topics	Zeekr empowered supplier development through thematic training months, targeted sessions, and establishment of the training database. ESG-related courses covered both tier 1 and key non-tier-1 suppliers.
		To incentivize supplier capacity enhancement	Zeekr strengthened supplier capability building by conducting 15 sessions of sustainability training and 6 sessions of compliance training sessions, enhancing suppliers' capacity for sustainable development.

Stakeholder engagement

Zeekr places strong emphasis on open communication and collaboration with stakeholders. We have established diversified communication channels to ensure transparent and open information disclosure. Through continuous interactions, we aim to address stakeholder concerns, build mutual trust, and foster consensus.

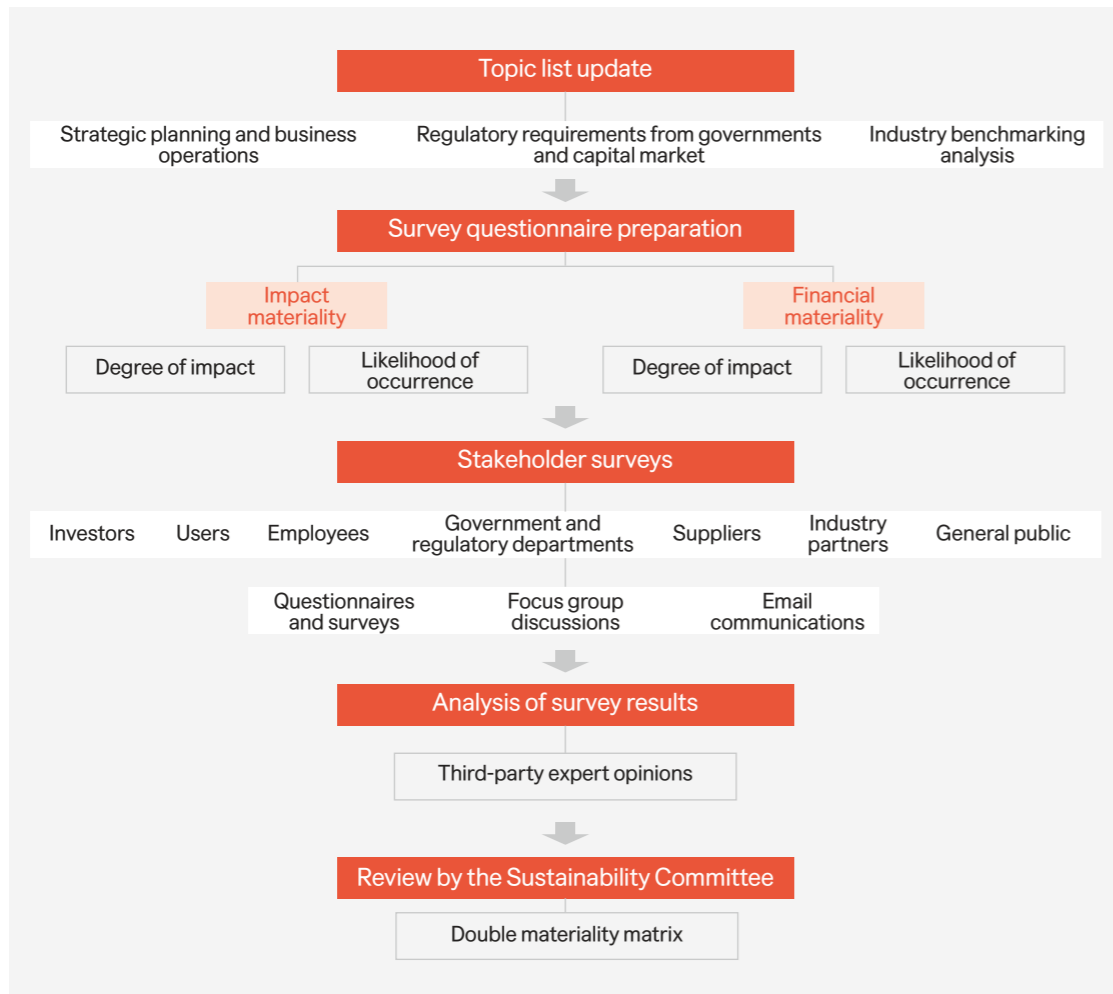
	Investors	Users	Employees	Government and regulatory departments	Suppliers	Industry partners	General public
Stakeholder							
Topics of concern	<ul style="list-style-type: none"> Investment return Information transparency 	<ul style="list-style-type: none"> Product quality and safety Information security and privacy protection Product technological innovation User services Sustainable mobility Clean products and technologies 	<ul style="list-style-type: none"> Protection of rights and interests Diversity, equality and inclusion Reasonable compensation and incentives Occupational health and safety Capability enhancement and career development 	<ul style="list-style-type: none"> Compliance and business ethics Climate change and carbon emissions Ecosystem protection Waste and emission management Corporate governance and risk management Data security 	<ul style="list-style-type: none"> Responsible supply chains Climate action Resources recycling Fair and transparent procurement Product responsibility Coordinated development 	<ul style="list-style-type: none"> Technological innovation and IPR protection Fair competition Industry cooperation and development 	<ul style="list-style-type: none"> Corporate responsibility and community engagement Environmentally friendliness Educational equality Traffic safety knowledge education
Communication channels and response methods	<ul style="list-style-type: none"> Regular announcement Investor relations activities Daily reporting and communication 	<ul style="list-style-type: none"> User interactions Satisfaction surveys The Zeekr App Car clubs Global User Council Customer complaint feedback Information disclosure on the Company's website 	<ul style="list-style-type: none"> Public policies Employee training "Zeekr E-learning" platform Trade union Health and safety services Employee effectiveness surveys 	<ul style="list-style-type: none"> Transparent information disclosure Daily communication and reporting Supervision and inspection Visit reception Production, operation, and cooperation projects 	<ul style="list-style-type: none"> Signing of the <i>Supplier Code of Conduct</i> Supplier conference Supplier review Supplier training Communication on technology, product & quality 	<ul style="list-style-type: none"> Industry conferences and seminars Project cooperation Formulation of industry standards 	<ul style="list-style-type: none"> Community-based public welfare initiatives Car owner voluntary services Z-Speed activities

Materiality assessment

To better identify potential risks and opportunities related to sustainability, enhance internal risk management and adaptive practices, and align with global trends in sustainability management and disclosures, Zeekr conducted its first double materiality assessment (DMA) in 2024. This assessment expanded upon our previous impact-based materiality approach by incorporating a financial perspective and fully integrating opinions and viewpoints from both internal and external stakeholders. Based on the survey findings, we refined and finalized our 2024 materiality matrix.

Based on the results of double materiality assessment, we analyze risks and opportunities in alignment with our business development, formulate internal action plans, and regularly track their implementation progress. Relevant information is disclosed through our sustainability report and other communication documents to proactively address stakeholder concerns.

Double materiality assessment process



Zeekr double materiality matrix



Sustainability risk and opportunity assessment

Zeekr identifies and assesses key sustainability-related risks and opportunities of topics with double materiality by referencing sustainability-related policies and regulations in China and other major markets, as well as sustainability trends in the electric and intelligent vehicle sector. The assessment also considers the Company's own business plan.

Topics	Impact duration	Main value chain impacted	The main expected impact on the business model and value chain	Measures and performance in addressing risks and opportunities
Mobility Safety	Short and medium terms	Zeekr's operations	<p>Risks: Vehicles with safety performance issues could impact the road safety, leading to potential lawsuits or mandatory recalls, and potentially damaging the Company's reputation and brand value.</p> <p>Opportunities: Excellent vehicle safety performance can enhance consumer trust, increase product sales and revenue, and elevate brand value.</p>	See Section "Ultimate Safety Assurance"
Product quality	Short and medium terms	Zeekr's operations	<p>Risks: Products with quality issues or defects may lead to recalls, user claims, or lawsuits, resulting in compensation costs, negatively impacting consumers' purchasing intentions, reducing revenue, and damaging brand reputation.</p> <p>Opportunities: Effective product quality management can reduce potential litigation, fines, and other expenses, enhance the Company's reputation, and increase product sales and revenue.</p>	See Section "Comprehensive Quality Control"
Technological innovation	Medium and long terms	Zeekr's operations	<p>Risks: Uncertainty in areas such as R&D investment in technological innovation, commercialization potential, and the length of time required for market conversion may lead to increased financial pressure in the short term, affecting the Company's liquidity and profitability.</p> <p>Opportunities: The Company's technological innovation can create a competitive moat, enhance product competitiveness and brand influence, increase market share, and thus generate higher revenue and profits.</p>	See Section "Value-Driven Technological Innovation"
Energy management	Short, medium, and long terms	Zeekr's operations and supply chains	<p>Risks: Poor management of energy utilization and emissions may lead to increased operational cost volatility, especially when energy prices rise, affecting the Company's operational capacity.</p> <p>Opportunities: By optimizing energy utilization and management processes, the Company can achieve more efficient energy utilization, reducing energy costs.</p>	See Section "Climate Change Response" and "Lifecycle Carbon Reduction Management"
Customer service	Short and medium terms	Zeekr's operations	<p>Risks: Inadequate customer service could negatively impact reputation among consumers, business performance, and potentially harm the Company's reputation and brand value.</p> <p>Opportunities: High-quality service can improve customer satisfaction, enhance customer loyalty, and increase revenue.</p>	See Section "Full-Scenario User Experience Elevation"
Clean products and technologies	Medium and long terms	Zeekr's operations and supply chains	<p>Risks: The research and development of clean products and technologies requires initial R&D funding, resulting in an increase in product costs.</p> <p>Opportunities: Leading clean products and technologies can attract and meet the growing demand for green mobility, increasing market share.</p>	See Section "Climate Change Response" and "Lifecycle Carbon Reduction Management"
Climate change	Short, medium, and long terms	Zeekr's operations and supply chains	See Section "Climate Change Response" of this report	See Section "Climate Change Response" and "Lifecycle Carbon Reduction Management"
Wastes and emissions management	Short and medium terms	Zeekr's operations and supply chains	<p>Risks: Stricter environmental policies and laws related to emissions may increase environmental investment costs.</p> <p>Opportunities: Strengthening emissions management can help gain recognition from government agencies and policy incentives, reduce operational costs, and increase opportunities for green financial investments.</p>	See Section "Full-chain Resource Conservation"
Compliance management	Short, medium, and long terms	Zeekr's operations	<p>Risks: No-compliant actions of the Company could lead to multiple financial risks, including financial losses, reputational damage, legal actions, and tax penalties.</p> <p>Opportunities: Active compliance management can reduce operational risks, enhance commercial reputation and brand value, and ultimately lower operational costs.</p>	See section "Integrity and Compliance Operations"
Resource utilization and recycling	Medium and long terms	Zeekr's operations and supply chains	<p>Risks: The scarcity of natural resources will lead to increased resource utilization costs, higher product prices, or compressed profit margins. Developing alternative materials requires investment in R&D costs.</p> <p>Opportunities: Establishing a circular economy system and improving raw material utilization efficiency can reduce production costs and mitigate the price fluctuations of raw materials caused by cyclical resource shortages.</p>	See Section "Full-chain Resource Conservation"
Sustainable supply chain	Short and medium terms	Zeekr's operations and supply chains	<p>Risks: Supplier non-compliance or failure to meet the Company's ESG requirements may disrupt business continuity, adversely impact product sales, and reduce revenue.</p> <p>Opportunities: A sustainable supply chain helps enhance the long-term stability of the Company's business, avoiding the impact of unexpected events and economic losses, and reducing operational risks.</p>	See Section "Jointly Building a 'Win-Win' Supply Chain"



Holistic Evolution to Deliver Ultimate Smart Experience

As the automotive industry is accelerating transformation toward intelligence and electrification, Zeekr has ridden the wave with its long-lasting dedication to electric vehicle (EV) technologies and products that balance quality and performance. We have also improved our user service system in pursuit of creating a premium, smart, safe, and convenient mobility for users.

- 17 Value-Driven Technological Innovation
- 20 Comprehensive Quality Control
- 22 Ultimate Safety Assurance
- 25 Full-Scenario User Experience Elevation

Responding to sustainability issues:

- Technological innovation
- Product quality
- Mobility safety
- Customer service



Value-Driven Technological Innovation

Zeekr strives to fulfill its commitment to “co-creating the future of mobility experiences” by focusing on the R&D of cutting-edge technologies for intelligent electric mobility, building up industry-leading competence to independently develop intelligent technologies, and creating an all-inclusive ecosystem for intelligent pure EVs.

Focusing on R&D to build industry-leading innovation capabilities

Regarding innovation and R&D as the lifeline, Zeekr has established a full-field and whole-process product R&D mechanism. We have made R&D layouts globally, and increased R&D investment, striving to grow into an industry-leading developer with full-stack self-developed intelligent technology.



By the end of 2024

RMB **23.5** billion+ Cumulative R&D investment

7,492 Members of the R&D team

In 2024

over **16.14** % Year-on-year increase in R&D investment

R&D Strategy and Layout

Zeekr has set up R&D centers and offices in China, Europe, the United States and other regions, striving to build our globally leading full-stack self-developed capability for intelligent technology. These centers not only provide strong technological support but also help roll out local-market-specific products to promptly respond to global market demands.

R&D Management and Incentive

To meet the compliance and certification requirements of stringent standards such as the EU Whole Vehicle Type-Approval (WVTA) System, an R&D management process is in place to ensure that R&D personnel are clear about the compliance requirements at the very early stage of R&D.

Focusing on core self-developed technology fields, we have established a mechanism for selecting and evaluating key projects, to increase support for major technological breakthroughs and technological innovations in the R&D field.

R&D Team Building

Zeekr actively recruits global R&D talents and establishes a cross-center collaborative development mechanism through university-enterprise cooperation and internal resource integration. This enhances the capabilities and efficiency of the R&D team.

Making technological breakthroughs to build up future competitive advantages

Zeekr pinpoints user pain points in new mobility ecosystems such as road safety, traffic congestion, and range anxiety. To build competitive technological advantages, we focus on independent R&D and innovation in fields such as automotive products and intelligent driver assistance systems, as well as batteries, motors, and electronic control. Additionally, we constantly upgrade our over-the-air (OTA) technology and push innovative technologies such as intelligent driver assistance and smart cockpits to various car models. Through these measures, we seek to elevate users' mobility experience and contribute to sustainable transportation development. During the reporting period, Zeekr conducted 94 OTA updates in total, once again setting a new record in the OTA industry.

Intelligent Driver Assistance Technology Breakthroughs Empower Safe and Efficient Mobility

■ SEA Architecture 2.0 Intelligent Driver Assistance System

Zeekr's full-stack self-developed SEA Architecture 2.0 Intelligent Driver Assistance System introduces its pioneering digital predictive network, with three core precognition capabilities for road conditions, behaviors, and spatiotemporal dynamics. It also comes with an automatic parking assist system for mechanical parking slots and a 720° intelligent and preemptive safety function, enhancing vehicle safety and personalized driving experience.

The SEA Architecture Intelligent Driver Assistance System has been extended to multiple models, including Zeekr 7X, Zeekr MIX, Zeekr 001, and Zeekr 007. As of the end of 2024, the SEA architecture has been deployed in over 100,000 cars and has assisted users in driving safely for over 60 million kilometers in total, and the preemptive safety function has helped users avoid over 800,000 potential collision risks.

SEA 2.0 System end-to-end map-free full-scenario intelligent driver assistance won the "2024 Full-stack Self-developed Advanced Intelligent Driving Breakthrough Award". As of the end of 2024, Zeekr achieved a 100% penetration rate of L2 intelligent driving assistance across its entire vehicle lineup.

■ Autonomous Navigation Zeekr Pilot (NZP) function

The high-speed NZP function can identify and automatically avoid obstacles, thereby lowering the risk of traffic accidents.

The urban NZP commuting mode allows for memory-guided driving on fixed routes, supporting memorizing 20 routes at a time, with a single route up to 100 kilometers long. The function is available in multiple regions in China, enabling intelligent and convenient driving experience.

As of the end of 2024, the SEA Architecture 2.0 Intelligent Driver Assistance System map-free urban NZP function has assisted driving for over 100 million kilometers and 1.106 million hours.



Smart Cockpit Upgrades Deliver Full-Scenario Intelligent Interaction Experience

■ AI-powered smart cockpit

The newly-launched smart cockpit system Zeekr AI OS, with in-built self-developed Kr AI large model and smart cockpit assistant AI Eva, offers industry-leading natural language recognition and intelligent assistant functions in areas such as media, encyclopedia, travel, news, and vehicle use. As of the end of 2024, the AI assistant has proactively provided services to users over 1.1 million times.

Zeekr AI OS won the authoritative certification from the China Society of Automotive Engineers (SAE) for the "Key Technologies and Applications of Active Services for Smart Cockpits Based on Large Models" project, as well as the "Gaogong Golden Globe Award — Self-developed AI-powered Cockpit Technology Breakthrough Award of the Year", and the Zeekr 007 won the Huayu Award "China Intelligent Cabin of the Year Award".

■ Zeekr Sound — Zeekr's in-vehicle audio product

Zeekr has launched the Zeekr Sound, its full-stack self-developed in-vehicle audio product that integrates hardware and software. This audio product features innovative AI-powered tuning, complemented by vehicle-specific tuning by Zeekr's in-house "golden ears". The Zeekr Sound technology has been incorporated into the association standards of the China Audio Industry Association, becoming the certification standard for high-end in-vehicle audio products.

■ In-vehicle intelligent visual interaction system

The system is constantly updated to achieve smoother dynamic interaction and interface switching. The new version of the Zeekr Vision App supports real-time simulation of weather and dynamic sky. The lane-level visual navigation continues to offer an enhanced immersive virtual experience of the out-of-cabin environment.



Pure EV Architecture Innovation Re-imagines the Future of Cabin Space for Smart Driving

SEA-M architecture

We have invested RMB 7 billion in the development of the exclusive SEA-M architecture, which disrupts the form of electric vehicles. Zeekr's newly launched super cockpit, based on the SEA-M architecture, features electric opposite-opening sliding doors and versatile scenario-based layouts, achieving a space utilization rate of over 80%. It makes disruptions in space utilization efficiency, space convenience, and space flexibility.

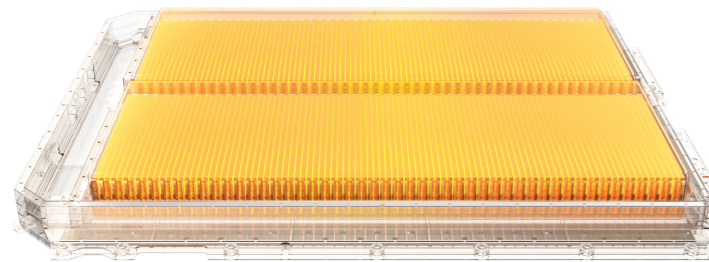


EV Innovation Boosts Charging Rate and Performance

ShenDun Golden Battery

Enhanced charging rate: The comprehensive innovations in battery materials, structure, and system architecture enable a peak charging speed of "1 km per second" and a peak charging rate of 5.5C.

Enhanced battery performance: Equipped with the ShenDun Golden Battery(second generation) , the Zeekr 7X delivers outstanding low-temperature performance, achieves a 0-100 km/h acceleration performance retention rate of 98.16% under conditions ranging from 0° C to -10° C.



The 800V ShenDun Golden Battery pack (second generation) won the Best Technical Practice Award of the 6th Gasgoo Awards — Top 100 Players of China's New Automotive Supply Chain.

Intellectual property protection

Intellectual property right (IPR) protection is essential for Zeekr to build a solid R&D foundation, expand the global footprints, and maintain innovative momentum. To this end, we have developed regulations such as the *Measures for the Administration of Intellectual Property Rights* and *Regulations for the Management of Brand IP* to continuously improve the management systems covering patent strategy, litigation, licensing, trademarks, branding, copyright, trade secrets, open source, and other areas. Moreover, we actively identify and evaluate IPR risks in research, manufacturing, supply, and sales, and develop effective solutions to unleash the power of innovation.

In 2024

2,277

Number of valid patents in total

3,230

Number of trademark applications in total

2,256

Number of new patent applications

948

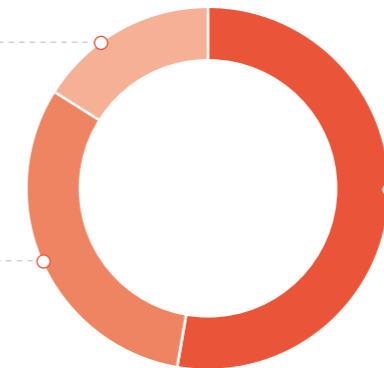
Number of new patent authored

15.20 %

Percentage of new design patent applications

31.34 %

Percentage of new utility model patent applications



53.46 %

Percentage of new invention patent applications

Comprehensive Quality Control

Embracing the quality principle that “tech innovation and quality excellence create better mobility experience for users”, Zeekr has developed an efficient quality management system to ensure that every vehicle meets high-standard quality requirements.

Quality management organization structure

Zeekr has established the Quality Management Committee, with the responsible Vice President serving as the Director of the Committee. The daily administrative body of the committee sits under the Quality Center. For vehicle projects, dedicated quality officers are staffed for the overall planning and facilitation of product lifecycle quality and safety management. We also convene president Quality Meetings on a regular basis to review and make decisions on quality strategies, policies, goals, and key procedures, which ensure comprehensive and systematic quality management.

Quality compliance and risk control

Zeekr strictly abides by quality-related laws and regulations, and performs timely analysis of the EU's Batteries Regulation and Waste Batteries Regulation, the Economic Commission for Europe (ECE) regulations for the certification of vehicles and components, and other regulations and certification requirements. In this manner, we ensure that our software and hardware development and adaptation are carried out in compliance with the standards.

Zeekr regularly identifies product quality-related risks, and comprehensively assesses and ranks such risks according to the possibility of occurrence and degree of impact. Additionally, responsible entities for each risk point are determined and corresponding countermeasures are formulated to improve our quality risk management capabilities. In 2024, Zeekr launched a comprehensive quality management and improvement campaign to ensure responsive and effective quality management. The campaign focused on 13 aspects, including product quality control, product compliance certification, global quality system development, and the development of a digital lifecycle quality platform. Meanwhile, an overseas quality monitoring mechanism was established, with international emergency teams and other working groups formed to offer 24/7 handling of overseas quality complaints and other issues.

Product quality control

Zeekr strengthens quality management throughout the lifecycle, ranging from R&D design, supply chain management, and manufacturing to after-sales service, to keep high product quality. In addition, we have fully implemented the IATF 16949 Quality Management System Standard, and have passed all the certifications of the Software Update Management System (SUMS), the Cyber Security Management System (CSMS), and other applicable systems.

R&D design quality

In the R&D design stage, measures such as front-end quality control, design failure mode and effect analysis (DFMEA), and gate review are taken to identify potential quality issues in advance and prevent quality risks. A digital integrated operation platform is built to boost the efficiency of the entire vehicle R&D process.

Supply chain quality

In the procurement stage, suppliers are required to obtain the IATF 16949 Automotive Quality Management System certification, establish a robust quality assurance system, strengthen quality target management, and continuously conduct quality improvement activities. These measures help to continuously enhance supply chain quality control.

Manufacturing quality

In the manufacturing stage, Zeekr maximizes the use of digital and intelligent technologies and equipment to ensure product quality. During the vehicle manufacturing process, the die-casting workshop uses X-ray detection to effectively detect internal defects of products. The painting workshop employs painting robots for automation, which effectively controls error rates. The welding workshop adopts vision-guided systems, online visual inspection systems for adhesive application, and other monitoring systems to ensure bodywork quality. The final assembly workshop leverages 5G and AI machine vision technology to enhanced inspection accuracy. During the battery production process, a smart manufacturing management system is in place, with the application of digital twin technology and quality assurance AI large models to monitor product quality in real time and ultimately ensure the quality of each battery.

Once vehicles roll off the production line, multiple quality inspection criteria such as market quality, process quality, perceived quality, software quality, and improvement measures are set, and the market, process, incoming material, and perceived quality inspections are conducted to ensure that vehicles meet quality standards before delivery.

After-sales quality

Zeekr has formulated the *Product Recall Management Regulations*. For vehicles sold globally, upon discovering a confirmed defect, Zeekr will immediately stop manufacturing and sales of defective vehicles, actively communicate with users about the specific details and handling methods, voluntarily report to the regulatory authorities and initiate recalls to ensure that product quality issues are properly addressed.

Quality culture building

Zeekr continuously builds a quality culture within the organization and strives to build a quality management team with a global perspective. Up to now, we have cultivated over 100 quality evaluation professionals. Meanwhile, we strengthen employee training on product quality control and product safety. In 2024, we organized training on the quality management system, delivery standards, new energy systems, etc., with a total of 3,720 participants.

By the end of 2024

4 operating entities were certified to the **ISO 9001:2015 Quality Management Systems**.

100% manufacturing entities were certified to the **IATF 16949 Quality Management System**.

Zeekr Factory was listed in the **"2023 5G Factory Directory"** released by the Ministry of Industry and Information Technology (MIIT) and was selected as one of **the first "Future Factories" in Zhejiang Province**.

Quzhou JiDian E-Mobility, the upstream manufacturing plant, obtained the **China Manufacturing Maturity Model (CMMM) Level 4 certification** and was selected as one of the **"Future Factories" in Zhejiang Province** in 2024.

