中国五矿

五矿新能源材料（湖南）股份有限公司

Stock Abbreviation:Minmetals New Energy

Stock Code: 688779



2025

Environmental, Social, and Governance (ESG) Report

Minmetals New Energy Materials (Hunan) Co., Ltd.

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About This Report

Report Description

This report is the annual Environmental, Social and Governance (ESG) report issued by Minmetals New Energy Materials (Hunan) Co., Ltd. (hereinafter referred to as "Minmetals New Energy", the "Company" or "we"). In an objective, standardized, transparent and comprehensive manner, this report fully presents the Company's specific actions, key practices, representative cases, and key performance indicators regarding social responsibility performance, ESG risk management and opportunity capture in 2025. It actively responds to stakeholder concerns, leading development through responsibility and demonstrating commitment through concrete actions, continuously deepening the Company's corporate social responsibility practices.

Reporting Period

This is an annual report. Unless otherwise stated, the reporting period covers January 1, 2025 to December 31, 2025. To enhance the comparability and completeness of this report, some content may trace back to previous years or include forward-looking descriptions.

Reporting Scope

This report is based on Minmetals New Energy as the primary entity, including its subordinate branches and subsidiaries (excluding entrusted subsidiary). Unless otherwise specified, the scope of this report is consistent with the consolidated financial statements in the Company's annual financial report.

Basis of Preparation

This report is prepared primarily with reference to the *Guiding Opinions on Better Fulfilling Social Responsibilities of State-owned Enterprises* and the *Reference of ESG Indicators System for ESG Reports of Listed Companies Controlled by Central Enterprises* issued by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC), the *Guidelines No. 14 of Shanghai Stock Exchange for Self-Regulation of Listed Companies - Sustainability Report (Trial)* and the *Self-regulatory Guide for Listed Companies No. 13 - Preparation of Sustainability Reports* issued by the Shanghai Stock Exchange, the *GRI Sustainability Reporting Standards* (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), as well as the *United Nations Sustainable Development Goals* (UN SDGs 2030).

Data Sources and Reliability Assurance

All information and data cited in this report are derived primarily from internal documents of Minmetals New Energy or relevant public materials. This report has been reviewed and approved by the Board of Directors. Minmetals New Energy assures that this report contains no false records, misleading statements, or material omissions, and assumes individual and joint liability for the authenticity, accuracy and completeness of its content in accordance with the law.

Currency Unit

Unless otherwise stated, this report uses Renminbi (RMB) as the currency unit.

Report Access

You may access and download this report from the official website of Minmetals New Energy (http://www.cylico.com) and the Shanghai Stock Exchange website (https://www.sse.com.cn).

Feedback

Should you have any opinions or suggestions regarding the content of this report or the Company's environmental, social and governance performance, please contact us through the following communication channels. Your feedback will help us further improve this report.

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Explanation of Terms

Abbreviation	Full Name
China Minmetals	China Minmetals Corporation
Minmetals New Energy, the Company, we	Minmetals New Energy Material(Hunan) Co.,Ltd.
Former name: Changyuan Lico	Former Name: Hunan Changyuan Lico Co., Ltd.
Minmetals Capital	Minmetals Capital Company Limited
Changsha Institute of Mining and Metallurgy	Changsha Research Institute of Mining and Metallurgy Co., Ltd.
Taiwan LICO	Taiwan LICO Technology Corp.
Goldshine Energy	Goldshine Energy Material Co.,Ltd.
Changyuan New Energy	Hunan Changyuan LICO New Energy Co.,Ltd.
MCC New Energy	MCC Ramu New Energy Technology Co., Ltd.

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Message from the Chairman



Minmetals New Energy Materials (Hunan) Co., Ltd.
Secretary of the Party Committee and Chairman of the Board
Hu Liuquan

As time turns a new chapter, our original aspiration remains steadfast, guiding us forward with determination. The year 2025 marks the successful conclusion of the "14th Five-Year Plan" and the opening of a new chapter in the "15th Five-Year Plan" blueprint. For our corporate sustainability journey, this is a year of deep cultivation, continuous progress, and scaling new heights. Minmetals New Energy has always taken its original mission as its guiding beacon, green development as its foundational principle, and innovation-driven strategies as its engine. By deeply cultivating the new energy materials sector, the Company has forged ahead with determination and achieved fruitful results in advancing the "dual carbon" goals and empowering high-quality development.

This year, Minmetals New Energy upheld green development and strengthened its low-carbon foundation.

We have always regarded environmental protection as the lifeline of our corporate survival and growth, continuously improving a clearly tiered and well-defined ecological governance system, and deeply integrating green development concepts into all aspects of production and operations. With a firm long-term emission reduction target, we are steadily advancing the realization of the "dual carbon" goals, vigorously developing clean energy, continuously optimizing our energy mix, and making green electricity a key pillar of our production energy. We are deeply engaged in resource recycling, perfecting the recycling industry chain to maximize the value of every resource. Through targeted pollution prevention and control measures, we strictly control wastewater, exhaust gas, and noise emissions, safeguarding our natural environment with tangible actions. From continuously improving water resource recycling efficiency to presenting our power battery resource utilization practices at international summits, we are fulfilling our ecological responsibilities with concrete actions, making green our most distinctive developmental backdrop.

This year, Minmetals New Energy fostered a people-oriented culture and conveyed warmth of responsibility.

We firmly believe that a company's value lies not only in business growth but also in giving back to society and warming people's hearts. We adhere to a people-oriented approach, building diverse career development pathways, stimulating internal talent motivation, and organizing a variety of cultural, sports, and care activities, enabling employees to achieve growth and happiness alongside the company's development. We strictly implement workplace safety responsibilities, strengthen risk prevention and health management, and build a comprehensive safety shield for all employees. We are deeply engaged in rural revitalization, using consumption support to broaden the market for agricultural products, creating employment opportunities to help increase local incomes, and building bridges of support with genuine care. We actively participate in public welfare initiatives and volunteer services, conveying the warmth of a central state-owned enterprise through small acts of kindness. In supply chain development, we uphold compliance and green principles, building a stable, collaborative, clean, and efficient cooperation ecosystem. For our products and services, we adhere to the spirit of craftsmanship, winning customer trust and market recognition through outstanding quality.

This year, Minmetals New Energy strengthened governance effectiveness and consolidated its development foundation.

We have always remained true to our commitment to the rule of law, improving the modern corporate governance system, integrating Party leadership into all aspects and processes of governance, ensuring that the strengths of Party building and governance effectiveness are aligned. We have optimized the operation mechanism of the "Three Meetings", improved a decision-making and oversight system with clearly defined powers and responsibilities as well as effective checks and balances, and ensured standardized and efficient corporate operations. We have built a comprehensive compliance management and risk prevention and control system, strengthened the integrity defense line, and made compliance operation a solid guarantee for development. Deepen ESG construction, refine the three-tier management system, integrate the concept of sustainable development throughout, win multiple industry authoritative honors, gain high recognition from the capital market for many consecutive years, and demonstrate corporate strength and responsibility through excellent governance.

This year, Minmetals New Energy focused on technological innovation and activated growth drivers.

We have always adhered to self-reliance in science and technology to empower high-quality development. Guided by a gradient development strategy of "one generation in production, one generation in reserve, and one generation in pre-research", we actively promote research-driven enterprise development, establishing research and technology development platforms, and incentivizing scientific and technological innovation. We are making forward-looking arrangements in cutting-edge fields such as high-nickel, ultra-high-nickel, and solid-state battery cathode materials, promoting the extension of the industrial chain toward higher value-added products and the transformation toward high-end, low-carbon products. As a core member of the SASAC "Central Enterprise Solid-State Battery Industry Innovation Consortium", we are leading the undertaking of a solid-state battery-related project for the Ministry of Industry and Information Technology. Several key technological challenges have been successfully overcome and passed acceptance reviews, with notable achievements in innovation platforms and talent team development. We have deepened industry-academia-research collaboration with universities, promoting the efficient transformation of research outcomes, and providing solid support for the company's safe, stable production and the industry's high-quality development through our technological strength.

The journey is long, yet the wind is strong; we raise our oars and set sail once more. Standing at the new starting point of the "15th Five-Year Plan", facing the profound transformation of the new energy materials industry and the strategic opportunities of global green transition, we are deeply aware of our heavy mission and responsibility. Going forward, we will continue to make green development our defining characteristic, committing to ecological protection and low-carbon transition, ensuring that corporate growth coexists harmoniously with nature. With responsibility as our unwavering commitment, we will deepen employee care and social contributions, allowing the warmth of our company to reach more people. With sound governance as our solid foundation, we will continuously improve the modern corporate system, ensuring steady development through excellent governance. With innovation-driven growth as our core engine, we will dedicate efforts to core technology breakthroughs, leading industry upgrades through technological strength. We firmly believe that with the unity, dedication, and collective efforts of all our colleagues, and with the trust, support, and partnership from all sectors of society, Minmetals New Energy will continue to write new chapters in the vast landscape of the new energy materials industry. We will contribute even greater momentum to promoting high-quality industry development and supporting the implementation of national strategies!

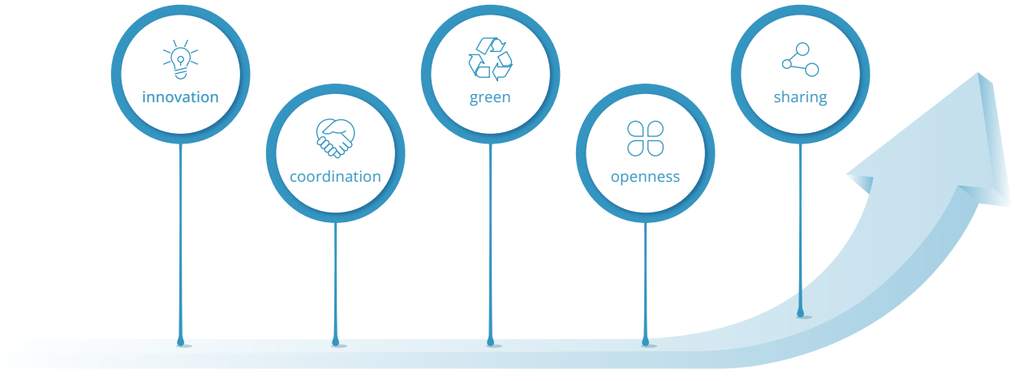
About Us

Company Profile

Minmetals New Energy Materials (Hunan) Co., Ltd. (abbreviated as "Minmetals New Energy", stock code: 688779) was founded in 2002. It is directly-affiliated enterprise of China Minmetals Corporation, a Fortune Global 500 company. It is also a member enterprise of the Corporate Electric Vehicle Alliance, the chairman unit of the Hunan Battery Industry Association, and the chairman unit of the Chang-Zhu-Tan Advanced Energy Storage Materials Industry Alliance. It was listed on the Science and Technology Innovation Board of the Shanghai Stock Exchange in August 2021.

As a core pillar of China Minmetals' innovation-driven development strategy and its effort to build "Future New Power", Minmetals New Energy adheres to the action guidelines, value orientation, and corporate spirit of "world-class mission and responsibility, leading role in independent innovation, problem-oriented work thinking, quality excellence, and the fighting spirit to dare to succeed". With the strategic positioning of becoming a "domestic first-class and internationally renowned supplier of new energy materials", the Company focuses on its core business, upholds integrity and innovation, dares to take responsibility, strives for world-class excellence, and is committed to strengthening, expanding, and growing the enterprise, sharing development outcomes with a broader range of stakeholders.

In the future, the Company will actively practice the new development philosophy of innovation, coordination, green, openness, and sharing, strengthen its foundation, enhance its advantages, and join hands with its many partners to forge ahead toward becoming a "global leader in the new energy materials industry." It will continuously contribute to meeting the people's growing needs for a better life, strive to support the implementation of the national new energy vehicle strategy, take responsibility for promoting high-quality economic and social development, and make new and greater contributions to achieving the Second Centenary Goal!





Corporate Culture

Core Cultural Concepts

world-class mission and responsibility

and the fighting spirit to dare to succeed

Action Guidelines, Value Orientation, Corporate Spirit

leading role in independent innovation

quality excellence

problem-oriented work thinking

Corporate Vision

To become a global leader in the new energy materials industry

Applied Cultural Concepts

Strive to be first-class employees, create first-class products, and build a first-class enterprise together

Sub-concepts of Corporate Culture

Party Building Concept

Political guidance, integrated development, people-oriented, joint construction and sharing

Quality Concept

Survival through quality, market access through certification, success in details, future in quality

Integrity Concept

Virtue, integrity, and truthfulness; dedication, responsibility, and effort

Talent Concept

Provide opportunities for those willing to work, platforms for those capable, and incentives for those who achieve results

Safety Concept

Safety is the greatest saving, and accidents are the greatest waste

Customer Concept

Observe the market attentively, treat customers sincerely

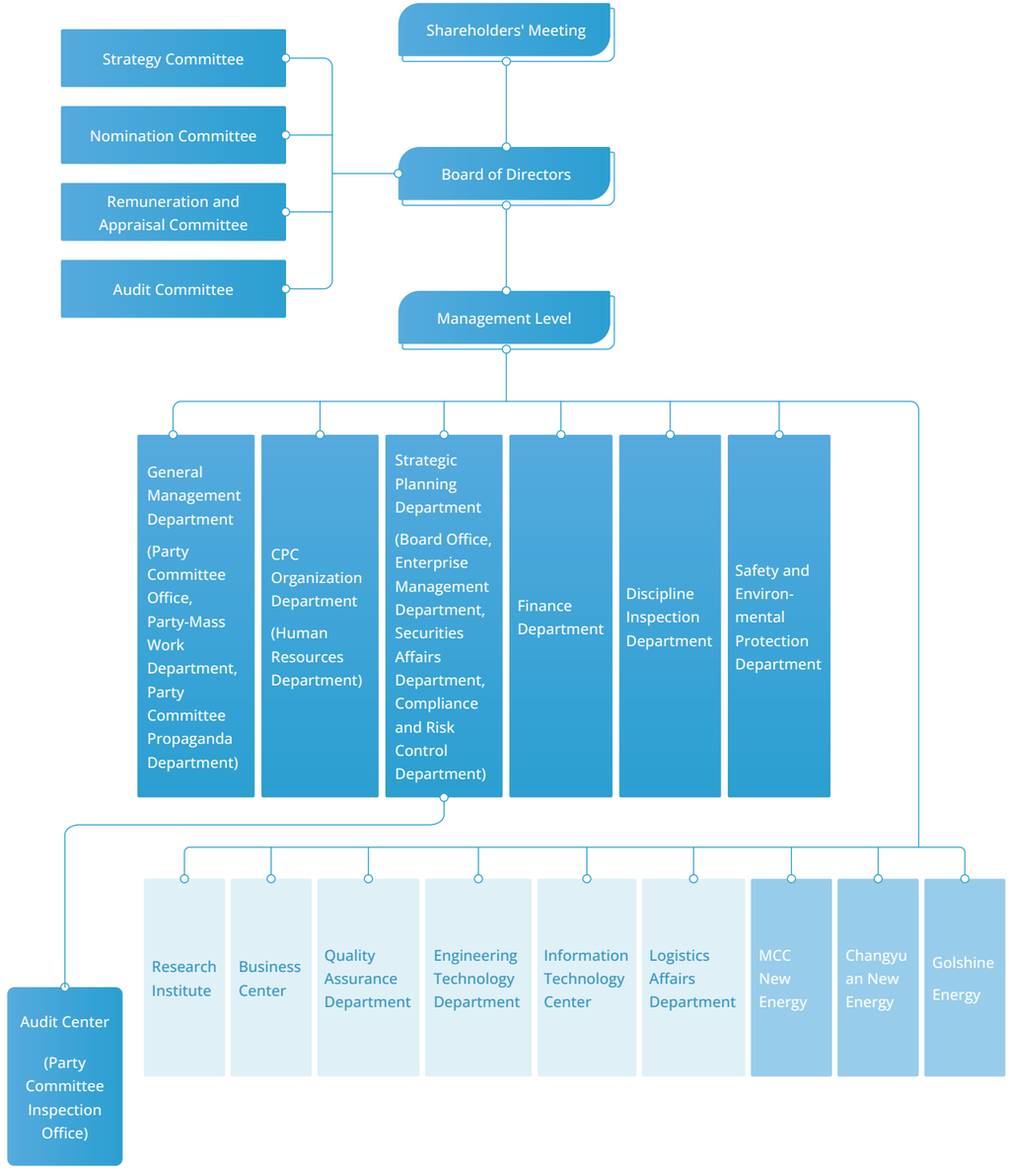
Compliance Concept

Compliance creates value, compliance is everyone's responsibility

Innovation Concept

Technological innovation drives high-quality corporate development

Organizational Structure



Business Overview

Minmetals New Energy specializes in the research, production, and sales of high-efficiency battery materials. Its main products include multi-element precursors, multi-element cathode materials, lithium iron phosphate, lithium cobalt oxide, and other lithium battery cathode materials, as well as nickel-metal hydride battery cathode materials. The Company possesses a complete product system for lithium battery multi-element precursors, lithium battery multi-element cathode materials, and lithium iron phosphate cathode materials, maintaining a leading market share in the power ternary materials sector. The Company is headquartered in Changsha, Hunan Province, with three production bases: Gaoxin, Lugu, and Tongguan. In April 2025, following a decision by China Minmetals, the management relationship of MCC Ramu New Energy Technology Co., Ltd. was transferred as a complete entity to the Company. Currently, the Company has an annual production capacity of 120,000 tons of ternary cathode materials, 60,000 tons of lithium iron phosphate materials, 30,000 tons of precursors, and 5,000 tons of spent battery recycling and utilization.

with three production bases: Gaoxin, Lugu, and Tongguan

120,000 tons of ternary cathode materials

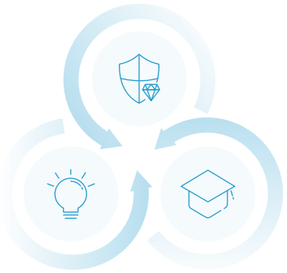
60,000 tons of lithium iron phosphate materials

30,000 tons of precursors

5,000 tons of spent battery recycling and utilization

Leveraging China Minmetals' long-term resource security advantages and full industry chain advantages in nickel, cobalt, manganese, lithium, and other resources, the Company adheres to quality, gathers talent, and focuses on R&D. It has developed strong research capabilities and mastered advanced technologies in precursor synthesis, cathode material preparation, and spent battery recycling. The Company has been recognized as a National Intellectual Property Advantage Enterprise, a National High-Tech Enterprise, a National-level Specialized, Sophisticated, Distinctive, and Innovative "Little Giant" Enterprise, and a National "Green Factory." It holds 202 valid patents and has a National Enterprise Technology Center and a Postdoctoral Research Workstation. The Company's products represent the development direction of high-performance lithium-ion battery cathode materials. Its single-crystal ternary and high-nickel materials are renowned in the industry, with product technology reaching internationally advanced levels. The Company has obtained ISO 9001 Quality Management System certification, ISO 14001 Environmental Management System certification, ISO 45001 Occupational Health and Safety Management System certification, ISO 50001 Energy Management System certification, ISO 27001 Information Security Management System certification, IATF 16949 Automotive Quality Management System certification, and Intellectual Property Management System certification.

Be Committed to Quality



Focus on R&D

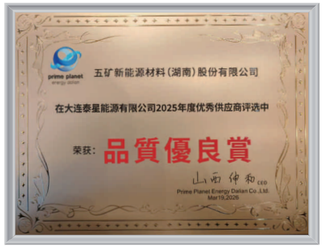
Attract Talents

202 valid patents

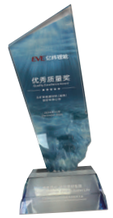
Honors for 2025



2025 SSE Eagle Golden Quality ESG Award



Dalian Taixing 2025 Annual Quality Excellence Award



EVE Energy 2026 Supply Chain Partners Conference Outstanding Quality Award



China Minmetals Central China Region First Staff Sports Games Outstanding Organization Award



Milestones

2002

- Changsha Institute of Mining and Metallurgy and Taiwan LICO established a joint venture company, primarily producing lithium cobalt oxide.

2014

- Became a wholly-owned subsidiary of listed company Minmetals Capital (formerly Kingray Technology)

2017

- Changyuan Lico, Goldshine Energy, and Changsha Institute of Mining and Metallurgy's 7,000-ton project assets were restructured to form the new Changyuan Lico.

2018

- Became a directly-affiliated enterprise of China Minmetals
- Successfully introduced RMB 1.7 billion in equity capital from 11 strategic investors including China Reform Holdings, SAIC, and BAIC

2019

- Completed shareholding reform and renamed to Hunan Changyuan Lico Co., Ltd.
- Implemented key employee shareholding, with 126 employees investing RMB 183 million to hold 1.07% of the Company's shares

2021

- Successfully listed on the SSE STAR Market (stock code: 688779)

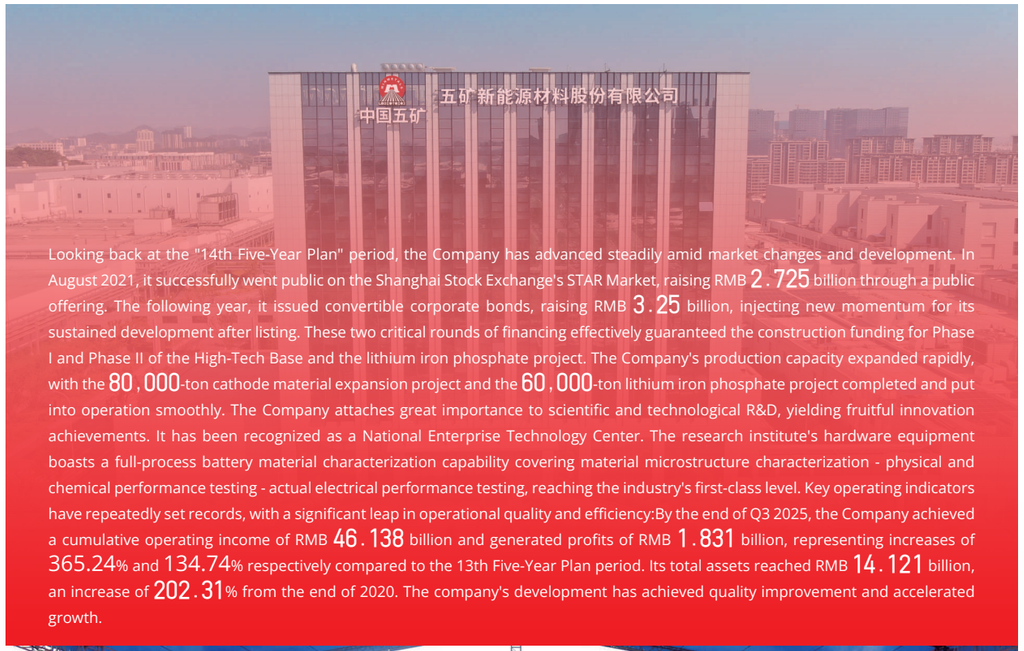
2024

- Renamed to Minmetals New Energy Materials (Hunan) Co., Ltd.



Review of the "14th Five-Year Plan"

Pooling Efforts for Development, Forging Ahead to Open a New Chapter



Looking back at the "14th Five-Year Plan" period, the Company has advanced steadily amid market changes and development. In August 2021, it successfully went public on the Shanghai Stock Exchange's STAR Market, raising RMB 2.725 billion through a public offering. The following year, it issued convertible corporate bonds, raising RMB 3.25 billion, injecting new momentum for its sustained development after listing. These two critical rounds of financing effectively guaranteed the construction funding for Phase I and Phase II of the High-Tech Base and the lithium iron phosphate project. The Company's production capacity expanded rapidly, with the 80,000-ton cathode material expansion project and the 60,000-ton lithium iron phosphate project completed and put into operation smoothly. The Company attaches great importance to scientific and technological R&D, yielding fruitful innovation achievements. It has been recognized as a National Enterprise Technology Center. The research institute's hardware equipment boasts a full-process battery material characterization capability covering material microstructure characterization - physical and chemical performance testing - actual electrical performance testing, reaching the industry's first-class level. Key operating indicators have repeatedly set records, with a significant leap in operational quality and efficiency:By the end of Q3 2025, the Company achieved a cumulative operating income of RMB 46.138 billion and generated profits of RMB 1.831 billion, representing increases of 365.24% and 134.74% respectively compared to the 13th Five-Year Plan period. Its total assets reached RMB 14.121 billion, an increase of 202.31% from the end of 2020. The company's development has achieved quality improvement and accelerated growth.



Minmetals New Energy's STAR Market Listing Ceremony

During the start of the "14th Five-Year Plan" period, the country has adopted a forward-looking vision with the release of the *New Energy Vehicle Industry Development Plan (2021-2035)*, which sounded the clarion call for the large-scale development of the new energy vehicle industry. Seizing this historic opportunity, Minmetals New Energy embarked on a five-year campaign of high-quality development. Over the past five years, guided by Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, the Company has earnestly implemented the work arrangements of the Party Leadership Group of China Minmetals. It has unleashed vigorous vitality through deepening reform, broken through technical barriers via scientific and technological innovation, and demonstrated the responsibility of a state-owned enterprise in strategic planning.

Party Building Leads, Forging the Soul and Gathering Strength to Solidify the Foundation

The Company adheres to political construction as the guiding principle, deeply cultivating the fertile ground of theoretical education. It organizes party members and cadres to thoroughly study and deeply understand the core essence and practical requirements of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era and the spirit of the 20th National Congress of the Communist Party of China, transforming learning outcomes into a powerful driving force for promoting high-quality development. The Company earnestly carries out education on Party history, thematic education on studying and implementing Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era, education on Party discipline, and in-depth studies to implement the spirit of the Party's eight-point frugality code. These efforts guide party members and cadres to profoundly grasp the decisive significance of the "Two Establishments", continuously enhancing the "Four Consciousnesses", strengthening the "Four-sphere Confidence" and achieving the "Two Upholds", consciously aligning their thoughts and actions with the decisions and deployments of the Party Central Committee.



Party Committee Election of Minmetals New Energy

Rooted in the "Three Fundamentals" (fundamental organizations, fundamental teams, and fundamental systems), the Company strengthens the political and organizational functions of grassroots Party organizations. Following the trajectory of the "Year of Consolidation and Deepening", "Year of Innovation and Expansion", "Year of Comprehensive Standardization", and "Year of Refinement and Expansion" for Party building, it continuously solidifies the foundation of grassroots work. Guided by the "Party Flag Flying, Party Badge Shining" initiative, the Company extensively carries out activities such as the "Four Batches", "Model Party Branches", and "Party Building +" project initiatives, guiding all Party members to fully play their vanguard and exemplary roles in key areas such as technological innovation, cost reduction and efficiency enhancement, market development, and risk prevention and control, ensuring that Party members and employees take on primary responsibilities, focus on core tasks, and play leading roles on the main front of production and operations. The Company deepens the "two-way cultivation" mechanism of cultivating Party members into business leaders and cultivating leaders into Party members, forming a virtuous cycle of "Party building promoting business, business strengthening Party building". The number of Party members in the Company has grown from 137 at the end of 2020 to 305 injecting a steady stream of vitality into the Company's high-quality development.

The Company unswervingly promotes comprehensive and strict governance of the Party to deeper levels, fostering a clean political ecosystem through strict standards, strict measures, and a strict atmosphere. The Party Committee of the Company has thoroughly implemented General Secretary Xi Jinping's important thoughts on Party building and the Party's self-reform, advancing the integrated fight against corruption by ensuring officials do not have the desire, opportunity, or audacity to engage in corruption. It has consistently strengthened the ideological defense of Party members and officials against corruption through integrity education and warning education. Focusing on key areas and critical links such as major engineering projects and bidding, the committee has carried out special campaigns to address prominent issues, rigorously investigated and dealt with violations of laws and discipline to create a strong deterrent effect, and effectively implemented the "second half of the article" (i.e., follow-up rectification and governance work) by using cases to promote governance and reform. This approach promoted the integration of punishment, rectification and governance, and the coordination of supervision, case handling and warning.

Breakthrough through Reform, Restructuring Systems to Unleash Efficiency

The Company adheres to the fundamental principle of the "Two Adherences" (upholding the Party's leadership over state-owned enterprises and establishing a modern enterprise system), advancing high-quality mixed-ownership reform. It has successively implemented the three-year action plan for SOE reform and the deepening and upgrading action, steadily moving toward the modernization of its governance system and governance capability. The Company systematically reviewed and improved the "Three Lists and One Process" (list of powers, list of responsibilities, list of prohibited items, and flow chart), refined the leadership mechanism of "two-way entry, cross-appointment", and achieved the "one person holding both positions" of Chairman and Party Secretary. It standardized the construction of the Board of Directors, issuing policies such as the *Implementation Plan for Implementing the Board's Authority* and the *Measures for Authorizing the Board of Directors* to ensure scientific and efficient decision-making. The Company promoted the incorporation of Party building into the articles of association across the entire system, strengthened the Party committee's pre-study review and gatekeeping role, and deeply embedded Party organizations into the corporate governance structure. It also deeply implemented the reform of tenure system and contractual management for the management team, closely linking appointments and compensation with business performance, resulting in a significant improvement in governance effectiveness.

