

# Environmental, Social, and Governance Report 2025



The Road Ahead Starts with NIO  
NIO ESG Report 2025

# Contents

		<b>Sustainable Development Management</b>	<b>1</b>	<b>Innovation and Circularity</b>	<b>2</b>	<b>Quality and Co-Creation</b>	<b>3</b>	<b>Users and Community</b>	<b>4</b>
<hr/>				<hr/>				<hr/>	
About This Report	02	Sustainability Strategy	29	Technological Innovation	37	Product Quality and Safety	50	NIO Power	75
Letter from William Li	03	Sustainability Governance	31	Sustainable Products	41	Sustainable Supply Chain	65	Sustainable Mobility and Services	79
Executive Summary	04	Stakeholder Engagement	32	Circular Economy	44	Industry Development	72	A Vibrant User Community	85
NIO, Driven by Sustainability	05	Materiality Assessment	33	Joyful Driving Experience	46				
NIO's Brand Matrix	06								
Sustainable Development Highlights of 2025	09								
Annual Highlights: Intelligent NIO, Unleashed Future	12	<b>Environment and Nature</b>	<b>5</b>	<b>Inclusive and Shared Prosperity</b>	<b>6</b>	<b>Compliance and Governance</b>	<b>7</b>		
Annual Highlights: Safe Journeys, Sustainable Future	21			<hr/>					
		Climate Action	90	Employee Well-Being	115	Corporate Governance	145		
		Environmental Management	100	Occupational Health and Safety	134	Operational Compliance and Business Ethics	149		
		Nature Protection	111	Responsible Community	138	Information Security and Privacy Protection	153		

# About This Report

## Overview

Welcome to the *NIO 2025 Environmental, Social, and Governance Report* (hereinafter referred to as the "ESG Report" or the "Report"). This Report is intended for all stakeholders of NIO, focusing on its management, key initiatives, and performance across the areas of environmental, social and governance.

## Time Frame

This Report covers the period from January 1, 2025, to December 31, 2025 (hereinafter referred to as the "reporting period"), with some retrospective references to prior years and outlooks for 2026.

## Business Scope

This Report covers the business scope under the direct control of NIO Inc. (hereinafter referred to as "NIO", the "Company," or "we").

## Compilation Basis

In light of its ESG realities, the Company has prepared the Report with reference to the *GRI Sustainability Reporting Standards* (GRI Standards 2021), *Environmental, Social, and Governance Reporting Code* (ESG Code) set out in Appendix C2 to the Listing Rules issued by the Stock Exchange of Hong Kong Limited, *Singapore Exchange Core ESG Metrics* (Core ESG Metrics), standards by the Sustainability Accounting Standards Board (SASB), *IFRS Sustainability Disclosure Standard-General Requirements for Disclosure of Sustainability-Related Financial Information* (IFRS S1), *IFRS Sustainability Disclosure Standard-Climate-related Disclosures* (IFRS S2), while also referring and responding to the issues of concern of the Sustainable Development Goals of the United Nations (UN SDGs).

To ensure the integrity, materiality, authenticity, and balance of the information disclosed, the Company follows a set of preparation steps, including thorough communication with stakeholders to identify, assess, and quantify material ESG issues, determination of the reporting scope, relevant information and data collection, report drafting and review.

## Information Sources and Reliability

The information and data disclosed in this Report are cited from the Company's statistical reports and official documents that have been reviewed by relevant departments. The Company confirms that the Report contains no false records or misleading statements, and is responsible for the authenticity, accuracy, and integrity of the content. Unless otherwise specified, all monetary figures are presented in Renminbi (RMB).

## Language and Access

This Report is available in electronic form in Simplified Chinese, Traditional Chinese, and English. In case of discrepancy between the Simplified Chinese, Traditional Chinese, and English versions, the Simplified Chinese version shall prevail. For more details on NIO's corporate profile, business development, and sustainable practices, please visit [www.nio.cn/esg](http://www.nio.cn/esg).

## Confirmation and Approval

The Report was approved in May 2026 by the Board of Directors after a detailed review by the management and the ESG & Sustainability Task Force.

## Disclaimer

This Report contains forward-looking statements regarding future development targets and investment plans that are based on information available as of the date of the statements and are the Company's current expectations, assumptions, estimates, and projections in accordance with the existing industry and regulatory environment. These statements involve known and unknown risks, uncertainties, and factors that may cause actual results to differ materially from any of those expressed in the forward-looking statements, many of which are beyond the Company's control. Forward-looking statements may be identified by terms such as "expect," "plan," "will," "estimate," "prospect," "intend," "anticipate," "believe," and "confident", or similar expressions. The Company undertakes no obligation to update these statements to reflect events or circumstances after the date on which they are made, or to reflect the occurrence of any unanticipated events, except as required by applicable law.