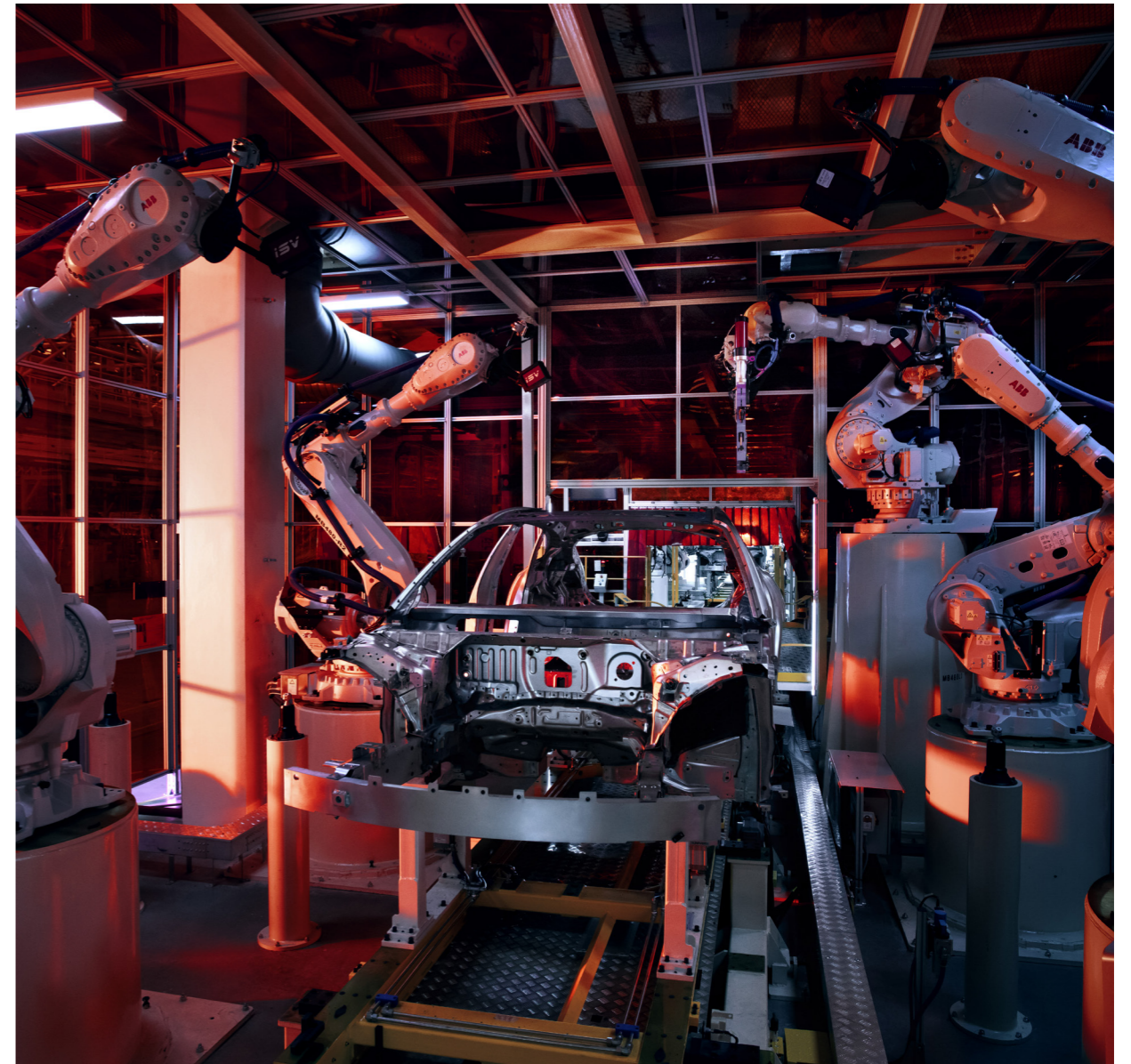
In 2024

0
Product recalls

0
Violations involving health and safety impacts of vehicle products and services

100%
Follow-up investigation and resolution rate for safety-related defect complaints

Zeekr won the **Automotive Software Quality Innovation Award** presented by Quality Management Centre (QMC) in German Association of the Automotive Industry (VDA)










Ultimate Safety Assurance

Based on the stringent vehicle safety assessment standards worldwide, Zeekr carries out R&D and innovation in safety protection across a full spectrum of scenarios, chains, and links, and for all occupants. The goal is to provide users and traffic participants with “Zeekr-style safety”. In 2024, Zeekr obtained the ISO 26262:2018 ASIL-D process certification and the SOTIF (safety of the intended functionality) process certification, marking that Zeekr has developed an R&D process with the leading level of automotive functional safety in the world, and has ranked among global leaders in terms of functional safety of vehicles and components.

Robust safety protection

Through the structural safety design of bodywork and multiple anti-collision strategies, Zeekr strengthens the passive safety performance of vehicles, providing maximum safety protection for occupants in case of an accident.

Zeekr’s product take into account the following vehicle safety assessment standards worldwide

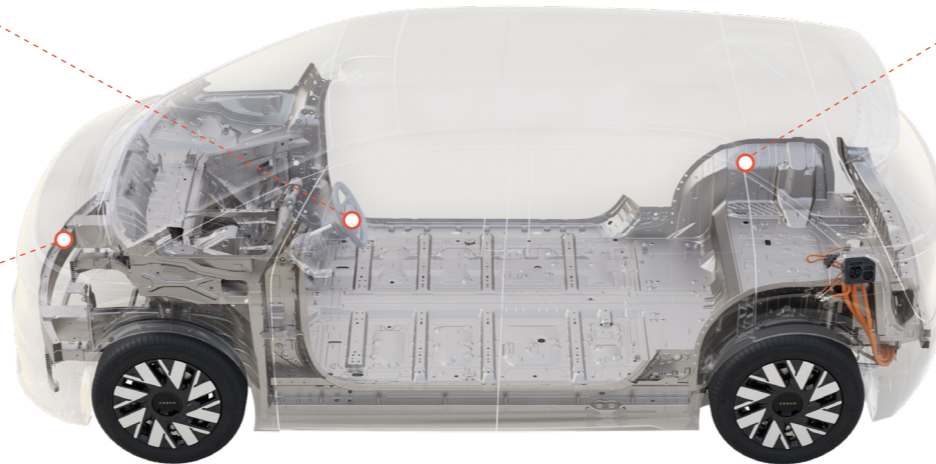
 <p>Chinese New Car Assessment Program (C-NCAP)</p>	 <p>European New Car Assessment Program (Euro-NCAP)</p>	 <p>New Car Assessment Program by the National Highway Traffic Safety Administration (NHTSA-NCAP)</p>	 <p>Insurance Institute for Highway Safety (IIHS)</p>	 <p>Australasian New Car Assessment Program (ANCAP)</p>	 <p>China Insurance Automotive Safety Index (C-IASI)</p>	 <p>China Automotive Health Index (C-AHI)</p>
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Airbags for safety protection

- Zeekr MIX: The driver-side far-end airbag features an integrated head-and-chest design to effectively absorb impact forces and reduce harm. On the passenger side, there is an overhead airbag that can deploy within 0.02 seconds to prevent secondary injuries. Oversized airbag is engineered to reduce secondary collisions between occupants and the interior. The curtain airbag is designed in a V shape to protect the head.

Multi-layer anti-collision protection

- Zeekr 001: The Zeekr 001 has once again evolved. To achieve 720° safety protection, it has undergone 53 crash tests under 18 operating conditions, including 24 tests that go beyond industry standards, 10 Zeekr-exclusive tests, and 3 industry-first tests.



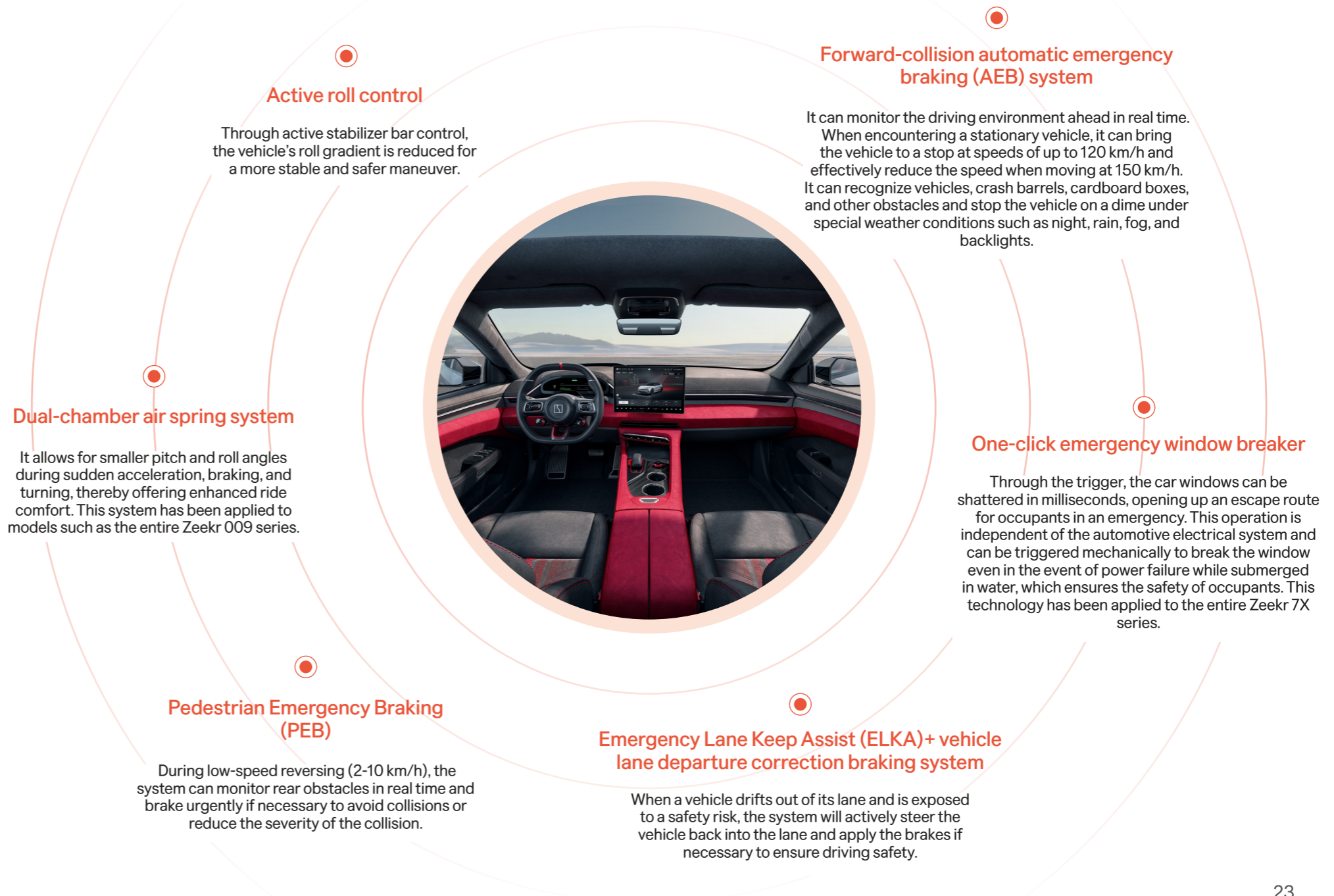
Vehicle body safety design

- All New Zeekr 009: The adoption of a one-piece die-cast rear aluminum body reduces deformation by 16%, increases bending stiffness by 11%, and enhances torsional stiffness by 9.5%.
- Zeekr 7X: The “Qiong Armor Body” safety structure is designed with 2,000MPa ultra-high-strength hot-formed steel, which accounts for more than 10% of the total vehicle weight. It adopts a “dual-enclosed-cavity” A-pillar structural design, which increases the cross-sectional axial force by 20% and the torsional strength by 35%.
- Zeekr MIX: It features a hidden dual B-pillar design with 2,000MPa one-piece hot-metal-gas-formed (HMGF) steel pillars, which are 33% stronger than ordinary ones. The aluminum alloy front anti-collision beam adopts a two-square-shaped design, which can enhance the impact resistance by more than 30% compared with the mainstream square-shaped anti-collision beam.

Preemptive risk prevention

Zeekr is advancing the development and application of comprehensive intelligent safety technologies that cover the entire vehicle from the inside out to provide users with 720° all-around protection. The Company has established all-encompassing standards for the driving scenario database, which covers driving scenarios such as highways, urban roads, and rural roads, as well as special scenarios such as adverse weather, complex traffic conditions, and road construction. Based on rigorous test cases and scientific and rational quantitative safety standards, driving safety issues are transformed into quantifiable data for assessment. Technologies including high-performance electric drives system, dual-chamber air suspension system, CDD electromagnetic damping system, and intelligent magic carpet further enhance the overall mechanical quality of the vehicle. Through good handling and balance guarantees, they boost driving safety in all respects.

As for risk prevention during vehicle use, the Company has built a vehicle data platform to monitor anomalies in real time through the vehicle fault monitoring system, intelligent diagnosis, and insights into the usage of intelligent driver assistance systems. Additionally, the Company has established a vehicle cybersecurity defense and detection system and a complete data security R&D framework to ensure the security and privacy compliance of the Internet of Vehicles (IoV) globally.



Use of stable and safe batteries

Zeekr intensifies its efforts on the R&D of battery technologies and implements safety management throughout the battery life cycle. Our battery products have passed battery safety standard tests in the EU, China, and other countries, and have obtained the United Nations Manual of Tests and Criteria, Part III, Section 38.3 (UN38.3) certification for rechargeable lithium batteries. Beyond that, we have established test specifications far exceeding national and industry standards to ensure the stability and safety of batteries under various extreme operating conditions.

Battery R&D

We have developed eight thermal safety protection technologies to protect batteries from eight aspects: real-time prevention and control, multi-layer insulation, efficient heat absorption, unobstructed heat dissipation, millisecond power-off, automatic early warning, active cooling, and cloud monitoring. These technologies ensure no thermal propagation or fire in batteries.

Battery supply chain management

We select top-tier battery cell suppliers, and comprehensively review their quality management systems, product quality, and sustainability practices. This controls the quality of battery cells at the source.

Battery manufacturing

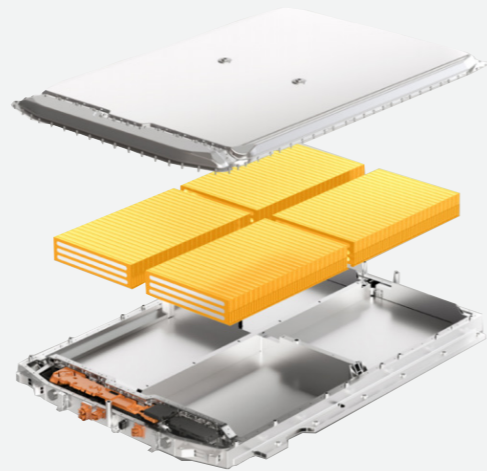
We implement quality control in manufacturing according to ISO 9001 and IATF 16949 standards and have passed relevant certifications. Besides, we carry out full-chain quality data evaluation, monitoring, and traceability management of batteries to ensure delivery quality.

Battery use

An iterative system for the handling of fault alarms and early warning has been developed to accurately assess battery health. Besides, a four-level emergency response system is in place, which allows for voice calls, user care, and on-site and back-end confirmation within 10 seconds at the fastest. We have also built a comprehensive battery maintenance service network to promote the standardization of power battery maintenance processes.

Battery recycling

We have formulated the *Regulation on the Management of the Recycling of Used Power Batteries from New Energy Vehicles*. According to the regulation, we manage the recycling and traceability of retired batteries by signing battery recycling contracts and collaborating with the whitelisted battery recycling companies recognized by the Ministry of Industry and Information Technology (MIIT).



Healthy and cozy driving experience

Zeekr extends its safety concept to the field of health protection. By taking a set of measures such as optimizing material selection, installing efficient air purification systems, strictly controlling noise levels, and improving seat comfort, we further ensure the health and comfort of drivers and occupants.

Case: Multi-dimensional Health Cockpit System Delivers Comfort Experience

Use of healthy materials

The volume of 10 volatile organic compounds (VOCs) detected in the soft foam materials used for the seats of Zeekr 009 Grand is, on average, 76% lower than those in conventional foam materials, which reduces the odor intensity by 50%.

Intelligent in-vehicle air purification

Zeekr 009 Grand and All New Zeekr 009 are equipped with an air quality system (AQS), PM 2.5 monitoring, and CN95 high-efficiency air filters to ensure fresh air inside the cabin.

Eye health protection

Zeekr 009 Grand and All New Zeekr 009 feature eye protection reading lights for aircraft cabins and low blue light eye-friendly displays to protect users' eye health.



Seats of Zeekr 009 Grand

Full-Scenario User Experience Elevation

Zeekr continuously improves the user service system, strengthens full-scenario coverage of user services, and implements responsible marketing to boost user satisfaction.

Transparent, honest and responsible marketing

Zeekr strictly complies with China's *Advertising Law*, the *Law on the Protection of Consumer Rights and Interests*, the *E-Commerce Law*, and other relevant laws and regulations of the regions where we operate. We regulate the content and wording of advertisements, and prohibit the release of false, exaggerated, or misleading advertising information. In delivering user services, we strictly prohibit deceptive practices such as the deception of users, withholding of user giveaways, data falsification, false claims, and false expense reporting. We're also committed to ensuring the transparent service standards and real prices to provide professional and warm services.

In 2024

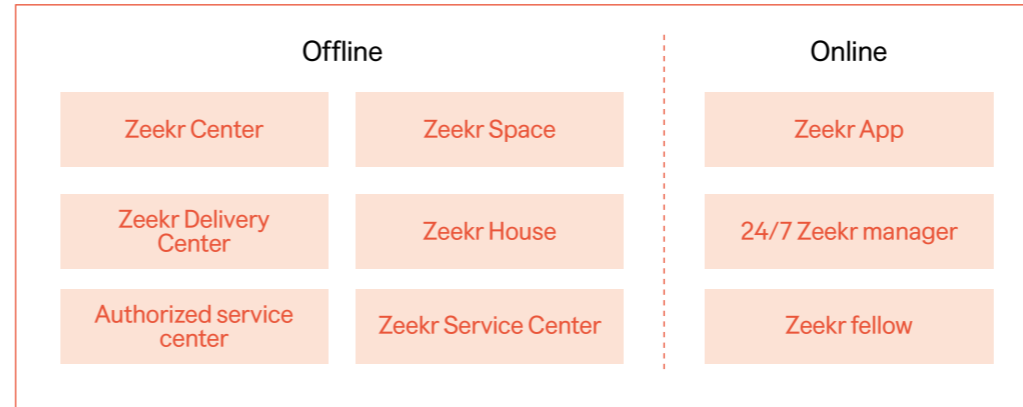
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Violations involving product and service information and labeling

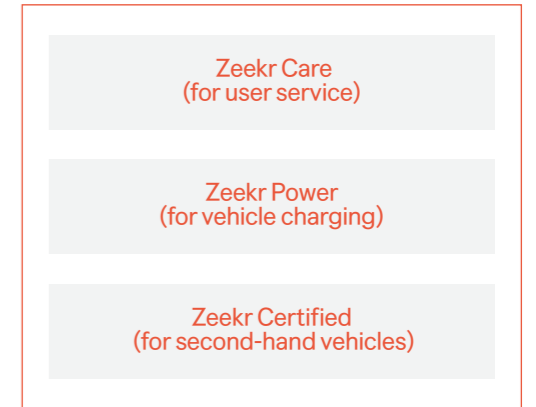
Making one-stop services at the fingertips

Zeekr has built multi-channel customer service platforms to provide users with seamless and worry-free solutions covering sales, delivery, after-sales service, owner communities, automotive accessories, and financial services. Built on them, we strive to elevate the customer experience in all aspects and navigate the diverse demands of users for pure electric mobility.

Service platforms



Service brands



By the end of 2024, Zeekr had owned

538

Directly-operated outlets worldwide

23

International design awards granted for 9 outlets

230+

Service outlets

150+

Cities covered

142

Zeekr Houses that can offer high-quality integrated services covering sales, experience, delivery, and after-sales, capable of serving

0.6 million-0.7 million

Users

■ Zeekr Care — In-use and after-sales services

Zeekr has created the service brand Zeekr Care, which provides users with one-stop high-quality services such as vehicle maintenance, repair, roadside rescue, and travel continuations through the online Zeekr Manager, offline Zeekr House, and other service networks, as well as diverse service ecosystems. This helps create the ultimate experiences in vehicle ownership and maintenance.

High-standard maintenance service

We have established a set of comprehensive standards for maintenance services, including requirements for service environment (hardware conditions), personnel behavior, service processes, and maintenance quality standards. In addition, we conduct pre-job training for front-line after-sales service personnel, with 100% training coverage for key positions.

Intelligent remote service

Focusing on the users' needs on vehicle usage, we offer end-to-end digital solutions. Besides, we introduce artificial general intelligence (AGI) into customer service to enhance service capabilities. Moreover, the intelligent early warning system is applied for the real-time monitoring of vehicle life cycle data, and the machine learning algorithm is used for fault pre-diagnosis. These tools empower the after-sales team to establish a minute-level response mechanism and standardized maintenance plans.

Multidimensional quality supervision

We carry out service quality supervision activities such as mystery shopper inspections and "User Experience Pioneers" evaluation program at service centers to propel all service centers to create an ultimate user experience with premium services.

Timely customer complaint handling

We have established risk warning standards for customer complaints and objections to grade relevant risks. General objections, according to their levels, are handled in a closed-loop manner within 24, 48, and 72 hours respectively, while crisis events are transferred to the designated personnel for handling and following up. Once a customer complaint is closed, a case review will be launched to continuously improve our service quality and capabilities.

Considerate user care services

We carry out user care activities according to seasonal mobility scenarios. For example, to ensure users' travel safety during the rainy season, we offer services such as in-car air purification, rain-proof coating for car windshields, and vehicle health check-ups. In particular, we issue the "Six Care Services" action guideline in response to frequent extreme weather such as heavy rains and typhoons in summer. During the May Day and National Day holidays, we offer vehicle inspections, drinks, and other services on highways with heavy traffic in core cities, which brings convenience to users on holidays.

By the end of 2024

31

Provinces of China

38

Countries covered by Zeekr Care

In 2024

In China, the after-sales services provided

Nearly **610,000**

Vehicles maintenance

38,000

Roadside rescues

180,000+

Travel continuations



■ Zeekr Power — Energy service ecosystem

Zeekr has established Zeekr Power, a sub-brand specializing in vehicle charging, which provides users with an all-round energy service ecosystem through three modes — public charging, household charging, and battery delivery.

Building a multidimensional energy replenishment network

Focusing on the construction of charging infrastructure, we accelerate the cooperation with industry partners in multiple aspects such as the expansion of microgrids and charging networks. By elevating industry standards for charging services, we alleviate the charging anxiety of users and contribute to improving the urban infrastructure service system.

Improving the charging service experience

We have rolled out functions such as station occupancy status, parking fee reduction, and location guidance. Additionally, we provide users with high-standard, high-quality, and convenient charging services to improve users' charging experience.

Launching the intelligent charging services

We have launched automatic charging solutions, which allow for charging pile positioning with just one click. This helps save users' time and improve charging efficiency.

By the end of 2024

1,468

Self-built Zeekr charging stations

801

Ultra charging stations

3,897

Ultra-fast charging piles

1st

Rank in the industry in terms of self-built ultra-fast charging piles

Note: The comparison baseline refers to the publicly released data of the China Electric Vehicle Charging Infrastructure Promotion Alliance (EVCIPA) and automotive enterprises.

3,897

Ultra-fast charging parking slots offered

154

Cities covered nationwide

5

Charging stations among the EVCIPA's First Batch of Five-Star Charging Stations in China

1.06 million+

Premium third-party charging resources connected to the Zeekr App's charging map

5.7 %

Increase in Zeekr Power's annual positive feedback rate

0

Accidents detected by the active protection system powered by big data with real-time monitoring and intelligent safety early warning functions

Case: Zeekr Launches Its First 800kW V3 Ultra-Fast Charging Station

In 2024, Zeekr Power unveiled its new-generation V3 ultra-fast charging station in Ningbo. The charging station can achieve a maximum output voltage of 1,000V and a maximum output current of 800A, with a single-gun peak power output of 800kW. When using the V3 ultra-fast charger, All New Zeekr 001 variant equipped with the CATL-sourced 95 kWh Shenxing battery pack can charge from 10% to 80% in just 11.5 minutes at the fastest. With a 5-minute charge, the range can increase by 256km. The Zeekr 001 variant equipped with the CATL-sourced 100kWh Qilin battery pack on the other hand can add up to 210km of range in five minutes of charging and 390km of range in ten minutes of charging.



Ultra-Fast Charging Station

Case: Zeekr Power Enters Shenzhen VPP Trading Market

In 2024, Zeekr Power was certified as a Shenzhen virtual power plant (VPP) aggregator and can directly engage in transactions on the Shenzhen VPP management platform. This further enhances the Company's capabilities in energy management and charging services for customers, boosting the improvement of the flexibility and stability of the power system.

Enhanced user satisfaction

Zeekr conducts regular user satisfaction surveys, and obtains authentic user feedback on service experience through the user journey satisfaction survey and the service scenario-based five-star survey. We have developed the satisfaction survey and complaint handling procedures that include confirmation, investigation, resolution, escalation, and follow-up. Based on the survey results, proactive improvement measures are taken. In 2024, we held 8 service co-creation meetings in China to explore and pinpoint the direction for service improvement and specific measures through open discussions on service experience.

User journey satisfaction survey

It covers 15 touchpoints across the user journey, including service networks, car selection, usage, resale, and other ecosystems. Measuring the general experience and perception of users at each touchpoint helps uncover improvement opportunities.

Service scenario-based five-star survey

It covers 22 service scenarios, including test drives, delivery services, service center experiences, Zeekr Manager services, public charging services, community activities, etc. Measuring the service quality of each scenario helps pinpoint directions for service improvement.

In 2024

For the Chinese market

96.54 %

User satisfaction rate

100 %

Product and service-related complaint response rate

100 %

Product and service-related complaint resolution rate

No. 1

In the overall, sales, and after-sales CXI scores for China New Energy Vehicle Customer Experience Index (NEV-CXI)

For the European market

8 (out of 10)

User satisfaction score

98 %

Complaint resolution rate





Green Transition Toward a Nature- Positive Business Model

Committed to the mission of “co-creating the future of mobility experiences”, Zeekr takes active measures to address climate change, develop sustainable products, cut pollutant emissions, and protect biodiversity. Through these measures, we contribute to global environmental protection.

30 Climate Change Response

36 Lifecycle Carbon Reduction Management

39 Full-chain Resource Conservation

Responding to sustainability issues:

- Climate change
- Energy management
- Clean products and technologies
- Wastes and emissions management
- Resource utilization and recycling
- Biodiversity



Climate Change Response

In respond to climate change, Zeekr follows the recommendations of *IFRS S2 Climate-related Disclosures* to disclose the Company's action plans and performance from four dimensions — governance, strategy, risk management, and metrics and targets.

Governance

Zeekr has established a sustainability governance framework to manage sustainability topics, including climate change. (For detailed information about Zeekr's sustainability governance structure, responsibilities and management processes, please refer to the "Sustainability Governance" section of this report.) Our senior leadership is highly concerned about the risks and opportunities brought by climate change, regularly review the climate strategies and action plans, develop relevant management indicators and mechanisms, and provide oversight and guidance for the execution of specific tasks.

To achieve carbon-related goals, we have established a comprehensive and science-based incentive mechanism. We have embedded climate action-related indicators into the annual business performance assessment system across the Company, including senior executives. These indicators are directly linked to performance-based bonus, effectively incentivizing leadership and operational teams to take proactive and accountable roles in carbon management. This approach drives the Company's steady progress in addressing climate change and advancing along a low-carbon development path.

Strategy

At Zeekr, climate change response is integrated into the corporate development strategy as a core consideration. We have formulated and continuously refined our strategic climate goals, and seek to move toward the carbon neutrality goal through carbon reduction initiatives across the whole chain of manufacturing, supply, and use.