Closely following the Party's organizational line in the new era, the Company focuses on building a high-caliber cadre force and establishing a well-connected, highly effective organizational system. In response to industry development and high-quality demands, the Company has implemented a talent-strengthening strategy and a talent chain completion strategy, deepened the reform of the three systems (employment, labor, and distribution), and improved the full-chain mechanism of "recruiting, utilizing, developing, and retaining" talent, expanding the talent "pool". Over the past five years, the total number of employees has nearly doubled from approximately 1,100 to over 2,300. The talent structure has been continuously optimized, with the number of employees holding bachelor's, master's, and doctoral degrees increasing by 123%, 196%, and 129% respectively compared to the end of the "13th Five-Year Plan" period. The Company dynamically adjusts its reserve cadre pool and intensifies development efforts, with cadres under the age of 45 managed by the Party committee accounting for 75%. Firmly committed to "building a nest to attract phoenixes", the Company has strengthened the recruitment and development of research personnel, forming a high-quality, professional, and tiered research talent team composed of individuals recognized under Hunan Province's Furong Scholar Program Leading Talents, Provincial Outstanding Engineers, Provincial "Xiaohe" Talent, Changsha Tier C and D Talents, and Municipal Outstanding Young Scientific and Technological Talents.



Minmetals New Energy "Lico New Star" Training Camp

The Company further optimizes its operational efficiency and effectiveness, enhancing its internal vitality, market competitiveness, and development leadership. It has strengthened the positioning of functional departments and business centers, striving to build a management and control mechanism characterized by a "small headquarters, large platforms, and large industries". The Company has increased the integration of internal business resources to improve operational efficiency. It has accelerated the pace of digital transformation, launching a "digital enterprise brain" to significantly improve the integration rate of business and finance. The Company introduced ESG management concepts and developed a unique "sustainability-driven dual-driven quality management model", jumping to an AA rating in the Wind ESG rating system. It has obtained eight major management system certifications, including ISO 9001, IATF 16949 (automotive industry), ISO 14001, and ISO 45001, building a management and control system covering all business processes. The Company was also honored with the "Third Changsha Mayor's Quality Award".



Minmetals New Energy wins the "Third Changsha Mayor's Quality Award"

Empowering through Innovation, Driving with Technology as the Core Engine

Rooted in the national development strategy, the Company has built a strong research capability with quality as its foundation, talent as its key, and R&D as its core. During the "14th Five-Year Plan" period, the Company was recognized as a National Enterprise Technology Center, a National High-Tech Enterprise, and a National-level Specialized, Sophisticated, Distinctive, and Innovative "Little Giant" Enterprise. It is also a National Intellectual Property Advantage Enterprise and a Whitelist Battery Recycling Enterprises. The Company holds provincial and municipal innovation platform qualifications, including the Hunan Provincial Engineering Research Center, the Provincial New Materials Pilot Base, the Changsha Municipal Technological Innovation Center, the Municipal New Type R&D Institution for Enterprises, and the Municipal Capacity Expansion and Upgrading R&D Center.



Minmetals New Energy Research Institute

The Company persists in deep cultivation of traditional advantageous fields, tackling mainstream market segments, and exploring future trends, continuously enhancing its technology reserve for enterprise development. It has refined its precursor product structure and achieved mass production of several new products, including ultra-high nickel, high-voltage, and high-power variants. Targeting applications such as high voltage and high power, several medium-nickel single-crystal cathode materials have become "bestsellers" in the market due to their high energy density, low watt-hour cost, and wide applicability. The newly developed gradient doping modification technology and advanced sintering process technology have reached internationally leading levels. Several products in the 8-series high-nickel and 9-series ultra-high-nickel categories have been mass-produced and shipped, laying the foundation for expansion into higher-end market applications. Focusing on an integrated layout spanning resources, precursors, cathode materials, and recycling, in 2023, the Company achieved the first-ever breakthroughs in both production line commissioning and mass production of its first high-compaction second-generation semi-product, making it the first ternary material enterprise in the industry to independently achieve mass production of lithium iron phosphate. A product series layout has been established, including precursors, power second-generation, third-generation, and fourth-generation tiered products, high-compaction energy storage products, high-rate products, and high-voltage lithium manganese iron phosphate products, creating a diverse product matrix for dynamic and storage scenarios. Cobalt lithium high-rate and high-voltage products have achieved phased breakthroughs, with second-generation products being introduced to high-end customers, third-generation wide-temperature-range products completing design finalization, and 4.53-4.55V high-end product technology reaching the forefront of the industry. In battery recycling, a key full-component resource utilization technology system has been established, featuring "automated disassembly of power battery packs + live cell crushing + prioritized lithium extraction from black powder + deep purification of nickel, cobalt, and manganese + anode material resource utilization," addressing core industry challenges such as safety, economic viability, and environmental protection.

The Company holds 179 valid patents, including 105 new invention patents granted in the past five years. It has newly filed 5 PCT patents and received the "Hunan Provincial Patent Award Second Prize". The Company actively participates in the development of national and industry standards, leveraging standards to drive the development of the battery materials industry. During the "14th Five-Year Plan" period, it led or participated in the development of 81 technical standards and received 12 "Excellent Technical Standard Award" from the National Non-ferrous Metals Standardization Technical Committee. The Company has led or participated in 11 projects, including the national key R&D program of China, major special projects of the Ministry of Industry and Information Technology, key R&D projects of Hunan Province, and science and technology innovation leading projects of Hunan Province. The Company was successfully selected as a member of the SASAC "Central Enterprise Solid-State Battery Industry Innovation Consortium". Its groundbreaking work on "high-throughput solid-state battery cathodes" was selected as one of the "Top 10 Scientific Issues" by SASAC.



Minmetals New Energy Ternary Cathode Material Production Workshop

Strategic Layout: Complementing and Strengthening the Industrial Chain to Expand New Frontiers

The Company has reinforced its foundational capabilities, driving the aggregation and synergistic development of resource elements. It has established three major industrial bases - Lugu, Tongguan, and Gaoxin - and built a new 80,000-ton cathode material project, providing a solid foundation for scaling its ternary business. This has enabled a diverse product portfolio covering ternary cathode materials, lithium cobalt oxide, and others, allowing the Company to promptly respond to customer needs across different application scenarios. Keeping pace with market developments, the Company completed a 60,000-ton lithium iron phosphate (LFP) project, formally entering the LFP track and further expanding its cathode material business scope. With the entrusted management of MCC New Energy, the Company has also positioned itself in the spent battery recycling capacity, making its industrial chain more complete. As the "chain leader" of China Minmetals' new energy materials industrial chain, the Company leverages the strategy of "strengthening the leading role, complementing the chain, and gathering clusters" to advance strategic frontier projects such as "development of high-energy-density lithium-rich manganese-based materials" and "development of key materials for solid-state batteries", while planning integrated lithium iron phosphate projects, continuously strengthening the industrial chain's capabilities.



Minmetals New Energy's Three Industrial Bases

The Company adheres to the philosophy of "customer first, business oriented", deeply cultivating the domestic market while expanding its international footprint. Its domestic market share in ternary materials continues to lead. Core customers include leading power battery enterprises such as CATL, Sunwoda, and EVE Energy. The Company's production and sales scale remain in the first tier of the industry, with continuously growing brand influence and reputation. Among its products, the 6-series medium-nickel high-voltage products are supplied to top domestic battery manufacturers and used in mainstream vehicle models, with shipments ranking among the top three in the industry. In the international market, the Company has long supplied renowned companies such as Panasonic Energy, Murata (Japan), and SAFT (France), and has successfully become part of the supply chain of global automotive giants like BMW and Toyota. Several of its products have become core or sole suppliers to these customers.

Looking to long-term development, the Company has increased strategic investments in resource development and overseas projects. It has participated in Jinchuan Nickel & Cobalt's capital increase and strategic investor introduction project, and established a joint venture with Toyota, Meiwa, and Changsha Institute of Mining and Metallurgy to engage in spent battery recycling, building a diversified cooperation ecosystem. The Company is also advancing the Axens project in France, leading feasibility studies for overseas capacity construction, and steadily exploring new pathways for capacity expansion abroad.

Through trials and hardships, we have forged brilliance, and with determined efforts, we embark on a new journey. As the "14th Five-Year Plan" concludes with splendid achievements and the "15th Five-Year Plan" embarks on a new journey, Minmetals New Energy will, with even firmer conviction and higher morale, stand at the forefront of the industry, pursue its dreams on the global stage, and accelerate its transformation into a global leader in the new energy materials industry, contributing significantly to China's path to modernization.

ESG Management

Minmetals New Energy anchors its development direction towards high-quality growth, adheres to its original development aspirations, clarifies its strategic positioning, refines its business layout, deepens market expansion, strengthens risk prevention and control, and fosters innovation-driven development. By implementing standardized management practices, it actively embodies the concept of sustainable development, has garnered multiple honors in the ESG field, and demonstrates the Company's sense of responsibility and commitment to high-quality development.

Governance

The Company has established a three-tier ESG management system consisting of "Board decision-making - Strategy Committee management - ESG Working Group execution," achieving a well-defined, efficient, and collaborative organizational structure that provides solid organizational guarantees for ESG work.

Decision-making level

Board of directors

- Identify and assess the Company's ESG risks, formulate ESG-related policies, guidelines, systems, and objectives, deliberate and make decisions on relevant ESG matters, and oversee and evaluate the implementation of the Company's ESG-related practices.

Management level

Board of directors strategy committee

- Implement the board's resolutions and policies regarding ESG work, review the Company's ESG risks, execute and advance specific ESG matters, and regularly report progress on ESG-related matters to the board.

Executive level

ESG Working Group

- Coordinate and advance the implementation of ESG-related work, overseeing the regular collection, reporting, and reviewing of ESG information, improving the efficiency of statistical control over ESG information and the effectiveness of ESG efforts, and ensuring the efficient execution and implementation of ESG initiatives.

Strategy

The Company adheres to the basic principles of "steadfastly strengthening the main business of lithium-ion battery cathode material industry, steadfastly adhering to the policy of diversified industrial allocation, and steadfastly pursuing the direction of global development." With the strategic positioning of becoming a "domestic first-class and internationally renowned supplier of new energy materials," the Company is market-oriented. Based on precise market analysis, it rationally allocates resources, defines future development paths, and formulates its development strategy by integrating internal and external environments and its own advantages.

Deepen technology R&D and take a leading position in key areas.

Solidify current product R&D, continuously strengthen basic research, and deeply expand cutting-edge R&D, particularly focusing on key areas such as solid-state battery cathodes, lithium-rich manganese-based materials, and sodium-ion batteries, laying the foundation for expanding applications in emerging fields.

Strengthen, extend, and complement the industrial chain to achieve integrated industrial development.

Actively fulfill the role of "chain leader" by strengthening, extending, and complementing the industrial chain to promote integrated development. Deeply integrate internal resources and material advantages of China Minmetals, and collaborate with external ecosystem partners to jointly build a safe, efficient, and synergistic new energy materials industrial chain.



Stabilize the core business and explore new growth drivers.

Based on existing stable customer relationships, continue to expand cooperation with leading battery manufacturers, accelerate entry into international markets, and broaden business scope in emerging application areas to create new growth drivers.

Enhance employee capabilities and invigorate the workforce.

Improve the mechanisms for selecting, cultivating, utilizing, and retaining talent, continuously revitalize existing talent and expand the talent pool, providing strong support for high-quality development during the "15th Five-Year Plan" period.

Impact, Risk and Opportunity Management

Based on its actual operations and business characteristics, and in accordance with the ISO 31000 risk management framework standard, the Company has established a systematic, standardized, and proactive comprehensive risk management system. Through systematic identification, assessment, and the formulation of response measures, the Company enhances its risk response capabilities and management level, effectively preventing, controlling, and mitigating various risks to ensure stable operations.

Risk Management Structure: Three Defense Lines

First defense line

Each department

As the primary responsible party for risk management, each department implements risk management activities within its scope of duties, including risk information collection, identification, assessment and monitoring, system improvement, implementation of response measures, establishment of emergency mechanisms, and risk management training.

Second defense line

Compliance and risk control department

As the centralized management department for risk management functions, it coordinates risk management activities across all departments, including organizing annual risk assessments, maintaining risk category lists, tracking control status, overseeing responses to major risks, and supervising and inspecting the implementation of risk management by relevant departments.

Third defense line

Board audit committee, internal audit department

Through internal control audits, special audits, and routine supervision and inspection, it monitors and evaluates risk management work, urges problem rectification, and ensures the effective operation of the risk management system.

Risk identification and assessment

The compliance and risk control department leads all departments and subsidiaries in systematically identifying the risk categories faced by the Company based on its operational management and business activities, compiling and regularly updating the risk list to ensure dynamic adaptation to business development and changes in the internal and external environment.

Key Achievements in 2025

- Conducted comprehensive, full-chain risk assessments across all levels, identifying 31 key risks.
- Established a risk prevention and control framework centered on " 4 mechanisms and 10 tools".
- Developed "one risk, one strategy" response plans, formulating a total of 356 prevention and control measures.
- Quantified 38 risk monitoring indicators, enabling dynamic tracking.

Major Risk Management

Based on the Company's strategic objectives, 10 major risks were comprehensively assessed. A risk management responsibility list was established, and full-cycle risk assessment and tiered management were implemented.

Control mechanisms: annual assessment, quarterly analysis, monthly tracking, and real-time monitoring.

Control measures: refined zone-based early warning and tiered management, with targeted measures to drive risk prevention and control.

Risk Trends During the Reporting Period:

4 risks showed a downward trend | 1 risk increased due to market factors | 5 risk items remain stable, unchanged from the previous period

In 2025, the Company experienced no major or above production safety incidents, no external litigation, and no regulatory penalties, with the overall risk situation remaining stable.

Risk Culture and Responsibility-Driven Approach

The Company continuously fosters a company-wide risk prevention and control culture, strengthening risk awareness and responsibility implementation through diverse channels.

Training and publicity

Enhance risk awareness and capabilities through routine training, typical case studies, and a series of initiatives such as "Work Safety Month", "Fire Safety Awareness Month", "Quality Month", and "Learn the Law at Three Meetings".

Responsibility mechanisms

Establish and improve a safety and environmental protection guarantee responsibility mechanism and for leveraging to reduce risk, a responsibility-based mechanism that integrates designated accountability, targeted supervision, and cross-departmental coordination for de-leveraging and risk mitigation, complemented by a refined performance appraisal system to hold all units accountable for risk management.

Business model

Implement the "Amoeba" management model, promote cost-conscious operations and profit-based assessment, and strictly enforce rewards and penalties.

Case **Collaborative Risk Prevention and Control Mechanism**

In 2025, the Company deepened its "integrated risk control" collaborative supervision system, focusing on key areas to conduct joint risk inspections, identify and resolve prominent issues, and prevent risks and hidden dangers in key areas:

- **Joint inspections in key areas** → Conducted collaborative supervision and inspections covering six major aspects: accounting information quality, fund payments, performance-related entitlements, credit management, R&D expenditure, hedging, and trade business management;
- **Collaborative prevention and control of risk of "accounts receivable, inventory, and contract assets"** → Regularly held risk prevention and control meetings, carried out special advance payment risk screenings, conducted item-by-item reviews of 30 advance payments, and formulated 5 optimization measures for advance payment risk prevention;
- **Special remediation for overdue receivables** → Conducted quarterly joint special remediation actions for overdue receivables, cumulatively identifying overdue risks and issuing 107 collection recommendations, effectively reducing the proportion of overdue receivables;
- **Compliance review of major decisions** → Established a compliance review mechanism for major decisions involving "preliminary review by business departments - legal compliance review - final review by General Counsel", cumulatively reviewing 47 major issues, effectively preventing decision-making compliance risks.

Issue	Anticipated Risks or Opportunities	Response Measures
Products and services	• Product quality risks and inadequate after-sales handling may lead to customer churn.	• Continuously optimize the quality inspection and control system, promote quality informatization development, advocate a quality culture, and enhance product after-sales services.
Data security and customer privacy protection	• Technical and management risks may lead to customer privacy breaches, resulting in customer loss and unnecessary litigation.	• Deploy data leakage prevention systems; regularly update systems; enhance employee data security awareness; conduct attack-defense drills and emergency response.
Supply chain management	• Supply disruptions, inventory risks, etc., may affect supply chain stability and thus product delivery.	• Strengthen supply chain management; practice responsible procurement; diversify supply chain structure; use information platforms for traceability management.
Innovation-driven	• Risks of technological change and talent shortage/loss may cause the Company to lose competitiveness in the industry.	• Increase investment in technology R&D and collaboration; optimize R&D fund management; enhance talent attraction and development; enrich technology reserves.
Climate change response	• See the Climate Change Response section for details.	

Indicators and Targets

Minmetals New Energy has deeply cultivated its ESG system construction, establishing a market benchmark for responsibility through standardized information disclosure and solid sustainable development practices, earning a Wind ESG AA rating. By virtue of its outstanding ESG management performance, the Company has won awards such as Cailian Press's "2025 Best ESG Listed Companies on the STAR Market", China Securities Journal's "Third Guoxin Cup ESG Golden Bull Award Top 100", and Value Online"2025 Listed Company ESG Value Communication Award". These multiple authoritative honors attest to the Company's core strength in the ESG field and highlight its responsibility and commitment to high-quality development.



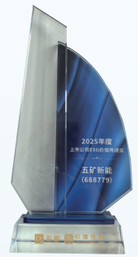
Wind ESG "AA" rating



2025 Best ESG Listed Companies on the STAR Market



Third Guoxin Cup "ESG Golden Bull Award Top 100"



2025 ESG Value Communication Awards for Listed Companies

Stakeholder Engagement

Minmetals New Energy has always adhered to the concept of responsible development, deeply cultivated social responsibility practices, and attached great importance to the expectations and demands of various stakeholders. To this end, the Company has formulated a *Stakeholder Policy* and established a topic management list to systematically identify, assess, and track the needs of government regulators, shareholders and investors, supply chain partners, customers, employees, and community members. On this basis, the Company has established a two-way communication mechanism that empowers both sides, precisely listening to the demands of all parties, incorporating professional suggestions, promoting targeted and continuous improvement of ESG management, and achieving alignment between corporate development and the expectations of multiple stakeholders.

Stakeholders	Government and regulatory authorities	Shareholders and investors	Customers	Suppliers and partners	Employees	Environment	Community and public
Stakeholder Expectations	• Compliance in operation • Integrity construction • Intellectual property protection	• Improvement of corporate governance • Protection of shareholder rights • Investor relations management • Information disclosure • Risk management	• Technological innovation • Protection of customers' rights and interests • Product quality and safety	• Supply chain management • Fair competition • Integrity and mutual benefit	• Protection of basic rights and interests • Personal development • Employee benefits • Employee care	• Green and low-carbon development • Ecological environment protection	• Participation in rural revitalization • Supporting education initiatives
Communication and Response	• Improvement of the compliance system • Strengthening of anti-corruption education and training • Intellectual property protection system	• Enhancement of operation and management capabilities • Investor surveys and communications • Publication of regular reports, interim announcements and performance briefings • Comprehensive risk management and control	• R&D management system • Customer satisfaction surveys and complaint channels • Strict governance and management • Information security protection	• Improvement of the procurement system • Honest performance of contracts • Signing of cooperation agreements	• Establishment of fair promotion channels • Professional training and career development • Employee satisfaction survey • Implementation of work safety • Daily communication	• Green transformation and development • Green technological innovation	• Pairing-up and joint development • Consumption assistance • Donations for student aid

Material Issues

To better respond to the diverse expectations and demands of stakeholders, Minmetals New Energy, based on the two dimensions of "financial materiality" and "impact materiality", comprehensively considers the potential impact of each topic on business strategy implementation and financial performance. Taking into account industry development trends, policy and regulatory updates, and the core concerns of stakeholders, the Company systematically identifies key ESG topics and conducts materiality analysis through a four-step process: "conduct background research - establish a topic list - assess and confirm materiality - review and confirm topics".

In 2025, based on research into standards such as GRI and SASB, as well as topics emphasized by major rating agencies, the Company established an ESG topic library aligned with its own business characteristics. We have identified key topics for the current stage and will use them as entry points and core drivers for ESG management. Going forward, the Company will further deepen stakeholder communication and continuously optimize the materiality assessment process.

Conducting background research

Clarify the Company's business scope, operational areas, and stakeholder groups. Identify potential issues by collecting and analyzing policies and regulations, industry information, peer practices, and key concerns in the capital market.

Establishing a issue list

Through communication with stakeholders including government and regulatory authorities, shareholders and investors, customers, suppliers and partners, fully understand the opinions of internal and external stakeholders on the Company's material topics, identify impacts, risks and opportunities, and compile a topic list.

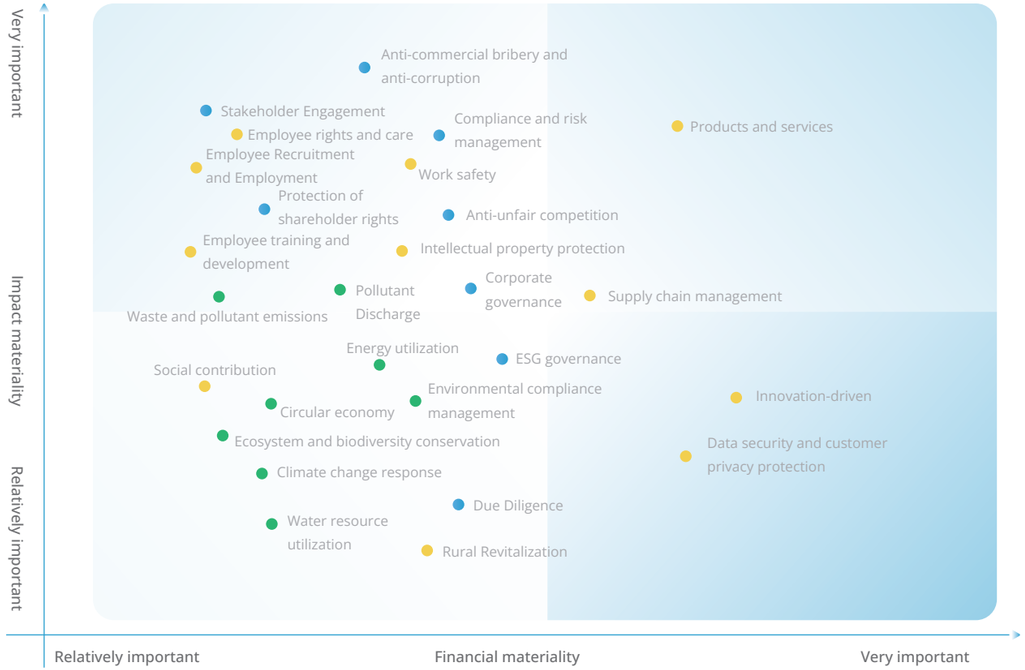
Assessment and determination of materiality

Conduct assessments of financial materiality and impact materiality, and integrate national policies, capital market concerns and peer performance to generate an analysis of material ESG topics.

Issue review and confirmation

The Company's management reviews and confirms the results of the material topic analysis, and clarifies the key objectives and implementation plans for future ESG management.

Validated by the Company's board of directors and external experts, the following topics are identified as material topics and serve as the focus of the Company's management and report disclosure. Products and services, and supply chain management are identified as topics of double materiality.



Materiality Matrix

Governance issues

- Anti-commercial bribery and anti-corruption
- Protection of shareholder rights
- Anti-unfair competition
- ESG governance
- Party building leadership
- Corporate governance
- Compliance and risk management

Social issues

- Data security and customer privacy protection
- Supply chain management
- Products and services
- Intellectual property protection
- Employee rights and care
- Employee training and development
- Social contribution
- Work safety
- Innovation-driven

Environment issues

- Environmental compliance management
- Waste and pollutant emissions
- Ecosystem and biodiversity conservation
- Circular economy
- Clean energy opportunities
- Water resource utilization
- Energy utilization
- Climate change response

Environmental Dimension

Green Energy in Action, Painting a Shared Future with Green

Minmetals New Energy deeply embraces the philosophy of ecological civilization, with green and low-carbon as the backdrop for its development. It integrates ecological protection and resource-efficient utilization into all dimensions of its production and operations. Through systematic governance, concrete actions, and consistent practice, the Company paints a picture of harmonious coexistence between ecology and development, fulfilling its role as a central state-owned enterprise to solidify the foundation for green development and empower the low-carbon transformation of the industry.



Response to the United Nations Sustainable Development Goals (SDGs)

Smart Resource Empowerment, Breaking New Ground in Recycling

Adhering to ecological priority and green development, Minmetals New Energy integrates energy conservation, carbon reduction, water conservation, efficiency improvement, and resource recycling into its entire production and operation process. It continuously improves its management system, strengthens policy implementation, advances technological innovation, enhances resource utilization efficiency, and reduces environmental load, injecting powerful green momentum into its high-quality development.

Energy Structure Optimization and Efficient Utilization

The Company regards the efficient and clean use of energy as a core lever for promoting high-quality development. It strictly complies with energy-related laws, regulations, and policy requirements, improves its energy conservation management system, and coordinates the continuous optimization of various energy-saving and carbon-reduction initiatives. It scientifically sets long- and short-term emission reduction targets and steadily advances the low-carbon transformation of its energy mix and the enhancement of energy utilization efficiency.

The Company's energy use covers core activities such as office operations and production. The main types of energy involved include electricity, steam, natural gas, and solar energy. The Company primarily obtains energy through market-based procurement, mainly purchasing electricity, natural gas, and steam, while also making reasonable use of clean energy such as solar power. This creates a diversified, low-carbon energy supply mix that balances energy supply stability with environmental protection.



The Company strictly complies with the *Energy Conservation Law of the People's Republic of China,* the *Energy Law of the People's Republic of China*, and other laws and regulations. Based on its operational realities, it has formulated internal management policies such as the *Measures for the Management of the Energy Conservation and Ecological Environmental Protection Responsibility System,* the *Measures for Energy Conservation and Ecological Environmental Protection Management,* and the *Measures for Energy Conservation and Ecological Environmental Protection Statistical Monitoring Management.* It has established an "Ecological Environmental Protection and Carbon Peak & Carbon Neutrality Leading Group" to coordinate the Company's energy conservation and carbon reduction efforts. Each subsidiary has simultaneously established its own energy management system, developed supporting policies such as *Energy Management Measures* and *Energy Conservation Management Measures* tailored to its business characteristics, set up specialized energy management departments, and built dedicated energy statistics and management teams. These teams strictly follow energy and carbon emission statistical scopes and calculation methods to compile relevant monitoring data for energy conservation and emission reduction, conduct regular monitoring and evaluation, and implement assessments.

As of the end of 2025, two subsidiaries had obtained ISO 50001:2018 energy management system certification.

In line with the overall requirements for green and low-carbon development, the Company strictly implements national laws, regulations, and industrial policies. Based on its actual development, industry characteristics, and strategic planning, it scientifically sets energy management and conservation goals, ensuring that these goals are clearly defined, trackable, and achievable.

The Company focuses on efficient energy utilization and energy conservation. Through various initiatives such as energy-saving publicity, equipment procurement, and energy recovery, it promotes energy-saving concepts, drives clean production, continuously taps into energy-saving potential, effectively reduces energy consumption, and comprehensively enables the Company's green and low-carbon high-quality development.

In 2025

Total energy consumption	Direct energy consumption	Indirect energy consumption
111,224.67 tce	13,200.71 tce	98,023.96 tce

Energy-saving publicity

Leveraging opportunities such as "Energy Conservation Publicity Week" and "National Low-Carbon Day," the Company promotes energy-saving and low-carbon concepts and knowledge around the event themes through posters, brochures, and videos played on cafeteria electronic screens. It advocates for a simple, moderate, green, and low-carbon lifestyle and production method, enhancing the low-carbon awareness of all employees. During the publicity week, the Company displayed 8 banners, 14 posters, played videos 20 times, and distributed over 90 pieces of promotional materials.

Procurement of energy-efficient production equipment

The Company continuously strengthens the procurement management of key energy-using equipment. For newly purchased energy-consuming equipment in new, renovation, and expansion projects, it requires that the energy efficiency level of the equipment specified in bidding documents and contracts must reach Level 2 or above.

Addition of energy-efficient temperature control equipment

The Company has added automatic control valves for chilled water to its lithium iron phosphate grinding equipment to prevent refrigeration equipment from running idle and wasting energy.

Utilization of waste heat, pressure, and energy cascade utilization

The Company continues to promote industrial waste heat recovery. Its subsidiary,Goldshine Energy, continues to implement waste heat recovery from the deammoniation tower reboiler, using the waste heat from condensate to heat the pure water required in the production process, reducing steam consumption by approximately 5,000 tons and CO_2 emissions by approximately 1,520 tons annually.

Green office

The Company comprehensively promotes the concept of green office practices, dedicated to creating an environmentally friendly office environment.

For air conditioning usage

it specifies a minimum temperature setting of 26°C in summer and a maximum of 20°C in winter, while regularly maintaining air conditioning equipment to ensure energy-efficient operation.

In office work

it has established electronic document management and sharing models to promote paperless offices.

For commuting

it uses electric shuttle buses and encourages employees to prioritize public transportation.