## Feedback

The Company highly values the suggestions and opinions of its stakeholders. Please share your comments and suggestions via email at [ESG@nio.com](mailto:ESG@nio.com) to help us further improve the ESG reporting and performance.

## Letter from William Li

The smart electric vehicle industry is undergoing a critical market-driven period. Industry competition has shifted from single-point battles in products, technology, or services to comprehensive competition anchored in systemic capabilities, long-term value, and social responsibility.

In 2025, NIO entered its third development phase, which centers on high-quality growth, and achieved a series of phased milestones. Looking back on our journey, we have always continued to grow amid changes. Since our inception, NIO has remained user-centric, embraced long-termism, and continuously invested in technological innovation to create tangible, sustainable value across products, technology, services, and communities. We have always believed that truly enduring commercial success must be built upon accountability to users, responsibility to society, and commitment to the future.

With AI as a foundational capability, NIO has systematically built its core technology architecture for smart EVs. In 2025, we completed the development and deployment of the three new core components for smart EVs (smart driving chip, full-domain vehicle operating system, and intelligent chassis), marking key breakthroughs in fundamental technology innovation. We successfully mass-produced and deployed our in-house developed NX9031, the world's first automotive-grade 5nm advanced smart driving chip. Together with the full-domain vehicle operating system, intelligent chassis, and other core capabilities, continuous iteration together forms a collaboratively evolving technology foundation. In terms of Smart Safety, we completed the model-based upgrading of "General Objects Warning and Assist (GOA)," significantly improving accident avoidance rate. Additionally, we unveiled the industry-first "Emergency Auto Pull-Over," providing users with enhanced safety assurance in extreme scenarios. We always believe that the ultimate value of technological innovation lies in reducing accidents, saving time, and continuously improving user experience.

The safety boundary of smart EVs has been fundamentally redefined. At NIO, safety goes beyond engineering standards and compliance requirements, representing our highest corporate

social responsibility. In the era of AI-driven advanced smart driving, we have elevated our safety philosophy from traditional passive protection to proactive intervention with system-level redundancies, enabled by breakthroughs in computing power from in-house developed chips and NIO WorldModel (NWM). NIO defines reliability according to the highest redundancy standards within the industry, whether in addressing extreme driving conditions through the smart driving system or preventing thermal runaway across the battery lifecycle. We believe the ultimate value of technological innovation lies in absolute respect for life. Truly trustworthy intelligence must be built upon the sole prerequisite of an absolute safety foundation.

In terms of power system construction, NIO continues to enhance the NIO Power energy service network centered on battery swapping, delivering a comprehensive energy solution featuring "Chargeable, Swappable, Upgradeable" capabilities. This system not only provides an unparalleled recharging experience for users, but also addresses industry-wide challenges such as battery longevity and grid load balancing at the system level. On February 6, 2026, NIO completed its 100 millionth battery swap service, marking large-scale validation of battery swapping through user adoption and market recognition. Battery swapping has become a mainstream recharging solution in China's NEV industry. NIO has also opened its battery swapping system to the entire industry, collaborating with multiple automotive brands to co-develop battery swapping standards and networks. Through interactions among energy storage, microgrids, and power grids, NIO actively contributes to power system stability and energy transition, transforming its capital-intensive investments into measurable public value.

In terms of product and brand strategy, NIO has progressively established a multi-brand portfolio comprising NIO, ONVO, and firefly. With differentiated positioning, these brands serve diversified user segments including users in the mid- and high-end segments, family users, and young urbanites respectively, responding to various lifestyles and mobility scenarios. In essence, the multi-brand strategy aims to broaden access to sustainable mobility and enable broader participation in the

energy transition through tailored product pathways.

A truly sustainable organization must be supported by an efficient and transparent governance framework combined with a stringent self-regulatory mechanism. NIO upholds a people-oriented philosophy and links executive compensation to ESG performance. We promote meticulous business and compliance management across the organization. Fully aligned with international standards, we define the minimum standards of labor and human rights, and promote equity, diversity, and inclusion throughout our value chain. Our absolute respect for people, together with the optimal use of every bit of social resources, form the cornerstone of NIO's sustainable development practices.