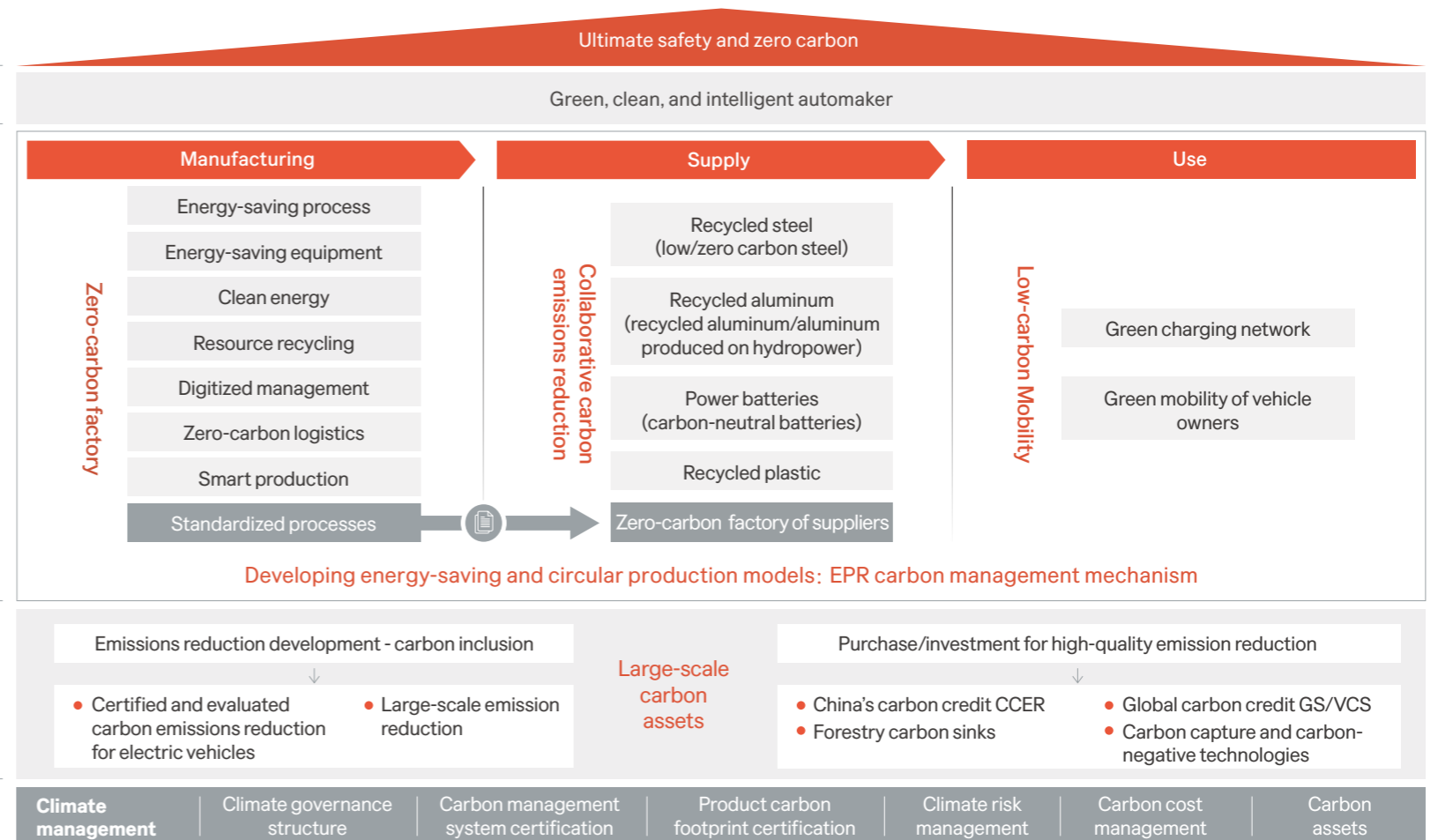
Strategic vision

Strategic goal

Carbon reduction chain

Offsetting actions

Management foundations



Zeekr's Strategic Vision and Framework for Climate Change

Background Factors in Climate Cycle Analysis

Climate risk characteristics

The climate system has significant inertia. Although some impacts of climate change (such as frequent extreme weather events) may be observed in the short term, its deeper impacts (including long-term consequences like sea level rise) often take much longer to be fully emerged.

External market benchmarking

The vehicle supply chain actively responds to China's 30-60 decarbonization strategy, but different industries such as the steel, aluminum, and new energy battery sectors present differentiated decarbonization pathways.

Zeekr's climate strategy

Zeekr has set a carbon neutrality goal across the value chain aligning with Geely Holding, and moves toward carbon neutrality through whole lifecycle carbon reduction measures covering supply side, manufacturing side and user side.

At Zeekr, the time horizons of climate-related risks and opportunities are defined as follows: short term (within 5 years), medium term (6-25 years), long term (over 25 years). The time horizons of climate-related risks and opportunities are reviewed at least once a year to confirm its rationality. Through communication with various business departments and industry experts, we assess the likelihood of different climate risks and opportunities and identify their potential impacts over the short, medium and long terms, including the potential financial impacts.

Scenario analysis

As global climate change intensifies, businesses are exposed to ever-increasing climate risks. To better identify, assess, and manage climate risks, Zeekr undertakes climate-related scenario analysis to identify potential physical and transition risks facing the Company under different climate scenarios. Accordingly, corresponding adaptation and mitigation strategies are developed.

Key Considerations in Scenario Development

High Contrast

There shall be a strong contrast between various scenarios. The selected scenarios shall represent the best-case and worst-case ones to help us fully assess the risks brought by climate change.

Balance

The simulated scenarios shall take full account of the dual effects on the real and social economy.

Scientificity

When a scenario is devised, data projections shall be conducted based on scientific analysis and model simulation to ensure scientific projections.

Scenario Assumptions and Associated Impacts

High emissions scenario —SSP5-8.5 (IPCC)

Actual impact: There is a 4° C rise in global temperature, and an increase in the frequency and intensity of extreme weather events, such as heat waves, floods, droughts, etc. The rise of sea level threatens coastal areas.
Socioeconomic impact: Economic growth is confronted with massive challenges. The uneven resource allocation, escalating social inequality, and impaired infrastructure lead to a substantial rise in economic costs.

Intermediate emissions scenario —SSP2-4.5 (IPCC)

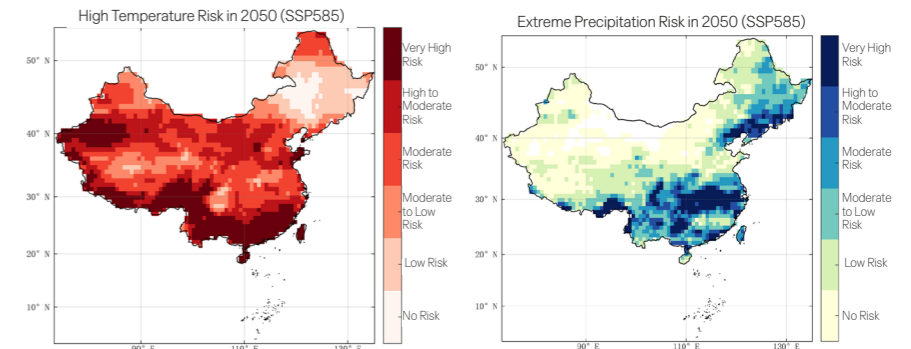
Actual impact: Global temperature rise will reach approximately 2.4° C to 2.7° C by 2100, which is lower than more than 4° C under the high emissions scenario, yet higher than 2° C or 1.5° C, the goals of the *Paris Agreement*. Extreme weather events occur frequently, ecosystems are destroyed, and biodiversity is lost. The rise of sea level threatens coastal areas and causes land area reduction.
Socioeconomic impact: Economic growth faces challenges, yet the green transition is generating new employment opportunities. The uneven resource allocation is more pronounced, which may exacerbate social inequality. Climate-sensitive industries such as agriculture and fisheries maybe severely affected, leading to increased economic costs.

Orderly scenario — Net Zero Emissions by 2050 Scenario (NGFS)

Actual impact: Global temperature rise is controlled within 1.5° C, with a dramatic reduction in the frequency and intensity of extreme climate events. Biodiversity is better conserved and ecosystem functions are enhanced.
Socioeconomic impact: It drives green technology innovation and the development of low-carbon industries, which create new economic growth engines and employment opportunities. A more secure and sustainable energy system is adopted with reduced dependence on traditional fossil fuels. The air quality is improved, which leads to a decrease in health problems caused by air pollution and an improvement in life quality.

Based on the sensitivity analysis of climate risks in the automotive industry, we work with external experts to compile the climate risk matrix (physical risk) of the automotive industry from the view of value chain, and identify categories of physical risks having larger impact on Zeekr (extreme heat, extreme precipitation, sea level rise), and conducted scenario analysis. The analysis covers vehicle manufacturing plant, core component production base, administrative offices and stores. By assessing the significance of financial losses to Zeekr, we place a focus on vehicle manufacturing plant and key core component production base in scenario analysis. Zeekr uses the Coupled Model Intercomparison Project Phase 6 (CMIP6) global climate model, and EC_earth3 Earth system model to assess changes in extreme heat, extreme precipitation, and sea level rise.

We use NGFS Climate Scenarios for central banks and supervisors, select orderly scenario - Net Zero Emissions by 2050 Scenario with GCAM 6.0 NGFS as the data source to assess the potential impact of climate-related transition risks on the Company, taking into account key factors such as policy response, technological revolution, CO₂ removal, and regional policy changes.



Identification and Assessment of Major Climate Risks and Opportunities for Zeekr

Risk category	Current and expected impact on business model and value chain	Potential financial impact	Risk/opportunity level		
			Short-term	Medium-term	Long-term
Physical risks					
Acute risk - extreme heat	<ul style="list-style-type: none"> Extreme heat is often accompanied by a wide range of air conditioning and cooling needs, which greatly increases the energy consumption of the Company. At the same time, it will affect employee motivation and have negative impact. 	<ul style="list-style-type: none"> Damaged assets that are non-operational, or requirement for repair or replacement leads to reduced net assets and increased production and operation costs; Production interruptions and delays result in dropping sales revenue; Increased insurance and claim costs. 	High	High	High
Acute risk - extreme precipitation	<ul style="list-style-type: none"> Extreme weather such as extreme precipitation may affect the normal operation of factories and business premises, jeopardizing the stability of production and supply chains. 	<ul style="list-style-type: none"> Increased insurance and claim costs. 	Medium	Medium	Medium
Chronic risk - sea level rise	<ul style="list-style-type: none"> Rising sea level will inundate coastal facilities, disrupt supply chains, and increase operating costs, thus causing damage to the Company's assets, resulting in deterioration of financial position, and market competitiveness decline. 	<ul style="list-style-type: none"> Increased cost of obtaining natural resources; Higher costs of updating production equipment. 	Medium	Medium	Medium
Transition risks					
Market	<ul style="list-style-type: none"> Consumers may prefer more environmentally friendly products and user experiences; Rising prices of raw materials and chip shortages cause fluctuations in the supply prices of products; Rising prices of traditional energy may result in higher costs for production facilities without renewable energy, posing capability and cost challenges for the Company in utilizing renewable energy. 	<ul style="list-style-type: none"> Market share influences sales revenue; Increased production and operation costs due to material shortages; Carbon reduction costs of suppliers affect procurement amount, leading to higher production and operation costs. 	High	Medium	Low
Technology	<ul style="list-style-type: none"> The trend of transition toward a low-carbon economy and energy transition put forward higher requirements for corporate investment in manufacturing equipment, production process, and sci-tech R&D; Application of new technologies and production processes and replacement of existing equipment may cause asset impairment. 	<ul style="list-style-type: none"> Increased R&D costs: A huge amount of money has been invested into research and innovation by Zeekr, which provides us with the necessary resources to address and mitigate potential environmental risks. By the end of 2024, Zeekr has invested more than RMB 23.5 billion in R&D; Asset revaluation or impairment. 	High	Medium	Low

Level ■ High ■ medium ■ low

Risk category	Current and expected impact on business model and value chain	Potential financial impact	Risk/opportunity level		
			Short-term	Medium-term	Long-term
Policy and legal	<ul style="list-style-type: none"> The government, based on China's 30-60 Decarbonization Goal, moves faster to establish stricter policy systems and related action plans such as the "1+N" carbon peaking and carbon neutrality policy framework; As the government strengthens its environmental supervision, there will be stricter standards and penalties in terms of GHG emissions and pollutant discharge; Compliance requirements for product exports will increase due to regulations and policies like the EU's Carbon Border Adjustment Mechanism (CBAM), the EU's Batteries Regulation and Waste Batteries Regulation, and the EU's <i>Corporate Sustainability Due Diligence Directive (CSDDD)</i>. 	<ul style="list-style-type: none"> Rising R&D costs; Market share influences sales revenue; Increased trade compliance cost; Higher costs for product carbon footprint accounting. 	Medium	Medium	Low
Reputation	<ul style="list-style-type: none"> External stakeholders are increasingly vigilant and demanding about climate change. The Company should set an example in encouraging a low-carbon economy and avoid behaviors that cause environmental damage, thereby avoiding negative impact on their brand and reputation. 	<ul style="list-style-type: none"> Be subject to investor pressure, affecting financing ability; Increased training costs and internal promotion costs, leading to higher operating costs. 	Low	Low	Low
Transition opportunities					
Low-carbon mobility	<ul style="list-style-type: none"> Attracting and meeting demand of more consumers for new energy products; Creating opportunities for entering oversea markets that embrace low-carbon development; Acquiring support and incentives from government. 	<ul style="list-style-type: none"> Increased sales revenue from low-carbon products and services; Increased export sales revenue of low-carbon products; Lower costs through government policy incentives. 	High	High	Medium
Circular economy	<ul style="list-style-type: none"> Recycling and reusing waste materials by using circular technologies, reducing carbon emissions from raw material extraction and production and lowering procurement costs of raw materials; Expanding businesses related to the recycling and reuse of automotive products and components, to create additional revenue streams; Saving materials to reduce waste and pollution generation and handling. 	<ul style="list-style-type: none"> Lower procurement costs of raw materials; Circular economy creates new sources of income, increasing revenues; Lower costs of waste and pollution treatment. 	High	Medium	Low
Low emission and renewable energy	<ul style="list-style-type: none"> Reducing GHG emissions and other pollutants, positively impacting climate change mitigation and ecosystem protection; Creating opportunities for development in the clean energy technology sector. 	<ul style="list-style-type: none"> Higher energy efficiency and lower operating costs. 	Low	Low	Low

Level ■ High ■ medium ■ low

Note: The physical risk levels in the table are based on results of the "High emissions scenario – SSP5-8.5 (IPCC)" assessment, and the transition risk/opportunity levels are based on the results of "Orderly scenario-Net Zero Emissions by 2050 Scenario(NGFS)" assessment.

Risk management

Zeekr continuously optimizes the climate-related risk management structure and processes, with a particular focus on the management of climate-related risks and opportunities.

- ✎ **Risk identification**

Zeekr identifies potential climate-related risks from internal operations, supply chain, market environment, and other aspects, including extreme weather events, policy and regulatory changes, technological innovation, market demand fluctuations, etc. Approaches such as scenario analysis and expert consultation provide us with a more comprehensive insights into the potential impact of such risks.
- ✎ **Risk assessment**

Zeekr conducts assessments of physical risks (e.g., damage to assets caused by extreme weather) and transition risks, as well as opportunities (e.g., the impact of policy and regulatory changes on business operations). By using a risk matrix and other tools, we assess the likelihood and magnitude of impacts (including financial and non-financial impacts) of those risks and opportunities, and determine high-risk areas to be prioritized for management accordingly.
- ✎ **Risk response**

Zeekr has set up a sustainability task force to handle daily climate-related work. This team coordinates with various business departments to facilitate the implementation and progress reporting of climate actions. Considering our strategic goals and resource capacities, we have employed multiple strategies such as risk aversion (e.g., developing new energy products) and risk mitigation (e.g., adopting low-carbon technologies), to balance risks and benefits.
- ✎ **Risk management**

Zeekr manages climate-related risks and opportunities by assessing the significance of risks and opportunities, the complexity of response plans, and the availability of required resources, while considering the Company's climate strategy. We take comprehensive account of the interrelationship and impacts between risks, balance emission reduction goals with operational costs, market competition, and other factors, and adjust strategies dynamically to ensure sustainable corporate development and to keep overall risks under control.

Based on the results of scenario analysis, Zeekr formulates resilient response measures, actively prevents and controls risks, and effectively improves the adaptability to climate change, thus minimizing the negative impacts of risks, and advancing low-carbon transformation.

Major response measures for climate risks and opportunities of Zeekr

Risk category	Risk/opportunity response measures
Physical risks	
Acute	<ul style="list-style-type: none"> Actively take prevention measures against risks, conduct regular risk assessments, and establish prevention plans based on the historical data of natural disasters in each production base;
Chronic	<ul style="list-style-type: none"> Work with upstream and downstream partners to reduce carbon emissions and establish a collaborative mechanism to enhance the resilience of the value chain to respond to climate change.
Transition risks	
Market	<ul style="list-style-type: none"> Plan a diversified range of NEV products and continuously improve product performance to meet various consumer demands; Improve supplier ESG management mechanisms, conduct ESG training for suppliers, and require core tier 1 suppliers to reduce carbon emissions; Participate in collaborative R&D of low-carbon materials.
Technology	<ul style="list-style-type: none"> Based on SEA Vast Intelligent Evolution Experience Architecture, boost the efficiency and control costs of developing new models, and actively explore thermal management integration and waste heat recovery technologies, as well as low-carbon technologies based on a variety of alternative fuels, etc.; Make targeted adjustment to production processes and implement a scheduled green factory upgrade plan.
Policy and legal	<ul style="list-style-type: none"> Keep an eye on the domestic policies and international regulations, assess their impact, and plan response measures in advance; Develop climate strategies, carbon reduction targets, and related measures to enhance climate change management; Track product carbon footprints and implement carbon reduction measures across the product lifecycle; Strengthen the ESG performance and assessment management of the supply chain, especially for suppliers involved in overseas exports and key components of new energy vehicles, to ensure compliance with export requirements.
Reputation	<ul style="list-style-type: none"> Seek more business opportunities for low-carbon transitions, contribute more leading low-carbon fuel solutions to the industry, and provide fair resources for partners for realizing knowledge sharing.
Transition opportunities	
Low-carbon mobility	<ul style="list-style-type: none"> Focus on a diversified portfolio of NEV products, steadily enhance product performance, and cater to diverse consumer needs. Expand opportunities for more sustainable mobility businesses through measures such as promoting low-carbon mobility and constructing charging infrastructure.
Circular economy	<ul style="list-style-type: none"> Simplify product design to reduce material use and evaluate and track the proportion of recycled materials; Collaborate with upstream and downstream partners and consumers to promote the circular economy.
Low emission and renewable energy	<ul style="list-style-type: none"> Optimize energy management systems, and save energy through smart manufacturing; Promote optimization of production processes as well as energy-saving and carbon reduction technologies; Optimize energy mix, and increase the use of photovoltaic, energy storage, and other clean energy sources.

Metrics and targets

Faced with the global issue of climate change, Zeekr shoulders corporate responsibility and actively practices sustainability development concept. The Company is committed to aligning with Geely Holding to achieve carbon neutrality throughout the entire value chain. Through comprehensive energy-conservation and emission-reduction measures, technological innovation application, and collaboration across the industry chain, Zeekr will go all out to promote low-carbon transformation and contribute to mitigating climate change.



Indicator	Unit	2024
Natural gas	m ³	237,729.00
Purchased electricity	MWh	148,752.33
Purchased heat	GJ	8,906.87
Cooling capacity	MWh	1,214.04

Note: The statistics scope is in accordance with the Company's consolidated statements, covering Zeekr offices/R&D sites, store system, VREMT Factory and corresponding operation sites of European R&D and sales companies.

Indicator	Unit	2024
GHG emissions (Scope 1)	tCO _{2e}	24,843.47
GHG emissions (Scope 2)	tCO _{2e}	480,513.13
GHG emissions (Scope 3)	tCO _{2e}	10,308,663.78
Purchased goods and services	tCO _{2e}	5,571,880.58
Use of sold products	tCO _{2e}	3,249,659.49
Capital goods	tCO _{2e}	1,022,020.23
Scrap disposal of sold products and other categories	tCO _{2e}	465,103.48
Total GHG emissions (Scope 1, 2, 3)	tCO_{2e}	10,814,020.38

Note 1: The boundary of GHG inventory and accounting is subject to the operational control right, including Zeekr offices/R&D sites, store system, energy charging system, manufacturing plants of batteries, motors, electronic control (VREMT, Hangzhou JiDian, Quzhou JiDian, Quzhou JiDian E-Mobility, and Shandong Jidian), operating sites of European R&D and sales companies, as well as upstream vehicle manufacturing plants of the value chain (Zeekr Factory, Chunxiao Factory, Meishan Factory, Chengdu Factory). For more details, please refer to the assurance statement of GHG emissions data in the appendix.

Note 2: Disposal of sold products and other Scope 3 categories include: fuel and energy-related activities, upstream transportation and distribution, waste generated during operations, business travel, employee commuting, downstream transportation and distribution, and scrap disposal of sold products.

Lifecycle Carbon Reduction Management

The carbon footprint of a vehicle spans its full lifecycle stages from manufacturing, use, maintenance, disposal and recycling. Zeekr is advancing a low-carbon ecosystem across the full value chain, ranging from the supply side, manufacturing processes, to end-user engagement.

Carbon reduction in the supply chain

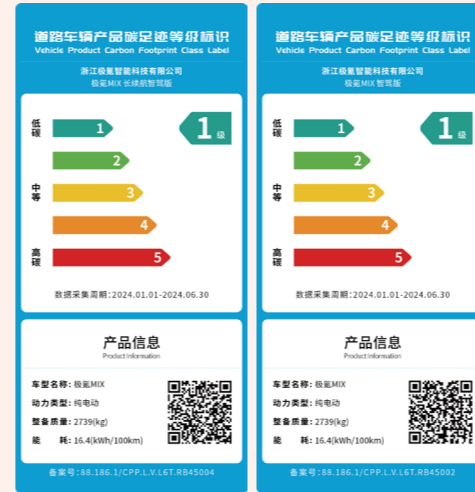
Zeekr is committed to establishing a sustainable supply chain system. Starting with the R&D of green and low-carbon materials, we prioritize the use of low-carbon materials to effectively reduce the environmental impact of material usage at the source.

Green procurement

We integrate green and low-carbon principles into the entire lifecycle management of suppliers. During the supplier admission evaluation, we comprehensively assess suppliers' carbon management capabilities, product carbon management measures, energy management efficiency, and the use of clean energy. During the performance evaluation, we involve assessment of product carbon footprint accounting and the proportion of green electricity use to ensure supplier sustainability.

Case: Zeekr MIX Utilizes Clean Hydropower Aluminum Ingots

A carbon reduction plan has been established for the R&D of Zeekr MIX by utilizing hydropower aluminum ingots for components such as the upper and lower bodies and wheel rims. Compared to aluminum components produced in the traditional way, this approach reduces carbon emissions by approximately 70%. In 2024, the Zeekr MIX received the Level 1 (Best Level) Carbon Footprint Certification for Vehicle Products from the China Automotive Technology and Research Center per their excellent low-carbon design and technology, demonstrating their industry-leading lifecycle carbon emission performance.



Zeekr MIX

Case: VREMT's Green Procurement of Aluminum

VREMT, a subsidiary of Zeekr, specializes in the R&D of battery packs, motor control systems, and charging solutions, providing technical and product support for Zeekr. VREMT mandates that aluminum ingots suppliers utilize 100% green electricity in their production processes, and provide carbon footprint certificate issued by authoritative organizations, ensuring that the environmental attribute of the aluminum ingots. To enhance the carbon reduction efficiency along the supply chain, VREMT integrates green electricity requirements for aluminum into its component procurement process, comprehensively ensuring the quality of the components.

Green logistics

Zeekr has established a digital logistics platform that integrates carbon emission monitoring. It analyzes carbon emissions based on various factors such as vehicle type, transportation distance, and cargo loading.

We work to promote a transition from supplier self-delivery to a centralized collection model. Leveraging systems and algorithms, we have established a cyclical collection system, which has been realized for inbound deliveries at the Meishan Factory, Chunxiao Factory, and Zeekr Factory. In 2024, a total of 180 cyclical collection routes were established by Central Procurement Department. Compared to direct delivery, this model reduces 7,122 pick-up trips annually, equivalent to 569,788 kilometers of transportation, lowering carbon emissions by 266,871.4 kg per year.

In 2024

In the inbound logistics phase

6

New energy trucks input

524,490.2 kg

Carbon emissions reduced annually

Carbon reduction in manufacturing

At the manufacturing level, Zeekr continues to promote zero-carbon factories, focusing on equipment energy efficiency, clean energy, resource recycling, and zero-carbon logistics. We also strive to develop and optimize the energy management system, setting an example for the sustainable development of the new energy vehicle (NEV) industry.

Case: Humanoid Robots at Zeekr Factory Helps Explore New Paths for Intelligent Manufacturing

In July 2024, Zeekr Factory became the first in China to introduce the Walker S Lite humanoid robot, developed by UBTECH Robotics, for end-to-end pilot logistics operations. This initiative marks a significant milestone in Zeekr's digital and low-carbon transition journey. The humanoid robot enables highly precise and stable automated handling, significantly reducing energy consumption in traditional logistics processes and lowering carbon emissions during production. By decreasing reliance on manual labor, the introduction of humanoid robotics also helps reduce indirect carbon emissions associated with workforce turnover and training. As the technology continues to evolve, Zeekr plans to further expand its application of humanoid robots across various manufacturing processes, leveraging technological innovation to enhance energy efficiency and accelerate progress toward its carbon neutrality goals.



Humanoid Robots in Zeekr Factory

Zeekr Factory

- 100% green electricity usage rate.
- 8.70% year-on-year decrease of energy consumption for manufacturing single vehicle.
- The installed photovoltaic capacity reached 44.54 MWp, with annual photovoltaic power consumption totaling 38,609.99 MWh.
- The intelligent control system for air compressors is upgraded, achieving an annual energy-saving rate of 7.8% and saving RMB 420,000 in electricity costs annually.
- The Atlas compression heat dryer zero-air consumption transformation project is implemented, saving RMB 430,000 in electricity costs in 2024.

Chunxiao Factory

- The installed photovoltaic capacity reached 31.5 MWp, with annual photovoltaic power consumption totaling 17,916.93 MWh.
- The two sets of waste heat recovery systems in the painting workshop's electrophoresis drying room and topcoat baking room absorbed 342 GJ of heat during the reporting period, equivalent to a reduction of 37.62 tons of carbon emissions.
- The energy-saving LED lamp renovation project is completed, replacing 13,605 sets of roof lighting lamps in the workshop, reducing carbon emissions by 781 tons.

Meishan Factory

- 47.14% year-on-year decrease of energy consumption in manufacturing single vehicle.
- The installed photovoltaic capacity reached 39.15MWp, with annual photovoltaic power consumption totaling 28,721.46 MWh.
- Four sets of waste heat recovery devices are used to recover and utilize high-temperature waste gas and waste heat, achieving internal heat energy circulation. In 2024, a total of 153,300 m³ of natural gas was saved.