Green buildings

New projects of the Company are designed and implemented in strict accordance with relevant technical standards and specifications for building energy efficiency. For example, photovoltaic panels are installed on roofs, thermal insulation decorative panels are used for exterior walls, and thermally broken aluminum profiles are used for exterior windows. Its subsidiary, Changyuan New Energy, has implemented sunken green spaces, landscape water features, and other green spaces with water storage functions. Water-saving irrigation methods such as micro-sprinklers are used for green areas, and lighting in public spaces is controlled by zone and infrared sensors, practicing the concept of green development.

Green transportation

The Company optimizes logistics processes throughout the entire supply chain and uses electric vehicles to reduce the environmental impact during warehousing and transportation. In warehouse management, based on product characteristics, it optimizes storage and picking models, rationally plans warehouse layouts, and minimizes the distance of goods movement. For transportation equipment, it replaces traditional diesel forklifts with electric forklifts, significantly reducing exhaust emissions and noise pollution while lowering energy consumption and operating costs.





Clean energy

The Company actively promotes the clean and low-carbon transformation of its energy mix, fully implementing distributed photovoltaic power generation projects on factory rooftops, developing and using clean energy, and expanding new pathways for energy utilization.

In 2025

rooftop distributed PV generated

8.86 million kWh.

Participation in green power trading

The Company actively participates in the green electricity market, consumes green power, and reduces the proportion of fossil energy.

In 2025

Total Renewable Electricity Consumed by the Company	Purchased Green Electricity Certificates	Renewable Energy Proportion
432 million kwh	141 million kwh	48.5%

Intensive Water Resource Management and Recycling

Water nourishes all things, and green development opens a new chapter. The Company regards intensive, economical, and efficient water recycling as an important practice for green development, steadily advancing the construction of a water-efficient enterprise. It strictly complies with the *Water Law of the People's Republic of China, the Water Pollution Prevention and Control Law of the People's Republic of China,* and other relevant laws and regulations, and has formulated internal management policies such as the *Management System for Water, Electricity, Steam, and Natural Gas.* It clarifies management responsibilities and control requirements, with the Safety and Environmental Protection Department coordinating the production support departments of each subsidiary for water resource management.

Water conservation publicity

The Company strengthens water conservation publicity through methods such as posting water-saving signs, enhancing the awareness of all employees regarding water resource conservation and management.

Water intake control and recycling

The Company actively promotes clean production processes and strives to build a water-efficient enterprise. Through process optimizations such as using ammonia water and liquid caustic soda instead of ammonia-alkali mixed solutions, cascading use of washing water, and recycling condensate from the MVR system, it achieves source water reduction and emission reduction, improving water resource utilization efficiency. By using condensate instead of fresh water, water recycling, and rainwater reuse, it reduces fresh water consumption and wastewater discharge. In 2025, the Company treated 590,000 tons of wastewater and recovered 550,000 tons of condensate, primarily used for producing pure water, replenishing cooling circulating water, and leaching in spent battery recycling processes.

Case **Turning Rainwater Into "Living Water": A New Practice in Water Conservation at the Plant**

Changyuan New Energy has constructed two sets of rainwater collection facilities. After being collected and treated, rainwater from the factory area is reused to supplement the circulating cooling towers. This initiative saves approximately 120,000 tons of tap water annually, accounting for about 10% of the total annual water consumption.

Case **Full-Cycle Wastewater Recycling for Efficient Water Conservation**

Throughout the year, Minmetals New Energy treated approximately 600,000 tons of wastewater through its MVR system for evaporation and crystallization, recovering 558,000 tons of condensate and producing 31,000 tons of sodium sulfate. The condensate is treated by reverse osmosis to produce pure water for reuse in production. Meanwhile, by controlling the conductivity of the concentrated water from pure water production, secondary water production is carried out. The remaining concentrated water is used for replenishing the cooling water towers at the oxygen generation station and the cathode material workshop, as well as for leaching in the spent battery recycling process. In 2025, the water recycling rate reached 92.78%, placing the Company at a leading level in the industry.

The Company places high importance on the efficient recycling of water resources, scientifically sets phased and medium-to-long-term water-saving goals, and continuously improves water resource utilization efficiency.

Water conservation goal

Achieve a 95% water reuse rate by 2030.

Progress during the reporting period

The reuse water rate in 2025 is 92.78%.

2025 target

Achieve a water reuse rate of 92%.

Building a Circular Economy System

Upholding the path of circularity, fostering a green foundation. The Company strictly complies with the *Circular Economy Promotion Law of the People's Republic of China* and other relevant laws and regulations. It has formulated internal management policies such as the *Solid Waste Management Measures, Measures for the Disposal of Idle and Obsolete Materials, Raw Material Pallet Recycling, Recycled Pallet Cleaning,* and *Recycled Pallet Limit Sample.* Focusing on the core objectives of resource efficiency, waste reduction and minimization, and resource valorization, the Company integrates circular economy principles into the entire value chain of its production and operations, establishing a closed-loop development model of reduction, reuse, and recycling to support efficient resource utilization.

Raw materials

- Mainly include precursors, lithium salts, sulfates, saggars, additives, pallets, packaging materials, etc.

Packaging materials

- Paper-based: Mainly cartons, paper tubes, etc., all compliant with national environmental protection and plastic restriction requirements.
- Plastic-based: Mainly plastic pallets, aluminum foil bags, PE ton bags, plastic bags, plastic films, etc., all free of prohibited hazardous substances.

Based on its entire production and operation process, the Company has built a comprehensive circular economy management system, implementing multiple measures to ensure the effective implementation of circular economy initiatives and comprehensively improve resource utilization efficiency.

Standardized material requisition

A strict material requisition system is implemented, defining standards and procedures to prevent excessive requisitioning and idle waste. Resource consumption is controlled at the source, promoting the efficient use of various production materials such as raw materials and packaging materials, eliminating resource waste.

Use of renewable resources

The pallets used for ternary products are made of high-density polyethylene (HDPE) recycled material, which can be efficiently recycled through physical regeneration processes. The performance of the recycled material retains over 93% of that of virgin material, effectively saving virgin resource consumption while promoting waste reduction and resource utilization.

Reduction of waste generation

Adhering to the principle of source reduction and process control, the Company works on three fronts: equipment upgrading, management optimization, and design innovation to continuously reduce the amount of waste generated during production, improve production efficiency, and reduce resource waste.

Enhanced waste valorization

A full lifecycle waste management system has been established. From raw material procurement, process control, and enhanced management, the Company reduces solid waste generation and promotes valorization. Various types of waste generated from production operations are meticulously sorted, recycling processes are standardized, and treatment methods are optimized to maximize resource conservation and efficient utilization.

Case **Recycling of Valuable Metals such as Nickel and Cobalt**

Goldshine Energy utilizes its spent battery recycling production line to self-process nickel-containing waste residues such as wastewater treatment sludge and high-magnetic materials. It successfully applied to the Department of Ecology and Environment of Hunan Province for an operating permit exemption for the point-to-point directional utilization of nickel-containing waste from Changyuan New Energy, achieving internal circulation and resource utilization of nickel-containing waste.

Case **Self-Developed Carbon Slag Purification for High-Value Resource Utilization**

By optimizing its production processes,Goldshine Energy independently developed a carbon slag purification technology to further improve the recovery rate of resources such as nickel and cobalt. The patent *A Method for Recycling Graphite Anode, Anode Material, and Lithium-Ion Battery* was granted as a national invention patent, achieving high-value resource utilization.


发明专利证书

Optimized packaging material management

With a full lifecycle green packaging strategy as its core, the Company systematically advances initiatives across three dimensions: source reduction, packaging redesign, and circular reuse, comprehensively reducing the environmental impact of the entire packaging chain and building a low-carbon, recyclable, and traceable green packaging system.

Packaging material transparency

Proactively disclose the types of materials used in product packaging, their environmental attributes, and usage specifications. Fully disclose packaging material lists, supplier environmental qualifications, and hazardous substance test reports, ensuring complete and transparent information disclosure without selective disclosure.

Packaging weight and volume reduction

Source reduction: Reduce packaging grammage and raw material consumption while meeting protection, transportation, and safety requirements. Lightweight redesign of internally used ton bags and precursor ton bags has been implemented, increasing unit packaging capacity and reducing total ton bag usage.

Packaging redesign: Optimize packaging structures to improve loading capacity and space utilization, reduce transport volume, and achieve synergies in carbon reduction, cost savings, and efficiency gains.

Circular reuse: Promote the use of recyclable pallets instead of traditional single-use packaging, reducing the consumption of disposable packaging materials.

The Company has completed the lightweight upgrade of packaging by optimizing the packaging structure.

Under the premise of meeting transportation safety standards,

The weight of the packaging ton bag decreases from 1.8 kg To 1.6 kg Decrease by 11 %

Enhance loading rates and transportation efficiency, reduce logistics energy consumption and carbon emissions.

To continuously deepen circular economy practices and improve resource utilization efficiency, the Company has set sustainable development goals for circular materials management based on its operational realities and industry trends, ensuring the orderly progress and effective implementation of circular economy work.

Goal for increasing raw material recycling

Continuously increase the proportion of recycled raw materials procured and used, precisely matching the needs of various customer projects. In 2025, the Company set annual targets of no less than 10% for cobalt recovery and no less than 4% for nickel recovery, both of which were fully achieved, further enhancing the value of resource recycling and responding to policy requirements for promoting the application of recycled materials.

Goal for increasing packaging material circularity

The Company places great emphasis on the green and low-carbon transformation of packaging materials. By signing green material supply agreements with packaging suppliers, it continuously increases the proportion of environmentally friendly packaging, reducing virgin resource consumption and environmental impact.

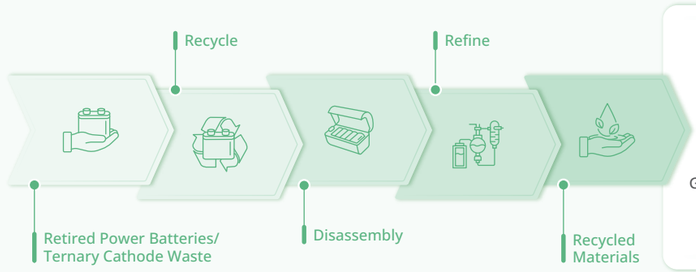
- Medium-to-long-term goal: By the end of 2030, the proportion of recyclable packaging materials (e.g., pallets) used shall be no less than 50%.
- Annual goal: In 2025, the Company set and fully achieved an annual target of 40% for the use of recycled pallets, maximizing the circular value of packaging materials and reducing the consumption of virgin packaging materials.

Goal for eliminating packaging waste

The goal covers all company operations and all relevant packaging categories, including factory packaging, transit packaging, and logistics transport packaging, achieving unified management across all scenarios, the entire chain, and full coverage. The Company fully implements packaging reduction design, eliminates excessive packaging, reduces packaging waste at the source, and gradually phases out the use of non-recyclable and non-degradable packaging materials, prioritizing environmentally friendly, recyclable materials.

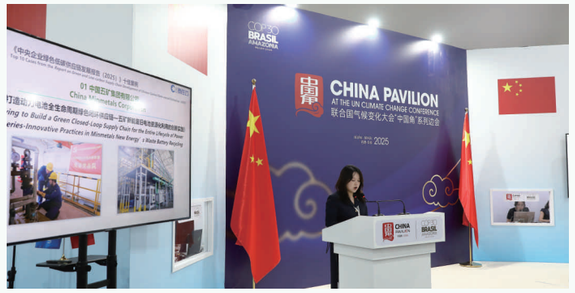
Case **From Recycling to Regeneration: Building a Green Circular Battery Ecosystem**

The Company has established a "material - battery - material" green circular system, focusing on the recovery of retired power batteries and ternary cathode waste materials. Through the process of "recycling - dismantling - purification - regenerated materials", it achieves efficient regeneration of nickel, cobalt, manganese, and lithium, forming a green manufacturing system where waste remains within the loop and resources circulate.



Case **Minmetals New Energy's Green Supply Chain Innovation Practice Showcased at UN COP30 Summit**

On November 19, 2025, at the 30th Conference of the Parties to the United Nations Framework Convention on Climate Change held in Belém, Brazil, Minmetals New Energy's practice in resource utilization of spent power batteries was selected as one of the top ten cases in the *Central SOE Green and Low-Carbon Supply Chain Development Report (2025)* and released globally, demonstrating the responsibility of central state-owned enterprises in global climate governance.



Fulfilling Ecological Responsibility - Committed to Going Green

Minmetals New Energy has always adhered to the principles of legal compliance and green development, deeply embedding environmental management into every aspect of its production and operations. By improving its institutional system, consolidating principal responsibilities, strengthening risk prevention and control, and systematically advancing environmental compliance management, full-process pollutant control, and ecological and biodiversity protection, the Company promotes harmonious coexistence and synergy between the enterprise, nature, and society.

Environmental Compliance and Risk Prevention and Control

The Company strictly complies with the *Environmental Protection Law of the People's Republic of China,* the *Law of People's Republic of China on Environmental Impact Appraisal,* the Measures for the Supervision and *ental Measures for the Supervision and Administration of Energy Saving and Ecological Protection for Central Enterprises,* and other laws and regulations. It has formulated internal management policies such as the *Measures for the Management of the Energy Conservation and Ecological Environmental Protection Responsibility System,* the *Measures for Energy Conservation and Ecological Environmental Protection Management,* the *Measures for Energy Conservation and Ecological Environmental Protection Statistical Monitoring Management,* and the *Comprehensive Emergency Response Plan for Environmental Incidents,* and has begun drafting the *Measures for the Evaluation of Green Development and Ecological Environmental Protection Management,* effectively fulfilling its primary responsibility for ecological and environmental protection.

The Company continuously establishes and improves its ecological and environmental protection management system, setting up an "Ecological Environmental Protection and Carbon Peak & Carbon Neutrality Leading Group", with the Safety and Environmental Protection Department responsible for environmental protection supervision and management. It continuously optimizes and improves the energy conservation and environmental protection responsibility system, formulating a responsibility list for energy conservation and environmental protection, breaking down and refining energy conservation and environmental protection goals and responsibilities, and organizing each subsidiary to sign responsibility agreements layer by layer, achieving full and process-wide coverage of responsibilities. At the same time, in line with the Company's relevant assessment management systems, the achievement of energy conservation and environmental protection goals is incorporated into the performance evaluation system of the heads of each unit, ensuring that each subsidiary's primary responsibility for energy conservation and environmental protection is firmly established.

To effectively prevent and respond to environmental emergencies, the Company regularly organizes the identification and evaluation of environmental factors, dynamically updates them, and formulates corresponding control measures for major environmental risks. It regularly organizes ecological and environmental protection risk investigations and remediation to prevent and mitigate major environmental risks. Based on its actual production conditions, it has formulated the *Emergency Plan for Environmental Incidents* and completed the filing with the ecological and environmental authorities. Through practical drills, the Company tests its rapid response, emergency handling, and rescue capabilities. In 2025, it organized 9 emergency drills for scenarios such as wastewater leakage, solution leakage, and hazardous waste leakage, effectively enhancing awareness of environmental risks and emergency response capabilities.



Case **Minmetals New Energy Holds 2025 Annual Safety and Environmental Protection Work Conference**

On January 21, 2025, Minmetals New Energy held its annual safety and environmental protection work conference, studying General Secretary Xi Jinping's important remarks on work safety and Xi Jinping's thought on ecological civilization, summarizing past work, and deploying annual tasks. The conference organized the signing of safety and environmental protection responsibility agreements and put forward specific requirements for the year's work, further strengthening safety and environmental protection management responsibilities, clarifying the direction and implementation path for the year, and laying a solid safety and environmental protection foundation for the Company to adhere to the red line of work safety and strive to become a global leader in the new energy materials industry.



The Company regularly communicates with local government regulatory authorities, customers, and other stakeholders to understand their expectations and demands regarding the Company's environmental management, and incorporates their requirements into the Company's management scope. At the same time, the Company has established good communication mechanisms with surrounding communities, closely monitoring feedback from residents to avoid inconveniences caused by deficiencies in environmental management. It earnestly fulfills its corporate social responsibility, promoting harmonious coexistence between the enterprise and the community.

Collaborative Pollutant Control and Closed-Loop Management

The Company regards the proper management of pollutants as a lifeline for its stable and long-term development. It strictly complies with the *Water Pollution Prevention and Control Law of the People's Republic of China,* the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution,* the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste,* the *Law of the People's Republic of China on the Prevention and Control of Noise Pollution*, and other laws and regulations. Based on its actual situation, it has urged subsidiaries to establish management policies such as the *Measures for Wastewater and Waste Gas Management, the Measures for Solid Waste Management, the Measures for Noise Management, and the Measures for Soil and Groundwater Management*, promoting the comprehensive and effective treatment of wastewater, waste gas, noise, and solid waste.

Through institutionalized and checklist-based approaches, the Company continuously establishes and improves its pollutant emission management system, compiling a clearly defined and reasonably divided energy conservation and environmental protection responsibility list. The Safety and Environmental Protection Department is responsible for daily energy conservation and environmental protection management, staffed with full-time environmental protection personnel, supervising each business department to strictly implement various pollution prevention measures, conducting regular supervision and inspection, driving problem rectification, and implementing assessments, forming a top-down, comprehensive, and efficient energy conservation and environmental protection governance system.

Referring to the ISO 14001:2015 environmental management system and its own management requirements, the Company builds and operates its environmental management system at a high level. In October 2025, the Company and its subsidiaries all passed the third-party certification audit for ISO 14001:2015, with a 100% certification rate.



The Company sets annual pollutant emission targets, continuously monitors various pollutant emissions, and actively advocates for harmonious and sustainable development of the enterprise's economy and the social environment. It signs annual safety and environmental protection target responsibility agreements with each subsidiary, and each subsidiary actively adopts and formulates annual environmental management targets, fully and accurately implementing precise, scientific, and lawful pollution control.

	Annual Target	2025 Progress
Wastewater, exhaust gas, noise	100% compliance rate	100% compliance rate for exhaust gas, wastewater, noise, and other pollutants
General solid waste	100% disposal rate	100% disposal rate for general solid waste
Hazardous waste	100% compliant disposal rate	100% compliant disposal rate for hazardous waste
Waste sorting management	100% coverage rate	100% coverage rate for waste sorting management

Waste Gas Management

The Company precisely deploys pollution prevention and control measures for waste gas, focusing on the optimization of pollutant treatment technologies and the construction, operation, and maintenance of prevention facilities, establishing comprehensive and full-process waste gas pollution prevention and control measures.

Exhaust gas pollutant treatment technologies and methods

Ammonia gas is treated by dilute sulfuric acid spray absorption; sulfuric acid mist is treated by alkali liquor spray absorption; dust is treated by sintered plate dust collection, baghouse dust collection, cyclone dust collection, and water curtain dust collection; organic waste gas is treated by RTO (Regenerative Thermal Oxidizer) incineration.

Construction and operation of exhaust gas pollution prevention facilities

Corresponding exhaust gas prevention facilities are installed based on production facilities and their emission conditions. Regular environmental hazard inspections are conducted, and identified issues are rectified promptly. At the same time, daily operation and maintenance of pollution prevention facilities are managed to ensure normal operation. Third-party testing agencies are regularly commissioned to conduct exhaust gas testing to ensure compliance.

The Company continuously strengthens exhaust gas treatment and emission control. Air pollutant emission performance remains stable and controllable. In 2025, among the exhaust gas emitted, particulate matter emissions were 1.3 tons, sulfur oxide emissions were 1.8 tons, and nitrogen oxide emissions were 6.52 tons.

Wastewater Management

Wastewater pollutant treatment technologies and methods

Goldshine Energy implements wastewater segregation for its precursor wastewater. Medium- and low-concentration wastewater is treated by a membrane concentration process. The membrane concentrate effluent enters the pure water system for treatment and is then recycled back to the production line. The concentrated water enters the ammonia stripping and MVR system for further treatment. High-salt, high-ammonia-nitrogen wastewater is treated by processes such as steam stripping deamination, plate-and-frame filtration, pH adjustment, MVR evaporation crystallization, and reverse osmosis. The recovered condensate is used to produce pure water, and the concentrated water serves as make-up water for the cooling circulation system, achieving zero discharge of heavy metal-containing production wastewater. The sodium sulfate produced by evaporation crystallization is sold as a product. Changyuan New Energy treats its lithium iron phosphate wastewater by flocculation sedimentation, multi-media filtration, carbon filtration, and membrane system. The treated clean water is reused as make-up water for the cooling circulation system, while the concentrated water enters the MVR system for treatment and is then reused.

Construction and operation of wastewater pollution prevention facilities

The Company strictly implements the principle of "rainwater and sewage diversion, clean water and wastewater diversion". Rainwater is collected by rainwater pipes and discharged into municipal rainwater pipes via rainwater outlets. Domestic sewage originates from office and living areas, is pre-treated by grease traps and septic tanks, and is discharged into municipal sewage pipes via domestic sewage outlets. Production wastewater is collected in collection tanks in each workshop, pumped to the wastewater treatment station, treated, and reused, with no external discharge. In 2025, the wastewater treatment facilities operated effectively.

Case **Minmetals New Energy Implements Wastewater Segregation and Membrane Concentration Technical Upgrades**

In 2025, Changyuan New Energy and Goldshine Energy, through separation of wastewater by quality and membrane concentration technical upgrades, reduced the amount of wastewater entering the MVR system by approximately 160,000 tons, saving about 5.7 million kWh of electricity, steam about 14,000 tons annually and reducing carbon emissions by approximately 7,200 tons per year.

Noise Management

The Company strictly complies with the relevant provisions of the *Law of the People's Republic of China on the Prevention and Control of Noise Pollution*, has formulated the *Noise Management Measures*, established a noise monitoring mechanism, and comprehensively applies various noise reduction methods to strictly control the generation and spread of noise at both the source and during transmission. At the same time, it actively promotes noise reduction retrofits, continuously improving noise prevention and control effectiveness, and striving to create a quiet and harmonious surrounding environment.

Waste Management

The Company strictly implements the requirements for solid waste reduction, resource utilization, and harmlessness. It takes measures from raw materials, processes, and management to reduce solid waste generation, strengthen comprehensive utilization of solid waste, and minimize its hazards. At the same time, the Company has established a comprehensive system for solid waste classification, storage, and transportation to ensure proper waste treatment.

General industrial solid waste

The Company has constructed general solid waste warehouses in accordance with the *Standard for Pollution Control on the Storage and Disposal Site for General Industrial Solid Wastes* (GB18599-2001).General solid waste is temporarily stored by category in these warehouses after generation. Contracts are signed with qualified recycling and utilization units, and the waste is regularly sold and recycled.



Hazardous waste

Each subsidiary has constructed hazardous waste temporary storage warehouses in accordance with the *Standard for Pollution Control on Hazardous Waste Storage* (GB18597-2023). Disposal contracts are signed with qualified hazardous waste management units. Hazardous waste is collected by category after generation, stored in separate zones within the hazardous waste warehouses, and labeled with hazard identification signs. It is regularly transferred and disposed of by hazardous waste management units, with transfer manifests completed.

Domestic waste

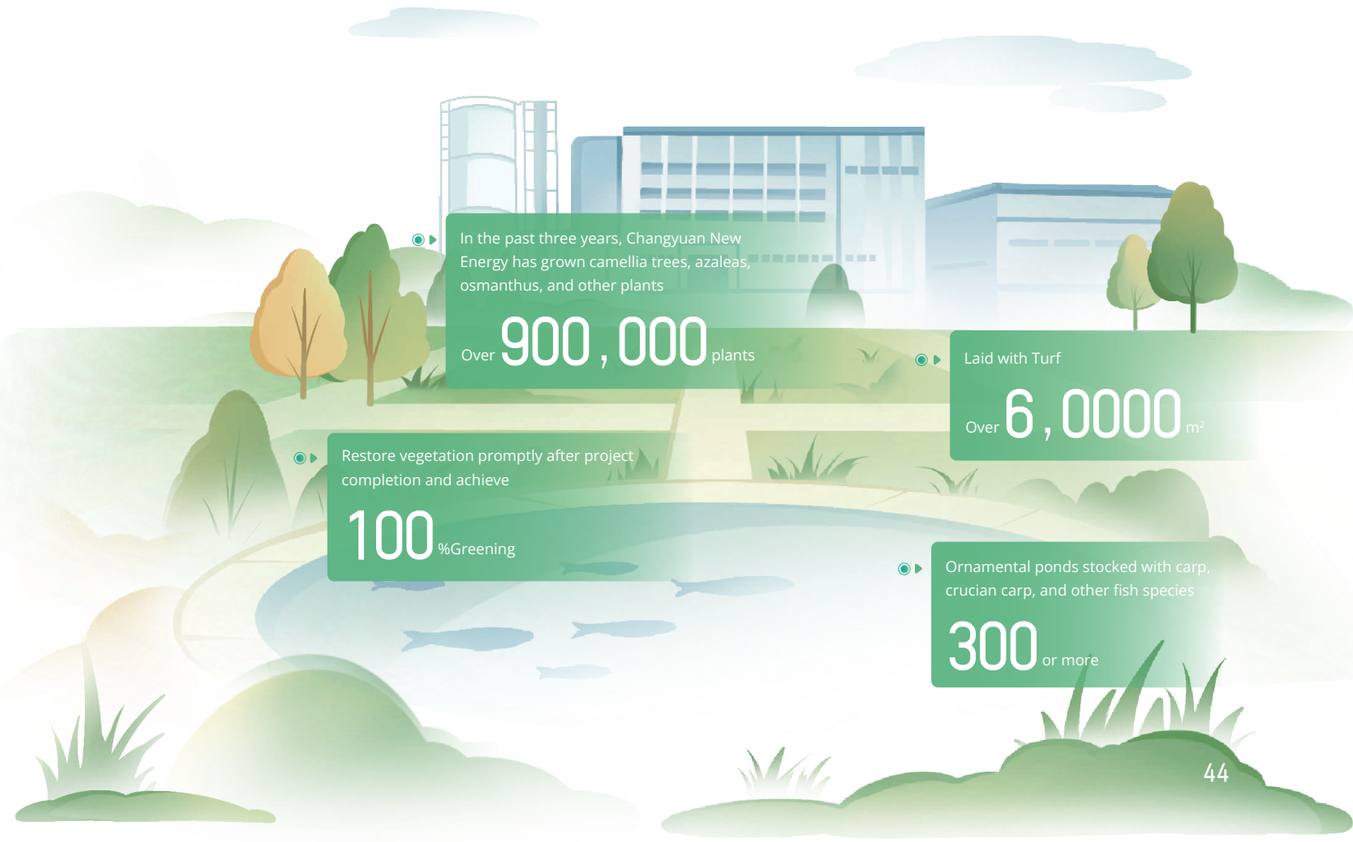
Domestic waste is collected at designated points and entrusted to sanitation departments for timely removal.

Ecosystem and Biodiversity Conservation

The Company consistently upholds the concept of ecological symbiosis, complies with international conventions such as the *Convention on Biological Diversity,* strictly adheres to laws and regulations such as the *Law of People's Republic of China on Environmental Impact Appraisal and the Regulations on Environmental Protection Management of Construction Projects,* and implements relevant directives such as the *Opinions on Further Strengthening Biodiversity Protection, the China Biodiversity Conservation Strategy and Action Plan* (2023-2030), and the *Notice on Strengthening the Management of Ecological Protection Redlines (Trial).* It has issued a biodiversity protection policy and a supply chain biodiversity protection control process, comprehensively establishing a solid foundation for compliant development. The Company works with value chain suppliers, partners, and other stakeholders to systematically identify and manage various factors affecting biodiversity, control risks and seize opportunities, and proactively take appropriate measures to minimize impacts on biodiversity, promoting harmonious coexistence between humans and nature.

The Company has conducted environmental impact assessments for all production and construction projects. Each project complies with the requirements for ecological redlines, environmental quality bottom lines, and resource utilization ceilings, and none are listed as prohibited projects under the negative list for environmental access.

The Company strictly implements biodiversity protection requirements; none of its construction projects involve ecological protection redlines or ecologically sensitive areas, and all are located within industrial parks. After project construction, vegetation is restored promptly, achieving 100% greening. Among them, Changyuan New Energy has planted over 900,000 new camellia, azalea, osmanthus, and other trees, laid over 60,000 square meters of turf, and stocked ornamental ponds with more than 300 fish such as carp and crucian carp over the past three years. At the same time, the Company places great emphasis on biodiversity protection, regularly monitoring and assessing the impact of its production and operational activities and products on the regional ecological environment and animal and plant biodiversity. In 2025, the Company had no significant impact on the ecological environment or biodiversity.



Pursuing "Dual Carbon" goals - Empowering the Future

Minmetals New Energy has integrated climate governance into its overall strategy, establishing a climate governance framework characterized by scientific decision-making, efficient management, and strong execution. It systematically identifies climate risks and opportunities, conducts scenario analysis and adaptability assessments, and coordinates greenhouse gas management, full lifecycle product carbon footprint management, and collaborative actions with stakeholders to support the achievement of the "dual carbon" goals and promote green development in the industry.

Climate-Related Governance

The Company continuously builds and improves its climate-related governance structure, forming a top-level climate governance design with the Board of Directors as the highest decision-making body. The Board is responsible for the final review and approval of the Company's climate transition strategy, climate-related targets, and action plans. The ESG Working Group and the "Ecological Environmental Protection and Carbon Peak & Carbon Neutrality Leading Group" serve as permanent decision-making and supervisory bodies for climate-related matters, with the core function of ensuring that climate actions are highly coordinated with and orderly advanced alongside the Company's overall development strategy.