NIO is committed to its mission of "Blue Sky Coming, Shaping a Sustainable and Brighter Future Together." It is also our founding aspiration. We envision an energy transition that progresses through equitable, orderly, and inclusive pathways, ensuring that technological advancement genuinely serves societal well-being. In this journey, corporate value extends beyond commercial returns to encompass contributions toward industrial advancement and societal prosperity, creating a more sustainable world for future generations.

These explorations and practices are made possible by the unwavering support and trust of every stakeholder. We would like to extend our sincere gratitude to our users, employees, partners, and industry peers for accompanying us on this journey. Looking ahead, NIO will continue to deepen its roots while reaching new heights amidst transformation, embedding authentic value through innovation. Together, we will not only drive toward a future of sustainable mobility, but also co-create a tomorrow defined by cleanliness, promise, and harmonious coexistence of humanity and nature.



Founder | Chairman | CEO

William Li

# Executive Summary

Over the past eleven years, NIO has remained committed to its founding aspiration of "Blue Sky Coming," driving China's smart EV industry toward a more sustainable future. In response to global trends in energy transition and sustainable development, we have integrated environmental responsibility, social value, and corporate governance into our long-term strategy and daily operations, steadily advancing along a path that combines innovation with corporate responsibility.

## Advancing Low-Carbon Development and Ecological Protection

We firmly recognize the pivotal role of smart EVs in addressing climate change. During the reporting period, NIO disclosed its greenhouse gas reduction targets for the first time, aiming to reduce the carbon footprint per vehicle by 43% by 2035 compared with the 2023 baseline. Through ongoing carbon management across the product and operational lifecycle, we are improving resource efficiency through green manufacturing, energy management systems, and the application of low-carbon materials. In parallel, we collaborate with users and partners to preserve the natural ecosystem through the Clean Parks initiative, covering 18 nature reserves around the world.

## Driving Sustainable Industrial Development Through Innovation

Innovation remains a core driver of NIO's sustainable development. Through the Circular Car Lab project, which received the "Automotive Industry Rotary Award—Sustainability Benchmark Award" at the 18th International Automotive Congress, we actively explore the circular development in the automotive industry. Our focus is on

improving resource efficiency and reducing environmental impact through circular material application and product lifecycle management. In the field of artificial intelligence, we have established an Artificial General Intelligence (AGI) Committee, led by a cross-functional team of nearly 30 experts to ensure the compliant, reliable, and forward-looking application of emerging technologies.

## Upholding Product Quality and Mobility Safety

Safety and reliability remain NIO's unwavering commitment to users. We continuously enhance our end-to-end quality management system spanning R&D, production, testing, and use, ensuring safer batteries, more robust vehicle structures, and more reliable smart systems. As of February 6, 2026, NIO's Power Swap Stations along highways in China had formulated a battery swap network covering nine north-south highways, 11 east-west highways, and connecting 16 urban clusters. So far, NIO has delivered over 100 million battery swapping services to users. We are dedicated to creating a safer and more trustworthy smart electric mobility experience.

## Supporting Employee Growth for Organizational Development

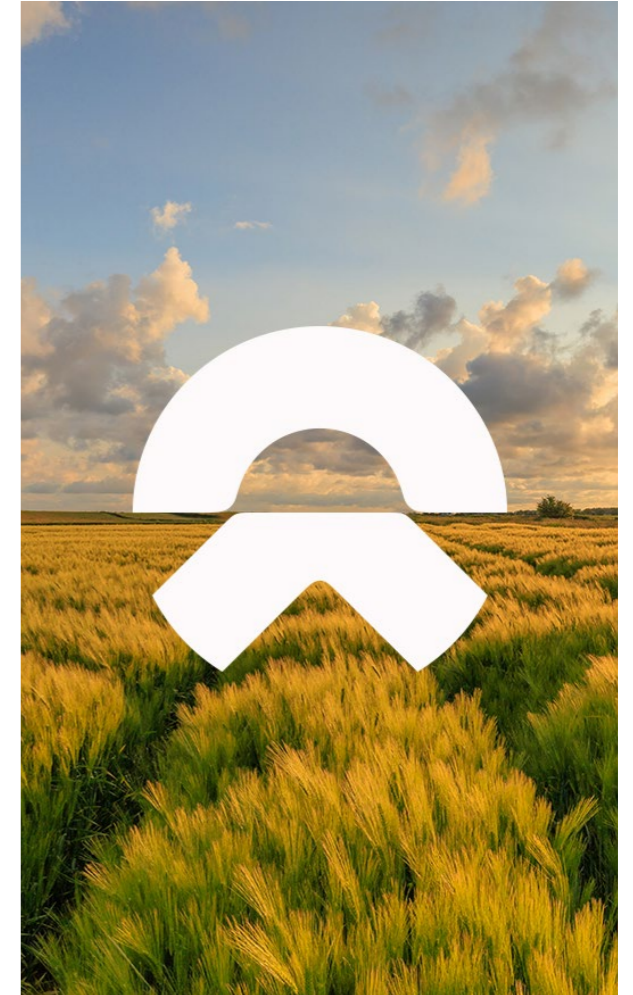
NIO upholds a people-centric philosophy and is committed to fostering a diverse, equitable, and dynamic workplace. We support employee development through structured trainings, leadership programs, and clear career pathways. In addition, we continuously strengthen employee engagement and well-being by continuously improving occupational health and safety systems, enhancing employee care mechanisms, and carrying out satisfaction surveys and diverse activities.