VREMT

- The installed photovoltaic capacity reached 5.13 MWp, with annual photovoltaic power consumption totaling 3,259.21 MWh.
- VREMT upgraded the waste gas combustion furnace. Intelligent combustion achieved the precise control on natural gas combustion and effectively avoided idling when no waste gas is present. 16,705 m³ of natural gas was lowered annually, equivalent to a reduction of approximately 53.52 tons of carbon emissions.

Zeekr Factory was certified to the ISO 50001:2018 energy management systems.

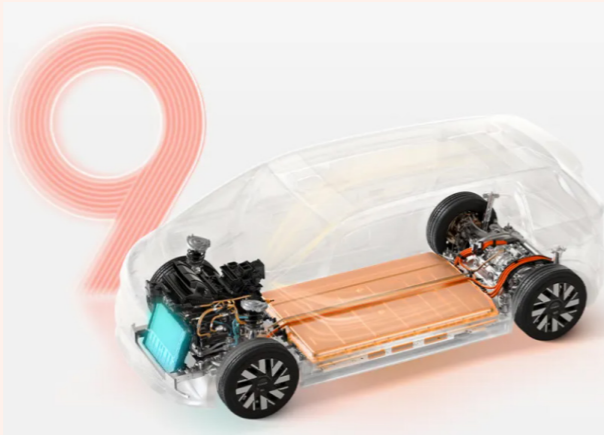
Meishan Factory completed the supervision and review of the ISO 50001:2018 energy management systems.

User-end carbon reduction

Committed to delivering green mobility solutions, Zeekr integrates innovative technologies with intelligent management to provide users with greener products as well as efficient charging and intelligent energy consumption management services, which elevate users' green mobility experience.

Case: Nine Sources Heat Pump Technology Conquers the Winter Chill

In 2024, Zeekr launched the nine sources heat pump technology, which achieved in-depth interaction and centralized utilization of the four major waste heat sources, two residual heat sources, and three auxiliary heat sources. It delivers outstanding performance between -40° C and 50° C, the widest operating temperature range in the industry. The waste heat recovered from chips can produce up to 1,700 watts of power, which is equivalent to saving 1.7 kWh of electricity per hour. According to the experimental results, maintaining temperature, at an ambient temperature of -10° C, for 3 hours can save 1.6 kWh of electricity.



Case: Z-Green Empowers Net Zero Conferences

In 2024, Zeekr joined forces with the Huzhou Municipal Two Sessions and the Green Low-Carbon Innovation Conference to empower net zero conferences with the carbon credits of car owners. The car owners sold their carbon credits via carbon-inclusive trading platforms at a price of RMB 60 per ton, achieving an average per capita earning of RMB 158.5. This allowed car owners to gain economic benefits from environmental protection practices, thereby motivating the public to lead a low-carbon life and contributing to a social environment in favor of green development.

While making ongoing efforts to cut down lifecycle carbon emissions through technological innovation, Zeekr launched the Z-Green project to establish a carbon inclusion mechanism, encouraging users to engage in carbon reduction actions. By joining hands with car owners to carry out non-profit low-carbon activities, we promote the low-carbon lifestyle.

By the end of 2024

800,000+ Users attracted in the Z-Green project	290,800+ tons Carbon emissions reduced cumulatively	equivalent to carbon absorbed by 66.45 million+ Mongolian Scotch Pine in a year
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Green

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Full-chain Resource Conservation

Zeekr is committed to resource conservation throughout the entire lifecycle of vehicles from R&D, manufacturing to disposal. We strive to enhance the efficiency of resource utilization across the entire chain, minimizing resource consumption and environmental pollution. This approach promotes the circular development of the automotive industry, protects biodiversity, and drives the transformation toward a natural-positive business model.

Creating sustainable products with green design

In the product design stage, Zeekr fulfills the environmental commitments from multiple dimensions such as the adoption of lightweight design, healthy materials, and recyclable materials. Through these measures, we provide customers with eco-friendly products.

■ Lightweight design

In its continuous efforts to push forward the R&D of weight reduction technologies, Zeekr carries out technological innovation and optimizes the structure without compromising the performance and safety of vehicles, and expands application scenario of lightweight technologies and materials, thus reducing resource consumption from the source.

Integrated aluminum die-casting of rear body

It allows for continuous weight reduction through structural optimization of partial components. This technology has been applied to models such as Zeekr 7X and Zeekr MIX. Taking Zeekr MIX as an example, the integrated die-casting of rear body can eliminate nearly 800 connection points and reduce weight by 19% in comparison to conventional steel.

Integration of core thermal management components

These achievements have already been implemented in models such as the Zeekr 7X and will be applied to upcoming all-electric models scheduled for future release. By adopting new integration modules and single-layer runner plates, the integration solution achieves a more compact structure with reduced space occupation and a 24% weight reduction.

Lightweight design for side sills and crash beams

By applying 10-cell extruded aluminum profiles to the left and right side sills and utilizing 7-series aerospace-grade aluminum in the front crash beam, we have achieved a weight reduction of approximately 14% compared to conventional aluminum technologies, while maintaining superior safety performance. This advanced lightweight technology has been adopted in multiple models, including the Zeekr 7X, Zeekr 007, Zeekr 009, and Zeekr 001.

In 2024

The "Key Technologies and Applications for Advanced Design and Manufacturing of Large Light Alloy Automotive Castings" project won the **First Prize of 2024 China SAE S&T Award** from the China Society of Automotive Engineers (SAE)



■ Use of sustainable materials

We conduct a full lifecycle carbon emission analysis of our products, identifying that key materials in the vehicle's body, such as steel, aluminum, and plastics, play a critical role in reducing overall vehicle emissions and enhancing sustainability performance. During the product design phase, we comprehensively evaluate lifecycle assessments, user experience, and functional requirements. Through the adoption of healthy materials and recyclable materials, we improve the overall sustainability of our products.

Case: Applying HA1-E(50%) New Material to Improve Vehicle Recyclability

HA1-E is a kind of large-scale integrated heat-free die-casting aluminium alloy with high-strength and high-toughness, which can leave out traditional intensification of heat-treatment processes in manufacturing vehicle components, significantly improving whole-process production efficiency. Zeekr explores the application of the newly-minted aluminum alloy HA1-E(50%) in the body of cars, increasing the usage percentage of recycled aluminum to over 50% while maintaining the high toughness of the material, and reducing carbon emissions by 47.2%.

Use of Healthy Materials



Zeekr 009/Zeekr 009 Grand

All main models adopt low-odor and low-VOC materials that are health-friendly. As for cockpits, the leather used is all sourced from manufacturers and manufacturing environments certified by the Leather Working Group (LWG), and the fabrics used have all been certified by China Environmental United Certification Center (CEC). In addition, the cockpits are approved safe for use by mothers and infants in terms of materials, electromagnetic radiation, and cabin air quality, and have obtained the Children First (Green Cabin) Certification from the China Automotive Technology and Research Center (CATARC).



Zeekr 001/Zeekr X

The two models have been awarded five-star ratings by the Green NCAP, with full marks scored in the Clean Air index.

Use of Recyclable Materials



Zeekr MIX

With **15%** recycled steel, **25%** recycled aluminum, and **25%** non-metal recyclable materials been adopted, we are aiming for the goal of using more recyclable materials.



Zeekr 7X

The bodywork is made with **15%** recycled steel and **25%** recycled aluminum, and the exterior is made with **25%** recyclable plastic. The underbody shields are made of continuous PET materials, which allows for **100%** recycling of the finished parts and scrap. The technology has been certified to the Global Recycled Standard (GRS).

Securing water conservation and waste reduction to minimize environmental impacts

Zeekr strictly adheres to laws and regulations such as China's *Environmental Protection Law*, the *Law on the Prevention and Control of Air Pollution*, the *Law on the Prevention and Control of Water Pollution*, the *Law on the Prevention and Control of Environmental Pollution by Solid Waste*, and the *Law on the Prevention and Control of Noise Pollution*. Accordingly, Zeekr has formulated management policies, such as the *Environmental Policy*, *Environmental Factors Identification and Evaluation*, *EHS Emergency Response Management*, *Rules of Solid Wastes Management*, *Rules of Waste Water Management* and *Rules of Exhaust Gas Management*. Built on them and ISO 14001 systems, a sound environmental management system has been established to standardize the disposal, discharge, and recycling of solid and waste water, exhaust gas and noise. The system is underpinned by well-defined responsibilities, thus helping enforce environmental protection measures.

Zeekr has established a comprehensive environmental factor identification mechanism. In response to sudden environmental pollution incidents, we have developed procedural documents such as the *Environmental Emergency Risk Assessment Report*, *Emergency Resource Investigation Report for Environmental Emergencies*, and *Emergency Response Plan for Environmental Incidents*. An emergency response team has been established, with clearly defined responsibilities for each relevant department. Regular emergency drills, including simulations of chemical spills and environmental facility malfunctions, are conducted to enhance the efficiency of our response to environmental incidents and improve our risk mitigation capabilities.

Zeekr places great emphasis on the operation and maintenance of environmental protection facilities. We strictly implement routine maintenance and conduct comprehensive environmental monitoring on a monthly, quarterly, and annual basis to ensure the compliant disposal of emissions and minimize environmental impacts.

As of the end of 2024, for the manufacturing side

100 % Certified to ISO 14001 environmental management systems

100 % Compliance rates for waste water discharge, exhaust gas emissions, and hazardous waste disposal

All **4** manufacturing plants were recognized as **"Green Factories"**, with the VREMT and Chunxiao Factory distinguished as national-Level **"Green Factories"**.

All **3** vehicle manufacturing plants were certified as **"Zero Waste Factory"** and **"Quiet Factory"** by the Ningbo Government.

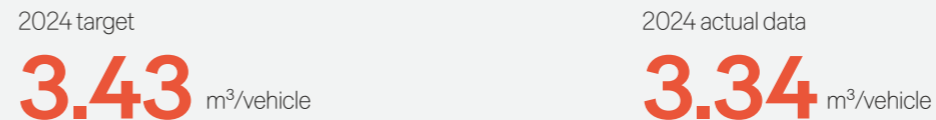
Water resource management

Zeekr conducts lean management of water conservation, including wastewater control. We have enhanced water use efficiency through water-saving equipment renovation and production process optimization. In 2024, Zeekr's vehicle manufacturing plants achieved a total of 250,461 m³ in reclaimed water reuse.

Water conservation measure

Meishan Factory	Zeekr Factory	Chunxiao Factory	VREMT
A condensate water recovery project was conducted, recovering 4,000-5,000 m ³ of condensate water monthly during the summer.	We implemented a primary concentrate water recycling and reuse project for the Xiaotu pure water station, saving 300 m ³ of water monthly and an automatic float valve water replenishment switch project for the cooling tower, that can save 2,000 m ³ of tap water after the renovation.	We recycled the primary concentrate water from the pure water system in the painting workshop, with pipelines returning it to the sewage pits of the degreasing and phosphating sections.	The Quzhou Factory conducted heat recovery for steam condensate water discharged through the rainwater pipe network with recovered energy used in the employee dormitory.

Water consumption per vehicle at vehicle manufacturing plants



Note: Average data from Zeekr Factory, Chunxiao Factory, Meishan Factory.

Wastewater management measures

>> Source Control

Optimizing the production process at each wastewater generation point to reduce wastewater production.

>> Wastewater Pre-treatment

Employing physical methods such as flocculation, sedimentation, and filtration to efficiently remove suspended particles and large particulate impurities from the wastewater to reduce the load and difficulty of subsequent treatment;

Utilizing chemical reaction such as neutralization, oxidation, and reduction to deeply remove harmful organic matter from the wastewater and improve the overall treatability of the wastewater.

>> Biological Purification

Fully utilizing the natural degradation ability of microorganisms and using advanced activated sludge process for deep decomposition of organic pollutants in wastewater.

>> Recycling

Recycling wastewater that can be reused after compliant disposal. Take Meishan Factory as an example, through the implementation of the reclaimed water reuse project, a total of 72,235 m³ of reclaimed water were reused in 2024.

Waste management

Zeekr has been committed to minimizing waste generation through R&D, optimized production processes, and stringent supply chain management. We maintain rigorous control over the entire lifecycle of waste materials, including collection, storage, transfer, recycling, and disposal, to ensure compliant disposal of waste and emissions.

Hazardous waste management

We have established the *Waste Management Rules* and the *Management Procedures for Solid Waste Prevention and Treatment*. These measures enhance waste management practices and ensure effective control over the types and quantities of hazardous substances in our automotive products, with the ultimate goal of minimizing, and where possible, eliminating environmental harm.

Waste reduction measures

Technological upgrades to improve utilization

We have implemented modifications to adhesive containers, including the addition of inner liners. Clean containers are then managed as general solid waste. Furthermore, we have equipped the bottoms of welding sealant containers with flexible tubing to improve the utilization of residual sealant.

Facility optimization to reduce disposal volume

We have introduced waste solvent treatment facilities to reuse useful solvents, thereby reducing the generation of waste solvents.

We also utilize tanker trucks for the transportation of electrophoretic paint and other solvents, which reduces the volume of hazardous waste requiring disposal in bulk containers.

Equipment upgrades to reduce hazardous waste weight

We have installed paint sludge drying facilities. Drying the paint sludge with high moisture reduces the weight of hazardous waste.

Hazardous waste generation per vehicle at vehicle manufacturing plants

2024 target

10.15 kg/unit

2024 actual data

9.29 kg/unit

Note: Average data from Zeekr Factory, Chunxiao Factory, Meishan Factory.

General waste management

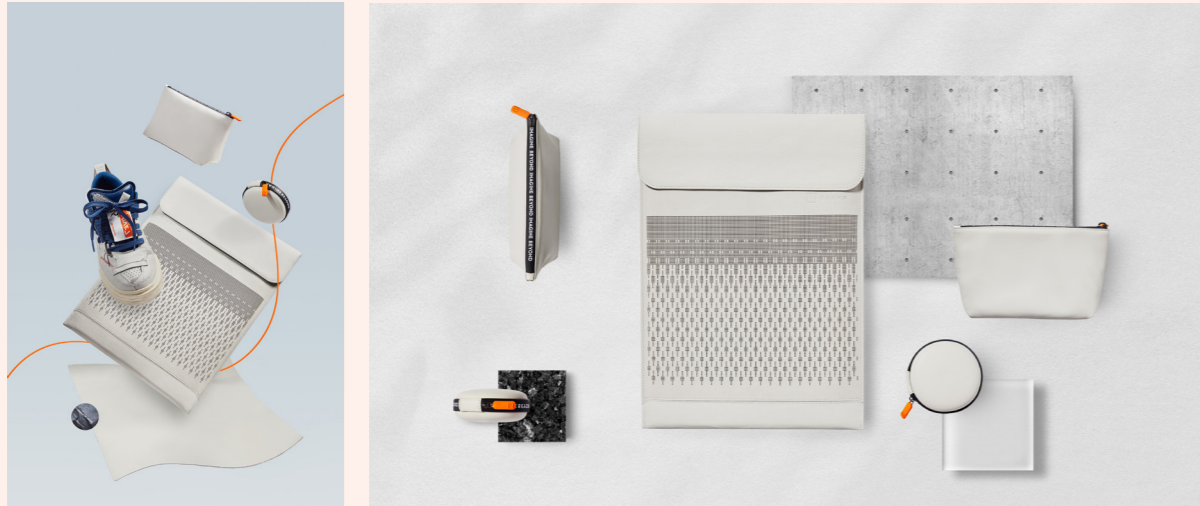
We employ a classification and recycling approach for domestic waste and non-hazardous waste to mitigate their adverse environmental impacts. At the manufacturing stage, we have implemented an aluminum recycling program for scrap materials, such as stamping edge trimmings, to promote the circular processing of waste materials.

Waste gas management

Zeekr has established the *Air Pollution Prevention and Control Management Policy*, which clearly defines responsibilities and operational procedures for exhaust gas management. A systematic approach is adopted to manage emissions generated during the production process, encompassing monitoring, collection, and treatment, to ensure all atmospheric pollutants are discharged in compliance with regulatory standards.

Case: Zeekr's Waste Management and Environmental Innovation

Zeekr is committed to addressing waste issues related to automotive seat materials by creatively transforming them into fashionable products such as storage bags, laptop bags, and deconstructed sneakers. Simultaneously, Zeekr launched the Environmental Lab-Coffee Grounds Cup, utilizing recycled coffee grounds to produce eco-friendly cups, with cumulative sales of 3,980 cups in 2024, reducing coffee ground waste by approximately 170 kg.



Zeekr's Environmental Products

Noise management

Zeekr actively promotes noise management by prioritizing low-noise equipment, promoting vibration reduction technology, soundproofing and noise reduction in factories, intelligent manufacturing, and source control of noise, effectively controlling and reducing noise pollution. In 2024, thanks to its outstanding performance in noise pollution prevention and control, Zeekr Factory, Meishan Factory and Chunxiao Factory were all recognized as the Quiet Factory by the Ningbo Municipal Government.

Waste gas monitoring

Equipped with continuous online monitoring systems for volatile organic compounds (VOCs), we realize real-time emission tracking. Regular inspections are also conducted in accordance with regulatory requirements.

Waste gas collection

A comprehensive collection system has been implemented in the painting area to ensure high-efficiency capture of paint mist and gaseous emissions, minimizing atmospheric leakage.

Waste gas treatment

Technologies such as zeolite rotor concentrators and recycling thermal oxidation system (TNV) have been introduced to ensure efficient treatment.



■ Green operations

Zeekr has reinforced resource conservation in the operational processes, including the efficient management of office resources and energy-saving measures for air conditioning and other facilities. We have implemented environment-friendly principles throughout the entire lifecycle of our buildings, from design and construction to operation, thus minimizing resource and energy consumption in office areas from the source.

Optimizing office practices

We fully promote paperless operations by leveraging digital documents and online meetings to reduce paper consumption.

Adhering to the principle of resource efficiency, we manage office supply distribution based on actual needs, advocate double-sided printing and prudent use of color printing to minimize consumption of office materials.

Express delivery is consolidated by destination to avoid unnecessary resource waste.

Upgrading operations and maintenance management

During office renovations, we prioritize the use of low-VOC or environmentally certified materials and implement robust environmental controls during construction to prevent secondary pollution such as noise and dust.

For ongoing building operations, we utilize intelligent control systems to continuously monitor and improve indoor air quality.

We also strictly follow local regulations on waste sorting for proper recycling.

Promoting resource efficiency

We actively promote the use of new energy official vehicles to reduce carbon emissions.

Through smart building systems, we implement intelligent lighting and air conditioning controls in office areas to reduce electricity consumption.

Case: ZEEKR Hangzhou Tower—A New Benchmark for Intelligent Green Buildings

The ZEEKR Hangzhou Tower extensively uses high-performance glass, effectively harnessing natural light to reduce energy consumption from artificial lighting. Additionally, the roof and ground-floor landscape feature a rainwater harvesting system for landscape irrigation. From the design phase, the building incorporated smart architecture concepts, enabling comprehensive digital management of the building. This includes automatic lighting shut-off in unoccupied office areas, automatic lighting control in meeting rooms based on occupancy, and algorithm-based temperature regulation throughout the building, greatly enhancing the green attributes of our office life. The ZEEKR Hangzhou Tower is a WELL Platinum building, and has received the LEED Gold Certification from the U.S. Green Building Council for its outstanding performance in sustainable site development, water resource efficiency, and energy utilization.



Zeekr Headquarters

Recycling to promote a circular economy

Zeekr extends the producer responsibility for automotive products, actively building a circular recycling ecosystem throughout the product lifecycle. We have taken proactive measures in material recycling, battery recycling, and packaging recycling to promote the Company's sustainable development and the achievement of circular economy goals.

Higher material recyclability

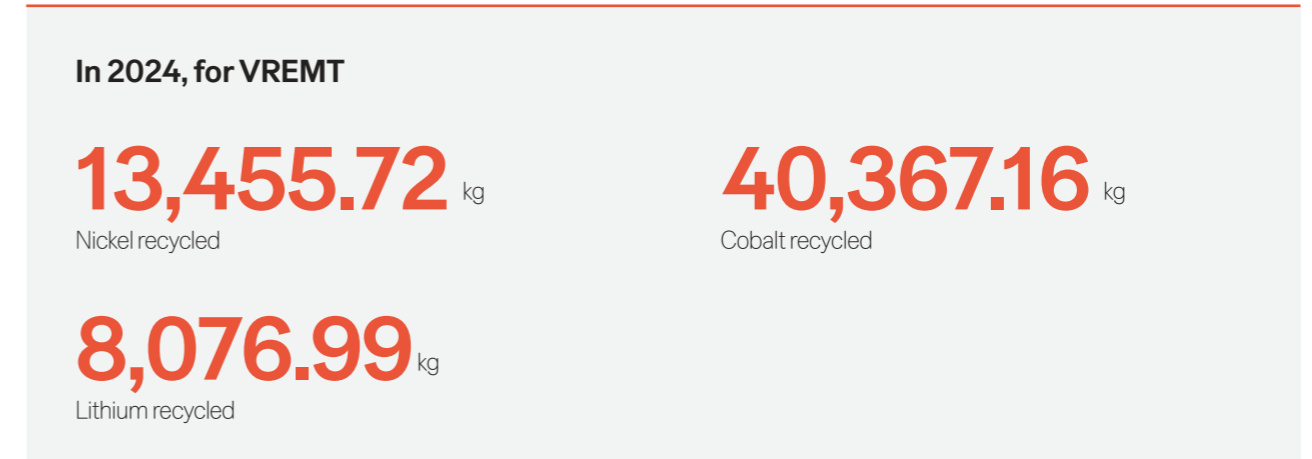
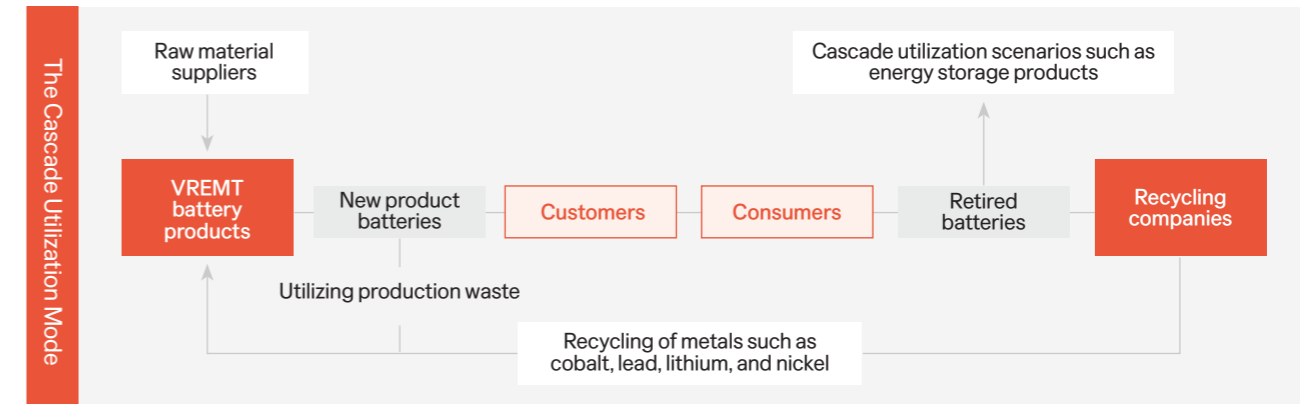
We reinforce research and validation of the recycling and reuse performance of end-of-life components and materials. In accordance with GB/T 19515-2023, *Road Vehicles - Recyclability and recoverability Rate - Requirement and calculation method*, we have calculated, evaluated and continuously monitored the vehicle-wide material recyclability and recoverability rates for various Zeekr models.

Model	Recyclability rate (%)	Recoverability rate (%)
Zeekr 001	92.1	97.4
Zeekr 009	91.2	97.2
Zeekr 009 Grand	89.2	96.5
Zeekr MIX	94.2	96.3
Zeekr 7X	90.6	98.5

Note1: Recyclability rate: The percentage of the vehicle mass that can be reused and/or recycled.
 Note2: Recoverability rate: The percentage of the vehicle mass that can be reused, and/or recycled, and/or recovered.
 Note3: The table presents the recyclability and recoverability rates data for the main sales model configuration of each model in 2024.

Battery recycling

We have implemented traceability management for NEV power batteries. An internal traceability management system is established to ensure that the source, destination, control, and responsibilities of power batteries are traceable. Focusing on nickel, cobalt, lithium, and lead, the Company researches methods and proportions for their resource recycling to ensure compliance with battery regulations. Besides our comprehensive battery product recycling system, we actively expand collaborations with third-party recyclers through entrustment to recover battery waste. We recycle batteries through a commissioned recycling model and the recycled batteries will be reused.



■ Packaging recycling

Zeekr has been devoted to transitioning the packaging to a circular model and strengthening suppliers' packaging management. We work to promote the simplification, reduction, reuse, biodegradability, and recyclability of component packaging.

Zeekr Component Packaging Technical Requirements

- Circular packaging should be the preferred option, and disposable packaging materials should be biodegradable or reusable.
- As few material types as possible should be used, such as one type of steel and one type of plastic, and permanent mixed materials shall be avoided.
- All recyclable liners should be marked for recyclability.
- When multiple materials are used for a rack, these materials should be easily separable for disposal or recycling.
- When metal fixtures do not require any surface treatment, materials that prevent rust should be preferred.

Moving toward nature positive with biodiversity conservation practices

Zeekr embraces the nature-positive concept, and actively responds to global goals such as the United Nations Sustainable Development Goals (UN SDGs), the Convention on Biological Diversity (CBD), and the Kunming-Montreal Global Biodiversity Framework (GBF). In the *Zeekr Environmental Policy*, it is explicitly stipulated that “value chain companies are required to avoid operating in the vicinity of global or national significant biodiversity conservation areas”, and “Zeekr makes every effort to reduce deforestation risks in the supply chain, advance biodiversity conservation, and make nature benefit from business operations”.

Automakers can exert pressure on biodiversity through GHG emissions, pollution and waste emissions, water use, land use, etc. To minimize the impact on rare species and their habitats, we adopt strategies such as avoidance, reduction, restoration, regeneration, and transformation. Specifically, we avoid selecting and constructing sites in biodiversity-sensitive areas, gradually reduce emissions and land use, and promote resource recycling and conservation. At the same time, we work with governments, enterprises, institutions, users, and the public to undertake innovative biodiversity conservation practices, and to continuously contribute to the protection of the earth.

Case: Exploring “Where Are the Magical Animals” to Protect the Beauty of Biodiversity

In 2024, Zeekr worked with media outlets, scientific research institutions, and other organizations to jointly launch the campaign “Where Are the Plants and Animals”. A string of immersive experience activities was carried out successively, including experiencing the pristine rainforest in Xishuangbanna, protecting the breeding of Chinese crested terns in the Jiushan Islands, and surveying the wildlife in the Jiulong Mountain Nature Reserve. The campaign led the volunteers to uncover the secrets of nature, and ignited their passion and curiosity for nature, thereby boosting the willingness and ability of the public to engage in biodiversity conservation activities.