Decision-making level

As the core coordinating body for climate transition work, management is responsible for formulating climate strategy objectives, overall planning, identifying and assessing climate-related risks, coordinating across departments, and reporting to the Board. The ESG Working Group, under the guidance of management, performs execution and supervision functions, specifically responsible for refining climate-related plans, supervising action plans, tracking progress, and evaluating implementation effectiveness, ensuring the effective execution of the climate strategy.

Management level

At the execution level, the "Ecological Environmental Protection and Carbon Peak & Carbon Neutrality Leading Group" coordinates all climate-related work and reports upward on a regular basis. The Company strictly complies with ecological and environmental laws and regulations, formulating and issuing the *Carbon Neutrality Procedure Document* to provide clear institutional norms and operational guidelines for climate governance and carbon neutrality work.

Execution level



The Company's climate-related governance bodies and personnel possess professional backgrounds and knowledge in climate change, proficiently use climate-related verification tools, and are familiar with relevant research methods and regulations, providing clear direction and professional advice for the Company's response to climate change.

Based on stakeholder input and actual circumstances, the Company has prepared the *Minmetals New Energy Carbon Neutrality Development Report,* fully identifying and considering sustainability-related risks and opportunities such as climate change, with a focus on key areas including carbon emission management, product carbon footprint management, and energy management. At the same time, it has formulated energy-saving and carbon-reduction targets and assessment criteria for the 2025-2027 term, incorporating these indicators into the annual performance evaluations of each subsidiary, directly linked to annual performance, promoting the implementation of energy-saving and carbon-reduction goals through an institutionalized, measurable approach.

Climate-Related Strategy

As global efforts to address climate change deepen, climate challenges and development opportunities are accelerating their intertwined evolution. The increasing frequency of extreme weather events, tightening global low-carbon policies, and the growing demand for green and low-carbon products are collectively shaping a new operating environment for the industry. The Company maintains a clear understanding and strategic judgment of this situation: climate risk is a major issue that requires proactive management, and as a core player in the battery materials sector, deeply participating in the global energy transition is also a significant opportunity for the Company to adapt to trends and achieve high-quality, sustainable development.

Climate-Related Risks and Opportunities

To systematically enhance its climate issue management capabilities, the Company has established a regular process for identifying, assessing, and managing climate-related risks and opportunities. Risks and opportunities are prioritized based on their probability, evolution trends, and potential financial impacts, with quantitative analysis focused on those with significant financial implications. Quantitative assessments cover three time horizons: short-term (0-2 years), medium-term (3-5 years), and long-term (6-10 years), with the resulting risk and opportunity list reviewed and dynamically updated annually. In its analysis of transition risks and opportunities, the Company uses current policies as a baseline while also setting an accelerated low-carbon transition scenario to assess the potential impacts of policy tightening, technological iteration, and shifting market demand.

Risks	Risk Description	Time Horizon of Impact	Management Measures
Extreme weather, changing precipitation patterns	• May impact supply chains and production facilities, resulting in asset losses and potential employee safety incidents.	Short-term	• Strengthen climate risk assessments, promote sustainable development strategies, and enhance facility resilience.
Policy and legal risks	• Adjustments to climate policies may affect production and operations; local governments may implement stricter environmental regulations, imposing stringent limits and emission quotas on "three wastes" and greenhouse gas emissions. Compliance with these new rules and standards will increase compliance costs.	Medium to long term	• Promote sustainable development, strengthen policy monitoring and compliance management, and actively participate in industry dialogues.
Raw material supply	• Key raw materials for lithium batteries may be affected by resource shortages or price volatility caused by climate change.	Medium to long term	• Diversify the supply chain. Ensure stability of raw material supply, seek alternative materials or partners; collaborate with upstream and downstream partners on carbon reduction actions, establish collaborative mechanisms, and enhance value chain resilience to climate change.
Energy consumption	• Energy demand during processing and production may increase due to climate change, leading to higher costs.	Medium to long term	• Improve energy efficiency. Regularly inspect production facilities for hazards, upgrade equipment promptly; optimize production processes to reduce energy consumption and improve energy efficiency.

Opportunity	Description	Time Horizon of Impact	Management Measures
Growing demand for clean energy	• As demand for clean energy increases, the market for lithium battery companies in areas such as batteries may expand.	Medium to long term	• Invest in technology R&D. Strengthen R&D on high-performance, low-cost lithium battery technologies to meet market demand.
Energy use	• Increasing the use of clean energy can further reduce energy procurement costs.	Medium to long term	• Develop photovoltaic power generation projects, purchase green electricity, etc.
Technological innovation drive	• Climate-related technological innovation may bring new development opportunities for the Company.	Medium to long term	• Invest in R&D. Dedicate R&D resources to developing more environmentally friendly, efficient products and technologies.
Brand image enhancement	• Proactively addressing climate change can enhance the Company's social image.	Medium to long term	• Disclose proactively. Regularly publish the Company's ESG report, disclosing information such as progress on energy-saving and emission reduction targets, to enhance the Company's green image.
Electric mobility development	• The proliferation of electric vehicles will drive demand for high-performance lithium batteries.	Medium to long term	• Expand production scale. Improve production efficiency to ensure the supply of lithium battery cathode materials keeps pace with the growth of the electric vehicle market.

Climate Scenario Analysis

The Company uses scenario analysis to conduct carbon footprint calculations under different scenarios, employing SimaPro software for quantitative calculations and establishing its own climate risk analysis system covering a baseline scenario and multiple stress scenarios. The baseline scenario serves as a control reference without external interference, while stress scenarios are set based on relevant policy requirements.

For physical risk analysis

The Company selects two climate scenario models, RCP4.5 and RCP8.5, to simulate climate change trends under different temperature rise pathways, systematically assessing the potential impacts of acute and chronic climate risk intensification on the Company's production, operations, and financial condition, further broadening the dimensions of climate risk analysis and deepening assessment.

Considering that the clean energy structure directly affects the carbon emission levels in the electricity consumption process, the Company calculated the potential impacts of climate change on its operations under three scenarios: 20%, 50%, and 100% green power usage.

In terms of the recycling and utilization of secondary raw materials

The Company has established and continuously optimized scenario analysis plans, comparing the carbon emission reduction effects corresponding to different proportions of recycled material use. Calculations show that when the recycled material usage ratio reaches 50%, it can effectively reduce the carbon footprint of cathode materials and batteries by 20.56% and 10.37%, respectively.

Going forward, the Company will continuously improve its data collection and management system for climate-related risks, enhance data availability and accuracy, and continuously optimize its climate risk stress testing models, improving model applicability and precision through multi-dimensional validation. It will comprehensively assess various potential impacts of climate change on its business operations in a scientific and rigorous manner, strengthening its climate risk management defenses.

Climate Adaptability Assessment

The Company's long-term climate adaptation is influenced by energy supply and low-carbon transition. Changes in downstream demand and fluctuations in raw material supply impact the business model while also having related effects on the climate.

Energy management

Increase the use of renewable energy and build distributed photovoltaic facilities.

Supply chain optimization

Develop contingency plans with suppliers, expand supply channels.

Product R&D

Develop environmentally friendly and efficient materials.

Policy trends

Changes in new energy and carbon emission policies will affect costs and demand, with significant impact from the EU's new battery regulations. The Company will continuously monitor related developments.

Procurement

Actively adjust procurement strategies, prioritize the procurement of recycled materials, and optimize production processes to improve capacity utilization.

Others

Monitor carbon emissions under the influence of green electricity use and recycling rates, and formulate relevant strategies.

Climate Impact, Risk and Opportunity Management

Climate Risk Identification and Assessment

The Company conducts specialized work on climate-related risks, integrating the identification and assessment of risks and opportunities into its overall risk management system. It has established a complete mechanism covering environmental risk identification, risk assessment and prioritization, and risk response.

Climate risk identification

Through value chain analysis, climate database risk screening, and industry research, the Company identifies and analyzes links in the value chain that are vulnerable to climate risks, as well as potential opportunities, assessing their short-, medium-, and long-term impacts on the Company's operations.

Climate risk assessment

Based on key indicators such as probability of occurrence, speed of onset, and financial materiality, the Company conducts in-depth assessments of identified climate risks and opportunities, prioritizing those that may have a significant financial impact on the business.

Climate risk response mechanism

After the Board of Directors reviews the climate risk list, the Sustainable Development "Dual Carbon" Working Group organizes relevant functional and operational departments to respond to climate risks, including developing comprehensive climate transition risk control measures, an emergency management system, and climate resilience improvement projects.

Greenhouse Gas Emission Management

To accelerate the achievement of carbon peak and carbon neutrality goals, the Company has established an "Ecological Environmental Protection and Carbon Peak & Carbon Neutrality Leading Group". The group studies and formulates the *Carbon Peak Action Plan 2025 Annual Work Plan,* clarifies the responsibilities of each unit, establishes a carbon emission data monitoring system, regularly collects and records emission data, and conducts accounting and reporting. Focusing on three main areas - process improvement, equipment upgrading, and management enhancement - the Company fully implements energy-saving, carbon-reduction, and efficiency-enhancing actions. In 2025, projects such as the second phase of the rooftop photovoltaic power plant at Changyuan New Energy and the automatic venting regulation optimization of the air separation system at the oxygen generation station were implemented. Through the recovery and utilization of condensate and spray drying waste heat, the Company improved energy and resource efficiency, reducing CO_2 emissions by 25,700 tons, effectively controlling and reducing energy consumption, and gradually mitigating total carbon emissions and emission intensity. The Company organized a carbon inventory for 2024, fully understanding its carbon emission baseline and further standardizing data collection, accounting, and reporting procedures.

It formulated an annual safety and environmental protection work plan, defining annual work targets, and organized the signing of responsibility agreements at each level. Based on the 2025-2027 term energy-saving and carbon-reduction targets set by China Minmetals, the Company broke down and refined these targets into term goals and assessment standards for each subsidiary, and assessed their achievement at the end of the year, ensuring each subsidiary's primary responsibility for energy saving and carbon reduction.

Product Lifecycle Carbon Footprint Management

In the context of the global response to climate change, downstream customers are increasingly concerned about the carbon footprint of products throughout their lifecycle. Countries such as France and Germany have successively incorporated product carbon footprint certification into core market access requirements, continuously advancing the iteration and improvement of relevant standards and reinforcing the mandatory requirement for low-carbon development across the entire industrial chain. The Company deeply understands industry trends, actively responds to global low-carbon policy directions and customer green demands, comprehensively manages the environmental impact of products throughout their lifecycle, and systematically implements carbon reduction actions at each stage to continuously reduce product carbon footprint.

Design and material use

- Design products to minimize environmental impact, considering the full lifecycle.
- Optimize the proportion of recyclable components in assemblies, continuously improve product material recovery rates.

Raw material procurement

- Increase the proportion of recycled materials used in products.
- Select suppliers with better carbon footprint performance.
- Increase the use of low-carbon technologies and low-carbon raw materials.
- Continuously promote low-carbon raw material procurement and substitution.

Manufacturing

- Continuously improve energy efficiency, steadily reduce electricity consumption during manufacturing.
- Deeply implement energy-saving and emission-reduction initiatives, promote green and low-carbon transformation of production operations.
- Procure renewable energy electricity through market mechanisms, build photovoltaic power stations, continuously increase the proportion of green electricity used.
- Continuously optimize processes, improve overall raw material utilization rates.

Transportation

- Accelerate the construction of a low-carbon transportation system, promote green logistics upgrades.
- Promote the use of clean and environmentally friendly containers and pallets, reduce the environmental impact of packaging.
- Leverage smart warehousing and new energy equipment to create green and efficient warehousing scenarios.
- Continuously optimize transportation routes, comprehensively improve logistics and warehousing operation management levels.

Use

- Continuously improve product lifespan, balancing product economic and environmental benefits, achieving efficient resource utilization.
- Effectively reduce the unit carbon footprint of products, supporting the realization of full lifecycle low-carbon goals.

End-of-life treatment

- Strictly control the use of hazardous chemical substances, reduce the environmental impact of ternary material products during disposal and at the end of their lifecycle, and promote green and safe development throughout the lifecycle.

The Company responds to policy requirements such as the *Opinions on Accelerating the Establishment of a Product Carbon Footprint Management System,* standardizing its product carbon footprint accounting and management, and developing calculation methods. It has formulated product carbon footprint management measures based on international standards such as ISO 14067:2018 *Greenhouse Gases - Carbon Footprint of Products - Requirements and Guidelines for Quantification* and PAS 2050:2011 *Specification for the Assessment of the Life Cycle Greenhouse Gas Emissions of Goods and Services.*



Product Carbon Footprint Assessment Report　　Greenhouse Gas Inventory Report

The carbon footprint of the Company's ternary products has obtained third-party certification, with the accounting boundary strictly following the "cradle-to-gate" principle, and the assessment scope covering the entire product lifecycle. For key products, the Company adopts a combination of self-accounting and third-party certification for carbon footprint evaluation. In the accounting process, it comprehensively utilizes localized databases tailored to China's actual conditions alongside internationally recognized generic databases, ensuring that carbon footprint accounting results are scientific, objective, and comparable.



Product Carbon Footprint Certification

The Company has also established a carbon footprint management system platform. This platform integrates a product life cycle assessment (LCA) calculation engine compliant with the ISO 14067 standard and incorporates a database and models aligned with the EU's PEF methodology. It enables information-based traceability and process-based management control of "dual carbon" related data, further enhancing the standardization and refinement of carbon footprint management.



Carbon Footprint Management System



Stakeholder Engagement in Decision-Making

The Company deeply recognizes that achieving climate transition goals cannot be accomplished alone. It requires collaborative efforts with upstream and downstream stakeholders to jointly build a low-carbon and resilient industrial ecosystem. To this end, the Company has formulated a systematic stakeholder engagement strategy, orderly guiding and standardizing communication and collaboration with core stakeholders to drive low-carbon transformation across the entire value chain.

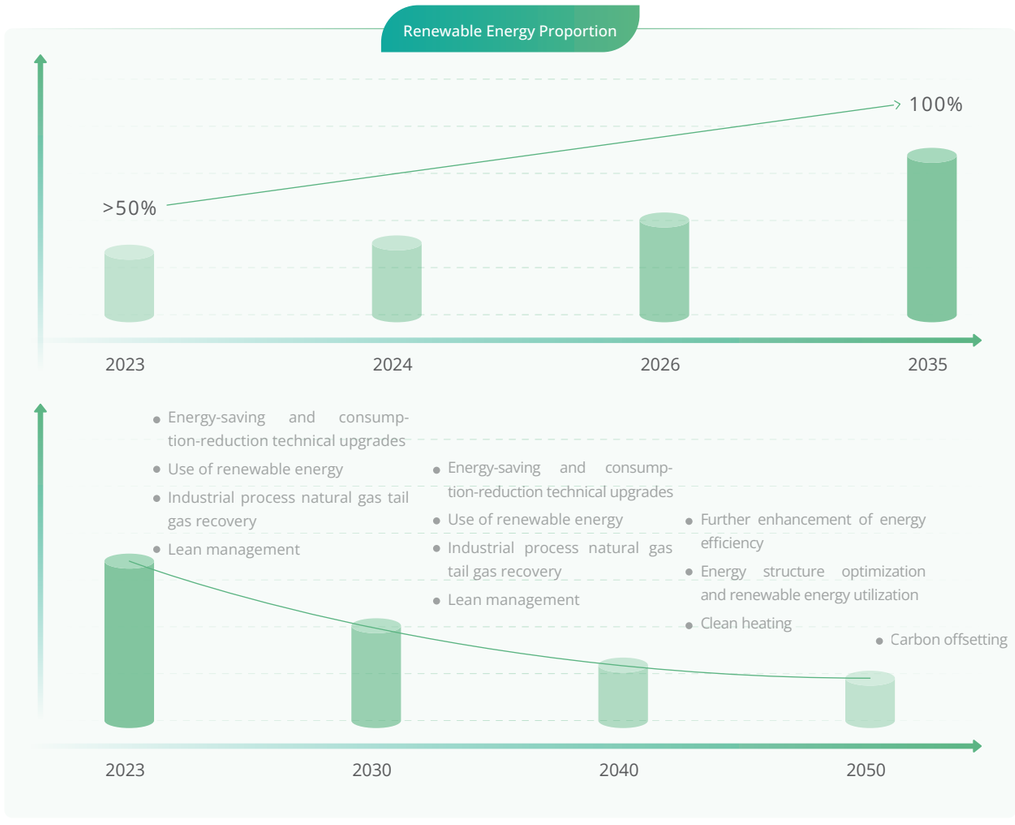
Stakeholder Type	Key Targets	Core Objectives	Expected Contribution
Suppliers	• Key raw material suppliers, high-emission suppliers, logistics service providers.	• Collect emission data, encourage suppliers to set emission reduction targets, enhance carbon management capabilities, build a green supply chain.	• Improve the accuracy of Scope 3 emission calculations, transforming indirect emissions into measurable, manageable, and actionable initiatives.
Customers	• Large enterprise customers, customers with specific sustainability requirements	• Understand low-carbon product demands, showcase carbon footprint advantages, collaborate on developing low-carbon application scenarios.	• Meet customer needs, attract new clients, ensure market returns on low-carbon investments, and establish a virtuous cycle.
Investors	• Investors, ESG rating agencies.	• Clearly communicate climate risks and opportunities, disclose transition progress, and respond to climate information disclosure requirements.	• Reduce investors' perception of risk, secure long-term strategic support, and ensure funding for low-carbon technology and energy efficiency improvements.
Government and international organizations	• Central and local policy-making institutions and regulatory bodies, as well as international organizations such as the UN.	• Participate in policy and standard formulation, grasp policy trends, and make advance preparations.	• Strive for a favorable policy environment, guide enterprises in developing forward-looking strategies, and enhance the impact of actions.
Industry associations	• International organizations, industry associations.	• Align climate action with international leading standards and expand corporate social influence.	• Promote the integration of climate actions with global practices and play a leading role in the industry.
Communities and employees	• Local communities where factories are located, all employees.	• Manage social impacts of transition, enhance employee engagement, create shared value through local projects.	• Reduce operational risks, improve internal and external climate perception and participation capabilities, and enhance corporate resilience and social reputation.

Climate Metrics and Targets

The company strictly adheres to the *United Nations Framework Convention on Climate Change,* actively responds to the "dual carbon" policy call, and has established a climate-related target system based on its business development strategy and industry low-carbon transition trends, balancing compliance with strategic orientation.

Scope 1 and Scope 2 Emission Reduction

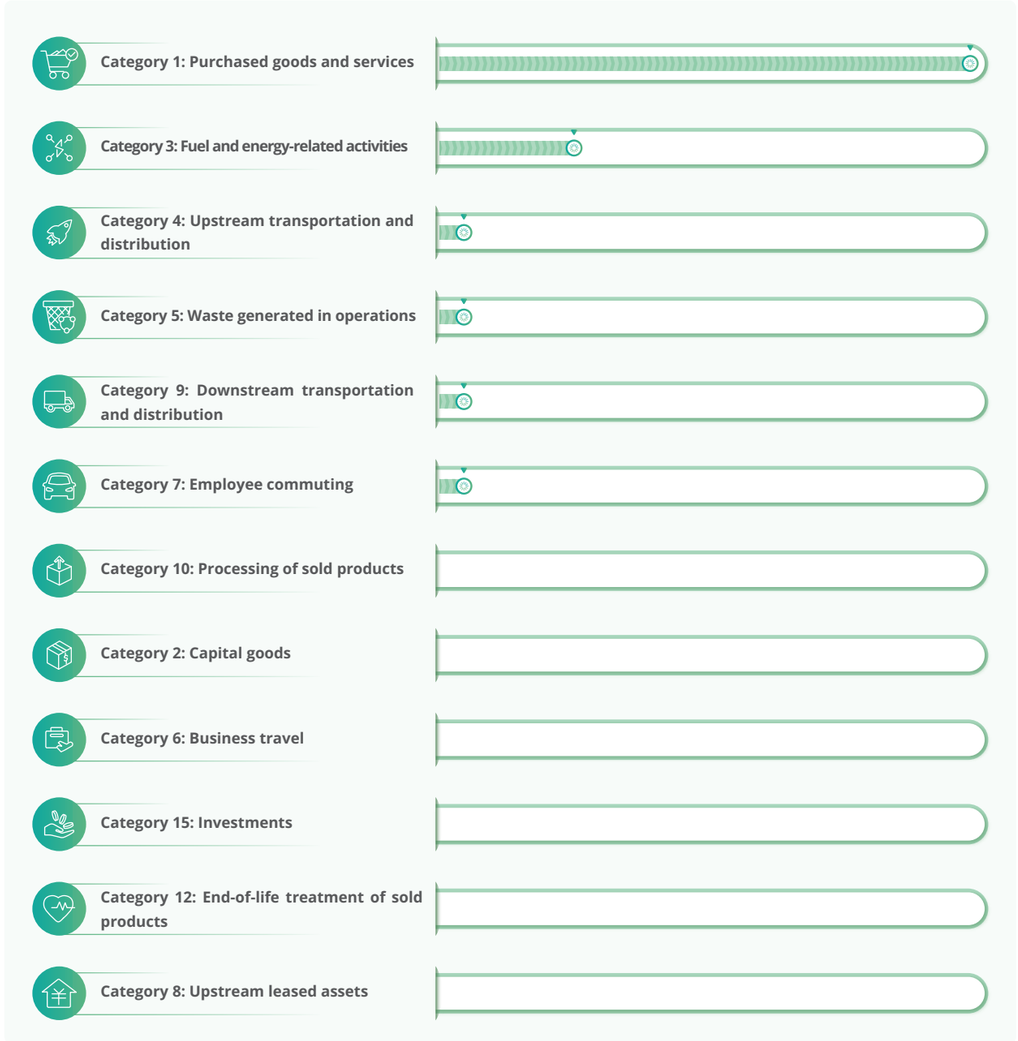
The Company officially announced its commitment to achieving net-zero emissions by 2050 and plans to complete the Science Based Targets initiative (SBTi) validation and approval by 2030. To ensure the timely achievement of emission reduction targets and the net-zero vision, the Company has formulated a series of specific, quantifiable action goals covering key areas such as energy management optimization, energy efficiency improvement, and renewable electricity consumption.



Note:The Company's Scope 1 greenhouse gas emissions refer to the carbon dioxide emissions generated from the consumption of fossil fuels, including gasoline used by company vehicles and natural gas used in production and logistics services. The company's Scope 2 greenhouse gas emissions refer to the greenhouse gas emissions converted from net purchased electricity and steam, primarily including electricity and steam purchased for production, office operations, and logistics.

Enhancing Internal Scope 3 Accounting Capabilities

The Company continuously enhances its Scope 3 emission accounting capabilities, striving to improve the accuracy, completeness, and comparability of calculation results. Strictly following the ISO 14064 standard, the Company monitors and reports Scope 3 emissions, covering categories including purchased goods and services, fuel- and energy-related activities, waste generated in operations, employee commuting, business travel, and upstream and downstream transportation and distribution. This covers categories 1, 3, 4, 5, 6, 7, and 9, achieving a coverage rate of 70%. At the same time, the Company continuously optimizes accounting methods and data sources. By using more granular procurement data to match corresponding emission factors, replacing industry average emission factors with actual supplier data, and incorporating more localized emission factors, the Company continuously improves the accuracy and scientific rigor of its Scope 3 emission accounting.



Going forward, the Company will continue to focus on optimizing Scope 3 emission accounting, striving to incorporate more supplier-level data. For purchased goods, it will systematically collect and apply product carbon footprint data provided by suppliers, continuously improving the accuracy and comparability of Scope 3 emission calculations. At the same time, the Company will timely assess the impact of changes in accounting methodologies and emission factors. In the event of significant adjustments, it will promptly recalculate base year emissions to ensure the scientific validity, compliance, and continuity of emission accounting.

Total GHG emissions

44.64 10,000 tCO_2e

Scope 1 GHG emissions

3.41 10,000 tCO_2e

Scope 2 GHG emissions

41.23 10,000 tCO_2e

GHG emission reductions

25,718 Ton of CO_2 equivalent

Scope 1 emission reductions

5,513 Ton of CO_2 equivalent

Scope 2 emission reductions

20,205 Ton of CO_2 equivalent



Social Dimension

Embracing Warmth to Build a Win-Win Ecosystem with Responsibility

Minmetals New Energy consistently upholds a development philosophy centered on people, customer focus, innovation-driven growth, and collaborative win-win outcomes. We are deeply committed to talent cultivation and rights protection, strengthening product quality and customer trust, advancing technological innovation and intellectual property safeguards, and forging a resilient and efficient supply chain ecosystem. Staying true to our central SOE mission, we actively fulfill social responsibilities by promoting rural revitalization and public welfare initiatives, infusing development with warmth and responsibility with depth.



Response to the United Nations Sustainable Development Goals (SDGs)



Empowering Careers and Uniting for Growth

Minmetals New Energy remains steadfast in compliant employment practices and humanistic care, grounded in equal opportunity, rights protection, talent development, and democratic governance. We comprehensively strengthen employee growth foundations by establishing a diverse and inclusive hiring system, refining end-to-end rights protection mechanisms, creating multi-channel development platforms, and deepening democratic participation. This safeguards employees' legitimate rights, unlocks their potential, and achieves collaborative success with our workforce.

Compliant Recruitment and Diverse Talent Acquisition

The Company strictly adheres to relevant laws and regulations, including the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*. It has established and implemented a series of rules and regulations, such as the *ecruitment Management Measures* and the *Labor Contract Management Measures* to strengthen the foundation of compliant recruitment practices.

The Company adheres to lawful and compliant hiring practices, ensuring the authenticity of recruitment information, the fairness of the recruitment process, and the impartiality of hiring outcomes. The Company fosters an equitable employment environment, strictly prohibits employment discrimination, and ensures that no job applicants are subjected to discrimination based on age, gender, ethnicity, or any other factors, thereby effectively safeguarding workers' rights to equal employment.

The Company emphasizes diversity and inclusion. Aligned with its actual operational and production needs, it actively attracts top talent from various backgrounds and disciplines through multiple channels, including social recruitment, campus recruitment, and internal job competition.

With the development of the R&D talent team as the core focus

The Company is strengthening the recruitment of R&D personnel to achieve continuous expansion in scale and ongoing optimization of the structure of the R&D workforce.

With the development of the production engineer team as a key priority

The Company is enhancing the recruitment of engineers specializing in process, equipment, and quality, aiming to establish a reasonable talent reserve while meeting production demands .

With the development of the skilled talent team as the foundation

The Company is adopting a multi-pronged approach to recruit frontline technical workers, providing the manpower support necessary to ensure stable and orderly production and to achieve the core objectives of "Ensuring Production and Securing Delivery" .

Total Number of Employees
2,313 Person

- Ethnic Minority Employees: 124 Person
- Percentage of Ethnic Minority Employees: 5.36 %
- Disabled Employees: 5 Person
- Percentage of Disabled Employees: 0.22 %
- Veteran Employees: 61 Person
- Percentage of Veteran Employees: 2.64 %

By Employment Type
- Full-time Employees: 2,313 Person
- Part-time Employees: 0 Person

By Gender
- Male: 1,813 Person
- Female: 500 Person

By Age
- 30 and Below: 810 Person
- 30-50 (Inclusive): 1,386 Person
- Above 50: 117 Person

By Professional Category
- Production Personnel: 1,492 Person
- Technical Personnel: 637 Person
- Sales Personnel: 12 Person
- Financial Personnel: 21 Person
- Procurement Personnel: 32 Person
- Administrative Personnel: 119 Person

By Education Background
- Doctoral Degree: 12 Person
- Master's Degree: 216 Person
- Bachelor and Below: 2,085 Person

Employment Management

The Company continuously standardizes its labor and employment management practices and effectively safeguards the legitimate rights and interests of its workforce. It establishes and improves labor and employment rules and regulations in accordance with the law, ensuring that workers enjoy their labor rights and fulfill their corresponding obligations; it implements a policy of signing labor contracts with all eligible employees and arranges for the execution of written labor contracts promptly; it strictly fulfills its statutory disclosure obligations as an employer, with pre-employment notification and training conducted in a standardized and procedural manner; it explicitly prohibits the recruitment of child labor, a requirement rigorously enforced during resume screening, interview assessments, and onboarding procedures. In 2025, the Company received zero complaints related to human rights issues and recorded zero incidents of child labor. The Company fully performs its duties as an employer in strict accordance with the terms stipulated in labor contracts. Any amendments, terminations, or expirations of labor contracts are carried out in full compliance with laws and regulations.

Employee Well-being and Occupational Health

Remuneration and Benefits

The Company has established normative documents such as the *Company Compensation Management Measures and Company Employee Performance Appraisal Management Measures* to provide industry-competitive compensation and ensure timely and full payment. The Company respects the value differences across positions, implements differentiated compensation systems for various job categories, and establishes a scientific, reasonable, and effective compensation distribution model with a dynamic adjustment mechanism. The Company actively responds to employee demands. Attendance results, performance evaluations, and disciplinary actions are confirmed by employees' signatures, and employees have the right to appeal if they have objections.

The Company consistently adheres to a people-oriented approach, delivering thoughtful and compassionate employee care services, and fostering team cohesion through diverse activities.