## Creating Long-Term Social Value with Partners

We always believe that a sustainable future is shaped through collective creation. We continue to work with users, industry partners, and broader stakeholders to build a responsible and resilient value chain. Over the past 11 years, we have grown together with users, expanding our positive impact and shared values through 2,440 NIO user clubs comprising 686,873 users, and hosting an average of over 1,300 events per week with more than 20,000 participants.

As NIO enters its second decade, we will continue to balance technological innovation with corporate responsibility under our long-termism philosophy. Through robust governance and sustained actions, we will move toward a more sustainable tomorrow together with our users, partners, and society.

ESG Steering Team  
Feng Shen, Stanley Qu



# NIO, Driven by Sustainability

Founded in November 2014, NIO is a global smart electric vehicle company committed to co-creating a more sustainable and brighter future by providing high-performance smart EVs with the ultimate user experiences. The Company's vision is "To Build a User Enterprise Where Innovative Technology Meets Experience Excellence." NIO designs, develops, manufactures, and sells smart EVs, driving innovations in next-generation core technologies. NIO distinguishes itself through continuous technological breakthroughs and innovations, exceptional products and services, and a community for shared growth. With three brands under its umbrella, NIO offers a diverse product portfolio: the NIO brand provides premium smart EVs; the ONVO brand offers family-oriented smart EVs; and the firefly brand delivers high-end small smart EVs.

NIO is dedicated to in-house research and development of core smart EV technologies. With R&D and production facilities in over 10 locations worldwide, including Shanghai, Hefei, Beijing, San Jose, Munich, Oxford, Budapest, Singapore, and Abu Dhabi, among others. The Company has also established sales and service networks spanning 24 countries and regions across China, Europe, the Middle East, Central Asia, Southeast Asia, and Central America.

## NIO's Global Footprint



In addition to delivering a leading smart EV experience, NIO has also established a comprehensive innovative service system, including NIO Power, NIO Service, Battery as a Service (BaaS), flexible battery upgrade, and NIO Certified, its official used car program, to provide end-to-end services throughout the lifecycle of its products.

The NIO brand operates under a direct sales model. With the NIO app as the primary interface for user experience and services, and supported by both online and offline touchpoints such as NIO House, NIO Space, NIO Radio, its exclusive user radio station, and NIO Life, its original lifestyle brand, the NIO brand has created a community that starts with the car and extends far beyond it, enabling users to connect and grow together. The ONVO and firefly brands also have dedicated apps and community experiences tailored to their users.

# NIO's Brand Matrix

In recent years, China's new energy vehicle (NEV) market has matured rapidly, driven by policy support and technological breakthroughs. The market witnesses increasing penetration of NEVs, with the consumption focus shifting from "whether to adopt NEVs" to "which segment and form of NEV product to choose." Amid increasingly segmented user demands and the normalization of price competition, a single brand can no longer simultaneously cover diverse driving scenarios such as premium experiences, mass-market family needs, and urban commuting.

Against this backdrop, NIO has progressively established a multi-brand strategy centered on NIO, ONVO, and firefly. These brands target the premium smart EV segment, mainstream family users, and urban mobility and young users respectively, forming a coordinated portfolio across different price ranges and usage scenarios. As of January 6, 2026, the Company had cumulatively delivered 1,000,000 vehicles. The synergies of multi-brand coordinated development are becoming increasingly evident.