Case: Desert Oasis Project Adds “Green” to the Earth through the Z-Green Program

In 2024, Zeekr and the Desert Post Office jointly launched the Desert Oasis Program, in which 15 groups of experience officers engaged in eco-education activities in the Tengger Desert. Through activities such as sharing at the environmental protection class, writing letters at the desert post office, planting 100 trees, praying to the sacred desert tree, planting a Zeekr tree, and hiking across the desert, car owners were encouraged to adopt a sustainable lifestyle and add a touch of green to the desert. In addition, in collaboration with regional departments and car clubs, Zeekr launched the Tree-Planting Day campaign in 17 cities, with 331 trees planted by nearly 400 users. We also advocate the ecological protection on Zeekr App and other online social platforms, helping spread a social environment that champions tree planting and green living.





Fostering Trust Through Responsible Business Practices

Zeekr fosters a transparent, responsible, and sustainable corporate ecosystem by robust corporate governance, rigorous compliance management, advanced data security measures, and the development of sustainable supply chains. These efforts help win the enduring trust of stakeholders.

- 48 **Transparent and Efficient Corporate Governance**
- 49 **Integrity and Compliance Operations**
- 53 **Data Governance and Privacy Protection**
- 56 **Jointly Building a “Win-Win” Supply Chain**

Responding to sustainability issues:

- Compliance management
- Business ethics
- Risk management
- Data security and privacy protection
- Sustainable supply chain



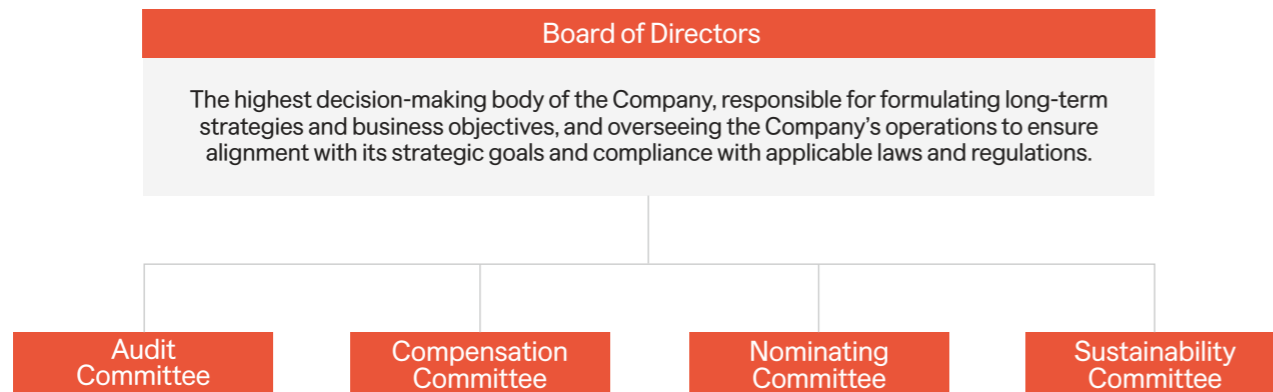
Transparent and Efficient Corporate Governance

Zeekr continuously refines its corporate governance structure to ensure independent and professional decision-making. At the same time, we have established a transparent and efficient risk management system to promptly identify and address potential risks, safeguarding the Company's stable and sustainable operations.

Board governance

Zeekr's Board of Directors has established four specialized committees: the Audit Committee, the Compensation Committee, the Nominating Committee, and the Sustainability Committee. The Board has formulated the working charters for each specialized committee to ensure that the decision-making process is efficient, transparent, and clearly defined in terms of responsibilities.

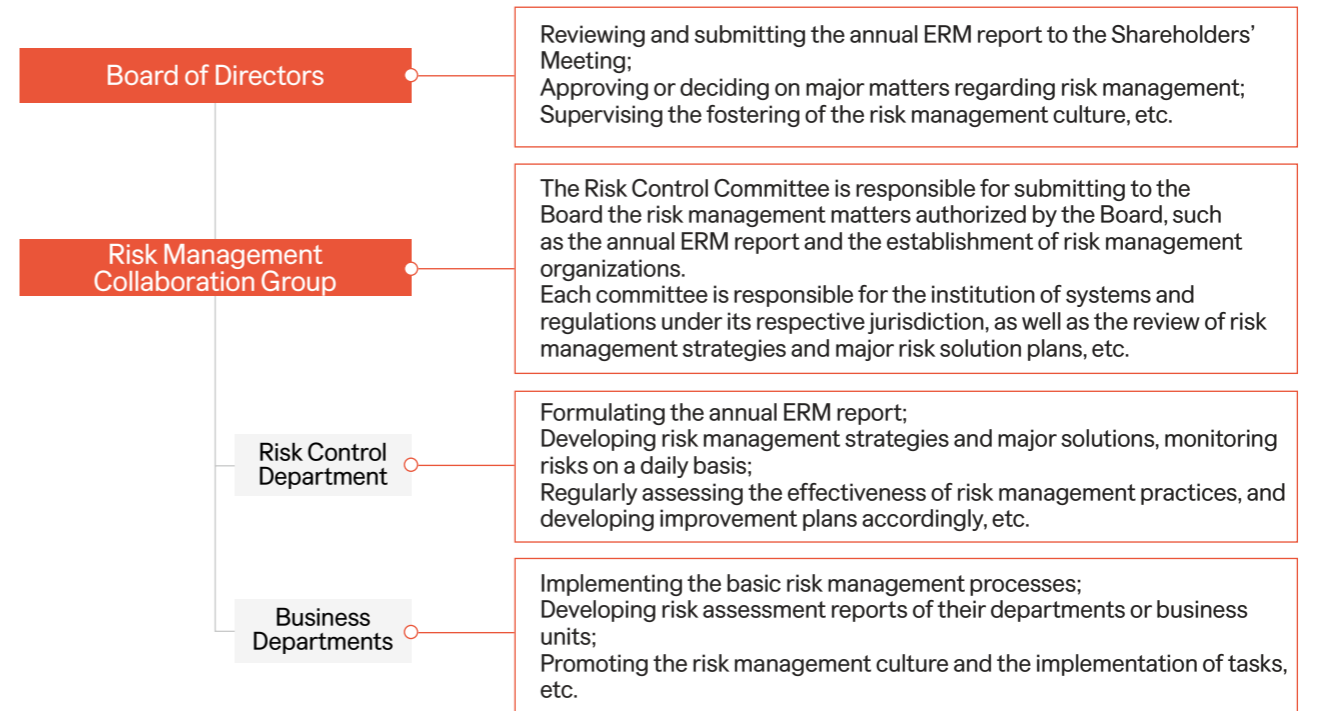
Zeekr places strong emphasis on the Board diversity. The Company has established and published the *Zeekr Board Diversity Policy*, which outlines a comprehensive set of diversity criteria for director nomination. These criteria include, but are not limited to, age, gender, ethnicity and nationality, cultural and educational background, professional experience, skills, knowledge and service tenure. At present, the Board comprises seven directors, including three independent directors. The Board brings together a broad range of knowledge and work experience, including automobile engineering, accounting, administration, law, and finance. This diversity enables the Board to make well-rounded and forward-thinking decisions.



Risk management

Zeekr has established the enterprise risk management (ERM) structure, with the Board of Directors, the Risk Management Collaboration Group, the Risk Control Committee, the Risk Control Department, and business departments each assuming their respective responsibilities in this aspect. To integrate the risk culture into daily operations, we incorporate the execution of risk management into the performance assessment system of each business unit.

In 2024, the Company set up the Risk Management Collaboration Group, which is comprised of the Risk Control Committee, the Compliance Committee, and the Information Security Committee. They are collaboratively responsible for risk management and decision-making in key fields such as strategy, finance, operations, compliance, anti-corruption, and information security.



Zeekr complies with regulatory requirements such as the *Basic Standards for Internal Control of Enterprises* issued by the Ministry of Finance and other four ministries of China, the Enterprise Risk Management (ERM) Framework developed by the Committee of Sponsoring Organizations (COSO) and the Sarbanes-Oxley (SOX) Act. With reference to such regulations, Zeekr has formulated the *Risk Management System*, the *Compliance Risk Management Measures* and other institutional documents, to form "three lines of defense" comprised of the business departments, the risk control, internal control and compliance departments, and the internal audit departments. This ensures that risk management at every stage is standardized and regulated.

Risk management flow

>> Risk identification

Each department collects, identifies and selects internal and external risk information to make their business risk lists, which collectively constitute the risk database of the Company and are subject to regular updates according to business changes.

>> Risk assessment

Based on risk characteristics, business processes, and organizational structure, risks are broken down and responsibilities are assigned.

The identified risks are assessed and graded according to the risk evaluation criteria to produce a risk map.

Besides, risks are re-assessed regularly according to business changes.

>> Risk response

The general risk management strategy is determined based on the internal and external environment and business development strategies, while specific countermeasures are formulated according to risk types and risk levels.

>> Risk monitoring

The risk rating is carried out on an ongoing basis with correction measures optimized accordingly to produce risk monitoring reports.

Zeekr's Audit Committee is responsible for regularly reviewing the execution of risk management policies, and assessing the effectiveness of risk management and internal control through internal and external audits. The Audit Department reports directly to the Audit Committee to ensure independence. Internal audits cover all high-risk items of Zeekr's business. We also have engaged external audit firms to audit our 2024 consolidated financial statements, and the audit report was disclosed with no major issues found.

To ensure that every employee acknowledges and assumes the responsibility to identify and respond to risks, we have taken several measures. Our regular risk training encompasses the formats of lectures, online courses, promotional videos and emails. The training topics cover risk management methods, anti-corruption, compliance, etc. In addition, we have incorporated risk management into onboarding training and basic ESG knowledge training.

In 2024

12

Reviews of high-risk areas held

2

Financial responsibility reviews of high-risk positions held

5

Risk management training sessions for senior executives and middle managers

Integrity and Compliance Operations

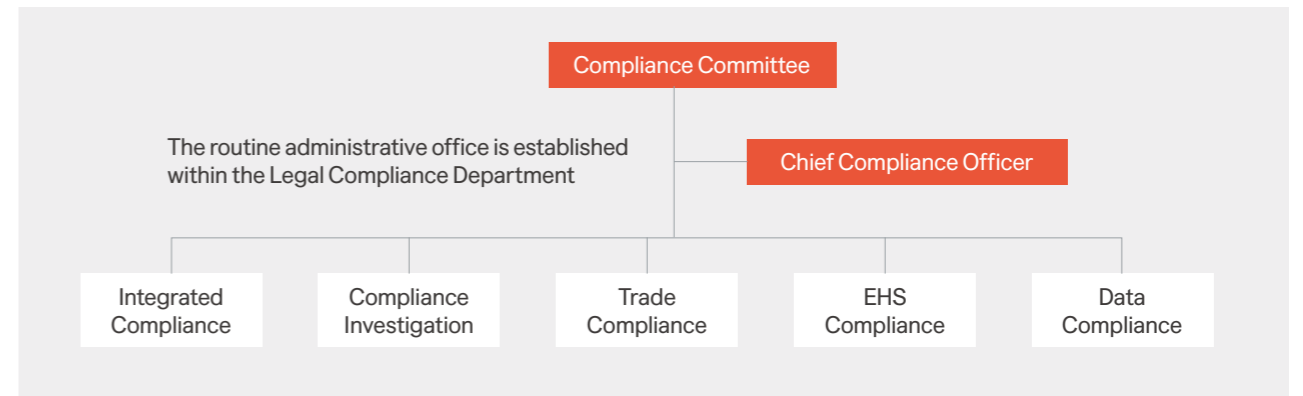
Zeekr is committed to cultivating a corporate culture anchored in the highest standards of business ethics and compliance operations. Through continuous management enhancements, policy optimization, and standardized operations, we guide and regulate the conduct of our employees and business partners alike, laying a solid foundation for the Company's long-term and stable development.

Proactive compliance management

At Zeekr, we advocate a proactive compliance management system and continuously deepen the compliance awareness of all employees and partners. Compliance principles are deeply embedded in our corporate culture. This ensures that every business activity strictly adheres to the highest standards of laws, regulations, and industry guidelines, driving Zeekr to progress steadily on the track of compliance operations.

■ Compliance management system

Zeekr has developed a comprehensive and rigorous compliance management structure. The Compliance Committee is responsible for establishing a sound compliance management system, approving compliance management plans and the compliance risk control plan.



Organizational Structure of Zeekr's Compliance System

During the reporting period, the Company has advanced its compliance and business ethics management system, centered around the *Zeekr Code of Integrity and Compliance*. This Code applies to customers, employees, business partners, and industry peers, clearly articulating Zeekr’s values and business principles. It outlines specific compliance requirements and codes of conduct across key areas, including product quality and safety, environmental protection, health and safety, anti-corruption and anti-commercial bribery, data security and privacy protection, responsible marketing, employee rights protection, conflict of interest, and external donations. The Code ensures that employees translate high standards of integrity and compliance requirements into practical actions in all business activities.

In 2024, Zeekr continued to optimize and deepen the implementation of the *Compliance Performance Evaluation Management Measures*, with a strong focus on key areas such as compliance risk management, business collaboration mechanism, compliance culture building, and the investigation of compliance reporting. The Company also introduced incentive-based indicators to encourage departments to enhance their compliance management capabilities. Furthermore, compliance performance evaluation has been fully integrated into the Company’s digital management platform, enabling real-time data collection, analysis, and monitoring. This ensures transparency and traceability across the entire compliance management process, significantly strengthening the effectiveness of internal supervision.

Zeekr has established a comprehensive compliance management system that integrates governance structure, clearly defined compliance standards, and performance evaluation mechanisms. During the reporting period, Zhejiang Zeekr Intelligent Technology Co., Ltd. obtained certification of the ISO 37301:2021 Compliance Management System, covering key areas such as anti-corruption and anti-bribery, export control, corporate governance, intellectual property, and the protection of trade and technical secrets. This certification demonstrates that Zeekr’s compliance management has been up to internationally recognized high standards.

Compliance risk management process

Prevention

Lead by example through concrete actions of senior leadership and communicate the importance of integrity and compliance to employees;

Conduct regular training and publicity campaigns to ensure employees understand and adhere to compliance policies;

Establish multiple secure reporting channels and a no-fear reporting mechanism to encourage the reporting of violations;

Allocate sufficient resources to each department’s compliance initiatives to ensure effective implementation of compliance tasks.

Identification

Develop a compliance risk management system that covers risk identification and response;

Establish a regular compliance review system to validate the effectiveness of current control measures.

Response

Establish standardized channels for issue feedback and reporting, implement full-process recording and tiered response mechanisms for received feedback, and ensure that all feedback is promptly entered into the handling process;

For confirmed management loopholes or violations, promptly formulate corrective action plans and track progress;

Handle responsible persons fairly in accordance with company policies, and ensure that the accountability process is transparent and traceable through internal announcements and other means.

A culture of compliance

Zeekr works to embed a culture of compliance across all levels of the organization. Through ongoing efforts to develop this culture, the Company empowers employees to effectively identify and address compliance-related issues, ensuring that our operations are not only legally sound but also ethically responsible. In 2024, Zeekr conducted a broad range of compliance training programs covering key topics such as anti-corruption and anti-commercial bribery, public company compliance, trade compliance, data compliance, anti-money laundering, anti-discrimination and anti-harassment, and EHS compliance.

In 2024

139,984

Total hours of compliance training

98.40 %

Employee compliance training coverage rate

34,426

Participants in the employee training of the *Zeekr Code of Integrity and Compliance*

14,803

Total training hours

100 %

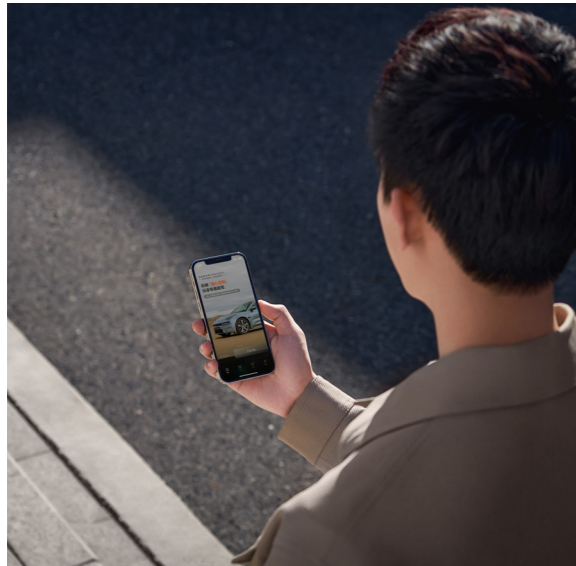
Signing rate of *Compliance Declaration* by active employees

Note: Compliance training data covers full-time employees based in the Chinese mainland.

■ Unblocked reporting channels

Zeekr has established multiple open reporting channels, including email, social media, and its official website, to ensure that employees, business partners, and other stakeholders can safely and easily report potential violations or unethical conduct. The *Zeekr Code of Integrity and Compliance* explicitly prohibits any form of retaliation and affirms the Company's commitment to safeguarding the confidentiality of whistleblowers.

In addition, Zeekr has developed policies such as the *Compliance Consultation, Reporting, Investigation, and Reward Management Measures*, clarifying the investigation and handling process for non-compliance incidents and encouraging employees to honestly feedback risk information or non-compliance incidents. In 2024, the Company received a total of 33 compliance-related reports. All cases were duly accepted, investigated, and resolved, with corrective actions taken to ensure that issues were thoroughly addressed and associated risks were effectively mitigated.



Zeekr's Integrity Complaint and Reporting Channels

- Global Compliance Reporting Email: speakup@zeekr.life
- WeCom consulting platform: "Zeekr Integrity" Assistant
- Zeekr Integrity and Compliance Workbench
- Zeekr Legal Compliance Portal

Investigation and Handling Process of Non-Compliance Incidents

- Investigation task force formation: Assign relevant experts to participate in the investigation
- Investigation execution: Employ professional measures such as interviews and written reviews to ascertain the facts
- Case closure report: The Legal and Compliance Department prepares an investigation closure report, formulates the handling plan and rectification measures, which are reviewed by the Compliance Committee
- Corrective measures: Implement corresponding corrective measures by relevant departments in accordance with the Compliance Committee's suggestions

Business ethics

Zeekr upholds the highest ethical standards and legal requirements across all business activities. In the *Zeekr Code of Integrity and Compliance*, we have established global standards of conduct on key topics such as anti-corruption, fair competition, export controls, insider trading prohibition, and anti-money laundering, guiding employees to make ethically sound decisions in their daily work. In addition, we continuously strengthen management mechanisms in critical areas of business ethics, such as anti-corruption, fair competition, and export control, to effectively prevent, detect, and respond to misconduct, earnestly driving the achievement of Zeekr's corporate vision.

■ Anti-corruption

Zeekr actively aligns with global compliance standards and maintains a zero-tolerance stance against all forms of corruption. The Company pledges to strictly comply with all applicable anti-corruption laws and regulations at home and abroad as well as international conventions. In 2024, We updated our *Anti-Corruption Management Policy*, further detailing definitions of corruptions, corruption risk scenarios and corresponding control measures. The Company also conducts targeted anti-corruption risk assessments covering key areas such as conflicts of interest, business hospitality, and business partnerships.

Zeekr delivers comprehensive anti-corruption training to all employees and irregularly issues anti-corruption risk warnings and latest policy updates through various channels, ensuring everyone remains informed and compliant with our integrity standards. For key suppliers, Zeekr holds regular compliance meetings and supplier conferences to communicate anti-corruption management expectations in detail. This approach enables all partners across the supply chain to understand and commit to upholding these principles of business ethics.

In 2024, Zeekr reported 3 confirmed cases of corruption, all of which were investigated internally and subsequently referred to judicial authorities. The legal proceedings for these cases were concluded. In addition, the Company terminated business relationships with 3 partners due to corruption-related violations. After the incident, relevant departments formed an analysis conclusion based on the case review mechanism and took appropriate corrective measures to prevent recurrence.

In 2024

21,186

Participants in the employee training of the *Anti-Corruption Management System*

16,101

Total hours of anti-corruption training

Note: The statistic scope for anti-corruption training covers domestic full-time employees.

■ Fair competition

Zeekr has made a clear and formal commitment in the *Zeekr Code of Integrity and Compliance* to strictly comply with all applicable anti-monopoly and anti-unfair competition laws and regulations. The Company is dedicated to maintaining a fair and open business environment and preventing any form of improper restriction, collusion, or anti-competitive conduct in its business activities. To reinforce this commitment, Zeekr revised and issued the *Anti-Unfair Competition Management Policy* and the *Anti-Monopoly Management Policy* in 2024. These policies provide clear definitions of unfair competition and monopoly practices, outline corresponding control measures and compliance requirements, and are designed to help employees better understand and identify potential risks, ensuring that they uphold legal and company standards in their daily operations. During the reporting period, the Company did not receive any legal proceedings related to unfair competition, or anti-monopoly violations.

■ Export control compliance

Zeekr is firmly committed to complying with all applicable export control and sanctions laws and regulations in every jurisdiction where it operates, including those of China, the United Nations, the United States, and the European Union. The Company has established a cross-functional and cross-regional trade compliance management structure and formulated *Zeekr Trade Control Compliance Management Measures*, which integrates trade compliance into the Company's business process system. This ensures effective management and oversight across procurement, R&D, sales, service, and other key operational aspects.

In light of the varying characteristics across our global business segments, including differences in business models, maturity levels, and operational pace, we have built an international digital middle platform to support multi-regional and multi-modal operations through shared and reusable infrastructure. This platform enables real-time monitoring of trade compliance risks, ensuring that our international business activities fully adhere to local laws and regulations.



In 2024

7

Export compliance training sessions held

2,946

Employee participants involved

120

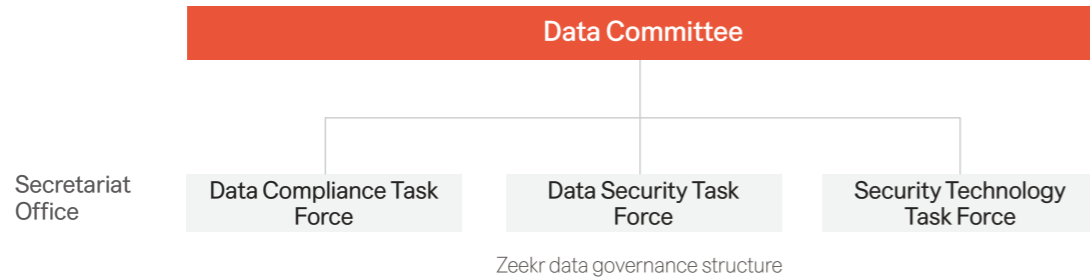
Export compliance training sessions held for suppliers

120

Suppliers covered

Data Governance and Privacy Protection

Data responsibility is one of the key topics of Zeekr’s sustainability strategy. The Company has established a Data Committee as the highest decision-making body for data governance, chaired by the Chief Executive Officer. The committee is responsible for planning and implementing data governance initiatives across the organization. In 2024, we further enhanced our data governance structure. Following structural adjustments, the Data Committee now oversees three dedicated working groups i.e. the Data Compliance Task Force, the Data Security Task Force, and the Security Technology Task Force, each responsible for executing the Committee’s directives.



Zeekr has established data governance related systems, including the *Automobile Data Compliance Management Measures*, *Information Security Vulnerability Management Measures*, *Information Security Incident Emergency Response System*, *Vehicle Project Privacy Management Rules*, *Management Measures of Internet of Vehicles Software Development*, and *Mobile Internet Application Privacy Compliance Management Standards*. These policies collectively form a well-structured system for data governance and operational management. As Zeekr accelerates the implementation of its global strategy, we have established a coordinated data compliance management mechanism that integrates both domestic and international markets. This framework clearly defines data governance responsibilities and requirements across various business scenarios, ensuring consistency, alignment, and mutual reinforcement between internal and external data governance practices.

Information security

Zeekr strictly complies with applicable laws and regulations related to information security and has established a robust information security management system. The Company has been certified to ISO/IEC 27001:2022 information security management systems and ISO/IEC 38505:2017 Information technology — Governance of IT — Governance of data. Key platforms and systems, including the Zeekr Internet of Vehicles Platform, Zeekr Compliance Cloud, Zeekr Private Cloud, Zeekr APP, Official Website, and User Fulfillment and Delivery System, have all passed the Tier-3 information security protection assessment.

We continue to improve the company-wide information security training mechanism through various forms of information security training tailored to different roles, including executives, information security professionals, and new hires. These training initiatives are designed to raise employees’ awareness of information security. During the reporting period, one major information security incident was reported, which resulted in the dismissal of employees involved. Following the occurrence of a major information security incident, the Company implemented a tiered accountability mechanism based on the nature and severity of the incident. Details of the incident, including the individuals involved, responsible departments, and key facts, are internally communicated to ensure that the response process is standardized, responsibilities are clearly traceable, corrective measures are properly implemented, and the incident serves as a company-wide warning.

Zeekr also extends its information security management practices to its partners. The Company regulates supplier data processing through supplier compliance qualification and contractual agreements to ensure that suppliers process data in line with the Company’s data governance and information security requirements. To this end, Zeekr has established the Supplier Security Management Measures, which serves as the basis for evaluating the information security capabilities of its business partners. Additionally, all partners involved in data processing are required to sign a *Non-Disclosure and Confidentiality Agreement*, pledging to the lawful use of data and helping mitigate the risk of data breaches or other security incidents caused by third-party vulnerabilities.

In 2024

18,000+

Total hours of information security training for employees

In 2024

20

Information security training sessions for suppliers held

100+

Suppliers covered

AI security

The rapid advancement of Artificial Intelligence (AI) technologies presents significant opportunities for the upgrading of the automobile industry, while also introducing a range of risks, including those related to information security. Zeekr continuously strengthens the compliance management and potential risk mitigation, ensuring responsible AI development and application through tighter risk assessment, enhanced policy frameworks, and higher algorithmic transparency. By the end of 2024, the Company had applied for over 40 patents related to Artificial Intelligence, covering multiple fields such as smart cockpits, intelligent voice, and large voice models, among which nearly 80% were invention patents.

AI safety management measures

AI risk assessment

In alignment with relevant legal provisions such as the *EU Artificial Intelligence Act*, Zeekr has established a tiered risk classification mechanism to proactively identify high-risk application scenarios.

KrGPT security self-assessment is carried out to ensure that the corpus, model and security measures comply with relevant regulations including the *Interim Measures for the Management of Generative Artificial Intelligent Services*.

Third-party assessments are introduced to ensure that key algorithms and products meet essential requirements for transparency, explainability, and data privacy compliance.

Policy development

The Company has developed an *AI Compliance Development Guide* to standardize compliance requirements across data collection, algorithm design, testing, and review processes.

This is complemented by a robust data governance system to ensure data quality, fairness, and privacy protection, thereby minimizing compliance risks.

Tighter ethical risk management of AI technology

A content security review mechanism has been established to avoid content security risks and guide users in the responsible and compliant use of AI technologies.

We also provide clear user guidance and feedback channels to inform users of the applicable occasions and scope of the model.