Health Care

We organized initiatives such as summer cooling measures, comprehensive health checkups, scientific weight-loss lectures, and "Xiangzhi Workshop" sessions. The Company also provided targeted support for employees in need and facilitates medical mutual aid applications, effectively safeguarding employees' physical and mental well-being.

Sports & Recreation

We successfully hosted the first "Minmetals New Energy Cup" Sports Festival, featuring tug-of-war, volleyball, badminton, and basketball competitions. The Company also actively participated in the inaugural China Minmetals Central China Regional Employee Sports Games, winning the Outstanding Organization Award and showcasing the team's vibrant spirit.

Cultural Life

We carefully curated signature events such as the Lantern Festival celebration, Women's Day movie screenings, Tree Planting Day, and Dragon Boat Festival intangible cultural heritage activities to enrich festive atmospheres. The Company also continued to organize Family Open Days and the second "Dream Building with Children" summer research program, leveraging family bonds to empower corporate development and cultivate a warmer, more cohesive corporate culture.

Case **Minmetals New Energy Successfully Concluded the First "Minmetals New Energy Cup" Sports Festival**

In November 2025, Minmetals New Energy organized the first "Minmetals New Energy Cup" Sports Festival, featuring events such as air volleyball and basketball competitions, where teams competed for awards. During the games, participating employees demonstrated tenacity, teamwork, and a competitive spirit, fully showcasing the indomitable and striving ethos of Minmetals New Energy.





Case **Minmetals New Energy Participated in China Minmetals Central China Regional Employee Sports Meet**

In October 2025, the first China Minmetals Central China Regional Employee Sports Meet was held in Wuhan, featuring 28 competition events across five categories: individual athletics, team athletics, individual fun games, team fun games, and on-site experiences. The Minmetals New Energy team demonstrated tenacious willpower and relentless fighting spirit, securing multiple honors in both individual events and group fun competitions, while the Company received the Outstanding Organization Award.





Case **Minmetals New Energy Trade Union Hosted "Savoring Zongzi, Inheriting Intangible Cultural Heritage" Themed Event**

To enrich employees' cultural life and promote China's outstanding traditional culture, in June 2025, the Minmetals New Energy Trade Union organized the "Savoring Zongzi, Inheriting Intangible Cultural Heritage" themed event. Activities included traditional handicraft experiences such as five-colored silk ropes making, DIY sachets, and bead stringing, alongside a Dragon Boat Festival cultural knowledge quiz and special holiday delicacies.



Case **Minmetals New Energy Launched "Spring Breeze Warms March, Love Welcomes Goddesses' Day" Movie Screening Event**

On March 7, 2025, to celebrate the 115th International Women's Day, enrich female employees' spiritual and cultural lives, and enhance their cohesion, the Minmetals New Energy Trade Union organized a screening of the film "Nezha: The Devil's Birth" for over 200 female employees. This reimagined classic conveys an indomitable spirit of perseverance and responsibility, offering a dual feast of visual and intellectual inspiration.





Case **Minmetals New Energy Held Second "Children's Dreams" Summer Research Activity**

In August 2025, Minmetals New Energy organized the second edition of its "Children's Dreams" summer research program. The event featured carefully designed sessions including themed lectures, fun knowledge competitions, and visits to the corporate culture exhibition hall, helping children learn about the new energy industry as well as the Company's development history, products, and processes. Additionally, parent-child interactive games were held on-site, allowing employees and their families to enjoy quality time together. This not only strengthened family bonds but also exposed children to new energy knowledge, planting seeds of innovation in their minds.





Health and Safety

The Company places high importance on employee health and workplace safety, actively promoting health awareness, conducting health training, and fostering a healthy environment to enhance employees' occupational health awareness and literacy. The Company has formulated the *General Emergency Response Plan for Public Emergencies, Emergency Management Measures for Public Emergencies,* and *Management Measures for Workplace Safety Emergency Preparedness,* establishing a "1+1" emergency response framework for public emergencies. Subsidiaries have respectively established *Workplace Accident Emergency Response Plans,* covering comprehensive emergency plans, specialized emergency plans, and on-site response procedures. The Company has obtained ISO 45001:2018 Occupational Health and Safety Management System Certification.



ISO 45001 Certification

The Company adheres to the bottom line of safety development, continuously advances the dynamic clearance of major accident hazards, conducts special rectifications in key areas such as fire safety and subcontractor construction, and strengthens workplace safety safeguards. We consistently improve the safety management system, enhance the dual prevention mechanism, establish assessment mechanisms for safety production management, optimize reporting channels for safety violations, and elevate the effectiveness of safety and environmental protection management. We rigorously organize thematic campaigns including "Workplace Safety Month" and "Fire Prevention Awareness Month", conduct emergency drills for key risks such as hazardous chemical leaks and fire evacuations, and strengthen employees' safety and environmental awareness. We strengthen occupational health management by conducting pre-employment, on-the-job, and post-employment health checkups, establishing occupational health records, implementing "family doctor" programs in workplaces, and advancing the "Healthy Enterprise" initiative.

Case **Minmetals New Energy Launched the "Safety First Lesson for Work Resumption" Campaign Series**

In February 2025, Minmetals New Energy organized a series of activities titled "Safety First Lesson for Work Resumption" to deploy safety measures for production restart. The Company reinforced primary responsibilities, implemented relevant measures, established special inspection teams, conducted comprehensive on-site hazard inspections, and supervised immediate rectifications—providing solid safety assurance for high-quality development in 2025.





Case **Goldshine Energy Conducted Confined Space Emergency Drill**

On June 25, 2025, Goldshine Energy carried out a comprehensive confined space emergency drill, aiming to thoroughly implement President Xi Jinping's important directives on workplace safety and enhance employees' safety awareness and emergency response capabilities. The drill adopted a combat-oriented approach, simulating a scenario where a subcontractor collapsed after entering a synthesis tank without authorization. After activating the emergency response plan, all response teams coordinated seamlessly, executing standardized rescue procedures including CPR, and successfully completed the mission. After the drill, hands-on CPR and AED operation training were conducted to strengthen all-staff emergency skills. This drill deepened employees' awareness of confined space operation risks, honed the emergency team's coordination capabilities, and implemented confined space operation safety management requirements. It provided solid support for the Company to strengthen production safety defenses and ensure high-quality development.





Talent Cultivation and Development Empowerment

Adhering to the philosophy of "prospering the enterprise through talent", the Company genuinely focuses on employee growth by formulating and implementing the Education and Training Management Measures along with supporting policies. Based on job characteristics, the Company provides employees with multiple career paths including management track, professional track, specialist track, and operational track. It establishes a diversified career development system featuring vertical promotion, horizontal job rotation, and lateral movement to core positions. The Company establishes scientific talent evaluation and selection mechanisms, actively promotes talent echelon construction, implements reserve management cadre training programs, and builds extensive platforms for employee growth.

The Company has implemented a series of measures, including job rotation, mentorship programs, and skills competitions to fully unlock employees' potential. These initiatives empower individual career development and inject vitality into the Company's long-term growth, building a high-quality talent force to support the Company's high-quality development.

Democratic Management and Rights Protection

The Company strictly adheres to the staff-representative congress system, convening two sessions annually to review major matters such as salary adjustment plans, employees' rights to information, participation, and oversight are validly implemented. The Company upholds and improves the employee director system, safeguarding staff representatives' rights to orderly participation in corporate governance. Democratic management remains a key agenda item, with established channels for employee feedback to protect workers' rights. The Company maintains transparency in factory affairs, promptly disclosing important matters through bulletin boards, OA systems, and other channels. Solicit proposals from staff representatives, collect reasonable suggestions through the "Suggestions Box", actively listen to employees' suggestions and opinions on Company development, and effectively address their concerns. Organize symposiums with key talent representatives to understand their perspectives and widely solicit opinions on Company reforms and development. By continuously deepening democratic management, we not only fully safeguard employee rights but also foster broad consensus for scientific decision and steady development.

Case **Minmetals New Energy Held Symposium with Key R&D Talent Representatives**

In December 2025, Minmetals New Energy organized a symposium with key R&D talent representatives, where participants actively contributed suggestions on R&D management,achievement transformation, technical breakthroughs, and talent force building. This symposium established a platform for scientific research exchange, extensively pooled innovative wisdom, clarified the direction of research work, and further ignited the enthusiasm of research backbones. It provided strong support for the Company to strengthen technological innovation and achieve high-quality development.



Sincerely Service Customers Value Co-Creation

Minmetals New Energy has always regarded product and service quality as the foundation of development. By strengthening responsibility implementation, deepening digital and intelligent empowerment, and fostering a quality culture, the Company continuously refines product and service quality. With craftsmanship and commitment, it fulfills quality promises, creates long-term value for customers, and promotes the prosperous development of the industrial ecosystem.

Product Quality Governance

The Company strictly complies with the *Product Quality Law of the People's Republic of China, Metrology Law of the People's Republic of China, Detailed Rules for the Implementation of the Metrology Law of the People's Republic of China, Application Requirements for the Competence Recognition Criteria of Testing and Calibration Laboratories,* and *Guidelines for the Recognition of Internal Testing Laboratories.* It adheres to relevant control regulations such as RoHS, EU REACH, TSCA, POPs, and PFOS, and has formulated the *Quality Management Measures of Minmetals New Energy Materials (Hunan) Co., Ltd.* to comprehensively standardize quality management work. Meanwhile, the Company has established a quality and safety accountability system covering all employees, including top management, management representatives, and personnel at all levels of management and operations, clarifying the quality management framework and responsibilities.

Top Management

Formulate quality strategies, implement the quality and safety accountability system, enhance organization-wide quality awareness, fulfill quality responsibilities, and establish a quality culture and values.

Management Representative

Formulate quality policies and objectives, plan the establishment, operation, and continuous improvement of the ISO 9001/IATF 16949:2016 quality management system, exercise the authority of quality veto, and implement quality assessment incentives.

Quality Management Positions

Assume primary management responsibilities, strengthen process quality control and supervision, organize quality analysis, correction, and improvement, and implement the quality and safety accountability system.

Production/Inspection and Other Management and Operational Execution Positions

Assume direct responsibility, operate in accordance with quality management requirements and operational procedures, and fulfill the quality and safety responsibility system.

By the end of 2025, the Company had obtained GB/T19001-2016/ISO9001 quality management system certification, while two subsidiaries had achieved both GB/T19001-2016/ISO9001 quality management system certification and IATF 16949 automotive quality management system certification. Subsidiary laboratories had been accredited by CNAS (China National Accreditation Service for Conformity Assessment).

The Company regularly conducts internal and external product testing and evaluations to ensure quality and safety. Internal monitoring includes product sampling and trend tracking, while external monitoring involves third-party product testing.

Product and Service Management System

- *Production Control Procedure*
- *Supplier Control Procedure*
- *Nonconforming Product Control Procedure...*

Product Recall System

- *Customer Feedback Control Procedure*

After-Sales Service System

- *Sales Management Measures*
- *Implementation Rules for Account Manager Mechanism*
- *Consumer Feedback Control Procedure*

Customer Complaint System

- *Consumer Feedback Control Procedure*

Product Quality Strategy

The Company adheres to the quality management philosophy of "crafting products and services that exceed customer expectations with artisan spirit". Upholding the service principle of "observing the market attentively and treating customers sincerely", we remain customer demand-driven. Through professional dedication, standardized management, precise control, innovative management models, and continuous improvement initiatives, we strive to deliver products and services that surpass customer expectations, achieving mutual growth.



Product Quality Impact, Risk and Opportunity Management

The Company has established a comprehensive supplier evaluation system, implementing a "dynamic assessment, survival of the fittest" approach. Suppliers are categorized into four tiers—"A" "B" "C" and "D"—based on evaluation results. Tier D suppliers are deemed unqualified and excluded, with re-entry prohibited for one year. Additionally, a "blacklist" mechanism further strengthens supplier oversight. Throughout the year, raw material controls are implemented for 260 suppliers.

The Company and its two subsidiaries have established dedicated quality management departments. By building "systems + technology + standards", we have developed process control specifications and standards covering the entire business workflow—from customer requirement identification, product design and development, manufacturing, and product delivery to customer feedback.

All subsidiaries have established independent testing centers, building professional management and inspection teams, and setting up comprehensive quality inspection systems. These testing centers are all accredited by CNAS.

The Company has developed a quality management cockpit to enable real-time monitoring of product pass rates, raw material qualification rates, and quality performance of customers and suppliers. All testing centers have fully completed the building and operation of LIMS systems, achieving paperless sample submission and testing processes, automated data updates and integration with a single click, and efficient traceability of test results. Subsidiary Changyuan New Energy has piloted the building of a smart laboratory system, realizing real-time visual management of core indicators such as energy consumption and equipment status in testing centers through multi-dimensional monitoring modules.

The Company has formed a professional service team composed of sales, technical support, and quality personnel to efficiently address quality issues and technical challenges in customer service at all levels, while also conducting training for service personnel.

01 **Pre-Sales** Provide services such as product introduction, consultation, and testing to help customers understand product features and performance; record customer information and purchase history to establish an information database.

Mid-Sales Provide logistics services and usage guidelines to ensure timely delivery and correct product usage by customers. 02

03 **After-sales** Offer after-sales support and services such as returns and exchanges to ensure a positive customer experience while recording information to verify user identity.

Customer Follow-up After service completion, conduct follow-up visits with customers and collect feedback on their usage experience. By understanding customer satisfaction and suggestions, we continuously improve and enhance service quality. 04

Product Quality Metrics and Targets

In 2025

The Company had zero major liability accidents related to product and service safety and quality.

Quality Management Achievements and Service Assurance

Quality Culture Development

The Company organizes diverse quality improvement activities such as quality awareness training, quality knowledge competitions, and quality benchmarking evaluations, fostering a strong atmosphere where everyone focuses on, creates, and enjoys quality. Aligned with the requirements of high-quality development, the Company launched a diverse range of "Quality Month" activities under the theme of "Digital Intelligence Driving, Strengthening Foundations and Supply Chains, Innovating Quality Ecosystems". These activities included specialized training, targeted exchanges, knowledge competitions, skills contests, and benchmark evaluations, fostering a strong quality culture where "everyone emphasizes quality and quality is prioritized everywhere". The Company will consistently adhere to the action guideline of "relentless pursuit of excellence in quality". By deepening quality transformation and focusing on delivering products and services that exceed customer expectations, it strives to provide higher-quality offerings for clients and society.

Product Recalls

In accordance with the *Sales Management Measures, Customer Manager Mechanism Implementation Rules,* and *Customer Feedback Control Procedures,* the Company has established a customer manager team and a robust product recall mechanism. All departments are required to immediately halt sales and proactively recall products if they fail to meet national, industry, or internal standards or pose safety hazards. Solutions must be developed for problematic products.

Customer Complaint Handling

The Company has implemented systematic complaint management policies and transparent complaint reporting channels. When a complaint is received, it must be escalated to the responsible department within two hours. The responsible department conducts investigations, verifications, and feedback, while the Quality Assurance Department oversees the process.

The Company follows the *Customer Feedback Control Procedures*, categorizing complaints into major, general, and minor based on their impact. Personnel involved in complaint handling are required to provide appropriate response plans within specified timeframes. Among these, all complaint incidents and service quality are incorporated into performance evaluations.

Customer complaint information is received through designated channels upon customer feedback, then forwarded to responsible departments for root cause analysis, action planning, and prevention of similar complaints until resolution and customer satisfaction are achieved.

Case **Minmetals New Energy Launched Quality Improvement Campaign with the Theme "Digital Intelligence-Driven, Strengthening Foundations and Chains, Innovating Quality Ecosystems"**

In September 2025, Minmetals New Energy aligned with the *Outline for Building a Quality Nation* to launch a series of quality enhancement activities under the theme "Digital Intelligence-Driven, Strengthening Foundations and Chains, Innovating Quality Ecosystems", driving quality management improvements and efficiency gains.






Data Security and Privacy Protection

The Company strictly complies with relevant laws and regulations, including the Data Security Lawof the People's Republic of China, the Personal Information Protection Law of the People's Republicof China, and the Cybersecurity Law of the People's Republic of China, and carries out its operationsaccordingly in accordance with its internal policies such as the Measures for the Administration ofNetwork and Information Security and the Measures for the Administration of Information SystemData. The Company has established a Cybersecurity and Informatization Committee chaired by theChairman of the Board, which is responsible for implementing regulatory requirements, reviewingdevelopment plans and institutional standards, coordinating major incidents, and overseeingoverall work advancement.

Advancing Innovation for Research for Long-Term Impact

Minmetals New Energy consistently prioritizes technological innovation as its core driver, establishing a sustainable R&D system and deepening its expertise in lithium battery materials. Numerous scientific achievements reaches internationally advanced and leading levels, with substantial outcomes in standard-setting, continuously reinforcing its industry leadership.

Innovation-Driven Governance

To further enhance R&D efficiency and stimulate employee innovation, the Company has formulated internal management regulations such as the *Detailed Rules for Intellectual Property Management, Detailed Rules for Scientific Achievement Management, Detailed Rules for Special Science and Technology Fund Management,* and *Science and Technology Management Measures* in accordance with laws and regulations including the *Patent Cooperation Treaty,* the Patent Law of the People's Republic of China, the Implementing Regulations of the Patent Law of the People's Republic of China, the *Hunan Provincial Science and Technology Plan Project Management Measures,* and the *Hunan Provincial Science and Technology Progress Regulations.* These measures continuously standardize innovation and R&D management.

The Company has established and continuously improved a comprehensive, multi-level, and systematic sustainable R&D system. It has implemented a "Research Center + Research Institute + Project Team" scientific framework, strengthens sector-based management of R&D projects, clarifies primary responsibilities, and adopts a "de-administrative" approach by eliminating departmental structures in favor of project-based sector management. This enhances organizational operation and R&D management efficiency.

Minmetals New Energy established the Hunan Provincial R&D Center for Cathode Materials and Recycling Technologies of New Energy Batteries, the Changsha Pilot Platform for Industrialization of Lithium-ion Battery Cathode Material Technologies, and completed the registration of the "Changsha Low-Carbon Green New Energy Materials Technology Innovation Center". Through project commissions, joint R&D, and talent cultivation with universities such as the University of Science and Technology of China, University of Science and Technology Beijing, and Central South University, the Company has jointly trained 13 in-house engineering master's and doctoral students and 5 on-the-job doctoral candidates.

In 2025

Through methods such as joint research and development, and talent cultivation, a total of

13 in-company engineering master's and doctoral students

5 In-service Doctoral Students

As a core member of the SASAC's "Central Enterprises Solid-State Battery Industry Innovation Consortium", Minmetals New Energy led a national solid-state battery project under the Ministry of Industry and Information Technology. Its spearheaded scientific challenge, "High-Throughput Solid-State Battery Cathode", was selected as one of the SASAC's "Top Ten Scientific Problems". In 2025, one employee was recognized as a leading scientific and technological innovation talent in Hunan Province's Furong Plan, and another was named an Outstanding Young Scientific and Technological Talent in Changsha.

Changyuan New Energy, a subsidiary, successfully tackled the structural and interfacial stability challenges of medium-high nickel single-crystal materials under high voltage in the Hunan Province's "Unveiling and Commanding" project, "Next-Generation Power Ternary Cathode Materials", meeting the demands of next-generation power batteries for extended range, ultra-fast charging, and long cycle life, and passed the acceptance review. Goldshine Energy completed the Hunan Provincial Key R&D Program project, "Key Technologies for High-Capacity Lithium-Rich Manganese Precursors", developing a lithium-rich manganese-based cathode material with both high energy density and structural stability, which also passed the acceptance review. The Hunan Provincial Key R&D Program project "Development and Demonstration of Low-Cost, Short-Process Ternary Precursor Preparation Technology and Equipment", participated in by subsidiary Changyuan New Energy, was successfully approved for establishment.

The Company has established a sustainable innovation management system. In accordance with the *Detailed Rules for the Implementation of Science and Technology Project Management,* it oversees the entire lifecycle of R&D projects—from application and approval to execution, completion, and archiving.

Innovation-Driven Strategy

The Company is deeply committed to the R&D technology system for lithium battery cathode materials. Guided by the development philosophy of "mass-producing one generation, reserving one generation, and pre-researching one generation", it strengthens its technological positioning in the lithium battery materials sector. Targeted technology reserves and product development are conducted, while close attention is paid to advancements in new battery material systems. This ensures the Company seizes opportunities and maintains its industry-leading position in the development of new energy materials.



Innovation-Driven Impact, Risk and Opportunity Management

Enhancing Incentive Mechanisms

The Company places high importance on building a team of scientific research talents and incentivizing technological innovation. It continuously improves innovation incentive mechanisms, vigorously encourages technological breakthroughs and innovative practices, and establishes special rewards for product innovation, product value creation, process technology improvements, energy conservation and emission reduction, patents, and academic achievements, fully unleashing the innovation vitality of all employees.

To strengthen innovation-driven development, the Company directs compensation resources toward R&D talents and key innovation projects. It has introduced the "Product Value Creation Award" to highlight the incentive orientation for transforming innovative outcomes into market value. Additionally, the Company has revised the research institute's reward mechanism to stimulate the innovation enthusiasm of young key talents and bold experimenters, establishing a salary distribution mechanism and a long-term incentive and constraint mechanism rigidly linked to performance evaluations.

Establishment of Technical Standards

The Company has consistently increased R&D investment, focusing on technological breakthroughs and standard system development. It strengthens its foundation with core technologies and leads industry trends through advanced standards, fostering standardized and orderly industrial growth. By the end of 2025, the Company had implemented 92 standards. In 2025 alone, it participated in drafting and implementing 13 new standards.

By the end of 2025

Total Number of Standards Implemented by the Company

92

In 2025

New Standards Implemented with Company Participation in Drafting

13



Case **National Nonferrous Metals Standards Work Conference Successfully Held at Minmetals New Energy**

On July 9-10, 2025, the National Nonferrous Metals Standards Work Conference was successfully held in Changsha. Hosted by the National Nonferrous Metals Standardization Technical Committee and co-organized by Minmetals New Energy, the event aimed to standardize industry benchmarks and promote high-quality development in the nonferrous metals sector. The conference reviewed 12 draft national and industry standards, Among these, two standards drafted under the leadership of the Company's subsidiary, Changyuan New Energy, successfully passed expert review, filling a technical gap in the industry.





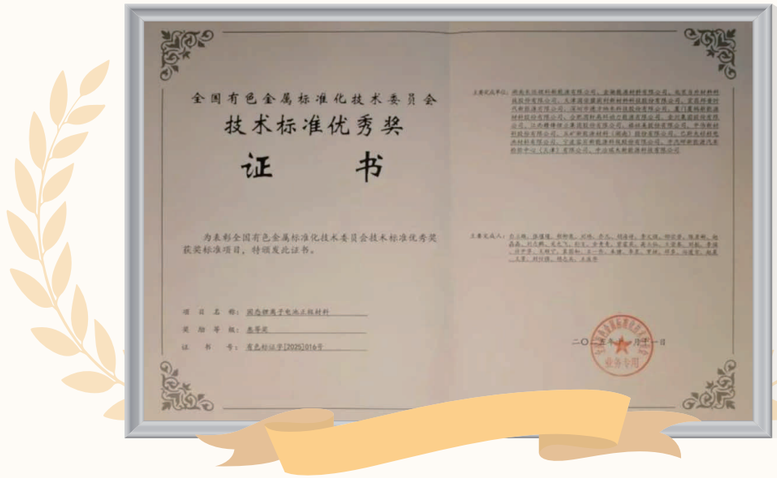
Case **Two Minmetals New Energy Technological Achievements Recognized as Internationally Leading and Advanced**

In September 2025, two technological breakthroughs by Minmetals New Energy were assessed by experts as reaching internationally leading and advanced levels respectively. These innovations strengthen original and pioneering technological supply, accelerate the industrialization of new energy materials, and support high-level self-reliance in science and technology. One achievement employs composite precursor preparation and multi-dimensional synergistic modification technology to overcome material performance limitations while meeting cross-sector demands. The other develops proprietary preparation processes enabling comprehensive synergistic control, with certain techniques achieving international leadership.



Case **Minmetals New Energy Led Development of Solid-State Battery Cathode Standard Winning "National Nonferrous Metals Standardization Technical Committee Outstanding Technical**

In November 2025, the National Nonferrous Metals Standardization Technical Committee announced the results of its annual Outstanding Technical Standard Awards. The industry standard *Solid-State Lithium-Ion Battery Cathode Materials*, developed under the leadership of subsidiary Changyuan New Energy, won a third-prize award.



Innovation Achievements and Industrialization

The Company adheres to technology-driven high-quality development, focusing on core technology breakthroughs and industrial applications in the new energy materials sector. It continuously advances key processes, enhances product performance, promotes efficient transformation of innovation outcomes, and steadily improves core competitiveness and market value.

Project "Key Technologies and Industrialization of High-Performance Ultra-High Nickel Cathode Materials and Their Precursors"

It meets the application needs in fields such as passenger vehicles, power tools, and low-altitude aircraft, gaining widespread recognition from domestic and international customers.

Project "Key Technologies and Industrialization of High-Capacity Sodium-Ion Battery Cathode Materials"

The products exhibit excellent energy density, cycling performance, and safety, with overall technology at an internationally advanced level.

Innovation in Traditional Technology Path for Mid-Nickel Materials

The product performance has been comprehensively upgraded, with 6-series high-voltage products successfully integrated into the supply chains of multiple leading customers.

Innovation-Driven Metrics and Targets

The Company drives high-quality development through technological innovation, jointly creating first-class products and contributing to the advancement of the national new energy materials industry. In 2025, guided by the Company's medium-to-long-term strategic plan, the formulation of the Company's "15th Five-Year Plan" science and technology special plan was completed.

In 2025

the Company's R&D investment amounted to RMB **26,769** million, accounting for **2.87** of operating revenue;

subsidiary Goldshine Energy passed the re-evaluation as a national-level "Little Giant" specialized and sophisticated enterprise.



Intellectual Property Protection, Building Momentum for Progress

As a "National Intellectual Property Advantage Enterprise", Minmetals New Energy attaches great importance to intellectual property protection. In compliance with the *Patent Law of the People's Republic of China, the Patent Cooperation Treaty,* and *the Implementing Regulations of the Patent Law of the People's Republic of China,* the Company has established internal management measures such as the *Detailed Rules for Intellectual Property Management, Detailed Rules for Scientific and Technological Achievement Management,* and *Science and Technology Management Measures to protect independent innovation achievements,* promoting technology transfer and commercial value realization, and providing intellectual property support for the Company's sustainable development.

The Company continuously improves the quality of patent drafting and miningto develop high-quality product patents. It has also adopted industry-standard patent search systems to strengthen internal patent search and analysis capabilities, as well as patent database development.

The Company prioritizes the development of high-value product patents, accumulating numerous key technologies in the cathode materials sector and establishing a robust intellectual property system. In 2025, the Company and its subsidiaries, Changyuan New Energy and Goldshine Energy, completed the audit of their intellectual property management systems.

By the end of 2025

202 valid patents

145 invention patents

44 utility model patents

58 new domestic patent applications were filed

53 invention patents

5 utility model patents

31 patents were newly granted

29 domestic invention patents

2 utility model patents



Collaborative Synergy and Shared Value Across the Chain

Minmetals New Energy strictly complies with national laws, regulations, and central SOE management requirements. Supported by digital platforms, we have established a full-lifecycle supplier management system, adhering to the principles of selecting the best and removing the inferior through dynamic control. We deeply integrate ESG concepts into the entire procurement process, striving to build a secure, stable, efficient, controllable, and responsibility-sharing sustainable supply chain, thereby fostering collaborative win-win outcomes across the upstream and downstream industrial chain.

Supply Chain Governance

The Company bases its operations on laws and regulations such as the *Bidding and Tendering Law of the People's Republic of China and the Guidance on Standardizing Procurement Management in Central Enterprises*. We have formulated internal management systems including the *Supply Chain Management Regulations, Procurement Management Regulations, Supplier Management Measures, Procurement Method Management Measures,* and *Procurement Supervision and Management Measures*. These measures enhance the supplier management framework, clearly define management responsibilities at all levels, and designate the Supply Chain Management Department as the unified oversight body for suppliers. Through dedicated personnel management and meticulous control, we have established an efficient, collaborative, and professionally segmented governance system.

The Company leverages responsible procurement as a key initiative, collaborating with suppliers to build a sustainable supply chain and fully integrating ESG concepts into the entire procurement process. In 2025, the Company established a responsible procurement due diligence management framework, formulated and implemented the *Minmetals New Energy Sustainable Development Evaluation Measures*, fully embedding ESG principles such as human rights protection, environmental conservation, and business ethics into the supplier screening and evaluation system. It explicitly prohibits child labor and forced labor, strictly controls pollution and carbon emissions, eliminates commercial corruption and conflict minerals, and establishes anonymous reporting and anti-retaliation mechanisms to strengthen the integrity and compliance baseline of the supply chain. By implementing the *Minmetals New Energy Sustainable Development Evaluation Form*, the Company conducts multi-dimensional audits and assessments of suppliers in areas such as human rights, environment, safety, ethics, greenhouse gas management, and biodiversity. This enables a thorough understanding of suppliers' ESG performance and drives continuous improvement, while consistently reinforcing carbon management requirements across the supply chain to promote collaborative sustainability enhancement upstream and downstream.