As of January 6, 2026

NIO Inc. Cumulative Deliveries  
**1,000,000**

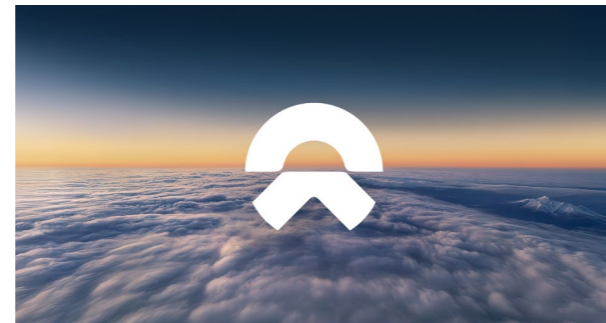
## Precise Positioning to Meet Diverse Demands

Focusing on distinct market segments and user needs, NIO has progressively established a differentiated brand architecture comprising NIO, ONVO, and firefly. With distinct focuses on target users, product positioning, and usage scenarios, these brands together form a brand matrix covering multi-tiered markets.

### NIO

Positioned in the mid-to-high-end smart EV market, NIO serves users who seek excellence in product quality, intelligent experience, and brand value. These users typically possess strong purchasing power and place high expectations on overall vehicle performance across smart driving, performance, design, and service experience.

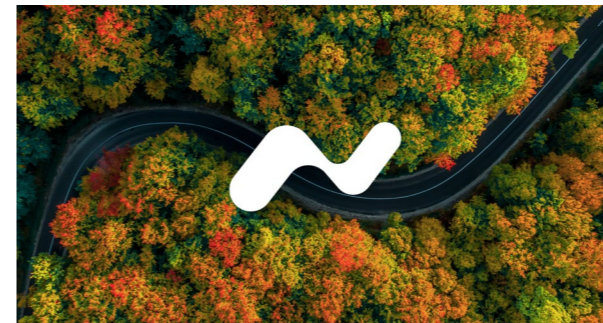
By continuously enhancing its premium intelligent capability and the user service ecosystem, NIO addresses users' demands for premium mobility, innovative technology, and brand recognition. It serves as a pivotal pillar within the brand matrix, leading technological innovation and elevating brand prestige.



### ONVO

ONVO focuses on the needs of mainstream and family users, particularly in areas such as space, safety, energy efficiency, and total cost of ownership. It prioritizes practicality and cost-effectiveness in family users' purchasing decisions, while delivering a stable and reliable intelligent experience tailored to daily commuting and family mobility.

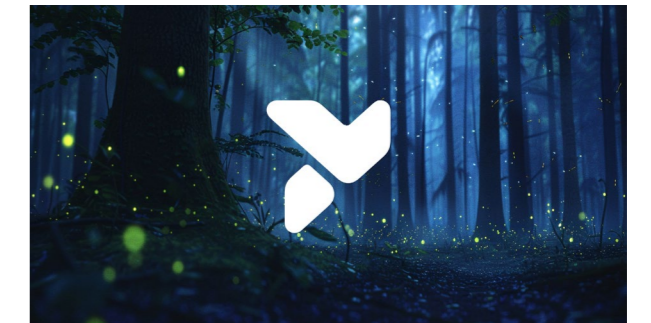
Positioned in the mainstream market, ONVO broadens market reach and expands accessibility of sustainable mobility, enabling more families to embrace the joy from smart EVs.



### firefly

firefly is designed for urban mobility and younger users, focusing on a compact form, high energy efficiency, and personalized driving experiences.










With a design ethos centered on urban living and youthful expression, firefly addresses the needs for short-distance travel and daily commuting in high-density urban environments, offering innovative solutions to accelerate the adoption of smart EVs in urban lifestyle.