We clearly inform users about the collection and intended use of their personal information and obtain their consent in accordance with applicable regulatory requirements.

Closer internal and external collaboration

Zeekr promotes cross-departmental coordination among R&D, legal, and technology application departments. A dedicated security committee review body has been established to ensure that the technical R&D and product output are legal and compliant.

We actively work with industry associations, and participate in the formulation of AI-related application standards to contribute to the industry development.

Cybersecurity

Zeekr attaches great importance to cybersecurity management and continuously enhances system security through internal testing and simulated offensive and defensive drills on public networks. The Company also engaged third-party institutions and relevant national regulators to conduct four rounds of offensive and defensive cyber exercises on both Zeekr cloud and vehicle-end systems, with an aim to identify potential vulnerabilities and consolidate cybersecurity defense capabilities. During the reporting period, Zeekr did not experience any major information security breaches and incurred no fines related to information security vulnerabilities or other cybersecurity incidents.

In 2024

The Zeekr Security Laboratory has been accredited by CNAS.

The Zeekr Zero team won the first prize in the "2024 SuperCs IoV Security Challenge".

Digital and intelligent transition

Zeekr actively advances its digital and intelligent transition strategy, empowering various domains of our company, such as product R&D, customer service, financial management, HR management, and international operations, thereby fostering technological innovation and higher operational efficiency. In 2024, Zeekr was rated at Level 4 (Comprehensive Transformer) in the comprehensive evaluation of IOMM (Infrastructure and Operation Maturity Model for Enterprise Digital and Intelligent Transition) launched by the China Academy of Information and Communications Technology, marking significant achievements of Zeekr in the field of digital and intelligent transition.

Privacy protection

Zeekr strictly complies with applicable laws, regulations, and standards, including the *Personal Information Protection Law of the People's Republic of China*, the *General Data Protection Regulation (GDPR)* and the GB/T 44464-2024 General Requirements of Vehicle Data, To enhance our capabilities in user privacy protection, we have developed a privacy security management system, which has been certified to the ISO/IEC 27701:2019 Privacy Information Management System. During the reporting period, we conducted specialized data privacy risk assessments, and received no verified complaints regarding customer privacy violations or loss of customer data.

■ User privacy protection

In our product development process, we actively implement the principles of Privacy by Design, ensuring that privacy compliance requirements are incorporated at every stage of R&D, including vehicle manufacturing, user operations, and management systems. In 2024, we optimized the response mechanism for personal data subject rights by refining the internal workflows, roles, and requirements for handling user rights requests. We also standardized the classification of data associated with different types of user rights. These efforts resulted in the development of a compliant and actionable set of implementation guidelines, which serve to guide privacy feature optimization throughout the product development process and ensure that user rights are fully protected.

In product usage scenarios, we provide comprehensive privacy protection for users through features such as Bluetooth privacy calling, self-management of sensitive permissions, one-click privacy mode, incognito mode, and guest mode. In 2024, the GB/T 41871-2022 *Information security technology-Security requirements for processing of motor vehicle data*, which the Company participated in the formulation, was awarded the First Prize for Outstanding Practice in National Cybersecurity Standards. This standard outlines requirements for general security, external vehicle data security, cabin data security, and management security, with the goal of protecting vehicle and passenger privacy. During the reporting period, the Zeekr Jituo App received the Innovation Technology Award at the 2024 Intelligent and Connected Vehicles Symposium, as well as the third prize at the 2024 China Cybersecurity Innovation and Entrepreneurship Competition.

■ Privacy protection policy

Attaching great importance to privacy protection, we formulated and published the Privacy Protection Management Policy during the reporting period to familiarize users with our privacy protection principles and measures applied for our products and/or services. We pledge to collect, obtain, process, use, and store personal information in accordance with applicable laws in the regions where we operate. Users can effectively exercise their legal rights, including but not limited to the rights of access, rectification, supplementation, withdraw, erasure, account cancellation, and data portability. Furthermore, we pay the utmost importance to protect the personal data of employees, users, and other relevant data subjects. We also adopt industry best practices and implement reasonable and feasible data security measures to prevent unauthorized access, disclosure, use, alteration, damage, or loss of personal information.

We expect our business partners, including suppliers, independent contractors, agents, and distributors, to act in accordance with this policy when working with Zeekr. We explicitly inform users of the identity of the third parties and the responsibilities and obligations of each party with respect to personal data security. In order to best protect users' information security, we perform data privacy and information security assessments before engaging our providers. In the case of cross-border transfer of personal data, Zeekr is committed to complying with the applicable laws, regulations, and mandatory standards of the countries and regions, based on effective safeguards implemented by the Company.

Information collection	<ul style="list-style-type: none"> • We inform users about the nature of collected personal information. • If it is necessary to collect and process personal data due to business scenarios, we will implement compliance requirements for personal data collection as appropriate.
Storage and transmission	<ul style="list-style-type: none"> • Personal data storage shall be in compliant with applicable legal requirements of countries and regions regarding storage location. • Without prejudice to the personal data retention period required by laws or mandatory regulations, the retention period of personal data shall be the shortest time necessary for achieving the purpose of data processing. • When storing or transmitting personal data, we use encryption and other necessary technical measures to ensure its security, availability, and integrity, preventing data breaches and unauthorized access.
Use	<ul style="list-style-type: none"> • The personal data shall always be used in accordance with applicable laws and regulations, and shall only be collected and processed for specified, explicit, and legitimate purposes. We follow the principles of legitimacy, legality, and necessity to collect and use users' personal data.
Commissioned processing, joint processing, sharing, and transfer	<ul style="list-style-type: none"> • In the event that we need to cooperate with a third party to carry out personal data processing activities, we will evaluate the third party's ability to manage personal data in accordance with applicable regulations and information security standards. • We have implemented data privacy risk mitigation measures, and specify partners' responsibilities and obligations toward the data subjects in a Data Processing Agreement (DPA). • When Zeekr acts as a data controller, we will communicate data processing standards and guidelines to data processors, provide clear instructions, and reserve the contractual right to audit the personal data processing activities of such third parties to ensure their information/data compliance management.
Data sharing	<ul style="list-style-type: none"> • As a general principle, personal data is not disclosed without the informed, explicit and valid consent of the concerned data subject. • In exceptional cases, when we must comply with a legal obligation, we will perform necessity assessment and disclose personal information only in accordance with applicable laws and regulations of the countries and regions.
Deletion	<ul style="list-style-type: none"> • Without prejudice to the data retention periods required by laws and regulations or other data storage requirements, we will delete the corresponding personal data, except as required by law.

For more details on the specific principles and measures for privacy protection, please refer to the *Privacy Protection Management Policy*.

Jointly Building a “Win-Win” Supply Chain

Zeekr continuously enhances its supply chain risk management capabilities by implementing supplier management across the lifecycle. We collaborate with suppliers to build a sustainable and mutually beneficial supply chain ecosystem.

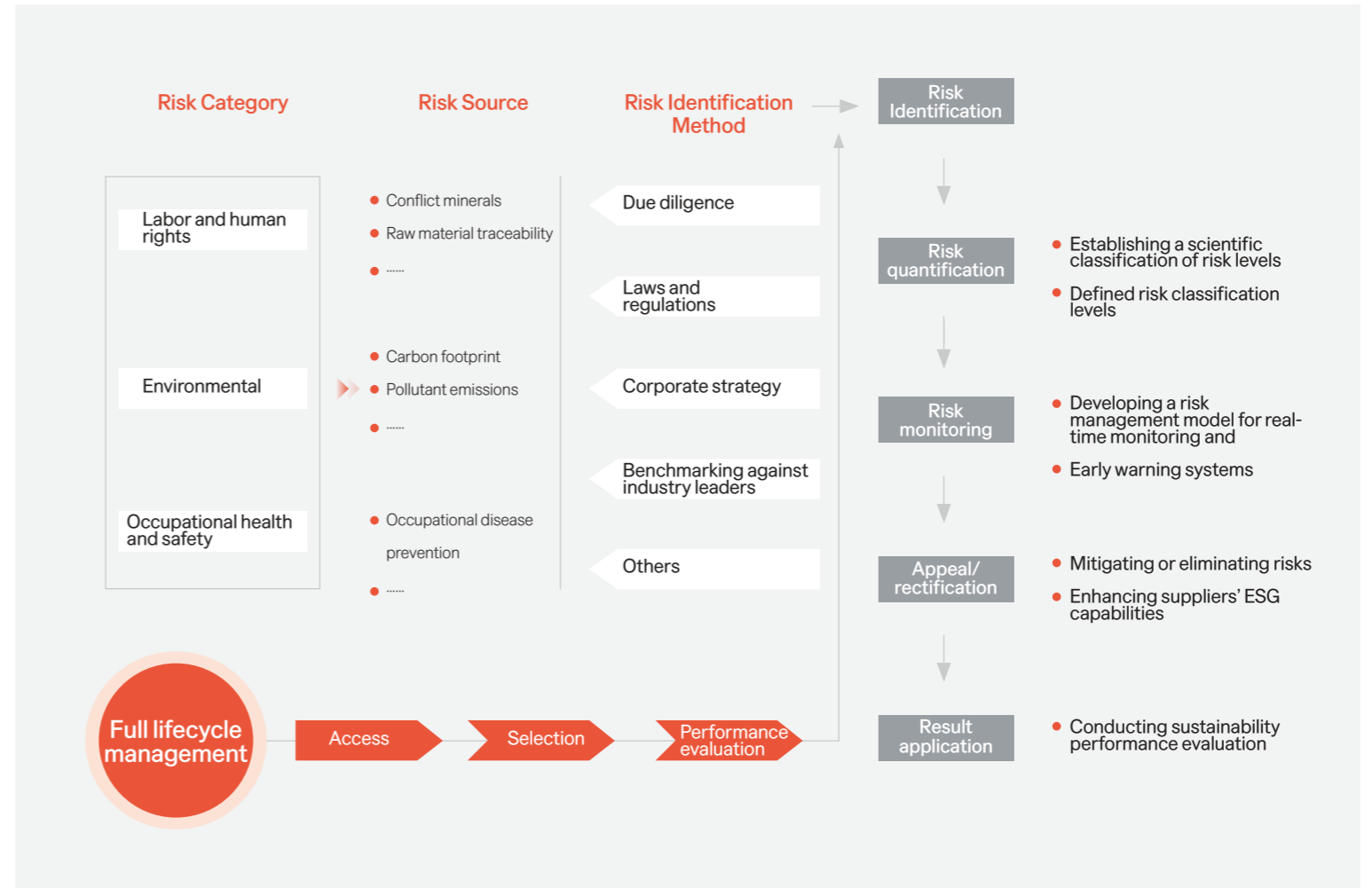
Enhancing supply chain resilience

Besides refining our supply chain management framework, we also work to establish an efficient and collaborative management system, and optimize supply chain policies, standards, and risk management processes, to build a more stable supply chain.

Supply chain management system

We have developed internal regulations, such as the *Compliance Management System for Business Partners of Zeekr Intelligent Technology*, the *Zeekr Business Management Measures*, and the *Integrity and Compliance Statement of Zeekr Business Partners*. Our on-going improvement of the supplier evaluation mechanism ensures the three principles of “selection with priority for excellent suppliers”, “honest cooperation”, and “dynamic management” are in place in supplier cooperation. Also, we have formulated detailed implementation rules for procurement of non-bidding and public bidding business projects. It will help establish an open, fair, and just business negotiation mechanism and prevent the risk of violations and misconducts in procurement activities. Our strategy of rapid procurement from nearby sources aim to lower costs, improve efficiency, and support local suppliers’ growth. Meanwhile, this strategy will mitigate delivery delays, lower carbon emissions from logistics, and contribute to regional economic development.

We have enhanced our supply chain ESG lifecycle management and further standardized supply chain mechanisms in response to evolving sustainability policies, regulations, and industry trends of the supply chain.



Supply Chain ESG Lifecycle Management

In 2024

506

Total number of tier 1 suppliers

158

Core tier 1 suppliers

1,559

Key non-tier 1 suppliers

96.44 %

Percentage of direct procurement suppliers signing the *Supplier Code of Conduct*

96.05 %

Percentage of indirect procurement suppliers signing the *Integrity and Compliance Statement of Zeekr Business Partners*

89 %

Percentage of suppliers with partnerships of three years or more

Supply chain ESG risk assessment

We conduct regular assessments of supplier sustainability and performance across all stages of supplier engagement, including access, audit, evaluation, and improvement. This approach is designed to identify the focuses of supply chain risk management and strengthen overall supply chain management capabilities.

>> Supplier Access

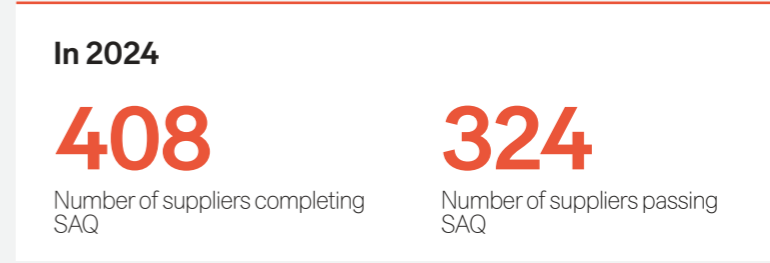
We have formulated the 5A Supplier Audit Evaluation Form to incorporate ESG indicators into the on-site audit during supplier access. Suppliers are evaluated in terms of five capabilities regarding sustainability, R&D, quality control, production and manufacturing as well as operation and management for their ESG performance throughout the lifecycle.

We have developed a digital sustainability management platform based on the OECD Due Diligence Guidance. This platform includes five dimensions, AESGC (Ability, Environmental, Social, Governance, and Carbon), covering over 50 business management indicators. By digitalizing supplier capability audits and performance assessments, we realize multidimensional evaluations of suppliers' sustainability performance. Furthermore, our regular push of assessment reports to suppliers and timely feedback help them continuously enhance their ESG practices, making them align with standardized and systematic ESG management requirements.

In 2024, we applied sustainability evaluation standards to all of our 21 new suppliers in their access assessments.

>> Supplier Audit

We conduct external evaluations for suppliers by using the Drive Sustainability Self-Assessment Questionnaire (SAQ). Based on the questionnaire results and submitted materials, we evaluate supplier performance in human rights and working conditions, occupational health and safety, business ethics, environment, responsible supply chain management, and responsible sourcing of raw materials. For export projects, we introduce third-party due diligence and conflict mineral assessments. In accordance with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas, we undertake due diligence at a minimum for tin, tantalum, tungsten, and gold (3TG).



>> Supplier Improvement

We monitor supplier risks, identify areas for improvement, and implement measures to mitigate or eliminate risks. In 2024, we identified three high-risk suppliers, completed third-party due diligence reports, and facilitated supplier improvements to reduce supply chain risks.

■ Supply chain ESG risk management

We have developed detailed ESG management guidelines to address human rights, critical raw materials, and other supply chain risks and outline prevention and rectification measures. We provide suppliers with the necessary support and assistance and continuously track the implementation and effectiveness of those measures. In 2024, we conducted supply chain traceability assessments to ensure compliance with legal and regulatory requirements. In a pilot project, we completed traceability assessments for 152 suppliers.

Supplier ESG management guidelines

ESG dimension	Topic	Requirements
Environmental (E)	Climate action	<ul style="list-style-type: none"> • Certified to the ISO 14001 Environmental Management Systems • Analyzing suppliers' environmental impacts and carbon footprints, and helping them assess production and lifecycle processes • Reducing CO₂ emissions from suppliers' operations, supply chain, and logistics • Scaling up the use of renewable energy or clean energy in factories that produce components for Zeekr • Setting up carbon emission targets, including the proportion of renewable energy usage, to provide necessary environmental data for carbon emission reduction from suppliers' operations and throughout the supply chain
	Recycling and reuse	<ul style="list-style-type: none"> • Developing plans and annual goals to reduce water consumption and waste generated by facilities, and allowing suppliers to participate in the assessment • Utilizing recycled materials to establish a circular economy with a focus on plastics, aluminum, and steel • Establishing a closed-loop system that includes the lifecycle of batteries • Protecting and conserving natural resources (including but not limited to forests, water, and land) and optimizing energy utilization; promoting green procurement (including selecting eco-friendly, low-carbon, recycled materials, and renewable energy)
Social (S)	Occupational health and safety	<ul style="list-style-type: none"> • Certified to the ISO 45001 Occupational Health and Safety Management Systems • Meeting national legal requirements for building security and firefighting • Ensuring compliance with national requirements for the production, storage, and transportation of flammable and explosive materials
	Work environment and human rights	<ul style="list-style-type: none"> • Respecting the International Labor Organization's <i>Forced Labor Convention and Abolition of Forced Labor Convention</i>, prohibiting any form of forced labor, slavery, and human trafficking • Respecting and supporting children's rights, including UN's <i>Convention on the Rights of the Child</i> and the <i>Children's Rights and Business Principles</i>, prohibiting any form of child labor

ESG dimension	Topic	Requirements
Social (S)	Work environment and human rights	<ul style="list-style-type: none"> • Respecting employee rights of freedom of association (such as joining trade unions) and collective negotiation in accordance with local laws and regulations • Providing fair compensations and benefits, paid leave and occupational health benefits in accordance with applicable laws, local market conditions and living standards, and paying employees full compensation on time as promised • Abiding by applicable laws on work time, including but not limited to those on overtime and overtime compensation • Strictly prohibiting workplace violence and harassment, including physical, psychological, sexual, and other forms of violence and harassment • Ensuring non-discrimination against employees based on gender, age, race, and religion, etc., and respecting all employees equally
	Quality	<ul style="list-style-type: none"> • Certified to the IATF 16949 Automotive Quality Management System • Optimizing quality assurance system, and managing quality targets • Keeping quality improvement activities
Governance (G)	Business ethics	<ul style="list-style-type: none"> • Signing the <i>Supplier Code of Conduct</i>, the <i>Integrity and Compliance Statement of Zeekr Business Partners</i> and forbidding any form of corruption • Disclosing all interest relationships that exist/may exist between business partners and their affiliates, as well as between Zeekr and employees, to prevent conflicts of interest • Adhering to laws and regulations on anti-corruption, anti-bribery, anti-money laundering, anti-monopoly, anti-unfair competition, export and trade, and privacy protection • Prohibiting any form of corruption, bribery and money laundering, etc.
	Compliance operations	<ul style="list-style-type: none"> • Conforming to applicable export laws and regulations in different countries • Prohibiting any behavior violating applicable anti-money laundering laws and regulations
	Conflict minerals	<ul style="list-style-type: none"> • Ensuring responsible minerals and metals, and avoiding more conflict financing through mineral procurement activities in accordance with the <i>Due Diligence Guidelines for Minerals - Five Step Framework for Upstream and Downstream Supply Chains</i> • Informing Zeekr immediately if the key materials of any product, component or raw material supplied to Zeekr are listed in the <i>OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas</i>
	Information confidentiality	<ul style="list-style-type: none"> • Strictly abiding by the confidentiality terms agreed between both parties • No data breach, infringement of personal information or other violations of applicable laws related to cyber security and data protection

Supply chain risk management

Supplier compliance management

We integrate business ethics and compliance into our supplier ESG requirements. Suppliers are required to comply with applicable laws, regulations, and international standards and sign the *Integrity and Compliance Statement of Zeekr Business Partners* to meet our compliance requirements in areas such as working conditions, human rights, anti-corruption, and fair competition. These requirements reinforce compliance across the entire value chain.

Supply chain human rights risk management

We have incorporated human rights requirements into the *Integrity and Compliance Statement of Zeekr Business Partners*. Suppliers are required to respect human rights. We also further evaluate the effectiveness of their efforts on labor rights protection, delivery of management requirements, and complaints channels in an attempt to mitigate the adverse impact of human rights risks along our supply chain. The *Zeekr Business Partner Code of Conduct* is also developed and released, requiring business partners, including suppliers, to treat all employees fairly and equally, and offer equal opportunities for development and advancement for them.

Critical raw material risk management

We have formulated the *Zeekr Conflict Minerals Due Diligence Management Policy* to formalize risk management processes and procedures for critical raw materials. This policy outlines the identification and assessment of risks associated with minerals sourced from conflict-affected and high-risk areas, with adjustments made based on the Company's realities. For identified conflict mineral-related risks, we formulate response strategies to enhance risk management associated with smelters and refiners (SOR), and suppliers. Additionally, we encourage technological innovation to minimize, substitute, or eliminate high-risk raw materials, in a bid to mitigate and defuse the risks associated with minerals from conflict-affected and high-risk areas.

Our *Zeekr Business Partner Code of Conduct* explicitly requires suppliers to conduct due diligence on minerals and metals in their supply chains, hence to ensure that minerals or metals supplied to Zeekr are free from human rights violations, unethical practices, or environmental harm throughout the mining and trading processes. Proceeds from the sale of such minerals or metals must not fund armed conflicts. For critical materials (including conflict minerals and other key components and materials defined by Zeekr), suppliers should establish material management policies and procedures to ensure responsible sourcing and traceability.



Zeekr Supplier Compliance Communication Conference in 2024

Responsible supply chain requirements transmission

While focusing on tier 1 supplier management, we are gradually extending our management to tier-2 and beyond, aiming to elevate the overall sustainability of the supply chain. Core tier 1 suppliers are identified based on supplier access evaluation ratings, component criticality, historical performance, product and process complexity, and sub-supplier risks. Zeekr reviewed tier 1 suppliers, especially core tier 1 suppliers and some tier-2 suppliers. We require tier-2 suppliers of critical components and specialized processes to obtain IATF 16949, and also need to obtain ISO 14001 certifications to cater to environmental certification requirements, while general sub-suppliers shall pass ISO 9001 certification. We also visit some key tier N suppliers.

Cultivating more responsible suppliers

We offer suppliers the training on new quality tools/standards through a hybrid mode to address identified capability gaps and systemic issues with project- and business-specific upskilling. Prioritizing strategic/core suppliers, the training program also includes tier 1 and tier 2 suppliers.

We have established a platform for supplier communication and exchange. Based on it, we empower supplier growth through measures such as themed training months, specialized workshops, and the creation of training library. In 2024, we organized activities including core supplier forums, compliance communication conferences, and supplier "Family Day", facilitating the in-depth exchange and mutual development of our suppliers.

We also emphasize the development of our internal supply chain management team. In collaboration with third-party experts, we provide sustainable supply chain training for core business personnel and senior executives.



Zeekr 009 Core Supplier Forum



Zeekr Supply Chain "Family Day" Activity

In 2024

15

Supplier sustainability training sessions

6

Supplier compliance training sessions

26

Total hours of supplier sustainability training

13

Total hours of supplier compliance training



Growing Together Toward a Sustainable Future

At Zeekr, the principle of “co-creation” has been embedded in our corporate DNA. We integrate our development with social responsibility and continuously explore innovation to create a more harmonious and sustainable future with employees and the community.

62 **Uniting Talents with a Shared Mission**

70 **Co-creating the Ultimate Experiences in Mobility with Zeekr Users**

Responding to sustainability issues:

- Employee rights protection
- Diversity, equality, and inclusion
- Employee training and development
- Occupational health and safety
- Community responsibility

Uniting Talents with a Shared Mission

Upholding an entrepreneurial spirit, Zeekr strives to build an equal, diverse, and sustainable corporate culture, empowering employees to inspire, enlighten, and achieve together in an open and inclusive environment and fostering the shared development of talents and the Company.

Building an inclusive workforce

In line with the requirements of selecting talents with excellent quality and capability, we have updated and released the *Collection of Zeekr Human Resources Systems*, which covers recruitment, attendance, personnel changes, labor discipline, employee performance, compensation and benefits, and planning and configuration management. Guided by the portrait of entrepreneurs, we attract global elites through talent recruitment, which helps build a strong talent team and safeguards the stable development of the Company.

■ Attracting and retaining diverse talent

In accordance with China's *Labor Law*, *Labor Contract Law*, and relevant labor laws and regulations in the place where we operate, Zeekr upholds fair and equal employment policies and prohibits discrimination against employees due to their gender, race, religious belief and age in the recruitment. Any form of child labor or forced labor and other non-compliant behaviors is strictly forbidden.

We have developed the *Zeekr Recruitment Management Policy* to ensure that all job postings are accurate, non-discriminatory, and free from misleading or exaggerated language. We have clearly defined recruitment standards and evaluation processes, striving to create a positive candidate experience during interviews and enhance the quality of talent recruitment and the employer brand image of Zeekr. In 2024, our signing rate of employment contracts was 100%, the coverage of social insurance was 100%, the staff turnover rate was 19.81%.

Campus recruitment

Zeekr has updated the implementation manual to further optimize campus recruitment policies and related procedures, improving the campus recruitment efficiency. In 2024, the Company onboarded 595 fresh graduates from domestic and international universities.

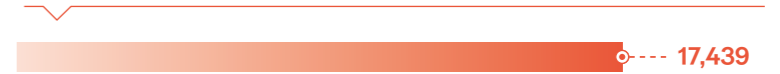
High-end talent recruitment

Zeekr continues to promote the high-end doctor introduction project themed "A Million-yuan Annual Salary for Zeekr Talent". In 2024, the Company developed a global mapping system for Zeekr Talent, covering 149 universities across 19 countries and regions.

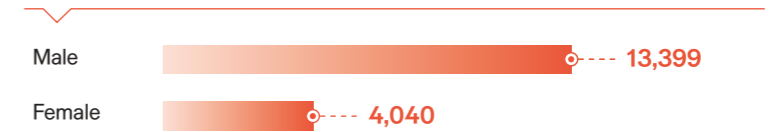
Internal talent recruitment

Zeekr has launched the "Fast Referral" internal recruitment system to encourage employees to recommend quality candidates and offer bonuses for successful referrals. In 2024, a total of 5,175 employees participated in the platform, resulting in over 500 successful hires.