Supply Chain Strategy

The Company adheres to the core principles of "unified management, dynamic assessment, and selective retention", supported by a comprehensive supply chain risk management system. This enables full-cycle control from supplier onboarding to exit, ensuring stable supply chain operations and mitigating procurement risks. For supplier quality management, a robust evaluation system is established, featuring dynamic assessments and tiered classifications, complemented by a "blacklist" management mechanism to strictly control material supply quality at the source.



Access

The supplier qualification process is conducted on China Minmetals Supply Chain Platform, reviewing business licenses, credit status, qualification certificates, system certifications, etc., while evaluating metrics such as scale and financial status. Only qualified suppliers can participate in bidding, quotation, and other business activities.

Management

A rigorous quality management process is implemented, covering product introduction and other stages, with random unannounced inspections to achieve comprehensive control over supplier products, production, and sourcing.

Evaluation

Contract assessments (process evaluation and completion evaluation) and annual evaluations are conducted on the supply chain management platform. Annual scores are aggregated to determine supplier ratings, restricting or prohibiting the use of unqualified or blacklisted suppliers.

Review

Unannounced inspections and annual audits are performed irregularly for key raw material suppliers to prevent unauthorized changes and prohibit the use of materials from high-risk regions, helping suppliers identify supply chain risks.

Supply Chain Impact, Risk and Opportunity Management

Supplier Management

The Company adheres to procurement principles of openness, fairness, impartiality, good faith, and scientific optimization. It has established the *Supplier Code of Conduct and Sustainable Procurement Policy for Supply Chains*, issued the *Integrity Proposal to Partners*, and continuously strengthened supplier qualification and performance evaluation. Sustainable development capabilities are incorporated as core criteria in supplier selection.

When procuring materials, projects, and services, the Company and its subsidiaries primarily select suppliers from the qualified supplier pool through the China Minmetals Supply Chain Management Platform. Leveraging the platform's digital capabilities, it achieves full lifecycle management covering sourcing, qualification, utilization, evaluation, and exit, thereby continuously enhancing supply chain governance efficiency and management transparency.The Company treats SMEs equally, maintains sound cooperative relations with them on an ongoing basis, strictly abides by contractual terms, and has no record of overdue payments.

01 Supplier Sourcing

Adhering to the principles of openness, fairness, and impartiality, we employ a combination of open sourcing and targeted sourcing. Under the premise of ensuring the economy, safety, and timeliness of procurement activities, we effectively drive cost reduction and efficiency improvement by introducing full market competition. Through comprehensive evaluation of suppliers' creditworthiness and performance capabilities, we strengthen the risk prevention and control line of the supply chain, ensuring all procurement activities are implemented in a standardized, efficient, and orderly manner.

02 Supplier Qualification

We establish a "smart evaluation + manual assistance" mechanism, which includes preliminary review (qualitative assessment of basic conditions and disqualification items) and detailed review (quantitative scoring). Suppliers must meet requirements such as legal entity status, good reputation, and environmental and safety qualifications. After platform OCR recognition and third-party data intelligent pre-review, the procurement department conducts comprehensive evaluations on qualifications, production capacity, quality & environmental management systems, and green development.

03 Supplier Evaluation

A dual-track mechanism of "dynamic assessment + annual evaluation" is implemented: Daily issues are promptly recorded in the platform's "Supplier Issue Log"; post-contract execution quantitative evaluations cover business performance and comprehensive capabilities; compliance reviews are conducted for inactive suppliers. Annual results serve as the core basis for tiered classification, strengthening process documentation and accountability tracing.

04 Supplier Tiered Management

Annual performance is categorized into four tiers for management. Suppliers rated A (≥90 points), B (80–89 points), and C (65–79 points) are qualified, while D (<65 points) are unqualified. Grade A suppliers are prioritized for strategic partnerships; Grade B for deepened collaboration; Grade C for development and improvement; Grade D for suspended cooperation until compliance is verified. A red-yellow card warning system is implemented to dynamically adjust collaboration strategies for suppliers with quality issues.

05 Supplier Review

Priority is given to procuring green and low-carbon products, with incentives provided to suppliers with environmental certifications. Daily supervision and ad-hoc on-site audits are conducted through the platform, focusing on ESG risks such as environmental compliance, labor rights, and business ethics. Suppliers involved in serious violations such as bid-rigging and commercial bribery are added to a "blacklist".

The Company places high importance on responsible procurement, deeply integrating ESG requirements throughout the entire procurement lifecycle. In accordance with national regulations and industry standards, the *Supplier Management Measures* have been improved, clearly defining suppliers' responsibilities in areas such as environmental protection, workplace safety, and business ethics.

Green Priority

In sourcing and qualification processes, environmental credentials, safety production records, and green technology capabilities are prioritized as core evaluation criteria. Suppliers with government-certified green/low-carbon products/services receive incentives during vetting and assessment, with priority given under equal conditions.

Integrity & Compliance

Require 100% of key suppliers to sign the *Integrity Commitment Letter*. Practices like bid-rigging and commercial bribery are added to a "blacklist", triggering minimum three-year bans with public disclosure to strengthen anti-corruption monitoring.

Dynamic Empowerment

Conduct routine supervision and compliance reviews via supply chain platforms, incorporating green performance and compliance records into dynamic evaluations. Provide improvement guidance to underperforming suppliers to drive continuous enhancement.

Digital Enabling

Leverage end-to-end digital management to ensure traceable responsible procurement and preventable risks. Regularly verify suppliers' social responsibility fulfillment to substantively advance green transformation and sustainable development in supply chains.

Supply Chain Risk Control

The Company prioritizes ensuring supply chain security, stability, compliance, and sustainability as its core objectives. It has established a comprehensive lifecycle supply chain risk management system, implementing a dual-track mechanism of "daily dynamic monitoring + annual comprehensive assessment". This approach systematically identifies and evaluates risks from dual dimensions—likelihood of occurrence and impact severity—while deeply embedding ESG risks into management processes. Key focus areas include ethical integrity risks (commercial bribery, bid-rigging, etc.), HSE and compliance risks (environmental violations, workplace safety hazards, and labor rights), supply stability risks (production capacity fluctuations, delivery delays), quality and green risks (product defects, inadequate low-carbon capabilities). Leveraging digital platforms, the Company enables risk early warning, rectification tracking, and closed-loop management to ensure overall supply chain risk controllability and a solid foundation for sustainable development.

Risk Response and Implementation Outcomes:

"Daily Dynamic Monitoring + Annual Comprehensive Assessment" Dual-Track Risk Evaluation Mechanism:

Daily operations involve real-time tracking of supplier qualification validity, contract performance issues, and ESG performance via the platform, with automated alerts triggered as needed. Annual assessments systematically evaluate risks based on the "Supplier Issue Log" and "Quantitative Evaluation Results Table", focusing on four key dimensions: ethical integrity, HSE compliance, supply stability, and green/low-carbon performance. Risk levels are quantified and incorporated into tiered management criteria.

Tiered Targeted Measures

For Grade A/B suppliers, strategic partnerships and green incentives are strengthened; Grade C suppliers receive targeted corrective guidance with time-bound review and closure; Grade D or red-flagged suppliers face suspended cooperation until rectification is verified and approved.

Rigid Integrity Constraints

The procurement process is made transparent through an information platform, with sustainable clauses solidified in contracts. 100% of key suppliers have signed the *Integrity Commitment* . Bid-rigging, collusion, commercial bribery, and similar violations result in immediate blacklisting and disqualification upon confirmation. High-risk suppliers are subject to rectification within a set timeframe or contract termination, ensuring the entire supply chain aligns with the Company's sustainability commitments.

Green Synergy Empowerment

During procurement execution, priority is given to clean energy, recycled materials, and eco-friendly packaging, promoting green product design and low-carbon logistics collaboration. Environmental qualifications and low-carbon certifications are incorporated as core criteria for supplier access and evaluation, with incentives for priority cooperation extended to top-performing green suppliers.

Continuous Improvement Mechanism

For systemic risks identified in assessments (e.g., delayed supplier qualification updates), the platform's intelligent pre-review rules are optimized, and third-party data verification frequency is increased. The rectification closure rate is integrated into procurement department performance metrics to drive management iteration. In 2025, the supply chain platform dynamically monitored over 700 suppliers, achieving a 100% rectification completion rate with no major supply disruptions or ESG violations, continuously enhancing supply chain resilience and sustainable development capabilities.

Supply Chain Safety Management

- The Company has deepened its centralized procurement efforts. By comprehensively analyzing procurement data from the previous year, including statistical categorization of material codes, analysis of expenditure proportions, and evaluation of supplier concentration, it has identified high-frequency, high-value, and highly standardized categories of materials and services. Based on this, the Company has set annual centralized procurement management targets based on projected business growth through 2025. It has also preliminarily established a *Corporate Centralized Procurement Catalog* covering bulk raw materials (e.g., lithium carbonate, nickel sulfate), general equipment spare parts, laboratory consumables, engineering services, and consulting services, laying the groundwork for large-scale procurement.
- The Company focuses on strengthening centralized procurement management and process monitoring. It clearly stipulates that projects included in the centralized procurement catalog must be uniformly organized and implemented by the corporate procurement department. Procurement plan management has been enhanced to improve transparency and compliance.
- For categories within the *Centralized Procurement Catalog,* the Company actively promotes procurement models such as "framework agreements" and "strategic partnerships". For standardized materials with high universality, annual framework tendering is adopted to secure high-quality suppliers and favorable prices. For critical bulk raw materials, the Company actively explores establishing long-term strategic partnerships with leading industry suppliers to ensure supply stability and cost advantages.
- The Company has refined systems such as the *Warehousing and Logistics Management Measures* and *External Warehousing Risk Management Measures* to strengthen the management of external logistics suppliers, ensuring product delivery and the safety of goods in transit.

Supply Chain Disruption Response

- The Company's operations center leads efforts to prevent supply chain disruptions. This includes expanding sourcing for key raw material suppliers to mitigate single-supplier risks, implementing safety stock alerts for critical materials under the *Safety Inventory Management System,* and conducting compliant emergency procurement as per the *Procurement Management Regulations.* It also involves promptly activating alternative suppliers and coordinating raw material procurement, storage, transportation, and sales to ensure stable production and operations.



Responsible Minerals

The Company upholds responsible sourcing as a core principle, systematically advancing compliance management and social responsibility practices in the mineral supply chain, and earnestly fulfilling its commitments to human rights, environmental protection, and community development. In accordance with the *Chinese Due Diligence Guidelines for Responsible Mineral Supply Chains*, the *OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas*, and the EU *Batteries and Waste Batteries Regulation*, the Company has formulated and issued the *Responsible Mineral Supply Chain Management Policy*, developed the *Mineral Supply Chain Due Diligence Management Manual and the Conflict-Affected and High-Risk Areas Identification Procedure*, and established a grievance mechanism to build a comprehensive due diligence management system.

To effectively mitigate social and environmental risks, resolutely prevent severe human rights violations, and avoid potential contributions to armed conflict, the Company has comprehensively reviewed and updated the supply chain maps for nickel, cobalt, manganese, and lithium minerals. Leveraging existing systems, it has identified conflict-affected and high-risk areas within the supply chain. By utilizing third-party professional assessments and qualitative supply chain data analysis, the Company has evaluated warning signals and developed targeted risk mitigation strategies.

The Company will continue to collaborate with upstream and downstream partners and professional institutions to jointly advocate for responsible mineral practices. Through supplier capacity-building initiatives and sharing management expertise, the Company aims to enhance responsibility awareness across the entire supply chain. The Company will continue to deepen the development of its responsible minerals management system, expand the scope of due diligence management, enhance supply chain transparency and resilience,implement the concept of sustainable development, and contribute to the responsible development of the global green energy industry through concrete actions.

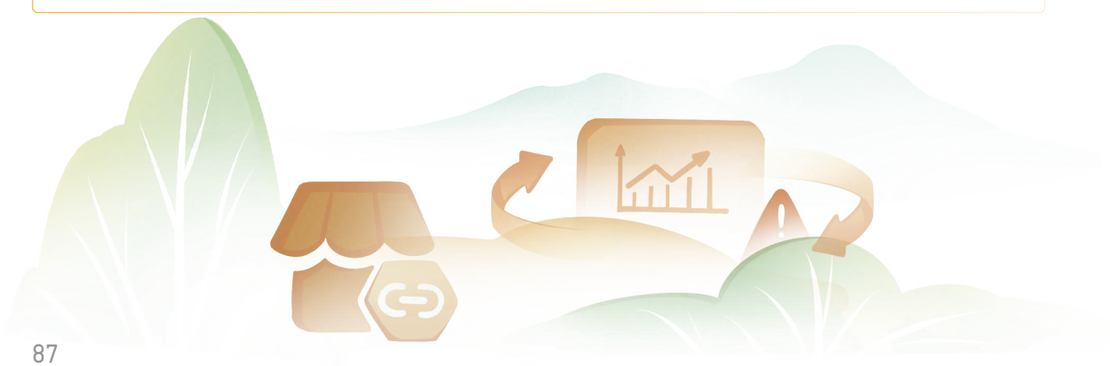
Supply Chain Metrics and Targets

The Company focuses on the core demands of supply chain security, stability, and compliance control, improving quantitative assessment indicators, strengthening risk anticipation and precise prevention across the entire chain, and ensuring efficient collaboration and compliance within the supply chain. In 2025, the Company had 728 suppliers, with the number of supply chain risk incidents at 14.

In 2025

The Company had **728** suppliers

Key suppliers have signed the *Integrity Commitment* **100**%



Public Welfare Warming Hearts, Enriching Society

Minmetals New Energy has always adhered to its aspiration for public welfare, strictly improved its donation management system in compliance with laws and regulations, and actively engaged in public welfare initiatives such as education, environmental protection, and poverty alleviation. It has widely carried out volunteer services and charitable activities. Demonstrating responsibility through actions and spread warmth through deeds, the Company keeps promoting the spirit of dedication, fulfilling its social responsibilities as a central enterprise with sincerity and action, contributing strength to harmonious social development.

Public Welfare and Volunteer Activities Implementation

The Company strictly follows *the Law of the People's Republic of China on Donations for Public Welfare*, and formulates the *Minmetals New Energy Materials (Hunan) Co., Ltd. Donation Management Measures*. It actively supports the development of public welfare causes such as social education and ecological environmental protection, conducting targeted poverty alleviation, paired assistance, hardship relief, and various charitable and public welfare activities. The Company widely conducts volunteer services in areas such as environmental protection and blood donation. In 2025, the Company organized a total of 7 volunteer activities.

In 2025

the Company organized a total of **7** volunteer activities

Case **Minmetals New Energy Launched a Series of Volunteer Service Activities to Learn from Lei Feng**

In March 2025, to promote the spirit of Lei Feng in the new era, Minmetals New Energy's Party, labor union, and youth league organizations at all levels carried out diverse volunteer service activities under the theme "Inheriting the Spirit of Lei Feng, Gathering Volunteer Strength", demonstrating the responsibility and commitment of a central state-owned enterprise. The activities focused on three key areas: joint construction and collaboration, public welfare services, and green environmental protection. Employees and young volunteers participated in initiatives such as school safety escort, inter-branch visits, community services, environmental cleanup, and tree planting. A total of 7 events were held, with 143 employee participations and nearly 500 community members served. The initiative not only polished the corporate social responsibility brand, but also allowed employees to hone their character through practice. Moving forward, the Company will continue to explore the "Party-building + volunteering" and "professionalism + public welfare" models, ensuring that the spirit of Lei Feng shines brightly in the new era.





Advancing Rural Revitalization

With unwavering commitment to our mission and boundless compassion, we contribute to rural revitalization. The Company remains steadfast in fulfilling its political and social responsibilities as a state-owned enterprise, dedicating itself to rural revitalization with a strong sense of duty and mission. We have established a comprehensive support responsibility system led by top management, involving multi-department collaboration and full-process supervision. In strict alignment with the Central Party Committee's directives, we employ diverse measures such as field research, consumption-based assistance, and employment empowerment to precisely address support needs. With dedication and action, we aid the development of supported regions and increase residents' income, fulfilling our social responsibilities and injecting state-owned enterprise strength into advancing rural revitalization and painting a picture of common prosperity.

To thoroughly implement the guiding principles of the 20th National Congress of the CPC and its subsequent plenary sessions, as well as the Central Rural Work Conference, and to fulfill the directives of the Central Committee and the State Council regarding normalized and targeted assistance, along with the "Dual Linkage" assistance tasks assigned by the leading Party members group of the Group Corporation, the Company has consistently intensified its efforts in consumption-driven assistance. The Company actively assists in expanding sales channels for specialty agricultural products from seven designated assisted counties, including Huayuan County, thereby effectively driving increased sales and income for local residents. Concurrently, the Company has deepened its engagement and coordination, proactively offering suitable job positions to residents of the assisted counties to help alleviate employment challenges. In 2025, the Company invested a total of RMB 338,100 in consumption assistance and facilitated the employment of two individuals from the assisted counties.

In 2025

Total Investment in Consumption Assistance Funds

RMB **38,000**

Employment Arrangement for People in the Assisted Counties

2 persons

Case **Minmetals New Energy Conducts Rural Revitalization Research in Huayuan County**

On October 21-22, 2025, Minmetals New Energy conducted a special research trip on rural revitalization in Huayuan County, Hunan Province. The team visited households in Shibadong Village and Zhangpima Village of Longtan Town, held discussions with local cadres and residents, and gained insights into paired assistance programs, living environment improvement, and specialty industry cultivation. They also inspected the Shibadong Garment Factory and Jiwei Rice Processing Base, providing guidance on production operations, cost reduction, efficiency improvement, and brand enhancement.



Case **Minmetals New Energy Partners with China Salt Lake for Consumption Assistance Initiative**

In September 2025, Minmetals New Energy collaborated with China Salt Lake to launch a consumption assistance campaign, supporting industrial development in paired assistance regions. Qilian County in Haibei Prefecture, Qinghai Province is Minmetals' designated assistance county. The Company organized a centralized exhibition and sales event at its high-tech base cafeteria, featuring local green organic products such as yak jerky, black wolfberries, and gray beans, which attracted active purchases from employees.





Governance Dimension

Upholding Integrity and Driving Innovation, and Straightening the Foundation for Shared Prosperity Through Governance

Minmetals New Energy consistently upholds the Party's comprehensive leadership, prioritizing political development as the guiding principle, ideological development as the soul, organizational development as the foundation, institutional development as the basis, conduct development as the driving force, and disciplinary development as the safeguard. The Company continuously improves its modern corporate governance system, strengthens compliance, risk control, and integrity building, adheres to business ethics, and maintains open communication channels with stakeholders, driving high-quality development through high-quality Party building.



Response to the United Nations Sustainable Development Goals (SDGs)

Party Building as the Guiding Force: Uniting and Empowering

The Party Committee's Effective Directional Oversight

01 Establish and Dynamically Optimize the Pre-research List

Fully establish the Party Committee's pre-research and discussion list for major business management matters and implement a dynamic management mechanism. Regularly evaluate and optimize the list based on policy requirements, Company realities, and development stages to ensure its accuracy and timeliness. Through list-based management, further clarify the specific scope and execution pathways of the Party Committee's decision-making, review, and oversight authority in major decision-making matters.

02 Extend the "Three Lists and One Process" System Downward

Conduct systematic revisions and optimizations to the "Company Decision-Making Matters and Process List", clarifying the classification criteria and authority scope for various decision-making matters. Ensure the list and processes are targeted, actionable, and aligned with business development. Actively promote subsidiaries to continuously improve the "three lists and one process"-centered management and governance system. This system meticulously delineates and standardizes the Party Committee's authority boundaries, performance procedures, and working methods at each stage of corporate governance, ensuring coordinated operation and effective checks-and-balances of governance mechanisms.

03 Smoother Synergy in Governance Entities' Responsibilities

By revising and refining the Company's articles of association, the duties, authorities, and deliberation rules of governance entities such as the Party Committee, Board of Directors, and executive management are clearly defined. This institutionalizes the embodiment of the Party Committee in major decision-making processes, fundamentally strengthening the Party's leadership within the governance framework.

Political Development Steering the Course

The Company's Party organization anchors itself to the core requirements of political development, reinforcing foundational growth through three-dimensional efforts: theoretical fortification, Party spirit tempering, and leadership team building.

Theoretical Empowerment

The Company solidly advances the study and discussion sessions of the Party Committee's Theoretical Study Center Group, guiding and motivating Party organizations, and Party members and officials at all levels to profoundly grasp the decisive significance of the "Two Establishments", effectively strengthen the "Four Consciousnesses", consolidate the "Four Confidences", and uphold the "Two Safeguards". We strictly implemented the "First Agenda" system, promptly following up and studying 30 items of General Secretary Xi Jinping's series of important instructions, remarks and speeches, ensuring that the decisions and arrangements of the CPC Central Committee and the work requirements of the Party Group of China Minmetals are fully implemented and take root in the Company. In 2025, a total of 11 centralized study sessions were organized by the Party Committee's Theoretical Study Center Group, including one thematic reading session, one research findings exchange meeting, and 20 "First Agenda" learning sessions.

Party Spirit Cultivation

By strengthening theoretical empowerment, enforcing rigorous political life, and enriching practical platforms, we have continuously enhanced the Party spirit of members and officials. The Party Committee Center Group spearheaded thematic study sessions on Party regulations such as the *Party Constitution, Guidelines for Political Life Within the Party Under the New Circumstances*, and *Regulations on Disciplinary Actions of the Communist Party of China*, solidifying ideological foundations through in-depth study and reflection. High-quality democratic life meetings were convened, focusing on four key areas to identify prominent issues. Through item-by-item review, criticism, and self-criticism—along with case analysis and lessons learned—a total of nine issues were identified, and 11 targeted rectification measures were formulated. This created a closed-loop system of "inspection, rectification, and governance", continuously improving the leadership team's political judgment, comprehension, and execution capabilities. Aligned with major milestones such as the 104th anniversary of the Party's founding and the 76th National Day, we organized patriotic education activities including the "Seven Ones" thematic campaign and flag-raising ceremonies.

Strengthening Party Building

In light of the Company's shareholding structure and mixed-ownership characteristics, the Company firmly adheres to the fundamental principle of "Two Adherences". It has established and refined a modern corporate governance system characterized by "Party Committee oversight and direction-setting, board of directors strategic decision-making, and Executive Management operational management". Within this framework, the board of directors is responsible for "setting strategy, making decisions, and managing risks"; the Party Committee is tasked with "charting the course, overseeing the overall situation, and ensuring implementation"; and the executive management team focuses on "planning operations, executing tasks, and strengthening management." The Company has advanced these efforts in an integrated manner and achieved the "Five 100% Targets" under unified standards: 100% inclusion of Party building requirements in the Articles of Association of all affiliated entities; 100% of Party organization secretaries concurrently serving as Chairman (or Executive Director); 100% establishment of deliberation and decision-making protocols for Party organizations; 100% implementation of the procedure requiring preliminary deliberation by Party organizations before major decisions are submitted to the board or management; 100% guarantee of funding for Party organization activities.

Ideological Development Uniting Hearts and Forging Spirit

The Company adheres to ideological development as a key component of Party building, focusing on the core of Party member education and ideological guidance. Multiple measures are taken to solidify the ideological foundation and foster consensus for development.

Strategic Planning for a Systematic Learning Framework

The Company places high importance on Party member education and training. Aligning with the Company's development realities and the characteristics of its Party members, it meticulously formulated and issued the "2025 Annual Party Member Education and Training Plan". This plan outlines learning objectives, content, methods, and safeguards, establishing a learning mechanism that ensures "annual planning, monthly arrangements, and phased priorities". Each month, key work plans are issued to systematically and regularly arrange the study and implementation of Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era. Throughout the year, 18 thematic learning sessions were organized, covering Xi Jinping's Economic Thought, Xi Jinping's Ecological Civilization Thought, Xi Jinping's Important Thoughts on Party Building, and key discussions on state-owned enterprise reform and Party construction. This achieved comprehensive and thorough learning of the Party's innovative theories.

Diverse Platforms to Enhance Learning Effectiveness

Guided by the principle of "stratified and targeted education", the Company has established a full-cycle learning model featuring "annual off-site training, biannual coaching sessions, quarterly discussion exchanges, and monthly theoretical instruction". This approach drives theoretical learning from foundational to advanced levels, ensuring depth and practicality. Focusing on enhancing grassroots Party building capabilities, we specially organize thematic training sessions for Party branch secretaries and Party affairs personnel. The program features a systematic curriculum spanning 40 class hours, covering over 70 Party affairs cadres at all levels to precisely elevate their professional competencies. We expand online learning channels by launching 24 installments of study columns such as "Central Eight-Point Regulation Spirit Education" and "Studying and Implementing the Spirit of the Fourth Plenary Session of the 20th CPC Central Committee" on our WeChat public account. Simultaneously, we established the online "Lithium Vision Academy" platform, offering 15 educational courses with over 5,000 participations. To fully activate grassroots advocacy, we formed a diversified lecture team comprising leaders, experts, role models, and frontline employees, delivering themed lectures like "Minmetals New Energy Youth Forum" and "Perspectives on Company Development". Company leaders led 16 Party lectures, creating a multi-dimensional lecture framework where "experts teach theory, leaders deliver Party lectures, functional departments explain policies, role models share deeds, and employees discuss changes"—making theoretical learning more relatable and impactful.



Targeted Efforts to Strengthen Grassroots Ideological Guidance

We guided grassroots Party organizations to integrate theoretical study,current situation and tasks education, ideological education, Party discipline study, and Party history education with their operational realities, deeply aligning these initiatives with core tasks like production, project breakthrough, and reform for synergistic advancement. Conducting employee sentiment surveys via questionnaires, forums, and one-on-one exchanges, we comprehensively assessed staff perspectives and compiled the "2025 Employee Sentiment Research Report". The Party Committee particularly studied the findings and deployed the next ideological work to ensure alignment between employee mindset and corporate development.

Deep Study and Implementation of the Spirit of the Fourth Plenary Session of the 20th CPC Central Committee

The Party Committee's theoretical study center group held concentrated discussions on the plenary session's spirit, while the Party Committee Conference formulated an implementation plan. Leveraging platforms like "SASAC e-Learning" and "Minmetals e-Learning," we organized self-study for all staff. We expanded online resources by publishing 6 installments of plenary session materials on our WeChat platform and installing 6 promotional boards at headquarters and subsidiaries, enhancing the timeliness, accessibility, and reach of theoretical education. We prioritize publicity and education as the key to implementing the spirit of the plenary session, enhancing overall planning, innovating methods, expanding communication channels, and improving the quality of outreach. Members of the Company's leadership conducted eight lecture sessions within their respective Party branches and liaison branches. Party organization secretaries of subsidiaries and research institutes tailored lecture activities to their specific contexts, ensuring the plenary session's spirit permeates every level of the organization, takes root at the grassroots, and is embraced by all employees. This has fostered an atmosphere where everyone pays attention, understands, and practices the spirit.



Case **Minmetals New Energy Conducted Lecture on the Spirit of the Fourth Plenary Session of the 20th CPC Central Committee**

On December 12, 2025, Minmetals New Energy held a lecture session to study and implement the spirit of the Fourth Plenary Session of the 20th CPC Central Committee. The event aimed to embed the plenary session's spirit within the Company, unify the thinking of all employees, and consolidate efforts to drive high-quality development.



Case **Minmetals New Energy Held Education and Warning Conference on Implementing the Central Eight-Point Decision**

On June 16, 2025, Minmetals New Energy convened an education and warning conference to deepen the implementation of the Central Eight-Point Decision. The meeting conveyed key directives and warning education spirit, screened the third episode of the warning documentary Always Blow the Charge, disclosed typical cases of violations, and deployed activities for the Warning Education Month and special rectification work.



Organizational Development, Strengthening Foundations

The Company has established Party affairs bodies in accordance with relevant regulations, including the Party Committee Office, Party Organization Department, Party and Mass Work Department, Party Publicity Department, and Discipline Inspection Department. Full-time Party affairs staff have been adequately recruited and trained, with clearly defined responsibilities and improved working mechanisms. At the same time, the Company has established a funding guarantee mechanism for Party building, incorporating sufficient Party building funds (including Party dues and Party organization operating funds) into the Company's annual budget as a dedicated item under standardized management. This provides a solid organizational and financial foundation for Party organizations to carry out their work in a standardized manner and effectively fulfill their roles. The Company currently has 305 Party members. A standardized Party organization structure has been established, comprising a three-tier framework of "Party Committee – General Party Branch – Party Branch", achieving full coverage "horizontally across all departments and business units, and vertically throughout all levels of the organization." This ensures that Party organizations and their activities are effectively embedded in the Company's governance structure. The Company continuously strengthens its cadre development. Comprehensive assessments have been conducted for 36 cadres managed by the Party Committee, including individual feedback sessions and integrity reminders, creating a precise "political profile" for each cadre. Political theory training has been completed for the leadership team and 77 division-level cadres. The Company regularly conducts specialized training on political capacity building and integrity warning education, encouraging leadership team members to take the lead in fulfilling their responsibilities and commanding from the front. A strong leadership team drives the development of the broader workforce, continuously transforming organizational strengths into drivers of corporate growth, thereby providing a strong political guarantee for high-quality development.