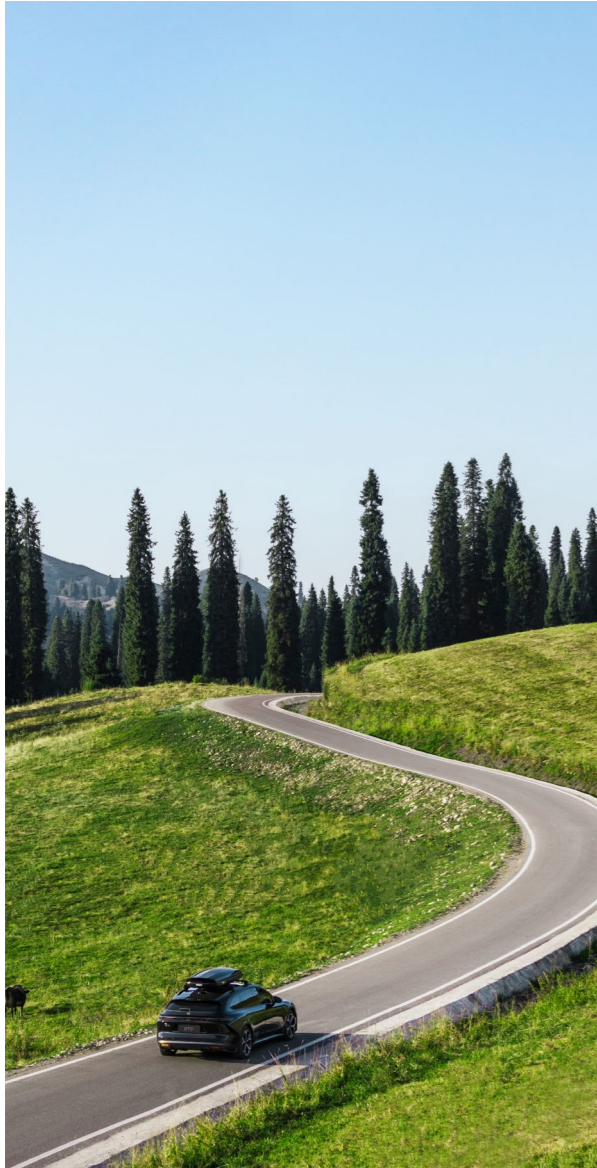
## Our Awards

Time	Award	Awarded by
March 2026	NIO's advanced manufacturing bases were recognized as "National Green Factories"	Ministry of Industry and Information Technology (MIIT), People's Republic of China
January 2026	NIO was included in Corporate Knights' list of "2026 Global 100 Most Sustainable Companies"	Corporate Knights
December 2025	NIO was selected as "Outstanding Innovation Case of the Year" by China Automobile Research Institute	China Automobile Research Institute
	NIO was named "Green Supply Chain Management Enterprise"	Center for International Economic and Technological Cooperation (CIETC) of the MIIT
	NIO All-New ES8 was awarded the Disciplined Innovation Award and the Annual Best New Car	International Automotive Quality Standardization Association (IAQSA)
	NIO ET5T ranked No.1 in Overall Product Reputation and No.1 in Product Quality Recommendation	International Automotive Quality Standardization Association (IAQSA)
November 2025	NIO EC6 ranked No.1 in customer satisfaction among battery electric mid-size sedan in the 2025 China New Energy Vehicle Customer Satisfaction Index	China Association for Quality
	NIO was included in the "2025 Sustainability Brand Pioneers Index" and received the "Value Chain Leadership Award"	Huxiu
October 2025	NIO was named among the Top 100 ESG Pioneers in the Yangtze River Delta in China	China Media Group
August 2025	NIO was recognized as a "2025 ESG Excellent Case-Green Opportunity"	Huaxia Times
July 2025	The firefly and ONVO L60 were rated C-IASI G/G+/G+/G+ safety index	China Insurance Research Institute (CIRI) Auto Technology Institute
June 2025	NIO ET5 and ET5T ranked No.1 in their respective segments in the 2025 China New Energy Vehicle Initial Quality Study (NEV-IQS)	J.D. Power
May 2025	NIO EC6 and ES6 ranked No.1 and No.2 respectively in their segments in the 2025 China New Energy Vehicle-Automotive Performance, Execution, and Layout (NEV-APEAL) Study	J.D. Power
February 2025	NIO was included in Corporate Knights' list of "2025 Clean 200"	Corporate Knights
January 2025	NIO was included in Corporate Knights' list of "2025 Global 100 Most Sustainable Companies"	Corporate Knights