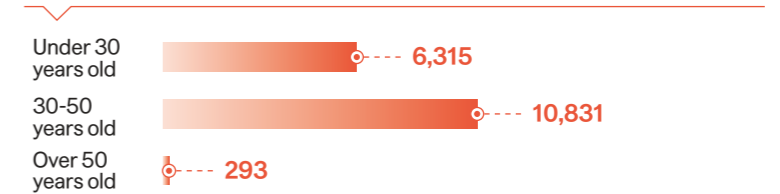
Total full-time employees



Number of full-time employees by gender



Number of full-time employees by age group

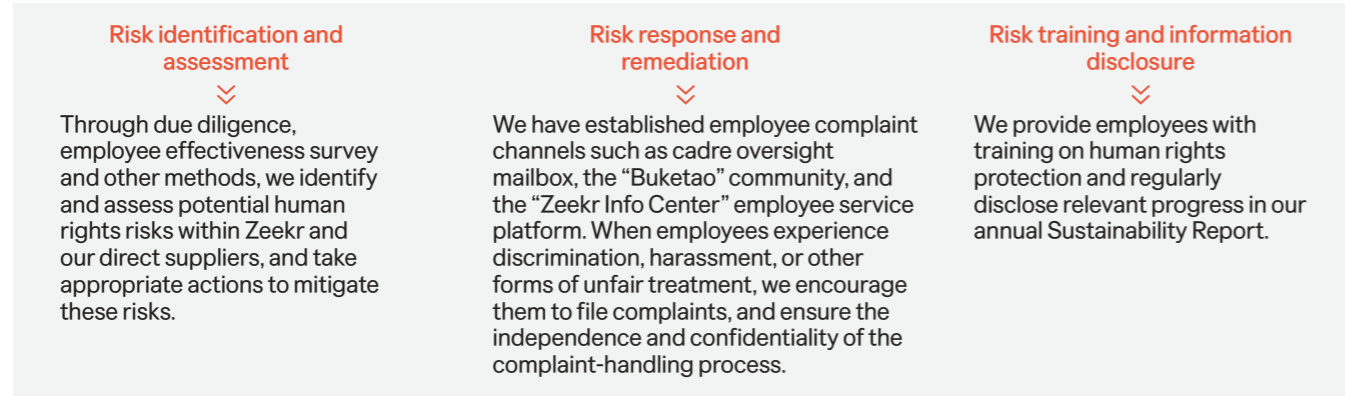


Number of full-time employees by region



■ Supporting access to internationally recognized fundamental human rights for all

We have released the *Zeekr Labor Policy* to respect all internationally recognized human rights related to our operations. We strictly prohibit forced labor, child labor, and all forms of discrimination, while upholding freedom of association, equal opportunity, diversity, anti-discrimination, and anti-harassment principles. Furthermore, we continue to improve our human rights risk management processes and safeguard employee rights from multiple dimensions, striving to prevent any violation of human rights. During the reporting period, no violations in anti-discrimination and harassment, child labor, or forced labor occurred in the Company.



Employee rights protection issues		Zeekr’s commitment / responses measures
Caring for vulnerable groups	Female employees	We provide nursing rooms for breastfeeding employees. Zeekr Tech EU participated in the “Introduce a Girl to Engineering Day” event to share engineering knowledge with 20 girls aged 14 to 18.
	Foreign employees	To foster a language-friendly work environment, we have formulated the <i>Global Culture Manual, employee handbooks and workplace codes of conduct</i> for subsidiaries in Thailand and Australia. We have launched cross-cultural integration activities such as foreign cultural empowerment programs, language courses, and the meta-vitality experience workshop (English version). During the reporting period, Zeekr had 88 foreign employees in China.
	Ethnic minority employees	We respect the religious beliefs and cultural practices of ethnic minorities and provide them with necessary support in daily life. During the reporting period, Zeekr had 638 ethnic minority employees in China.
	Underage employees	Employees who have reached the legal working age but under 18 are banned from potentially hazardous work.

Employee rights protection issues	Zeekr’s commitment / responses measures
Anti-discrimination and anti-harassment	We oppose all forms of harassment and discrimination, including but not limited to sexual harassment, verbal abuse, physical assault, exclusion, isolation, intimidation, defamation, racial discrimination, religious discrimination, age discrimination, and gender discrimination. All new hires receive compliance training on anti-discrimination and anti-harassment; managers receive dedicated training on avoiding bias and discrimination in the recruitment process.
Prohibition of forced labor	We strictly prohibit forced labor and all forms of slavery, including human trafficking, in accordance with international standards and national laws. We pledge that employees are not induced to work through deceptive practices. We will take action against the withholding of identity documents or any forced labor practices.
Prohibition of child labor	We prohibit the employment of child labor. Furthermore, we do not cooperate with any entity known to employ child labor.
Respect for freedom of association	We respect employees’ freedom of association, including the right to join trade unions and engage in collective bargaining, and promote equal dialogue with unions and employee representatives based on trust and collaboration.
Equal pay for equal work	We are committed to the “equal pay for equal work” compensation strategy. We review employee compensation and benefits annually to ensure the local market competitiveness and reward employees based on their performance and contributions.
Occupational health and safety	To provide a safe, healthy, and comfortable working environment for all employees. We allocate sufficient personnel resources, infrastructure, and funding to continuously improve health and safety management performance. (See the section “Fostering a safe and healthy work environment” for more details.)

In 2024

20.43 %

Percentage of female in senior management

13.82 %

Percentage of female in middle management

23.77 %

Percentage of female in ordinary employees

27 %

Percentage of female employees in revenue-generating positions

15 %

Percentage of female employees in STEM-related positions

*Note: Data for revenue-generating and STEM-related positions refer to domestic employees only.

In 2024

100 %

Employees participated in regular performance and career development evaluations

100 %

Middle and junior managers received performance management training

Empowering employees to reach their full potential

Zeekr is committed to providing employees with ample development opportunities and a wealth of training resources. We have updated and published policies such as the *Zeekr Training Control Program* and the *Zeekr Professional Qualification Management System*. These policies are designed to empower employees through role-based standards, learning, evaluations, and training programs to help employees realize their self-worth and expand their career development opportunities.

Fair and competitive compensation and incentives

Complying with local labor laws and regulations where we operate, Zeekr signs labor contracts with all employees and provides social insurance. We have formulated the *Zeekr Compensation and Benefits Management Policy* and take into account factors such as job value, capacity, performance, contribution, and internal/external equity to offer competitive compensation and benefits for employees.

We foster a performance culture characterized by “high challenge, high performance and high growth” and implement comprehensive performance management to create a self-driven performance atmosphere. We have introduced various evaluation models, including monthly, quarterly, and annual evaluations, as well as project matrix evaluations and 360-degree evaluations. These models ensure objective and fair performance reviews, contribute to the realization of organizational goals, and support employees’ development. Additionally, performance management empowerment training workshops are offered to middle and junior managers to continuously enhance the maturity of performance management.

ZEEKR’s Diversified Incentive Strategy

R&D personnel

Incentives for R&D projects

Salespersons

Bonus incentives based on target completion status

Manufacturing business staff

Incentive policies for high-yield employees

Efficient and core employees

Long-term incentives

Integrated business and training approach to cultivate business-focused elite talents

To cultivate a learning-oriented organizational culture and foster the continuous evolution of talent and the organization, Zeekr has launched a three-tier empowerment system program for a learning organization. Guided by mandatory career development courses for employees, the program focuses on learning content that is planned and empowered across three levels, employee groups, professional ladders, and working teams. This approach drives the development, refinement, coverage, and promotion of over 100 high-quality courses, fostering reinforcement among instructors, courses, and learning. Through this program, we aim to enhance employees’ essential skills and knowledge, energize the internal instructor team, and stimulate employees’ enthusiasm for learning.

We have also developed a digital and intelligent matrix system for human resources (HR) to empower HR strategy in reshaping employees’ core competencies and implementing capability model enhancements. This system guides employee development and enhances our strategic implementation. Additionally, we have launched the “Zeekr E-learning” online training platform, where tailored training systems are established for management talents, specialized talents, new hires, and reserve talents. These systems focus on solving core business challenges and sore points through diverse training programs. In 2024, we made comprehensive upgrades to the “Zeekr E-learning” platform, integrated AI technology and online digital human courses, and further enriched its features and course offerings to improve employees’ self-learning efficiency.

In 2024

RMB **38+** million
Total investment in training funds

100 %
Employee training coverage rate

232,236
Total participants of employee training

1,903,917
Total hours of employee training

109.18
Average training hours for employees

30,000+
Average monthly active users on the "Zeekr E-learning" platform

9,269
Total hours of sustainability/ESG training for employees

21,362
Participants of digital training for employees



Zeekr New Manager Development Program



Zeekr Transition Program

Accelerating new hires' growth trajectory

We attach great importance to the development of new hires, and organize activities such as training sessions for new sales staffs, foreign new employee training, and "Dayan Plan" for new employees through campus recruitment to help new hires to shorten the adaptation period, quickly integrate into the Company, and improve work skills. In 2024, individual sales productivity of new sales staffs increased by 25.57% through training.

Enhancing leadership of the management team

Target Group	Training Program	2024 Progress
Executives	Zeekr Pilot Program	The program seeks to facilitate thematic discussions and exchange on global brand alignment, AI exploration, product line operations, and coordination mechanisms to enhance the management team's strategic leadership and foster unified consensus. Three training sessions were held in 2024.
Middle managers	Zeekr Transition Program	The program is designed to help new middle managers understand the Company and their roles and build peer connections for a smooth transition. Two training sessions were held in 2024, reaching over 50 new middle managers.
Primary-level managers	Zeekr New Manager Development Program	The program aims to empower new and outstanding primary-level managers by standardizing management language, enhancing managerial capabilities, and internalizing practical cases to foster cross-functional collaboration. Two training sessions were conducted in 2024, covering more than 60 primary-level managers.



Zeekr New Foreign Employee Orientation

■ Providing internal career development opportunities for employees

Zeekr offers employees three vertical pathways on management, professional, and technical development. At the same time, we promote horizontal career development through mechanisms such as the high-potential talent pool, open competition, and the vitality program to support employees' horizontal growth. We have also developed the *Zeekr Qualification Management System of Professional Talents* to help employees enhance their professional skills. The Company encourages employees to continue their studies and provide material incentives for employees with enhanced educational qualifications, technical qualifications or awards and honors, thus fostering the mutual success of organizational capability building and employee career development.

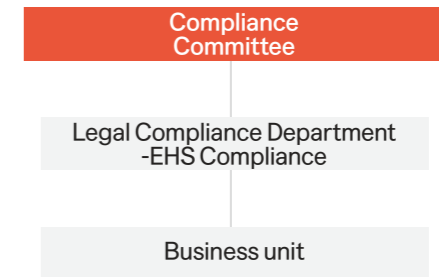
We continue to focus on talent cultivation directions such as "Four Modernizations" (electrification, intelligence, networking, and sharing), internationalization, youth and digitization, and cultural renewal, to reshape our workforce in response to the rapid growth of the smart new energy vehicle industry, and unlock employees' potential. These efforts lay a solid talent foundation for our sustainable development with a just transition in employee capabilities.

Fostering a safe and healthy work environment

We constantly improve the occupational health and safety system and prudently implement a work safety responsibility system. By continuously improving working conditions and implementing various risk prevention and health promotion measures, we equip all employees with the necessary safeguards to meet occupational health and safety standards, ensuring their well-being and safety at all times.

■ Health and safety management framework improvement

Zeekr has established a three-tier management structure for Environment, Health, and Safety (EHS). Our Compliance Committee is responsible for reviewing and approving EHS policies, setting and breaking down annual EHS goals, strengthening and enforcing work safety responsibilities across all levels. The Legal Compliance Department oversees EHS functions, coordinating EHS initiatives across the Company and its business units. Each business unit has dedicated full-time or part-time safety management personnel for respective safety management organization to ensure the implementation of safety practices. EHS indicators are integrated into departmental performance evaluation, supported by a performance deduction mechanism for major EHS incidents, ensuring the implementation of the work safety responsibility system.



Zeekr's EHS Organizational Structure

■ Stable and reliable health and safety management system

Zeekr attaches great importance to health and safety management and has established a comprehensive EHS management system that spans all aspects of its production and business operations. This system includes key procedures such as the EHS Compliance Management Control Procedure and the Occupational Health Management Procedure. The Company has developed the *Zeekr EHS Manual for Retail Stores* to standardize EHS practices across its retail operations. EHS evaluations are conducted on a regular basis, with compliance targets set at the beginning of each year and closely monitored to ensure that occupational health and safety requirements are fully integrated into day-to-day operations. During the reporting period, no work-related fatalities occurred across Zeekr's manufacturing, office, or retail operations. All four manufacturing plants were certified under the ISO 45001 Occupational Health and Safety Management Systems.

The Company strengthens the safety capabilities for all staff. To raise health and safety awareness, we organize activities such as rotating EHS exhibitions in office areas, and launching EHS slogan collection, online EHS quizzes with rewards, hazard inspection and rectification, and Work Safety Month campaign.

Case: International High-Potential Talent Training Program

Zeekr carries out international high-potential talent training program. Through intensive courses, sharing of best domestic and international practices, global cultural trainer certifications, and English speech clubs, this program helps international high-potential talents gain insight into global industry trends, understand Zeekr's international strategy, enhance cross-cultural awareness, improve language skills, and better collaborate within international teams. In 2024, the program covered more than 40 international high-potential employees.



International High-Potentials Talent Training Program

Safety Risk Prevention Mechanism

- **Safety risk identification:** We have established a closed-loop health and safety management process, including hazard identification, risk assessment, risk classification, color-coded maps for risk control, and position risk communication. This process ensures comprehensive identification of health and safety risks across all operations.
- **Safety risk management:** In alignment with ISO 45001 requirements, we have developed a tiered health and safety management and control structure applicable to all operational processes to effectively mitigate occupational health hazards and safeguard employee health and safety.

- **Safety risk remediation:** We have established a safety incident handling process of “incident occurrence-emergency response-incident reporting-investigation and analysis-corrective actions-summary and closure”. We track and resolve safety incidents monthly across areas such as electric vehicle operations of VREMT, smart manufacturing and quality, users and ecosystems, as well as products and applications to ensure closed-loop incident management.

While realizing sound health and safety management, we integrate health and safety standards into the procurement process. Suppliers are required to obtain the certification of ISO 45001 Occupational Health and Safety Management Systems. During procurement, manufacturing plants sign safety and environmental agreements with suppliers, driving continuous improvement in supplier health and safety management.

<p>Elimination</p> <p>Improve processes to reduce hazardous steps. Select quality equipment to enhance safety. Avoid risk factors in outlet location planning. Use eco-friendly materials in construction and renovation.</p>	<p>Replacement</p> <p>Replace high-risk roles with smart manufacturing. Upgrade materials to replace hazardous substances. Adopt collaborative models to share special risks. Introduce AI applications to reduce physical labor intensity.</p>	<p>Engineering controls</p> <p>Install interlock devices to prevent hazardous accidents. Isolate personnel from hazardous equipment to ensure life safety. Upgrade software to reduce human errors. Optimize ventilation and temperature controls to improve the work environment.</p>
<p>Management measures</p> <p>Conduct repeated training to raise awareness. Design warning signs and reminders to enhance safety communication. Carry out regular health check-ups for employee well-being. Optimize procedures to minimize risks.</p>	<p>Personal protective equipment (PPE)</p> <p>Use lightweight safety helmets for head protection. Introduce positive-pressure full-face masks for respiratory safety. Wear multi-functional gloves for hand protection. Provide lightweight and ergonomic footwear for foot safety.</p>	

- **Safety risk inspections:** We conduct regular safety inspections, including hazard identification for all employees at smart manufacturing plants, EHS hazard inspection and management at outlets, and specialized fire safety inspections at offices. These inspections cover risk classification and control, fire safety, hazardous waste management, incident prevention, and training.



Comprehensive health and safety services

Zeekr strengthens occupational disease prevention and health management for employees. We prioritize both physical and mental well-being by offering a range of health services through the Geely Health platform. These services include annual free health check-ups, free employee assistance program (EAP) for mental health counseling, support for emergencies or critical illnesses, online and offline health education seminars, and free health consultations. Additionally, we provide discounted health check-ups for employees' families and commercial insurance benefits, ensuring comprehensive health and safety support for our employees.



Enhancing workplace inclusion and employees' sense of belonging

Following the people-centric approach, we prioritize employees' diverse needs in their daily lives and expand communication channels to improve their sense of happiness, satisfaction, and belonging.

■ Opening up employee communication channels

We place great importance on employees' opinions and continuously enhance democratic management mechanisms such as trade unions and workers' congresses to broaden the channels for expressing opinions and concerns. Employees can voice their opinions through multiple channels, including direct communication with supervisors, the HR Department, and the trade union, or via email. We make feedback channels accessible to all employees. Through training and publicity activities, we familiarize employees with these channels and promptly address their reasonable requests.

In 2024, we advanced the "Meta-vitality" Initiative by launching a series of cultural engagement activities focused on product innovation, retail stores, and overseas business. The Zeekr Meta-Vitality Platform was also launched to collect and transform employee insights and ideas into drivers of corporate development through channels such as "employee voice" and "proposal for improvement" to advance our business operation.

In 2024

100 %

Employee membership of trade unions

Case: Zeekr Meta-Vitality Platform Makes "Z Idea" into Reality

In 2024, Zeekr launched the Zeekr Meta-Vitality Platform, enabling employees to submit innovative ideas and improvement suggestions, known as "Z Idea", anytime and anywhere, based on their hands-on work experience. The Company evaluated the quality of these submissions and rewarded employees by using a bonus points-based mechanism to stimulate their creativity and engagement. For example, in the product end, a total of 2,141 "Z Idea" submissions were received in 2024, with over 50% entering the development or market feedback stage.

■ Caring for employees and addressing their problems

Zeekr has revised and released the *Zeekr Trade Union Fund Management Policy (2024 Edition)*, and developed the *Employee Care Manual*, which covers a wide range of topics including daily life, health, and personal development. These policies aim to provide care for employees and foster a warm and harmonious working environment. The Company offers multi-dimensional benefits and care to its employees, organizes a variety of corporate culture activities, and supports employees working from home and remotely under special circumstances to help them balance work and life.

>> Employee benefits

Discounts on vehicle purchases for employees, their direct family members, and friends; employee dormitories (in Hangzhou Bay); preferential housing purchase schemes (in Hangzhou Bay); birthday, quarterly, and holiday gifts; annual free health check-ups; supplementary medical insurance; marriage gift packages and collective weddings; assistance for employees in difficulty.

>> Family support benefits

Statutory paid leave, maternity subsidies, supplementary medical insurance, paid annual leave; parental leave; filial leave for employees who are only children of a family.

>> Corporate cultural activities

Company listing celebrations, selections of the Li Shufu Award, Loyalty Award ceremonies, sports games, and New Year galas to build a strong sense of community and belonging among employees.



In 2024

5.39 days

Average parental leave per employee

3.92 days

Average filial leave for only-child employees

100 %

Return-to-work rate after parental leave

87.9 %

Retention rate after parental leave

379

Employees receiving care in marriage, hospitalization, mutual aid, etc.

RMB 390,000+

Caring fund provided

Case: Zeekr Digital Union Provides a Warm Environment for Employees

In 2024, the "Zeekr Digital Union Platform" was successfully launched, offering employees a more convenient and efficient service experience. Integrating data collection, online services, information release, interactive communication, and intelligent applications, the platform allows employees to access various features such as "Zeekr Announcements", "Zeekr Activities", "Zeekr Benefits", and "Zeekr Honors". Employees can stay informed about union updates, sign up for union activities, enjoy union services, and learn from exemplary models anywhere at any time. By participating in a wide range of cultural programs, employees can feel the care and warmth delivered by the corporate union. Since its launch, the platform has hosted hundreds of events, attracting over 10,000 employees.

Employee satisfaction improvement

Zeekr conducts the global employee efficiency survey annually by using an online sampling approach to collect feedback on employees' confidence in our future development, corporate strategy, organizational processes, corporate culture, training and development, teamwork, communication and integration, performance management, and compensation and benefits. We analyze these insights based on the reports, make action plans accordingly, and follow up on the results. Moreover, we incorporate the employee satisfaction indicator into the annual performance evaluation of the Chief Human Resources Officer and include the indicator as an observation indicator for business executives to reinforce our accountability and drive the achievement and continuous improvement of employee satisfaction goals.

In 2024

100 %

Coverage of white-collar employees in the employee efficiency survey

50 %

Coverage of blue-collar employees in the employee efficiency survey

81

Employee satisfaction score

79

Employee DEI satisfaction score



2024 Mid-Autumn Festival Magic Night

Co-creating the Ultimate Experiences in Mobility with Zeekr Users

Zeekr integrates social responsibilities into its mission and vision, stays connected with users, and actively engages in public welfare initiatives, spreading the force for good together with our car owners.

Growing together with users

We value in-depth engagement with users. Through the Zeekr App, we have built an ecosystem of community, services, and e-commerce. We continue to organize diverse online and offline activities to attract a young user base, foster brand identification, and enable close connections and shared value creation with users.

■ User community

We build a user community through incentive programs and community activities to foster strong connections both between the Company and users and among users themselves. Offline, Zeekr Centers serve as brand spaces and open camps where users can freely connect face to face and share joy. Online, the Zeekr App acts as a social platform, offering interactive, idea-sharing spaces and high-quality experiences for our users.

Case: Zeekr Establishes the Global User Council and Its Board to Meet Users' Needs

In order to better meet users' needs in the development of the brand and products, Zeekr officially established the Global User Council and its Board on August 29, 2024. Council members are car owners from across China. From major company decisions to day-to-day suggestions, the council acts and its board members as a bridge between the Company and its users to co-create ultimate mobility experiences. Four special meetings had been held by the Council by the end of 2024, contributing valuable insights into user reputation management and experience enhancement.



Official establishment of the Global User Council and its Board

Case: Zeekr Builds the Pioneering Experience Ambassador Program with Users

Before launching new products and features, Zeekr invites users with strong product sense, product testing abilities, and strong content communication skills to become pioneering experience ambassadors. These ambassadors participate in feature testing and help drive product upgrades and deliver a better mobility experience for users. In 2024, the Company organized 30 pioneering testing events across various scenarios, including nationwide highway and urban NZP functionality rollouts as well as long-range battery endurance tests. These tests involved over 8,600 participants, providing over 26,000 pieces of suggestions, with an effective feedback rate of 30%.

In 2024

67

Co-creation events focused on services conducted

4

Special meetings held by the User Council

■ Zeekr networking

Zeekr has established over 100 car clubs across China to provide communication platforms for car owners. Through a club incentive program, we support car clubs in organizing regular sports and outdoor activities, providing users with more colorful experiences and encouraging users to make friends through shared driving.



Launch of Zeekr Power's First Car Club Co-Creation Station



Z-Speed - Greater-bay-area Karting Championship



Zeekr care: Colorful moments with old friends



Zeekr carnival - Dream of Zeekr Carnival

■ User safety capability enhancement

We enhance users' understanding of vehicle functions across different scenarios through a combination of offline experiences and online communications to make driving easier and safer. Additionally, we aim to strengthen their awareness through online safety education.

Z-Talk

Zeekr has established Z-Talk, an "Engineer-User" talk series, to provide the most offline platform for sharing product information and vehicle functionalities with users. The talk series aims to deepen users' perception of product technology and vehicle capabilities.

"Pioneering Experience Ambassador" user co-creation program

Zeekr selects user representatives with relevant professional backgrounds and experience as volunteers for the "Pioneering Experience Ambassador" public welfare program, and delivers relevant courses with Zeekr engineers to disseminate knowledge related to safe driving.

Z-Speed Driver Training

Zeekr has organized driving training and experience activities such as track carnivals, track driving training, drift driving training, and hill climb driving training to help users understand, master, and apply driving techniques and cultivate the "safest drivers". In 2024, 18 Z-Speed Driver Training events were held, with 2,586 groups of participants.

In 2024

4,808+

User activities organized

approx. **65,641**

Total participants

Enabling Tech for good for community contribution

As a responsible corporate citizen, Zeekr provides jobs, training opportunities and development channels to give back to the community. We also improve our public welfare project management system, and support education, environmental protection, and public welfare activities to contribute to local economic prosperity and social progress.

■ Compliant management for transparent donations

We are firmly committed, as stated in the *Zeekr Code of Integrity and Compliance*, to adhering to all laws and regulations in our external donations. Each act of giving is rooted in respect for and understanding of local cultures and traditions and driven by our sense of corporate responsibility. We have developed the *Policy on Charitable Donations, Political Contributions, and Commercial Sponsorships* to clarify compliance requirements and approval procedures for charitable activities, ensuring transparency in our external donations.

■ Cooperation with car owners to unleash possibilities for good

Adhering to the public welfare philosophy of “tech for good” and leveraging our technological advantages, we collaborate with users in supporting charity causes to create more sustainable value for our society. In 2024, Zeekr users voluntarily organized nearly 100 charitable events, covering a range of activities such as pet rescue, mountain and beach cleanups, supply donations, and support for farmers in mountainous regions.

Case: Zeekr Implements “Green Public Welfare” Initiative by Turning Old Tires into a Dream Playground

In September 2024, Zeekr, in partnership with the Henan Children’s Hope Relief Foundation and community car owners of the Zeekr App, launched the “2024 Dream Green Running Tracks, Childlike Sports Carnival” event. The “Green Running Tracks” Childlike Fantasy Park, was officially opened at the Central Primary School in Zhangcun Township, Huixian City, Henan Province. Zeekr invited car owners to recycle old tires from their homes to create the park. Compared to the traditional recycling process of incineration power generation, it directly avoided approximately 584 kg of CO₂ emissions and promoted resource recycling. The event also introduced the concept of sustainability to rural schools, offering children a place for sports and recreation.



Green Pathways Children’s Park

In 2024

74

User volunteer activity events

1,879

Volunteer participations

9,156

Total hours of user volunteer service

Collaborating with users nationwide in its Z-Green project, Zeekr held **34** environmental protection activities to clean up mountains, involving approximately **1,008** participants and collecting a total of **1,702.19** kg of waste.

Zeekr organized the public welfare donation themed “Send Warmth and Love with Books and Clothes”, with 47 participants, donating a total of **88** kg of clothes and books.

Case: Zeekr Curiosity Academy Officially Launched as Zeekr Users Explore the Intelligent Factory

Zeekr Intelligent Factory tour is designed to offer users an in-depth and hands-on experience of the entire smart manufacturing process. Participants can explore Zeekr’s advanced production techniques, superior product quality, and the new “Future Factory Model”. In 2024, Zeekr hosted factory tours for adult car owners and also launched a special tour of Zeekr Intelligent Factory for families during the summer. Children visiting the manufacturing plant had the chance to witness the birth of cars from parts to fully assembled vehicles. This immersive experience helped them gain a deeper understanding of future mobility. They interacted with senior engineers, learned fun facts about automobiles, and experienced the charm of technology. The Company hosted 11 factory tours in 2024, receiving over 300 groups of vehicle owners and their families.



Zeekr Curiosity Academy’s Intelligent Factory Tour

Case: “Zeekr Public Welfare Escort Team” Supports Youth Research Trip to Harbin

On December 22, 2024, the “Zeekr Public Welfare Escort Team”, composed of Zeekr car owners, came together again to provide heartwarming support for the Harbin research trip of Daliangshan’s young athletes. During the event, car owners and their children accompanied these young athletes on their first skiing experience, co-created commemorative snowboards, and enjoyed winter sports together in the company of peers. This meaningful journey of love and care not only bridged geographic and cultural distances, but also marked a new model of user engagement jointly built by Zeekr and its users. For many of the young athletes, it was their first time leaving the mountains, allowing them to deeply experience Harbin’s unique culture, broaden their horizons, and take their first steps into the enchanting world of ice and snow.



“Zeekr Public Welfare Escort Team” supports youth research trip to Harbin

Case: Zeekr Carries out the “Zeekr Hero” Public Welfare Activity to Spread a Wider Range of Positive Energy

Zeekr holds the “Zeekr Hero” recruitment activity on a regular basis, calling on car owners to demonstrate kindness, whether in volunteering or assisting others in need. Car owners with good intentions and actions have the opportunity to become “Zeekr Heroes”. As of the end of 2024, nearly 100 “Zeekr Heroes” have been successfully nominated within the Zeekr car owner community to contribute their efforts in various public welfare activities, including charitable donations, volunteer services, environmental protection actions, and community assistance. According to incomplete statistics, these car owners have organized over 200 emergency rescue training sessions, donated over RMB 1 million, contributed more than 100,000 ml of blood, and rescued over 1,000 stray animals.