In 2025

The Company currently has

305 Party members

Party Committee

General Party Branch

Party Branch

Discipline Enhancement Strict Party Governance

The Company has resolutely implemented the 2026 Work Priorities for Party Building of China Minmetals Corporation Party Committee and all tasks for comprehensively enforcing strict Party governance. Throughout the year, the Company's Party Committee conducted 11 special studies and deployments on comprehensively enforcing strict Party governance, held 2 special consultations, and organized a work conference on Party conduct, integrity, and anti-corruption to specifically deploy discipline building, fully fulfilling the political responsibility of Party governance. The Company has vigorously strengthened its integrity culture in the new era, researching and establishing a mechanism for the regularized and long-term implementation of Party discipline education. The study of Party discipline rules, including the *Regulations on Disciplinary Action*, has been incorporated as a key element of basic education, allowing concentrated education and basic education to complement and reinforce each other, continuously strengthening the ideological defense against corruption. The Company has focused on systematic rectification in areas where power is concentrated, resources are abundant, and capital is dense, rigorously investigating and handling violations to create a strong deterrent. The risk checklist for positions in 20 key areas across 7 departments has been dynamically updated. The Company is actively promoting anti-corruption projects and activities in which Party members make and fulfill commitments, comprehensively fostering a clean and upright political environment.

In 2025

The Company's Party Committee's Annual Special Study and Deployment of Full and Rigorous Governance over the Party Members

11 times

Thematic Consultations

2 times

Strengthening the Foundation through Institutional Development

The Company has thoroughly implemented relevant intra-Party regulations, including the *Constitution of the Communist Party of China, the Guidelines on Inner-Party Political Life in the New Situation,* the *Regulations on the Work of CPC Branches (Trial)*, and the *Regulations on the Education and Management of Party Members*. The Company has newly established or revised a series of Party building institutional documents, including the *Working Rules of the Party Committee of Minmetals New Energy Materials (Hunan) Co., Ltd.,* the *Assessment and Evaluation Measures for the Party Building Responsibility System of Minmetals New Energy Materials (Hunan) Co., Ltd*., the *Evaluation Measures for the Standardized Development of Party Branches of Minmetals New Energy Materials (Hunan) Co., Ltd*., and the *Implementation Measures for the Ideological and Political Work Responsibility System of Minmetals New Energy Materials (Hunan) Co., Ltd*.

Conduct Development

The Company consistently upholds the integrated approach of strengthening Party conduct, Party discipline, and compliance with intra-Party regulations, while simultaneously promoting integrity, discipline enforcement, and anti-corruption efforts. The Company ensures that efforts to improve conduct are consistent and enduring. It has launched special rectification initiatives targeting formalistic practices such as excessive and frequent inspections, checks, and assessments, an overemphasis on documentary evidence, and the imposition of excessive requirements at lower levels. These efforts effectively reduce burdens at the grassroots level. The Company promptly addresses bureaucratic issues, including failure to take responsibility or take action, and delayed reporting or concealment of major incidents. It continues to rigorously combat hedonism and extravagance, deepening rectification of frequently occurring problems such as unauthorized feasting and the improper acceptance or offering of gifts and cash vouchers. Special inspections on business entertainment expenses have been conducted, and strict standards have been applied to the declaration and surrender of gifts and cash vouchers by Party officials. Throughout the year, no formalism, bureaucracy, hedonism, and extravagance related to unauthorized feasting or improper acceptance of gifts and cash vouchers occurred, and a new and healthy atmosphere continues to prevail.



Strengthening Enterprises by Excellence in Governance, Making Steadfast and safe Progress

Minmetals New Energy adheres to standardized operations and scientific decision-making. Building on a sound governance structure, clear division of responsibilities, and efficient operational mechanisms, the Company continuously improves its modern enterprise system. It deeply integrates compliance governance and scientific decision-making with high-quality development to effectively safeguard the interests of the Company and all shareholders, providing solid governance assurance for sustainable development.

Corporate Governance Structure

The Company strictly complies with relevant laws and regulations such as the *Company Law, Securities Law, Corporate Governance Guidelines for Listed Companies*, and *Listing Rules for the STAR Market*. It has established and continuously improved internal regulations including the Articles of Association, Rules of Procedure for Shareholders' Meetings, Rules of Procedure for Board Meetings, and Measures for the Work of Independent Directors. The Company has built a governance structure centered on shareholders' meetings and the board of directors, featuring clear responsibilities and effective checks and balances. It defines the duty boundaries and operational mechanisms of each governance body to ensure efficient corporate governance. In 2025, in accordance with the *new Company Law* and relevant regulatory requirements, the Company steadily and compliantly abolished the board of supervisors, with the board's audit committee assuming the statutory duties previously held by the board of supervisors.

Standardized Operation of the Board of Directors

The board of directors serves as the Company's decision-making body for business operations. Major management matters are first reviewed and discussed by the Party Committee before being decided by the board of directors according to its authority and prescribed procedures. The Board fulfills its decision-making responsibilities in a standardized manner. All directors are well-versed in relevant laws and regulations, understand their rights, obligations, and responsibilities as directors. The convening, conduct, and deliberation procedures of Board and committee meetings comply with Company regulations, and voting procedures are lawful and compliant.



Board Appointment Process ⟷ **Board Diversity Development**

The Company strictly adheres to the *Articles of Association* and relevant regulations to standardize the entire process, including shareholder nominations, candidate qualification review, specialized board committee evaluation, election of employee directors by the staff congress, board proposals, shareholder meeting elections, industrial and commercial registration, and public disclosure, thereby completing the election of the third-term board of directors.

Aligned with strategic development needs, the Company optimizes board composition by considering diversity across professional backgrounds, industry experience, age, and gender structure. Directors possess expertise in business management, investment management, financial auditing, industry research, technological innovation, and other fields, providing comprehensive professional support for strategic planning, risk control, and operational decision-making to meet business development and governance requirements.

By the end of 2025, the Board comprises nine directors, including one employee director elected by the staff congress and three independent directors, with the number and composition complying with legal and regulatory standards.

Number of Board Members
9 Person

Number of Board Members with Doctoral Degree
3 Person

Number of Board Members with Master's Degree
4 Person

Number of Board Members with Bachelor's Degree
2 Person

Number of Male Board Members
7 Person

Number of Female Board Members
2 Person

Number of Directors Aged 40 and Below
1 Person

Number of Directors Aged 40 to 50 (Inclusive)
4 Person

Number of Directors Aged Over 50
4 Person

To enhance the comprehensiveness of decision-making, supervision, and operational management, the Company's Board of Directors has established four specialized committees: the Strategy Committee, Audit Committee, Compensation and Evaluation Committee, and Nomination Committee.

In 2025

the Company's specialized committees convened
12 meetings

Strategy Committee

Responsible for researching and providing recommendations on the Company's long-term development strategies and major investment decisions, as well as advancing legal governance. In 2025, the Strategy Committee operated effectively, fulfilling its duties by reviewing the Company's annual ESG report, proposing the dissolution of the Supervisory Board, amending the Articles of Association, and conducting research on corporate development strategies to provide recommendations.

Audit Committee

Responsible for reviewing the Company's financial information and disclosures, overseeing and evaluating internal and external audits, and internal controls. The Audit Committee consists of three members, all of whom are directors not serving as senior executives. Independent directors constitute the majority, with an accounting professional among them serving as the convener. In 2025, the Company's Audit Committee operated effectively, assuming the relevant functions of the former Supervisory Committee. It diligently fulfilled its responsibilities by overseeing and reviewing the Company's financial information, financial budgets and final accounts, appointment of financial officers, reappointment of accounting firms, fundraising projects and fund utilization management, related-party transactions, and shareholder dividend return plans. The committee ensured the effective implementation of the internal audit system and facilitated efficient communication between internal and external audits.

Remuneration and Appraisal Committee

Responsible for establishing appraisal standards and conducting evaluations for directors and senior management. It formulates and reviews remuneration policies and plans, including decision-making mechanisms, processes, payment arrangements, and clawback provisions for directors and senior executives. In 2025, the Company's Remuneration and Appraisal Committee actively performed its duties by reviewing and providing recommendations on the remuneration policies, appraisal plans, and evaluation results for directors, supervisors, and senior management.

Nomination Committee

Tasked with formulating selection criteria and procedures for directors and senior management, as well as screening and reviewing candidates and their qualifications. In 2025, the Company's Nomination Committee operated effectively, fulfilling its responsibilities by reviewing matters such as the election of directors, appointment of senior management, and appointment of securities affairs representatives. It ensured that the appointments of directors and senior executives complied with regulatory requirements.

Management Compensation and Training

The Board's Remuneration and Appraisal Committee comprehensively evaluates factors such as Company objectives, peer compensation levels, and performance of duties to formulate compensation plans and appraisal matters for directors and senior management, providing recommendations to the Board.

The compensation structure for directors and senior management holding operational roles includes base salary and bonuses.

- Remuneration: The remuneration consists of position coefficient pay, position performance pay, and allowances. Among them, position coefficient pay and allowances are determined based on factors such as job title, seniority, education, and skills, representing relatively fixed work compensation; position performance pay is determined based on work performance, representing variable wage compensation.
- Bonuses: Bonuses are awarded based on annual performance, performance evaluations, and the Company's operational status.

- The remuneration for independent directors follows an independent director allowance system, with the allowance standards determined comprehensively based on the Company's actual situation, industry development, and benchmarking against peer listed companies.

- Non-independent directors who do not hold positions within the Company receive director work allowances in accordance with the *Implementation Rules for the Management of Designated External Directors of China Minmetals Corporation*.

The Company has established a sound training mechanism for management duties. It regularly conducts internal training on laws and regulations, professional knowledge, and regulatory policies. Additionally, it actively participates in initial training, continuing education, and specialized programs organized by institutions such as the China Association for Public Companies and the Shanghai Stock Exchange. These efforts continuously enhance the professional competence and duty capabilities of directors and senior management. Meanwhile, the Company strengthens routine communication with directors and senior management. It provides regular updates on production and operations, organizes industry chain research for directors, and facilitates in-depth understanding of industry trends. This ensures they have sufficient working conditions, information support, and resource guarantee for efficient duties.

Compliance as the Shield and Upholding Integrity

Minmetals New Energy always adheres to the principle of compliant operations, embedding compliance requirements throughout all business processes. Through standardized governance, it builds a robust barrier for steady development, demonstrating the responsibility and commitment of a central SOE, thereby safeguarding the Company's high-quality and sustainable growth.

Internal Control System Development

In compliance with regulations such as the *Basic Standards for Enterprise Internal Control and Supporting Guidelines*, the Company has formulated and implemented relevant systems including the *Internal Control Evaluation Measures, Internal Control Audit Management Measures, Internal Audit Management Regulations, Internal Audit Project Management, Measures for Accountability in Violation of Operational and Investment Responsibilities, and Management Measures for Rectification of Audit Issues*. These systems clarify authority boundaries and checks-and-balances mechanisms to safeguard against risk thresholds.

Internal Audit Work

1

Focus on Key Areas, Precise Risk Prevention

Special audits were conducted on executive compensation, self-reliance and controllability, loss-making enterprise governance, and three-category assets, effectively addressing management loopholes and systematically enhancing the Company's management standards.

2

Deepen Engineering Audits, Strictly Control Project Costs

Cost reviews were performed for major projects such as the second phase of Changyuan New Energy's 80,000 ton project and the 60,000 ton lithium iron phosphate project, achieving a review reduction rate of 2%. The settlement review reduction rate for maintenance and technical renovation projects reached 17%. Meanwhile, we closely monitored key processes such as project bidding, payment settlements, and cost settlements to achieve full-chain supervision of engineering construction.

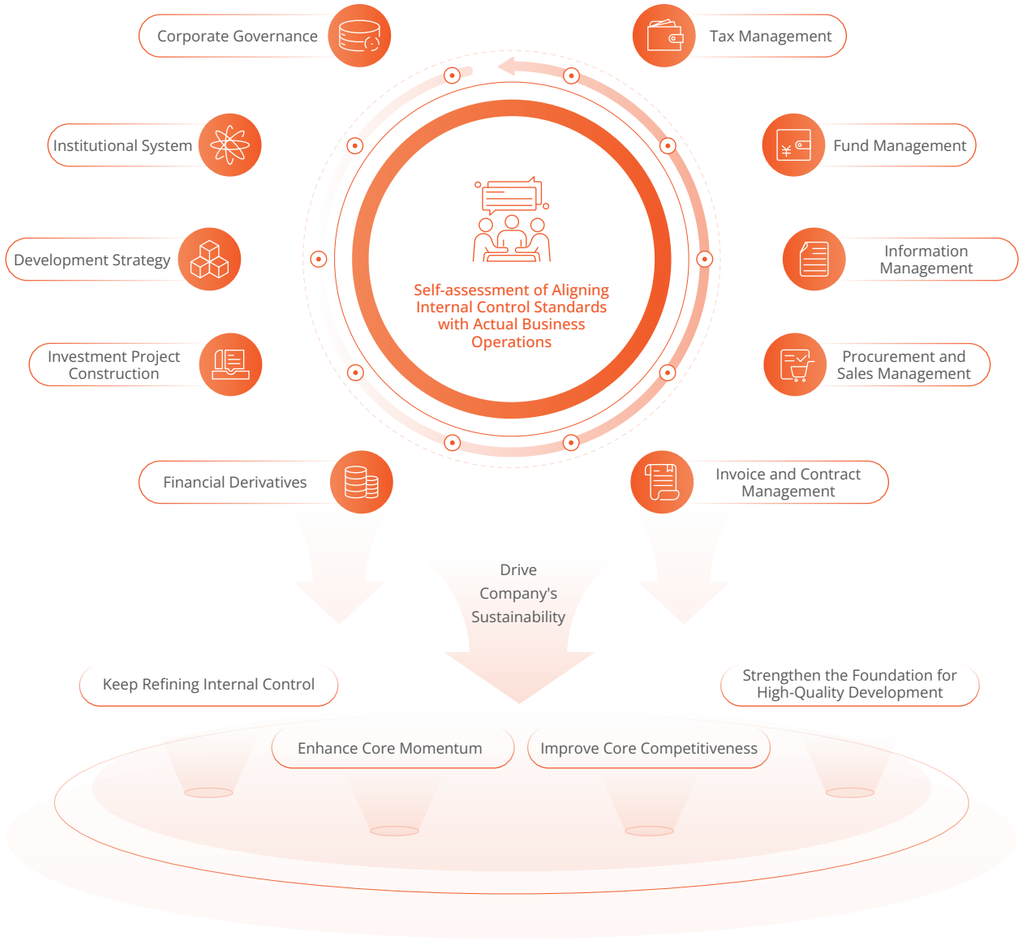
3

Strengthen the Closed-Loop Rectification Mechanism to Enhance Governance Efficiency

A full-process closed-loop rectification mechanism was established. In 2025, all audit issues were incorporated into ledger management, achieving a 100% on-schedule rectification completion rate.

In 2025, the Company completed the reform of its audit institution by establishing a new Audit Center. This ensured the independent setup of the internal audit department, clarified the independence of audit oversight authority, and institutionally delineated the boundaries between supervision and management responsibilities. By the end of 2025, eight core systems had been formulated, including the *Internal Audit Management Regulations, Engineering Cost Audit Management Measures, Implementation Measures for Accountability in Irregular Business Investments, Internal Control Evaluation Measures, and Audit Issue Rectification Management Measures*. These documents define the responsibilities, workflows, and operational standards for audit work, laying a solid institutional foundation for standardized audit practices. Under the leadership of the Audit Committee, the Company's Audit Center independently exercises its authority to conduct various inspections on the establishment and implementation of internal controls, the authenticity and completeness of financial information, and to oversee the rectification and implementation of internal control deficiencies.

The Company has established an internal control supervision and inspection mechanism and conducts annual evaluations. By aligning internal control standards with actual business operations through self-assessment, the Company completes a comprehensive review of corporate governance, institutional system construction, development strategies, investment project construction, financial derivatives, contract management, procurement and sales management, information management, fund management, and financial management. This drives continuous improvement of the internal control system, enhances core momentum, improves core competitiveness, and solidifies the foundation for high-quality development.



Compliance Management Deepening

Adhering to the philosophy of "respecting the law, abiding by rules, and creating value", the Company focuses on "key posts and key areas". Centering on the "four major systems of compliance management, namely organization, rules, operation and support", it adopts the working approach of "task listing, institutionalized lists, proceduralized systems and digitalized processes". This embeds compliance requirements into all posts, rules, procedures and systems, improves the effectiveness of the compliance management system, forestalls major compliance risks, and steadily advances in-depth and solid compliance management.

The Company takes the continuously revised *Compliance Management Measures* as its top-level guiding document. It has successively issued specialized compliance guidelines for key areas such as anti-commercial bribery, economic sanctions, and export controls. These are further extended into practical documents like the *Contract Review Compliance Guidelines* and *Compliance Guidelines for Payments to Small and Medium-sized Enterprises*, forming a practical "1+N" institutional framework.

The Company has established a governance structure where the Party Committee, Board of Directors, and management perform their respective duties collaboratively and efficiently, continuously improving the compliance management system and strengthening the foundation for lawful and compliant operations. All functional departments and business centers/departments earnestly fulfill their primary responsibilities in compliance management, establishing a vertically integrated and collaboratively coordinated compliance management framework.

Party Committee

Strengthens top-level design and overarching guidance to ensure the implementation of compliance initiatives

Board of Directors

Reviews and approves key documents including compliance management policies and implementation plans, and deliberates on major compliance matters

Executive Management

Leads the formulation of compliance management system development plans and organizes responses to significant compliance risk incidents

Compliance Management System Construction Team

Oversees research and decision-making on major compliance matters in building the Company's compliance management system development.

General Counsel (Chief Compliance Officer)

Participates in major business decisions and provides compliance opinions, guides the compliance management department in carrying out compliance management tasks, oversees the implementation of compliance requirements, and leads the handling of major legal dispute cases.

The Company treats compliance review as a critical lever to continuously deepen legal and compliance risk control. In 2025, the Company achieved a 100% legal review rate for regulations, economic contracts, power-of-attorney documents, and important decisions, with proposed compliance recommendations being highly adopted. Compliance review checkpoints are embedded into workflows, with compliance personnel deeply involved in all stages of large-scale investment projects. The Company resolutely implements the "legal consultation before decision-making, no decision-making if illegal" mechanism, striving to build a comprehensive compliance risk prevention chain.

The Company comprehensively identifies compliance risk points in its management and operational activities, completes the preparation of the "Three Lists" with high quality, and implements them rigorously.

Risk Identification List

The Company systematically organizes external laws and regulations, national policies, industry standards, and internal rules and regulations. It aggregates clause responsibilities that violate compliance obligations, categorizes risk points into high, medium, and low levels based on impact, and forms a "Risk Identification List".

Role-Based Compliance Responsibility List

Key personnel are organized to define specific responsibilities based on their roles, incorporating requirements from business and supervisory departments. Compliance reviews, management, and actions for each responsibility are reflected, resulting in a "Role-Based Compliance Responsibility List".

Process Control List

Using the Risk Identification List and Role-Based Compliance Responsibility List as foundations, each unit analyzes and evaluates business management systems and processes, identifying gaps and deficiencies against compliance management requirements. Process control measures are then developed in accordance with compliance requirements, specifying control objectives, responsible departments and personnel, control frequency, and other details. This integrates compliance management requirements into business management systems and processes, forming a "Process Control List".

The Company emphasizes compliance culture building, organizing the study of Xi Jinping Thought on the Rule of Law and the training session of national security and confidentiality, labor relations, bidding laws, data protection, financial management, contract management, intellectual property, production safety, and supply chain compliance. It actively promotes compliance awareness to strengthen employees' compliance consciousness. The Company treats SMEs equally, consistently maintains good cooperative relationships with them, strictly adheres to contract terms, and has not experienced any incidents of overdue payments.

Comprehensive Risk Prevention and Control

The Company strictly adheres to regulations such as the *Guidelines for Comprehensive Risk Management of Central Enterprises* and *the Basic Standards for Enterprise Internal Control*. It has established *the Company Comprehensive Risk Management Regulations and the Company Risk Management Report Management Measures*, continuously improving a well-defined and systematic risk management framework. This framework centers on the Board of Directors' strategic decision-making, supported by the execution and implementation of the management layer, and reinforced by the collaborative oversight of the "Three Lines of Defense" (business centers, risk control and functional departments, and audit departments). The Company advances the development of information systems such as treasury, BI, MES, and WMS, steadily transitioning the internal control system from "human-based prevention and control" to "technology-based prevention and control". Focusing on key areas, the Company has established a dynamic assessment and monitoring mechanism for major risks, accelerated the construction of a digital risk control platform, upgraded risk prevention capabilities, and rapidly improved a comprehensive, efficient, and coordinated risk management system.

Tax Management

The Company complies with national tax laws and regulations as well as China Minmetals' unified tax management system. It has formulated tax management rules such as the *Tax Management Measures and Invoice Management System* tailored to its business characteristics. The tax department collaborates with finance, legal, and business departments to ensure tax compliance aligns with business development.

Tax Compliance Management

Routine Filing

Strictly implement declaration and payment processes for VAT, corporate income tax, environmental protection tax, and other taxes to ensure data accuracy and timeliness.

Tax Incentives

Actively apply for tax preferential policies related to new energy and high-tech enterprises to reduce tax burdens.

Cross-Border Taxation

For import/export or international operations, focus on customs duties, VAT refunds, and transfer pricing compliance.

Tax Risk Prevention and Control

Internal Control Mechanisms

Identify potential risks through internal audits, tax risk assessments, and by addressing loopholes in related-party transaction pricing and invoice management.

Audit Response

Establish tax audit response plans, maintain complete business documentation for review, and conduct regular tax health checks.

Tax Informatization Management

ERP systems such as SAP and Yongyou or specialized tax management systems are adopted to automate tax data processing, filing, and monitoring, minimizing human errors.

Invoice and Contract Management

Strictly implement VAT invoice issuance, receipt, and archiving procedures, with tax responsibilities clearly defined in contract terms.

Upholding Integrity and Trust-worthiness Building Enterprises on Solid Foundations

Minmetals New Energy consistently prioritizes anti-corruption efforts, refining a multi-tiered supervision and management framework to establish a comprehensive integrity risk prevention and control mechanism. We strengthen warning education, unclog channels for supervision and reporting, strictly adhere to the bottom line of clean cooperation, and advance the three-pronged anti-corruption framework (the integrated effort to ensure no one dares to, is able to, and has no desire to engage in corruption) in a holistic manner, underpinning the steady and long-term development of the company with strict discipline.

Integrity and Ethical Building

The Company strictly complies with relevant laws and regulations such as the *Criminal Law of the People's Republic of China, the Supervision Law of the People's Republic of China*, and *the Anti-Money Laundering Law of the People's Republic of China*. It formulates and implements internal rules including the *Supervision and Inspection Measures for the 'Three Major and One Big' Decision-Making System, the Implementation Measures for the Responsibility System of Party Conduct and Integrity Construction, the "Implementation Measures for the Integrity Talk System for Key Position Cadres, and the Management Measures for Integrity Files of Party Committee-Managed Cadres*. These efforts foster a culture of "dare not, cannot, and do not want to corrupt", creating a compliant, self-disciplined, and ethical operating environment that standardizes employee conduct, prevents corruption, and safeguards the rights and interests of all stakeholders.



The Company has established an anti-corruption management framework that fully covers the "Party Committee - Supervision Department - Subsidiary Enterprises." The Party Committee oversees the advancement of corporate anti-corruption management at the decision-making level. The Supervision Department organizes or coordinates anti-corruption initiatives in accordance with its functional responsibilities. Subsidiary enterprises establish dedicated supervisory bodies or positions staffed with full-time (or part-time) personnel to carry out anti-corruption work in compliance with regulations, discipline, and laws.

Case **Minmetals New Energy Strengthens Integrity Defenses Through On-Site Warning Education to Drive High-Quality Development**

On July 7, 2025, the Minmetals New Energy Party Committee organized concentrated on-site warning education for Party members and cadres. Participants visited an integrity exhibition and the Hunan Anti-Corruption Education Center, gaining profound insights into the historical progression of Party conduct construction, notable anti-corruption achievements, and sobering lessons from typical provincial cases.

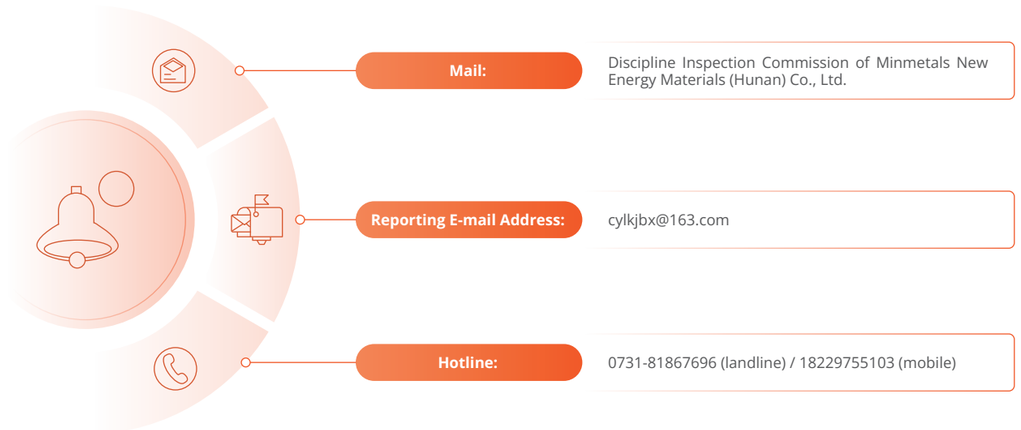


Case **Minmetals New Energy Held 2025 Conference on Party Conduct, Integrity Building, and Anti-Corruption Work Alongside Warning Education Session**

On February 12, 2025, Minmetals New Energy convened its 2025 Conference on Party Conduct, Integrity Building, and Anti-Corruption Work alongside a warning education session. The meeting conveyed key directives from relevant conferences, reviewed 2024 achievements in Party governance, outlined 2025 tasks, and featured the screening of the cautionary film Loyalty and Betrayal.



The Company has established a whistleblowing complaint handling procedure and implemented a comprehensive complaint management and resolution mechanism to ensure all employees and relevant parties can report suspected violations involving the Company through the following channels under confidential conditions.



Anti-Corruption Training Statistics

Number of Management Personnel Trained in Anti-Corruption

88 Person

Number of Employees Trained in Anti-Corruption

2200 Person

Percentage of Management Trained in Anti-Corruption

100 %

Percentage of Employees Trained in Anti-Corruption

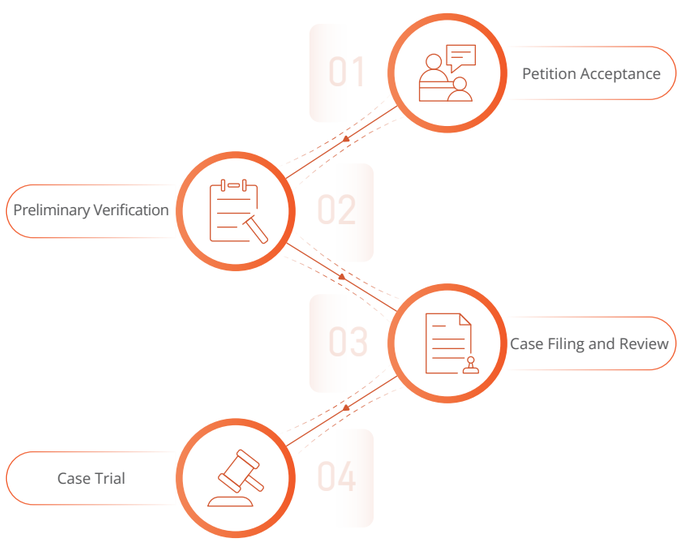
100 %

Number of Anti-Corruption Training Sessions Conducted

4 Times

Proactively establishing a robust anti-commercial bribery system not only effectively mitigates risks but also serves as a strategic investment for companies to build a strong reputation, enhance internal management efficiency, and achieve sustainable development. The Company adheres to systems such as the *Complaint and Report Acceptance Work Procedures* to standardize whistleblower protection mechanisms and safeguard their legitimate rights and interests. The Company designates dedicated personnel to handle complaint reception, publicly discloses anti-corruption reporting channels including email and phone, and strictly maintains confidentiality for whistleblowers and reported content. The disciplinary inspection and compliance departments conduct regular reviews, spot checks, and investigations. In accordance with the case review and investigation procedures outlined in the *Discipline Inspection Organs' Supervision and Enforcement Rules of the Communist Party of China*, the Company has opened multiple internal and external reporting channels, including phone, email, mailbox, and WeChat. It has established a comprehensive management framework covering complaint acceptance, preliminary verification, case filing, and case adjudication, ensuring reviews, verifications, and dispositions are conducted in compliance with regulations and discipline.

Whole-process Management Specifications



The Company conducts regular activities to study the Party Constitution, regulations, and discipline, carrying out eight targeted centralized warning education sessions. It circulated 105 typical cases investigated and handled by discipline inspection commissions and supervisory committees at all levels online, and arranged for grassroots Party branches to organize themed Party Day activities such as "Warning Education" and "Family Traditions and Family Education." The Company organized the "Five Ones" activities during the Warning Education Month, completing mandatory tasks such as studying typical cases reported at the central level and the *Compilation of Typical Cases* by China Minmetals Corporation, holding warning education meetings, and delivering thematic Party lectures. It meticulously planned warning education exhibitions and immersive on-site education, achieving full coverage of both content and target audiences in warning education.