## Response to United Nations Sustainable Development Goals (UN SDGs)

Chapter	UN SDGs	Response to UN SDGs
Annual Highlights: Intelligent NIO, Unleashed Future		<p>NIO continues to advance innovation in smart manufacturing, smart driving, and battery recharging systems. By building intelligent production systems, advancing core technologies, and upgrading its battery swapping network, NIO is driving the deep integration of technological innovation and clean energy, supporting the transition to low-carbon mobility and sustainable transportation systems.</p>
Annual Highlights: Safe Journeys, Sustained Future		<p>NIO strengthens functional safety, cybersecurity, battery safety, and battery swap safety management, and continues to optimize product design using real-world data and smart driving technologies, steadily enhancing vehicle safety performance and ensuring safe journeys for users.</p>
Sustainable Development Management		<p>Sustainability is embedded in NIO's long-term strategy. By refining its ESG governance framework, reinforcing board oversight, deepening stakeholder engagement, and conducting double materiality assessments, NIO systematically identifies and manages key sustainability topics, advancing long-term sustainable development of both the Company and its value chain.</p>
Innovation and Circularity		<p>Driven by technological innovation and circular economy principles, NIO is accelerating core technology breakthroughs in smart electric vehicles, promoting green product design, and pioneering circular business models. These initiatives are designed to enhance resource efficiency and support the industry's transition toward a low-carbon, circular future.</p>
Quality and Co-Creation		<p>NIO continuously strengthens its product quality management and sustainable supply chain practices. By advancing supply chain partner ESG governance and collaborating on low-carbon materials, NIO promotes joint innovation and value co-creation across the industrial chain, fostering high-quality development in the smart EV sector.</p>
Users and Community		<p>Guided by a user-centric philosophy, NIO is building an integrated energy service and community ecosystem through NIO Power, sustainable mobility services, and user community-led co-creation mechanisms, fostering green mobility values and enabling active participation from users and the Company in sustainability.</p>
Environment and Nature		<p>NIO continues to advance climate action and environmental management by setting GHG reduction targets, improving resource efficiency, and strengthening ecological conservation and environmental risk management in its supply chain, reducing the environmental impact of its operations.</p>
Inclusive and Shared Prosperity		<p>NIO prioritizes employee well-being and social responsibility by strengthening human rights protection, promoting diversity and inclusion, enhancing occupational health and safety systems, and launching community-based philanthropy and education initiatives, to support inclusive and sustainable development for both the Company and society.</p>
Compliance and Governance		<p>NIO has established a corporate governance structure and risk management framework with clear responsibilities. By strengthening board oversight, refining anti-corruption policies and code of ethics, and enhancing information security and privacy protection, NIO improves governance transparency and long-term resilience.</p>

## Sustainable Development Highlights of 2025



### Innovation and Circularity

- BEV portfolio: **100%**; total sales: **326,028** units; YoY growth: **46.88%**
- R&D investment: RMB **10.6** billion, **12.12%** of total revenue
- R&D personnel: over **11,100** personnel, more than **30%** of total employees
- Lightweight design: Implemented across NIO, ONVO, and firefly
- Responsible AI governance: Established the AGI Committee
- NOMI Intelligence: Powered by NIO Private Cloud Compute (NPCC), enabling built-in AI security
- Leading circularity: Achieved first “car-to-car” material certification and recycled aluminum certification
- Circular Car Lab: Over **1,100** end-of-life vehicles recycled at “car-to-car”; aluminum reuse: nearly **500** tonnes; carbon emission reduced: over **10,000** tonnes

### Quality and Co-Creation

- ISO 9001/IATF 16949: **100%** of manufacturing and R&D sites covered
- Top-tier safety recognition: **Seven** models rated Euro NCAP five-star, **five** models rated C-NCAP five-star, and **four** models received top C-IASI ratings
- General Objects Warning and Assist (GOA): Accident avoidance capability up by **290%**; **2.387** million potential accidents prevented
- Industry-first: **Emergency Auto Pull-Over**
- Intellectual property: **9,650** patents applied and granted
- Standard-setting leadership: **China's first national standard for steer-by-wire systems**
- Supply chain responsibility: Issued *A Call to Action for NIO Supply Chain Sustainability*
- High partner compliance: **99%** of tier-1 partners signed the *NIO Partner Code of Conduct*
- ESG risk management in supply chain: Covered over **200** partners; on-site evaluations: **96**; Blue Sky Award: **15** partners
- Partner Lean Project: **523**
- Transparent Supply Chain: **63** partners

## Users and Community

- Battery Swap Service: Achieved **100** million swaps on February 6, 2026, with daily average of **97,000** swaps
- Power Swap Stations: **3,736**, charging stations: **4,877**, chargers: **27,728**, with charging services to over **280** non-NIO brands
- Battery recovery rate under battery swapping system: **96%**
- Global service network: **389** service centers
- User satisfaction: Exceeded the target value of **4.5** points
- User clubs and communities: **2,440**, covering **686,873** users
- NIO Life Circular Initiative: **32,080** participants; clothing recycled: **160** tonnes; protective forest planted: over **21,000** m<sup>2</sup>