“Zeekr Hero” Medal of Honor

Fostering cross-sector collaboration to promote industry growth

Committed to the brand values of “equality, diversity and sustainability”, Zeekr has established mutually beneficial partnerships with local government agencies, social organizations, industry associations, and other stakeholders. These collaborations aim to drive the robust growth of the NEV industry, enhance brand influence, and showcase Zeekr’s social value.



Zeekr 009 becomes the official vehicle of the 2025 Asian Winter Games



Zeekr 001 becomes the safety car for F4

Zeekr participated in the High-Quality Economic Development Conference of Beilun District in Ningbo, with CEO attending and delivering a speech, aiming to transit Ningbo as a new energy vehicle city with partners attending the conference.

Zeekr was invited to participate in the review meeting of the 5G Fully Connected Factory Evaluation Guidelines (T/CIEET 579-2024), enhancing its influence in the industry’s 5G-connected factory sector and supporting the industry’s standardized production.

Zeekr announced that its “one-click window breaker” function would be made available free of charge to the entire automotive industry, aiming to share and popularize safety technology and protect more people in emergencies.

Zeekr 001 and Zeekr 009 were designated as official vehicles for the 9th Asian Winter Games Harbin 2025.

Zeekr was invited to attend the groundbreaking ceremony for the Geely New Energy Vehicle (NEV) Headquarters Project during the Major Projects Promotion Conference in Beilun District, Ningbo, interpreting the Company’s unique insights and firm belief in the future of green mobility.

The CEO of Zeekr delivered a keynote speech at the 2024 Global Industrial Cooperation Conference held in Hangzhou as a representative of Chinese entrepreneurs, sharing global development strategies.



Zeekr was invited to attend the Mobilization and Deployment Meeting for Xiaoshan District to “Drive Economic Growth and Reach New Heights” and “Address Three Major Challenges” in Hangzhou, and sign a contract for the electronic industrial park project, better serving the development of local economy.

Zeekr 001, became the safety car for Formula 4 (F4) racing, marking the first time a fully electric vehicle was used as a safety car in a fuel-powered Formula race.

Zeekr was invited to the Ningbo New Energy Vehicle Research Association (Promotion Association) President Conference, discussed new strategies and suggestions for promoting the high-quality development of the NEV industry under the new circumstances.

Zeekr MIX was selected as the flame collection vehicle and the torch relay command vehicle for the 2025 Asian Winter Games, displaying the innovative strength and sustainability philosophy of China’s NEVs to the world.

The Report on ESG Development of New Energy Vehicle Industry (2024), jointly compiled by the Equipment Industry Engineering Research Institute of Industry and Information Technology (Beijing) Co., Ltd., and Zhejiang ZEEKR Intelligent Technology Co., Ltd., has been officially published, promoting the sustainable development of the new energy vehicle industry.



Appendix

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Key Performance Indicators

Indicator	Unit	2024
GHG emissions¹		
GHG emissions (Scope 1)	tCO ₂ e	24,843.47
GHG emissions (Scope 2)	tCO ₂ e	480,513.13
GHG emissions (Scope 3)	tCO ₂ e	10,308,663.78
Purchased goods and services	tCO ₂ e	5,571,880.58
Use of sold products	tCO ₂ e	3,249,659.49
Capital goods	tCO ₂ e	1,022,020.23
Scrap disposal of sold products and other categories ²	tCO ₂ e	465,103.48
Total GHG emissions	tCO ₂ e	10,814,020.38
Energy and resource use³		
Natural gas	m ³	237,729.00
Purchased electricity	MWh	148,752.33
Purchased heat	GJ	8,906.87
Cooling capacity	MWh	1,214.04
Total water intake	m ³	339,938.00
Waste management		
Hazardous waste generated	t	238.80
Hazardous waste disposed	t	233.23
Hazardous waste recycled	t	5.57
Non-hazardous waste generated	t	7,570.37
Non-hazardous waste disposed	t	5,593.74

Indicator	Unit	2024
Non-hazardous waste recycled	t	1,976.63
Air pollutants		
Nitrogen oxides (NOx) emissions	t	0.38
Volatile organic compounds (VOCs) emissions	t	4.28
Particulate matter (PM) emissions	t	0.45
Environmental management		
Normal operation rate of environmental protection facilities	%	100%
Environmental penalty incidents	number	0
Up-to-standard discharge rate of industrial waste gas	%	100%
Up-to-standard discharge rate of industrial waste water	%	100%
Number and geographical distribution of employees		
Total full-time employees	person	17,439
Total new employees throughout the year	person	4,563
Employment opportunities for fresh graduates	person	595
Ethnic minority employees	person	638
Number of full-time employees by gender		
Male	person	13,399
Female	person	4,040
Number of full-time employees by age group		
Under 30 years old	person	6,315
30-50 years old	person	10,831

Indicator	Unit	2024
Over 50 years old	person	293
Number of full-time employees by region		
China	person	16,537
Overseas	person	902
Number of new hires by gender		
Male	person	3,405
Female	person	1,158
Employee rights and benefits		
Labor contract signing rate	%	100%
Social insurance coverage rate	%	100%
Coverage rate of health check-ups and health records	%	100%
Percentage of employees receiving regular performance and career development evaluations	%	100%
Proportion of mainland employees with trade union membership	%	100%
Employee turnover		
Total separated employees	person	4,202
Total turnover rate	%	19.81%
Number of employee turnover by gender		
Male	person	3,224
Female	person	978
Health and safety⁴		
Loss Time Incident Rate(LTIR)	accident/200,000 working hours	0.05
Work-related accidents that can be recorded	number	14
Recordable incident rate	accident/200,000 working hours	0.08
False alarm accident rate	accident/200,000 working hours	0.02

Indicator	Unit	2024
Work-related fatalities	number	0
Ratio of work-related fatalities	%	0
Lost working days due to work-related injuries	day	10
Rate of serious injuries	‰	0
Occupational disease accidents	number	0
Development and training		
Total hours of employee training	hour	1,903,917
Employee training coverage rate	%	100%
Average training hours for employees	hour	109.18
Total investment in training funds	million RMB	38+
Average training hours of employees by gender		
Male	hour	109.40
Female	hour	108.43
User co-creation		
User activities organized	number	4,808+
Users covered by user club activities	headcount	65,641
Community activities		
Total users engaging in voluntary service	headcount	1,879
Total hours of user volunteer service	hour	9,156
Basic information of suppliers		
Total tier 1 suppliers	number	506
key tier 1 suppliers	number	158
Key non-tier 1 suppliers	number	1,559
Proportion of suppliers maintaining a cooperative relationship for three years or more	%	89%

Indicator	Unit	2024
Suppliers by region		
East China	%	73.52%
Other regions of China	%	25.49%
Overseas	%	0.99%
Supplier management		
Proportion of direct procurement suppliers signing the <i>Supplier Code of Conduct</i>	%	96.44%
Proportion of indirect procurement suppliers signing the <i>Compliance Statement of Zeekr Business Partners</i>	%	96.05%
Innovation and R&D		
R&D investment	RMB billion	9.72
R&D team members	number	7,492
New patent applications	number	2,256
New patents authorized	number	948
Product quality		
Product recall events	number	0
Violations related to health and safety of vehicle products and services	number	0
Investigation and follow-up/resolution rate of safety related defect complaints	%	100%
Number of employees participating in quality training	headcount	3,720
User services		
Violations involving product and service information and labeling	number	0
Zeekr service outlets	number	230+
Self-built charging stations	number	1,468
Number of users covered by Zeekr Care activities	person	56,000+

Indicator	Unit	2024
Compliance management⁵		
Total compliance training hours	hour	139,984
Compliance training coverage rate	%	98.40%
Compliance reports/incidents received throughout the year	number	33
Anti-corruption⁶		
Participants of the training on the <i>Anti-Corruption Management System</i>	headcount	21,186
Total anti-corruption training hours	hour	16,101
Reports and allegations of corruption or bribery	number	3
Confirmed corruption incidents	number	6

Note 1: The boundary of GHG inventory and accounting is subject to the operational control right, including Zeekr offices/R&D sites, store system, energy charging system, manufacturing plants of batteries, motors, electronic control (VREMT, Hangzhou Jidian, Quzhou Jidian E-mobility, Quzhou Jidian New Energy, and Shandong Jidian Electric Vehicle), operating sites of European R&D and sales companies, as well as upstream vehicle manufacturing plants of the value chain (Zeekr Factory, Chunxiao Factory, Meishan Factory, Chengdu Factory).

Note 2: Disposal of sold products and other Scope 3 categories include: fuel and energy-related activities, upstream transportation and distribution, waste generated during operations, business travel, employee commuting, downstream transportation and distribution, and scrap disposal of sold products.

Note 3: The statistics energy usage data scope is in accordance with the Company's consolidated statements, covering Zeekr offices/R&D sites, store system, VREMT Plant and corresponding operation sites of European R&D and sales companies.

Note 4: The statistic scope for health and safety data covers the work safety-related data of business modules such as manufacturing, products and applications, users and ecosystems, as well as operation and support within the consolidated scope of the listed company.

Note 5: Compliance training data covers full-time employees based in the Chinese mainland.

Note 6: The statistic scope for anti-corruption training covers domestic full-time employees.

GRI Content Index

Statement of use	The Report is prepared with reference to the GRI Standards, with the reporting period ranging from January 1,2024 to December 31, 2024
GRI 1 used	GRI 1: Foundation 2021

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2-3	Reporting period, frequency and contact point	3
2-5	External assurance	82
2-6	Activities, value chain and other business relationships	7-8; 25-28; 37; 41-43; 56-60
2-7	Employees	62-69
2-9	Governance structure and composition	48
2-12	Role of the highest governance body in overseeing the management of impacts	9; 48
2-13	Delegation of responsibility for managing impacts	9
2-14	Role of the highest governance body in sustainability reporting	9
2-17	Collective knowledge of the highest governance body	9-10; 30
2-18	Evaluation of the performance of the highest governance body	9
2-22	Statement on sustainable development strategy	10
2-23	Policy commitments	41; 51; 55; 63
2-24	Embedding policy commitments	53; 56; 67
2-25	Processes to remediate negative impacts	51; 68
2-26	Mechanisms for seeking advice and raising concerns	68-69
2-27	Compliance with laws and regulations	20; 25; 41-44; 49-55; 58; 62; 72
2-29	Approach to stakeholder engagement	13
GRI 3: Material Topics		
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3-2	List of material topics	14
3-3	Management of material topics	14-15
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GRI 201: Economic Performance		
201-2	Financial implications and other risks and opportunities due to climate change	32-33

GRI standard	Disclosures	Page
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GRI 203: Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	27
GRI 204: Procurement Practices		
204-1	Proportion of spending on local suppliers	78
GRI 205: Anti-corruption		
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205-2	Communication and training about anti-corruption policies and procedures	51
205-3	Confirmed incidents of corruption and actions taken	51; 78
GRI 206: Anti-competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	52
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GRI 303: Water and Effluents		
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303-3	Water withdrawal	76
303-5	Water consumption	41
GRI 304: Biodiversity		
304-2	Significant impacts of activities, products and services on biodiversity	46
GRI 305: Emissions		
305-1	Direct (Scope1) GHG emissions	35; 76
305-2	Energy indirect (Scope2) GHG emissions	35; 76

GRI standard	Disclosures	Page
305-3	Other indirect (Scope3) GHG emissions	35; 76
305-4	GHG emissions intensity	35; 76
305-5	Reduction of GHG emissions	36-38
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	76
GRI 306: Waste		
306-2	Management of significant waste-related impacts	42-43
306-3	Waste generated	42; 76
306-4	Waste diverted from disposal	76
306-5	Waste directed to disposal	76
GRI 308: Supplier Environmental Assessment		
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Social		
GRI 401: Employment		
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GRI 409: Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	63
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GRI 414: Supplier Social Assessment		
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GRI 417: Marketing and Labeling		
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SASB Automobile Sustainable Accounting Standards Index

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	TR-AU-250a.1	Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region	5
Product Safety	TR-AU-250a.2	Number of safety-related defect complaints, percentage investigated	21
	TR-AU-250a.3	Number of vehicles recalled	21
	TR-AU-410a.1	Sales-weighted average passenger fleet fuel economy in China	N/A
Fuel Economy & Usephase Emmissions	TR-AU-410a.2	Number of 1) zero emission vehicles (ZEV)	7
		2) hybrid vehicles, and	N/A
		3) plug-in hybrid vehicles sold	N/A
	TR-AU-410a.3	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	N/A
Materials Sourcing	TR-AU-440a.1	Description of the management of risks associated with the use of critical materials	59
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Independent Assurance Report



Independent Assurance Statement

Introduction

TÜV Rheinland (Shanghai) Co., Ltd., a member of TÜV Rheinland Group (hereinafter "TÜV Rheinland" or "We"), was entrusted by Zeekr Intelligent Technology Holding Limited (hereinafter "Zeekr" or "the Company") to conduct an independent third-party assurance of 2024 Sustainability Report of Zeekr (hereinafter, "Report"). The report disclosed sustainability information for the fiscal year 2024 (January 1, 2024 to December 31, 2024) of Zeekr.

Responsibilities

Zeekr is not only responsible for the preparation of sustainability report and the collection and submission of sustainability information in accordance with applicable reporting standards but also has the obligation to implement and maintain effective internal control of information and data to support the report compilation process.

TÜV Rheinland is a global service provider that provides CSR and sustainability services in more than 65 countries, with experienced and technical expertise in the areas of environment, CSR, sustainability and stakeholder engagement. TÜV Rheinland Assurance team follows the TÜV Rheinland Global Business Ethics Compliance Policy and Procedures, covering the principles of integrity compliance and conflict of interest. Therefore, our assurance services are based on the principles of independence and impartiality, and we do not participate in the writing and preparation of the report of Zeekr. It is the duty of TÜV Rheinland to carry out independent assurance in accordance with the assurance agreement and the agreed scope of assurance work, and to make independent and impartial judgments on sustainability reporting.

Assurance Standard

TÜV Rheinland undertook assurance work for the sustainability information disclosed in sustainability report of Zeekr in accordance with the AccountAbility AA1000 Assurance Standard v3 (AA1000AS v3), Type 1 and Moderate level.

Assurance Objectives

The purpose of the assurance was to provide management of Zeekr and stakeholders concerned with the company's sustainability information and performance to provide an independent view of the assurance, including assessment of whether the content of the report adhered to the AA1000AP (2018) Assurance Principles (including inclusivity, materiality, responsiveness and impact), and verification of sustainability information disclosure.

Assurance Criteria

The following assessment criteria were used in undertaking the work:

- Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021 (GRI Standards)
- IFRS S1 General Requirements for Sustainability-related Financial Disclosures (IFRS S1) and IFRS S2 Climate-related Disclosures (IFRS S2) issued by the International Sustainability Standards Board (ISSB)
- Sustainability accounting standards under the Automotive and Road Transport classification issued by the Sustainability Accounting Standards Board (SASB)
- Adherence to the AA1000 AP AccountAbility Principles, i.e., *Inclusivity, Materiality, Responsiveness, and Impact*

Methodology

Our assurance activities and procedures include:

- Inquiring management and those personnel responsible for collecting and aggregating sustainability performance information to understand the management processes, systems, and controls for sustainability performance information.



- Reviewing and assessing the availability, adequacy, and relevance of performance information based on sampling principles.
- Applying analysis program to assess the accuracy of the information available for performance data.
- Collecting and examining the supporting evidence of available performance information to assess the extent to which the relevant evidence and information related to the scope of the assurance in the sustainability report supports and adheres to the AA1000AP AccountAbility Principles.
- Reporting assurance observations or recommendations to give the company's management an opportunity to correct errors before the assurance process is completed.

Limitations

TÜV Rheinland planned and executed the verification in accordance with the scope of the assurance agreed upon in order to obtain all the information, evidence and necessary explanations to provide the basis for the conclusion of the assurance in accordance with the moderate level of AA1000AS v3.

The information and performance data relating to the assurance is limited to the disclosure of the contents of this report. Our assurance work did not include financial report and its financial data, as well as other information not related to the topic of sustainability.

Conclusions

Based on the above assurance procedures and methodology performed and the evidence obtained, we conclude that there are no instances or information that would be contrary to the following statements:

- 2024 Sustainability Report of Zeekr and its contents are in adherence to the AA1000AP AccountAbility Principles and align with the information disclosure requirements of the GRI Standards.
- Zeekr has implemented processes and systems to collect and aggregate performance information and data related to materiality issues within the reporting boundary, and the company's management practices have also shown that the company conducted double materiality analysis and evaluation of issues.
- The sustainability-related information and performance disclosed in the report have been assessed and supported by documentary evidence, which truly reflected management practices of Zeekr in the field of sustainable development.

TÜV Rheinland shall not bear any liability or responsibility to a third party for perception and decision on Zeekr based on this Assurance Statement.

Adherence to the AA1000AP AccountAbility Principles

Inclusivity

The key stakeholders identified by Zeekr included investors, users, employees, governments and regulators, suppliers, industry partners, and the community. Evidence showed that Zeekr was diverse in its interactions with these stakeholders in its business activities. In 2024, the company also conducted internal and external stakeholder surveys, covering topics such as cleaning products and technologies, occupational health and safety, waste and emissions, employee rights protection, and sustainable supply chains. The results of the questionnaire survey provided a reference for the evaluation of double materiality issues.

Materiality

In 2024, Zeekr has implemented a double materiality assessment process. Based on strategic planning and business strategy, government and capital market regulatory requirements, and industry benchmarking analysis, the company updated the list of issues and combined with the results of the stakeholder questionnaire analysis, to evaluate the importance of these topics from two dimensions: impact materiality and financial materiality, including external expert opinions. The issue matrix chart showed the key issues that are both financial materiality and impact materiality for the year (e.g., travel safety, product quality, technological innovation, clean products and technologies, energy management, customer service, response to climate change, etc.). The Commission on Sustainable Development considered and confirmed the results of the assessment of the materiality issues.

Responsiveness



Zeekr's communication channels with its key stakeholders were diverse. Evidence indicated that in 2024, the company's interaction with these stakeholder groups mainly included customer complaints and satisfaction surveys, employee training, government supervision and inspection, supplier review and training, whistleblowing mechanisms, industry seminars, public welfare activities, etc.

The report disclosed data on key performance indicators such as greenhouse gas emissions (including Scope 1, 2 and 3 emissions), energy use, water resources, pollutants and waste, employee employment and entitlements, health and safety, suppliers, etc. The report also disclosed the core action areas and development goals of the sustainability strategy, as well as the progress of the implementation of the sustainability strategy in 2024, so as to respond appropriately and timely to the significant concerns of its stakeholders.

Impact

In 2024, Zeekr established a risk management collaborative working group to be responsible for risk management in key areas and referred to the enterprise risk management framework of the COSO Committee to strengthen the system construction. The company implemented ESG risk management (including climate risks), and combined operation management, compliance management processes, and internal control systems to assess and control major risks related to their own operations and upstream and downstream of the value chain and implemented closed-loop management for rectification. In addition, the company conducted ESG risk assessment and management in the supply chain, covering human rights risks and conflict minerals risks.

The report disclosed an analysis of sustainability-related risks and opportunities for issues with significant financial impacts, including the affected value chain, the timing and scope of impacts, response measures and progress, etc., especially the specific content of response to climate change based on the four elements of governance, strategy, risk management, and target indicators (including the use of climate scenario analysis), as well as product life-cycle carbon reduction measures. Evidence indicated that in 2024, Zeekr has taken corresponding measures (such as green logistics, resource recycling, etc.) to reduce the adverse impact of its own operations and upstream and downstream of value chains on the climate.

Daniel Pan
Technical Manager of Corporate Sustainability Services
TÜV Rheinland (Shanghai) Co., Ltd
Shanghai, China, April 24, 2025



Verification Statement of GHG Emissions Data

Statement

Inventory Standard **ISO 14064-1:2018**
Statement Registr. No. **17 164 2532327**
Report No. **17 164 2532327**

Statement Holder: **ZEEKR Intelligent Technology Holding Limited**
89 Nexus Way, Camana Bay, Grand Cayman, KY1-9009, Cayman Islands

Verification Site: including the locations according to annex
Verification Body: TÜV Rheinland (China) Ltd.
Verification Method: - Process: Document review, interview, site visit and recalculation
- Verification Standard: ISO 14064-1:2018, ISO 14064-3:2019

Verification Scope: Based on the information we have received and evaluated that:
- Programme: Voluntary GHG scheme
- Organizational Boundary: Operational Control
- Level of Assurance: Reasonable
- Materiality: 5%
- Global warming potential (GWP): IPCC 2021
- Base year: /
- Inventory year: 2024 (2024.01.01-2024.12.31)
- The total carbon emission is 10814020.38 tonnes CO2 equivalent (tCO2e)
- Category 1 Direct emission is 24843.47 tCO2e.
- Category 2 Indirect imported energy emission is 480513.14 tCO2e.
- Category 3 Indirect transportation emission is 108898.52 tCO2e.
- Category 4 Indirect products used by organization emission is 6775776.57 tCO2e.
- Category 5 Indirect associated with the use of products from the organization emission is 3423988.68 tCO2e
- Category 6 Indirect other sources emission is not quantified.
- Data and information
- Historical in nature: Category 1 / 2
- Historical in nature with scenario models: Category 3 / 4 / 5
The inventory uses the average emission factor of the national power grid in 2022, issued by the Ministry of Ecology and Environment (MEE) and the National Bureau of Statistics (NBS) for calculation

Validity: GHG statements are the responsibility of the responsible party. This statement only reviewed the emissions data of inventory year, this statement is not for the management systems certification.

Issue Date: 2025-04-11

TÜV Rheinland (China) Ltd.
Room 301, 3F and Room 1203, 12F, Building 4, No 15, Ronghua South Road, Beijing Economic-Technological Development Area, Beijing (Yichuang group in high-end industrial area of Beijing Pilot Free Trade Zone), 100176, P. R. China

This verification and validation is based on the information made available to TÜV Rheinland and the engagement conditions detailed above. Therefore, TÜV Rheinland cannot guarantee the accuracy or correctness of this information. TÜV Rheinland cannot be held liable by any party relying or acting upon this verification and validation.

Statement annex

Inventory Standard **ISO 14064-1:2018**
Statement Registr. No. **17 164 2532327**
Report No. **17 164 2532327**

Annex 1: Sites verified

No.	Verification Site	Verification Address
1		ZEEKR Hangzhou Tower, Wangchao Center, No. 2088 Shun North Road, Yuyao Subdistrict, Kaoshan District, Hangzhou, Zhejiang Province, P. R. China ZEEKR Shanghai E-mobility Space, Tower 1, Lumina 2, NO. 318 Longwen Road, Kufu District, Shanghai, P. R. China ZEEKR Shanghai -drive Campus, Building 2, 8, and 9, No. 88 Jingan Avenue, Jingan District, Shanghai, P. R. China etc. (all 11 office building sites in total) Hangzhou Kaoshan ZEEKR Delivery Center, No. 107 Kaoshan East Road, Kaoshan District, Hangzhou, Zhejiang Province, P. R. China
2	Zhejiang ZEEKR Intelligent Technology Co., Ltd and its enterprises with operational control	Hangzhou Ruffao ZEEKR Center, Unit 1F-01, Hangzhou Ruffao City, No. 229 Jinke Road, Zippang Subdistrict, Shangcheng District, Hangzhou, Zhejiang Province, P. R. China Hangzhou Bafu ZEEKR Delivery Center, No. 1401 Mingshan Road, Gonghu District, Hangzhou, Zhejiang Province, P. R. China Shanghai LCM ZEEKR Center, Unit 1F-02a, LCM Plaza, No. 2388 Zhongyuan Road, Pudong New Area, Shanghai, P. R. China Shanghai Daming International ZEEKR Center, Units 103-2, 104-1, and 106, Daming Plaza, NO. 1888 Gongshu Road, Jingan District, Shanghai, P. R. China etc. (all 412 stores in total)
3	Zhejiang Hechen Energy Technology Co., Ltd and its enterprises with operational control	Hechen North Star CPT Center ZEEKR Ultra-fast charging station, etc. (all 875 charging stations in total)
4	Uind E-Mobility Technology (Hangzhou) Co., Ltd	No. 108, Yinxun East Road, Hangzhou Bay New District, Ningbo, Zhejiang Province, P. R. China
5	Hangzhou Zidian Electronic Technology Co., Ltd	No. 108 Yanghe Road, Daxun Town, Kaoshan District, Hangzhou, Zhejiang Province, P. R. China
6	Guthou Zidian E-Mobility Technology Co., Ltd	Building 1, No. 18 Beixin Road, Guthou, Zhejiang Province, P. R. China

Statement annex

Inventory Standard **ISO 14064-1:2018**
Statement Registr. No. **17 164 2532327**
Report No. **17 164 2532327**

7	Guthou Zidian New Energy Technology Co., Ltd	Building 2, No. 18 Beixin Road, Guthou, Zhejiang Province, P. R. China
8	Shandong Zidian E-Mobility Technology Co., Ltd	30 meters south of the western side of the Yangou Economic Area interurban, Guangming Avenue, Zibo High-Tech Zone, Zibo Subdistrict, Zibo High-Tech Zone, Shandong Province, P. R. China
9	Ningbo Hangzhou Bay Geely Auto Parts Co., Ltd	Zeele Factory, No. 288 Binhu Sixth Road, Hangzhou Bay New District, Ningbo, Zhejiang Province, P. R. China
10	Zhejiang Iron Automobile Co., Ltd	Chunshan Factory, No. 188 Chunshan Avenue, Chunshan Town, Beilan District, Ningbo, Zhejiang Province, P. R. China
11	Zhejiang Iron Meishan Automobile Parts Co., Ltd	Meishan Factory, Room 013, Building 1, No. 110 Guangping Road, Meishan Subdistrict, Beilan District, Ningbo, Zhejiang Province, P. R. China
12	Sichuan Lynx&Co Automobile Manufacturing Co., Ltd	Chengde Factory, No. 1267 Wenbin Avenue, Baiba Town, Longwangqi District, Sichuan Province, P. R. China
13	ZEEKR EU B.V. and its enterprises with operational control	Aechterweg 112, 1087 KJ, Amsterdam, Netherlands
14	Zeele Technology Europe AB and its enterprises with operational control	Furugatan 1, 417 03 Sönderborg, Sweden

Issue Date: 2025-04-11

TÜV Rheinland (China) Ltd.
Room 301, 3F and Room 1203, 12F, Building 4, No 15, Ronghua South Road, Beijing Economic-Technological Development Area, Beijing (Yichuang group in high-end industrial area of Beijing Pilot Free Trade Zone), 100176, P. R. China

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