To strengthen supervision and management of anti-corruption and anti-bribery among business partners, the Company signed the *Supplier Integrity Commitment Letter* with all suppliers, the *Key Position Integrity Commitment Letterwith* cadres in critical roles, and the *Employee Integrity Commitment Letter* with employees, covering all personnel involved in procurement, sales, and finance-related areas. Any integrity issues discovered are rigorously investigated and dealt with in accordance with regulations and discipline, targeting both individuals and cooperating enterprises. The Company's *Measures for Handling Whistleblowing and Complaint Acceptance* clearly defines the specific workflow for whistleblowing and complaints, establishing multiple reporting channels such as complaint mailboxes, email addresses, hotlines, and QR code reporting. Both real-name and anonymous reporting modes are available to accept reports and feedback from business partners.

The Company thoroughly implements the spirit of the 20th National Congress of the Communist Party of China and successive plenary sessions, adhering to the strategic deployment of full and rigorous Party self-governance. It treats anti-corruption as a foundational project to ensure the high-quality development of the enterprise, continuously deepening the integrated advancement of the "dare not, cannot, and do not want to corrupt" mechanism. The Company insists on opposing all corruption and investigating every case, setting a long-term goal of handling no fewer than two cases for review and filing annually. In 2025, the Company fully accomplished its targets, taking disciplinary action against two individuals. Neither the company nor its employees were involved in any court-adjudicated corruption cases.

Anti-Monopoly and Anti-Unfair Competition

Fair competition is the source of market vitality. The Company consistently adheres to the bottom line of the rule of law and business principles, strictly complies with relevant national laws and regulations as well as China Minmetals' compliance requirements, upholds fair and orderly competition, actively maintains market order, and safeguards the legitimate rights and interests of all parties through standardized and compliant business practices.

The Company strictly complies with laws and regulations such as the *Anti-Monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *State Council's Provisions on Standards for Declaration of Concentration of Undertakings*, the *Interim Provisions on Prohibiting Monopoly Agreements*, and the *Interim Provisions on Prohibiting Abuse of Dominant Market Position*. It also adheres to the *China Minmetals Corporation Anti-Monopoly Compliance Guidelines and the Company's internal Compliance Management Measures*. On the basis of comprehensively advancing compliance management and considering compliance risk assessments, the Company places particular emphasis on strengthening compliance management in the areas of anti-monopoly and anti-unfair competition. Its operations conform to all applicable domestic, international, and local laws and standards regarding anti-monopoly, fair trade, and anti-unfair competition in the regions where it conducts business. This ensures healthy competition with rivals, maintains normal business interactions with customers, suppliers, and distributors, and prevents any monopolistic practices.



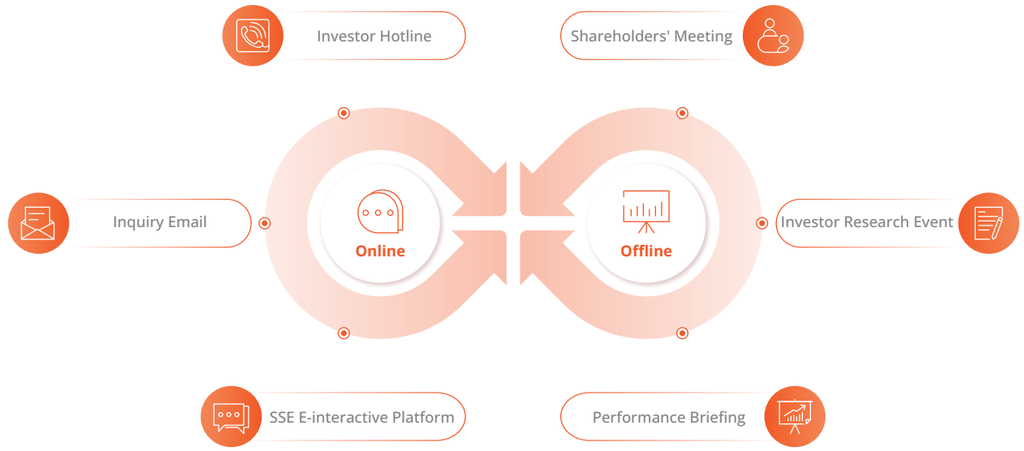
Walking Together and Sharing Development

Minmetals New Energy attaches great importance to communication and rights protection with stakeholders such as shareholders, creditors, and investors. Through a standardized governance system, diversified communication channels, and comprehensive rights protection measures, the Company builds an efficient and collaborative bridge of interest linkage, effectively safeguarding the legitimate rights and interests of all stakeholders, and achieving mutual prosperity and development together.

Stakeholder Engagement

The Company actively fosters a fair, transparent, and mutually beneficial investor relationship, proactively listens to investor feedback, enhances market value management, and safeguards the long-term interests of its investors. By standardizing investor relations activities, the Company has gradually fostered a corporate culture that serves and respects investors. It guides all employees to cultivate investor protection awareness and integrates investor demands into daily operations and management. Meanwhile, the Company continuously optimizes communication services to attract high-quality investors, building a stable and premium investor base. This enhances the Company's capital market image and achieves mutual development with investors.

The Company strictly implements the *Investor Relations Management Measures*, establishing a clear investor relations management framework. The Board Secretary is designated as the responsible person for investor relations management activities, overseeing their planning and execution. The Securities Department, as the functional unit for investor relations management, defines roles and refines workflows to ensure orderly progress. The Company has established an internal collaboration mechanism, strengthening coordination with operational, financial, and R&D departments to promptly collect operational data, major events, and development plans. This ensures efficient and compliant information dissemination to investors and stakeholders.



With compliance held the top priority, the Company employs a hybrid "online + offline" approach to meet diverse investor needs. It provides multiple communication channels, including investor hotlines, inquiry emails, the SSE E-Interaction platform, earnings briefings, investor research activities, and shareholder meetings to address investor concerns promptly. The Company maintains standardized records such as investor communication logs, disclosure approval forms, and research reception procedures. These measures refine workflows, preserve communication and research records, and enhance the standardization of investor relations management. In 2025, the Company participated in or hosted 8 investor briefings and roadshows, conducting over 300 in-person investor research receptions. The response rates to investor calls and SSE E-interaction inquiries, as well as the frequency of offline investor research receptions, showed significant improvement.

In 2025

Company's Participation in or Organization of Investor Conferences and Roadshows

8 times

Offline Investor Research Visits

Over **300** person-times





Shareholder and Creditor Rights

The Company strictly adheres to regulations such as the *Rules for Shareholders' Meetings of Listed Companies and the Rules of Procedure for Shareholders' Meetings*, establishing clear shareholder communication policies and *Rules of Procedure for Shareholders' Meetings*. These define the principles, methods, and frequency of shareholder communication, detailing the entire process requirements for convening, conducting, voting, and announcing shareholders' meetings. Additionally, they specify core provisions such as the recusal of related shareholders and the delegation of authority in shareholders' meetings, providing a solid institutional foundation for all operations and ensuring that shareholder communication and decision-making processes are well-regulated and compliant.

For all shareholders' meetings, the Company engages professional lawyers to provide on-site witness and issue legal opinion letters for disclosure. The Company strictly implements the recusal system for related shareholders. Before deliberating on proposals such as related-party transactions that may harm the interests of non-related shareholders, the Company compiles and discloses the list of related shareholders in advance, clarifying the scope and procedures for recusal. Related shareholders voluntarily abstain from the deliberation and voting of relevant proposals, with the entire process subject to supervision, effectively safeguarding the legitimate rights and interests of non-related shareholders. In 2025, the Company convened 3 extraordinary shareholders' meetings and 1 annual shareholders' meeting for 2024, approving 17 proposals.

In 2025

Company Shareholders' Extraordinary General Meetings Held

3 times

2024 Annual Shareholders' Meeting

1

Adoption of Resolutions

17

The Company adheres to equal treatment for all investors and resolutely prohibits any abuse of power or actions that harm investor interests. In line with the practical needs of operation and corporate governance, we have engaged Jinmen Finance, a third-party professional institution, to organize investor earnings briefings after the release of each periodic report. We also actively participate in a variety of industry activities, including roadshows hosted by the Shanghai Stock Exchange (SSE), group earnings briefings for listed companies under the Hunan jurisdiction of the China Securities Regulatory Commission (CSRC), and group earnings briefings for listed companies affiliated to China Minmetals Corporation. While improving communication efficiency with investors and smoothing communication channels, we strictly standardize investor relations (IR) management to ensure all relevant work is lawful, compliant, fair and impartial, and that all investors enjoy equal rights to information access and communication.

Meanwhile, the Company places high importance on protecting the rights and interests of minority investors. While ensuring the lawful and effective convening of shareholders' meetings, it actively facilitates minority shareholders' participation by providing online voting channels to reduce their attendance costs. The votes of minority investors are separately counted, with the results publicly disclosed. The Company also earnestly accommodates offline investor research activities, organizing over 10 such events in 2025. During the election of directors and supervisors, a cumulative voting system is adopted to effectively safeguard minority shareholders' voting rights and fully protect their legitimate interests.

In 2025

Organization of Offline Investor Research Events

Over 10 person-times

The Company has established multi-dimensional shareholder communication channels, including investor hotlines, dedicated email addresses, offline exhibition hall visits + on-site communication sessions, and online interactive platforms. Designated personnel are responsible for addressing shareholder inquiries and feedback, ensuring shareholders can conveniently and promptly express their views. These measures safeguard shareholders' rights to information, participation, expression, and oversight, enhancing the standardization of shareholder communication and the operation of shareholders' meetings. Prior to shareholder meetings, the Company strictly adheres to statutory timelines and regulations by publishing meeting notices through designated media, clearly stating the meeting time, location, agenda, and voting methods. Concurrently, complete meeting documents are prepared to ensure shareholders are fully informed of key content, safeguarding their right to know. During implementation, there are no instances of missed shareholder notifications or document omissions, achieving 100% notification delivery rate and seamless online document accessibility. During meetings, a hybrid format of "in-person meetings + online voting" is adopted to ensure equal participation for all shareholders, enhancing engagement. In 2025, all shareholder meetings were conducted in this manner. Post-meeting, core information such as resolutions, voting results, and separate vote tabulations were promptly disclosed via exchange-designated media within stipulated timeframes, ensuring transparency and protecting shareholders' right to know.

The Company fully safeguards creditor rights, maintaining zero bad credit records in lending activities throughout 2025.

Information Disclosure

The Company adheres to the principles of fair, just, and transparent information disclosure, providing stakeholders with truthful, accurate, complete, and timely financial, operational, and governance information. It fulfills the disclosure obligations of a listed company and safeguards the right to know for all stakeholders.

The Company strictly complies with all regulatory requirements for listed companies, strengthens its primary responsibilities, and continuously enhances information disclosure management. It proactively accepts supervision from regulatory authorities, investors, and the broader society, demonstrating corporate accountability through transparent and standardized governance, thereby solidifying the foundation of market trust. In 2025, the Company legally and compliantly disclosed over 50 interim announcements, 4 periodic reports, and other disclosure documents, effectively fulfilling its information disclosure obligations as a listed Company. By combining text, charts, images, and other formats, the Company ensures investors can promptly understand its operational status and investment value. It places strong emphasis on the readability of disclosures to reduce interpretation difficulty for investors and publishes bilingual (Chinese-English) ESG reports, consistently prioritizing communication with overseas investors.

In 2025

Interim Announcements Disclosed by the Company in accordance with Laws and Regulations

Over 50

Number of Periodic Reports Disclosed

4



Future Outlook

A New Journey Begins Striving to Lead. Minmetals New Energy will adhere to Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era as its fundamental guide, thoroughly study and implement the spirit of the 20th CPC National Congress and the second, third, and fourth plenary sessions of the 20th CPC Central Committee, anchor itself to the decisions and deployments of the CPC Central Committee and the State Council, and uphold Minmetals' original mission of "dedicating to the nation through mining and shouldering the responsibility of building a mining powerhouse". Maintaining the general principle of pursuing progress while ensuring stability, the Company will fully, accurately, and comprehensively implement the new development philosophy, rigorously advance the implementation and effectiveness of rectifications from inspections and economic responsibility audits conducted by the CPC Central Committee and Minmetals' Party leadership, and coordinate efforts to stabilize growth, strengthen innovation, optimize industries, deepen reforms, prevent risks, ensure safety, promote green development, and enhance Party building. Through practical action, it will fulfill its mission and demonstrate its commitment.

In the new year, the Company will anchor itself to the goals of the 15th Five-Year Plan, focus precisely, and persist with long-term efforts to achieve its annual operational and developmental tasks. It will deepen its core business, foster synergy across industrial chains, and paint a new vision for ecosystem development across the entire industrial chain. By tackling core challenges and empowering transformation, it will focus on original innovation and key technological breakthroughs, invigorating new momentum for the commercialization of scientific and technological achievements to foster the development of new quality productive forces. Benchmarking against world-class standards and deepening reforms, the Company will activate endogenous drivers through market-oriented mechanisms, driving quality and efficiency improvements with tangible results. It will uphold bottom-line thinking and implement systematic risk prevention, building robust safety barriers in key areas such as industrial and supply chains and workplace safety. Guided by green principles and empowered by low-carbon initiatives, the Company will advance the construction of zero-carbon factories and the application of industrial green microgrids, solidifying the foundation for ecological development. Adhering to the "20-character" standards for state-owned enterprise leaders, it will refine its work ethic and capabilities through practical action, unite efforts to overcome challenges, and continue writing new chapters.

Steadfast in Purpose; Advancing with Stability. With an unwavering spirit and relentless determination, Minmetals New Energy will steadfastly promote high-quality development, ensuring a strong start to the 15th Five-Year Plan. In the journey to safeguard national energy security, drive industrial upgrading, and contribute to the "dual carbon" goals, the Company will exemplify the mission of a central enterprise and deliver a responsible answer to the times!



Appendix 1: Key Performance Table

Environment

Indicator	Unit	2025	2024	2023
Water Resource Utilization				
Total Water Consumption	10, 000 Tons	162.61	122.78	128.78
Freshwater Intake	10, 000 Tons	106.81	82.46	94.49
Total Volume of Recycled Water	10, 000 Tons	55.80	40.32	34.29
Proportion of Total Recycled Water	%	34.32	32.84	26.63
Water Consumption Per RMB Million Revenue	Tons/Million Revenue	174.10	221.66	120.03
Energy Utilization				
Total Energy Consumption	10^4tce	11.12	8.49	7.91
Direct Energy Consumption	10^4tce	1.32	0.95	/
Fossil Energy Consumption	10^4tce	1.32	0.95	/
Gasoline Consumption	L	3,133.65	1,297.30	959.46
Natural Gas Consumption	10^4tce	1.32	0.95	0.39
Non-fossil Energy Consumption	10^4tce	0.11	0.04	/
Clean Energy Consumption	10^4tce	5.3	0.95	/
Proportion of Clean Energy Consumption	%	57.51	11.19	/
Indirect Energy Consumption	10^4tce	9.80	7.55	/
Purchased Electricity	10^4tce	9.13	6.72	6.74
Purchased Steam	10^4tce	0.67	0.83	0.78
Energy Consumption Per RMB Million Revenue	Tons of Standard Coal Equivalent Per Million Revenue	11.91	15.33	7.37
Environmental Compliance Management				
Total Environmental Protection Investment	RMB 10,000	5,008.81	5,369.98	4,139.78
Percentage of Total Environmental Protection Investment to Operating Revenue	%	0.54	0.97	0.39
Amount of Major Administrative Penalties Imposed by Environmental Protection and Other Relevant Authorities for Environmental Incidents During the Reporting Period	RMB 10,000	0.00	0.00	/
Pollutant Discharge				
Wastewater Discharge	10,000 Tons	0.00	0.00	0.00
Industrial Wastewater Discharge	10,000 Tons	0.00	0.00	0.00
Ammonia Nitrogen	Pollutant Equivalent Value/Total Emissions (Ton)	0.00	0.00	0.00
COD	Pollutant Equivalent Value/Total Emissions (Ton)	0.00	0.00	0.00
Emissions of Air Pollutants (Ammonia)	Ton	0.64	0.48	0.69
Emissions of Air Pollutants (Sulfuric Acid Mist)	Ton	0.11	0.37	0.06
Air Pollutant Emissions (Particulate Matter)	Ton	1.30	2.08	1.54
Nitrogen Oxides Emissions	Ton	6.52	4.62	/
Sulfur Oxides Emissions	Ton	1.80	1.28	/
Waste Disposal				
Total Solid Waste Disposal	Ton	8,231	1,970.94	/
Generation Volume of General Industrial Solid Waste	Ton	7,553	1,607.60	/
Generation Volume of Hazardous Waste	Ton	683	363.34	/
Hazardous Waste Disposal	Ton	678	363.34	/
Total Hazardous Waste Generated Per Million Revenue	Ton/Million Revenue	0.073	0.066	/
Total Non-hazardous Waste Generated Per Million Revenue	Ton/Million Revenue	0.81	0.29	/
Greenhouse Gas Emissions Management				
Total GHG emissions	10,000 tCO_2e	44.64	34.07	33.08
Scope 1 GHG emissions	10,000 tCO_2e	3.41	2.67	1.71
Natural Gas	10,000 tCO_2e	2.15	1.54	0.64
Carbonate	10,000 tCO_2e	1.27	1.13	1.07
Gasoline	Tons of CO_2 Equivalent	7.42	2.92	2.16

Indicator	Unit	2025	2024	2023
Scope 2 GHG Emissions	10,000 tCO_2e	41.23	31.40	31.36
Purchased Electricity	100 Million kWh	7.43	5.46	5.49
Purchased Heat (Steam)	650,000 Gigajoules	19.59	24.22	22.92
GHG Emission Reductions	Ton of CO_2 Equivalent	25,718	11,648	/
Scope 1 emission reductions	Ton of CO_2 Equivalent	5,513	4,359	/
Scope 2 Emission Reductions	Ton of CO_2 Equivalent	20,205	7,289	/
Direct (Scope 1) Greenhouse Gas emissions Per Million Revenue	Tons of CO_2 Equivalent /RMB Million Revenue	3.65	4.82	1.59
Indirect (Scope 2) Greenhouse Gas Emissions Per RMB Million Revenue	Tons of CO_2 Equivalent /RMB Million Revenue	44.14	56.69	29.23
Greenhouse Gas Emission Intensity Per RMB Million Revenue	Tons of CO_2 Equivalent /RMB Million Revenue	47.79	61.51	30.83

Social Dimension

Indicator	Unit	2025	2024	2023
Employee Recruitment and Employment				
Total Number of Employees	Person	2,313	2,064	2,330
Ethnic Minority Employees	Person	124	111	148
Percentage of Ethnic Minority Employees	%	5.36	5.38	6.35
Disabled Employees	Person	5	5	/
Percentage of Disabled Employees	%	0.22	0.24	/
Veteran Employees	Person	61	32	/
Percentage of Veteran Employees	%	2.64	1.55	/
By Employment Type				
Full-time Employees	Person	2,313	2,064	2,330
By Gender				
Male	Person	1,813	1,576	1,810
Female	Person	500	488	520
Percentage of Female Employees	%	21.62	23.64	22.32
By age				
30 and Below	Person	810	665	808
30-50 (Inclusive)	Person	1,386	1,251	1,398
Above 50	Person	117	148	124
By Professional Category				
Production Personnel	Person	1,492	1,280	1,590
Sales Personnel	Person	12	19	20
Procurement Personnel	Person	32	18	/
Technical Personnel	Person	637	593	558
Financial Personnel	Person	21	20	23
Administrative Personnel	Person	119	134	139
By Education Background				
Doctoral degree	Person	12	12	14
Master's degree	Person	216	228	207
Bachelor and Below	Person	2,085	1,824	2,109
By Region				
Chinese Mainland	Person	2,313	2,064	2,330
Employee Remuneration and Benefits				
Social Insurance Coverage	%	100.00	100.00	100.00
Per Capita Compensation	RMB 10,000	12.59	11.30	11.43[1]
Revenue Per Capita	RMB 10,000	424.36	252.00	460.47

Note[1]:Due to adjustments in statistical methods, historical data has been retrospectively revised.

Indicator	Unit	2025	2024	2023
Employee Development and Training				
Frontline Employee Training Coverage Rate	%	100.00	100.00	100.00
Three-level Safety Education Coverage Rate	%	100.00	/	/
Employee Care and Assistance				
Amount of Investment in Employee Assistance	RMB	14,000	18,000	/
Number of Needy Employees Assisted	Person	7	9	/
Innovation and R&D				
R&D Investment	RMB100 Million	2.67	2.32	3.77
R&D Investment Ratio	%	2.87	4.18	3.51
Number of R&D Personnel	Person	307	301	282
Proportion of R&D Personnel	%	13.27	13.69[2]	12.10
Total Number of Valid Patents	Cases	202	162	141
Valid Patents Per RMB Million Revenue	Cases	0.020	0.029	0.023
Number of Software Copyrights		3	3	3
Number of Software Copyrights Per RMB Million Revenue	Cases	0.00032	0.00054	0.00028
Health and Safety				
Work Safety Investment	RMB 10,000	1,047.53	732.7	533.4
Proportion of Safety Production Investment to Revenue	%	0.11	0.08	0.05
Safety Production Training Duration	Hours	55,000	58,000	53,600
Average Safety Training Hours Per Capita	Hours	20	28	23
Work safety training sessions	Hours	163	183	161
Number of Employees Trained in Workplace Safety	Person-times	12,260	16,295	13,930
Employee Coverage Rate of Occupational Safety Training	%	100.00	100.00	100.00
Amount of Investment in Occupational Injury Insurance for Employees	RMB 10,000	118.68	81.47	/
Occupational Injury Insurance Coverage	%	100	100	/
Incidence Rate of Occupational Diseases	%	0.00	0.00	/
Number of Work Safety Accidents	Cases	0	0	0

Note[2]:Due to adjustments in statistical methods, historical data has been retrospectively revised.

Indicator	Unit	2025	2024	2023
Social Welfare				
Community Welfare Investment	RMB 10,000	0	2.80	3.40
Community Philanthropic Investment Per RMB Million Revenue	RMB 10,000	0	0.00051	0.00032
Number of Local Employees Hired	Person	1,836	1,851	2,330
Percentage of Local Employees	%	79.38	89.60	100.00
Total Number of Public Welfare Activities	Times	7	/	/
Volunteers Participating in Public Welfare Activities	Person	143	/	/
Volunteer Hours in Public Welfare Activities	Hours	14	/	/

Governance

Indicator	Unit	2025	2024	2023
Corporate Governance				
Number of Shareholders' Meetings	Times	4	5	3
Number of Board Meetings	Times	12	11	9
Number of Audit Committee Meetings	Times	7	5	5
Number of Nomination Committee Meetings	Times	3	2	/
Number of Strategy Committee Meetings	Times	2	2	/
Proportion of Independent Directors on Audit Committee	%	66.67	66.67	66.67
Proportion of Independent Directors on Remuneration Committee	%	66.67	66.67	66.67
Percentage of Independent Directors in Nomination Committee	%	66.67	66.67	66.67
Attendance Rate of Board Members	%	100.00	100.00	100.00
Average Tenure of Board Members	Year	2.37	3	3
Does the CEO Serve as Chairman of the Board	/	No	No	/
Proportion of Independent Directors	%	33.33	37.50	33.33
Standard Deviation of Age Among Directors, Supervisors, and Senior Management	Years	7.99	6.97	8.35

Indicator	Unit	2025	2024	2023
Proportion of Female Directors	%	22.22	12.50	0.00
Percentage of Independent Directors with Tenure Exceeding 6 Years	%	0.00	0.00	0.00
Percentage of Independent Directors Serving on More Than 3 listed Companies	%	0.00	0.00	0.00
Is the Chair of the Audit Committee an Accounting Professional	/	Yes	Yes	/
Compliance in operation				
Number of Compliance Training Sessions	Times	33	13	12
Duration of Compliance Training (hours)	Hours	23.60	27.50	20.00
Number of Compliance Training Participants	Person-times	459	500	488
Percentage of Directors Trained on Anti-Bribery and Anti-Corruption	%	100.00	/	/
Percentage of Management Personnel Trained on Anti-Bribery and Anti-Corruption	%	100.00	100.00	100.00
Percentage of Employees Receiving Anti-bribery and Anti-corruption Training	%	100.00	100.00	100.00
Number of Anti-corruption Training Sessions	Times	72	48	45
Anti-corruption Training Hours	Hours	106	62	60
Number of Employees Trained on Anti-corruption	Person-times	2,911	2,000	1,593
Number of Anti-corruption Articles and Case Studies Published	Times	31	23	17
Amount Involved in litigation or Major Administrative Penalties Due to Unfair Competition During the Reporting Period	Times	0	/	/
Number of Major Litigations	%	1	/	/
Number of Arbitration Cases	Units	1	/	/
Investor Relations and Shareholder Rights Management				
Performance Briefing	Times	6	4	4
Number of Roadshows	Times	8	/	/
Number of Investor Exchange Meetings	Times	6	/	/
Number of Platform Replies	Times	45	/	/

Indicator	Unit	2025	2024	2023
Number of Investor Calls Answered	Times	280	/	/
Number of Periodic Reports Disclosed	Units	4	/	/
Number of Interim Announcements Issued	Times	58 (Excluding Supporting Documents Uploaded with Announcements)	/	/

Appendix II: Index Table

Section Title		ESG Guidelines for Centra SOEs[3]	Exchange Guidelines[4]
About This Report		G5.1 G5.2	Article 2, Article 4, Article 6
Message from the Chairman		/	Article 2
About Us		/	Article 12
ESG Management		G5.1 G5.2	Article 11, Article 14, Article 15, Article 16, Article 17, Article 51
Stakeholder Engagement		G3.1 G3.2 G3.3 G4.1 G4.2	Article 9, Article 52, Article 53
Materiality Topics		/	Article 5, Article 7, Article 9, Article 10, Article 18
Environmental Dimension: Green Energy in Action, Painting a Shared Future with Green	Smart Resource Empowerment, Breaking New Ground in Recycling	E.1.1 E.1.2 E.1.3 E.1.4 E.5.1 E.5.2E.5.3 E.5.4	Article 34, Article 35, Article 36, Article 37
	Fulfilling Ecological Responsibility, Committed to Going Green	E.2.1 E.2.2 E.2.3 E.4.1	Articles 29, 30, 31, 32, and 33
	Pursuing "Dual Carbon" Goals, Empowering the Future	E.3.1 E.3.2 E.3.4 E.5.6	Articles 20, 21, 22, 23, 24, 25, 26, 27, and 28
Social Dimension: Hearts Toward the Warm Sun Building a Win-Win Ecosystem with Responsibility	Dreaming in the Workplace and Growing Together	S1.1 S1.2 S1.3 S1.4	Article 49, Article 50
	Sincerely Service Customers and Value Co-creation	S2.1 S2.2	Article 44, Article 47, Article 48
	Advancing Innovation for Research for Long-Term Impact	S2.3	Article 41, Article 42, Article 43
	Intellectual Property Protection, Building Momentum for Progress	S2.3	/
	Collaborative Synergy and Shared Value Across the Chain	S3.1 S3.2	Article 44, Article 45
	Public Welfare Warming Hearts, Enriching Society	S4.2 S4.3 S4.4	Articles 38, 39, and 40
Governance Dimension: Upholding Integrity and Driving Innovation, Strengthening the Foundation for Shared Prosperity Through Governance	Party Building as the Guiding Force: Uniting and Empowering	G1.1	Article 51
	Strengthening Enterprises by Excellence in Governance, Making Steadfast and safe Progress	G1.1 G1.2 G1.3	Article 51
	Compliance as the Shield and Upholding Integrity	S4.1, G2.1, G5.1, G5.2	Article 52
	Upholding Integrity and Trustworthiness Building Enterprises on Solid Foundations	G2.2, G2.3	Article 54, Article 55, Article 56
	Walking Together and Sharing Development	G3.1, G3.2, G3.3, G4.1, G4.2	Article 9, Article 53

Note[3]: The Central SOEs ESG Guidelines refer to the *Reference Indicator System for ESG Special Reports of Central SOE-controlled Listed Companies*.

Note[4]: Exchange Guidelines refer to the *Shanghai Stock Exchange's Self-Regulatory Guidelines for Listed Companies No. 14 - Sustainability Report (Trial)*.

Feedback Form

Dear Readers,

Greetings! Thank you for reading the Environmental, Social, and Governance (ESG) Report of Minmetals New Energy. To enhance the quality and standard of the report, we sincerely hope you can provide valuable comments and suggestions. We look forward to your feedback!

Selective Questions (Please mark "√" in the appropriate box)

Please evaluate the extent to which this report reflects Minmetals New Energy's impact on the economy, society, and environment:

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

Please evaluate this report's response and disclosure to stakeholder concerns:

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

Please evaluate the clarity, accuracy, and completeness of the disclosed information, indicators, and data in this report:

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

Please rate the readability of this report's content:

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

How would you rate this report overall?

☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very Poor

Open Questions

Which aspects of this report do you find most satisfactory?

What additional information would you like to see disclosed in this report?

What suggestions or comments do you have regarding Minmetals New Energy's ESG work?

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

Name: _____ Occupation: _____ Institution: _____

Tel.: _____ Email: _____ Address: _____

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