## Environment and Nature

- ISO 14001: **100%** of manufacturing, R&D, and office sites certified
- ISO 50001: Applied across F1, F2, Caoan Road, Anxiaolu Lab, and Shanghai office facilities
- NIO advanced manufacturing factory received "**National Green Factory**" recognition
- First time publicly disclosed carbon reduction targets: **43%** reduction in lifecycle carbon footprint per vehicle by 2035 (baseline: 2023)
- ONVO L60 and L90 rated **five-star** under C-GCAP
- Reduced emissions: Third-party verification and certification completed in accordance with ISO 14064-3; scope1,2 and 3 total emissions decreased by **5%** from the previous reporting period
- Total energy intensity: Reduced by **26%** from the previous reporting period
- Per-vehicle energy consumption: Reduced by **27%** from the previous reporting period
- Renewable energy consumption: **107,180** MWh, including **49.7%** on-site solar; renewable electricity usage in manufacturing: **56%**
- Reduced water intensity: **17.42%**
- Issued *Zero Deforestation Statement* and *Hazardous Substance Management Commitment Statement*
- Clean Parks: Covered **18** nature reserves; emissions reduction in the protected areas: over **100** tonnes
- Packaging material intensity: Reduced by **6.54%** from the previous reporting period
- Wastewater, waste gas, and solid waste management: **100%** compliance


## Inclusive and Shared Prosperity

- Employer awards: **13**, including Best Employer and Most Popular Employer among university students
- Global employee satisfaction survey (full-time employees and interns): full coverage in **eight** languages, with satisfaction steadily improving
- Global employees (including full-time and part-time employees): **39,072**
- Female ratio of full-time employees: **23.03%**; female ratio in management team: **22.68%**, up **1.85%** compared to the previous reporting period; female ratio of new hires: **16.25%**, up **7.26%** compared to the previous reporting period
- Employees with disabilities: **335**, up **41** compared to the previous reporting period
- Coverage of human rights, anti-discrimination, and anti-harassment training: **100%**
- Employee training: over **1,750,000** hours; total trained employees: over **380,000** person-times; average training hours per employee: **49.98** hours, up **14.09** hours compared to the previous reporting period
- Employee share incentive coverage: **100%** of full-time employees
- Non-compensation welfare coverage: **100%** of full-time employees and interns
- ISO 45001: 100% coverage of manufacturing, R&D, and office sites
- Lost Time Injury Rate (LTIR) per 200,000 working hours for all employees: **0.014**; LTIR for dispatched employees: **0**
- **Zero** work-related fatalities maintained for 3 consecutive years
- Community and public welfare footprint: Over **40** cities and regions; cumulative benefit to over **300,000** households

## Compliance and Governance

- Independent directors: **50%**, with publicly released *Board Diversity Policy*
- Compliance and business ethics training coverage for executives and employees: **100%**
- Information security and privacy certifications: UNECE Cyber Security Management System (CSMS), ISO 27001 *Information Security Management Systems*, ISO 27701 *Privacy Information Management Systems*, etc.
- Information security and privacy training coverage: **100%** of all employees
- Information and privacy leakage incidents: **0**



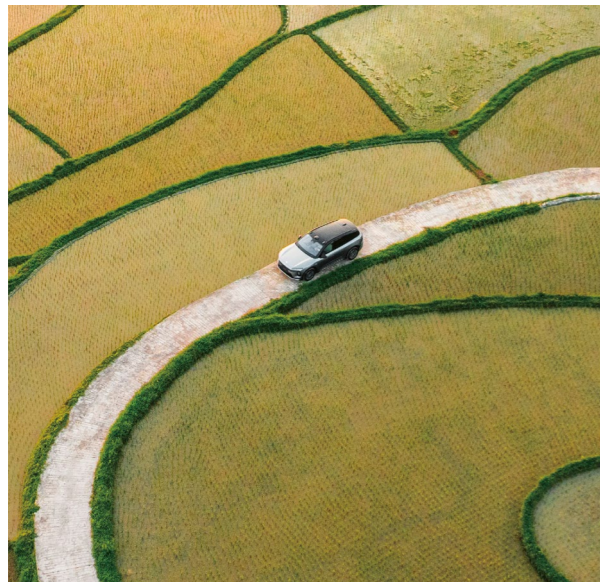


# Annual Highlights: Intelligent NIO, Unleashed Future

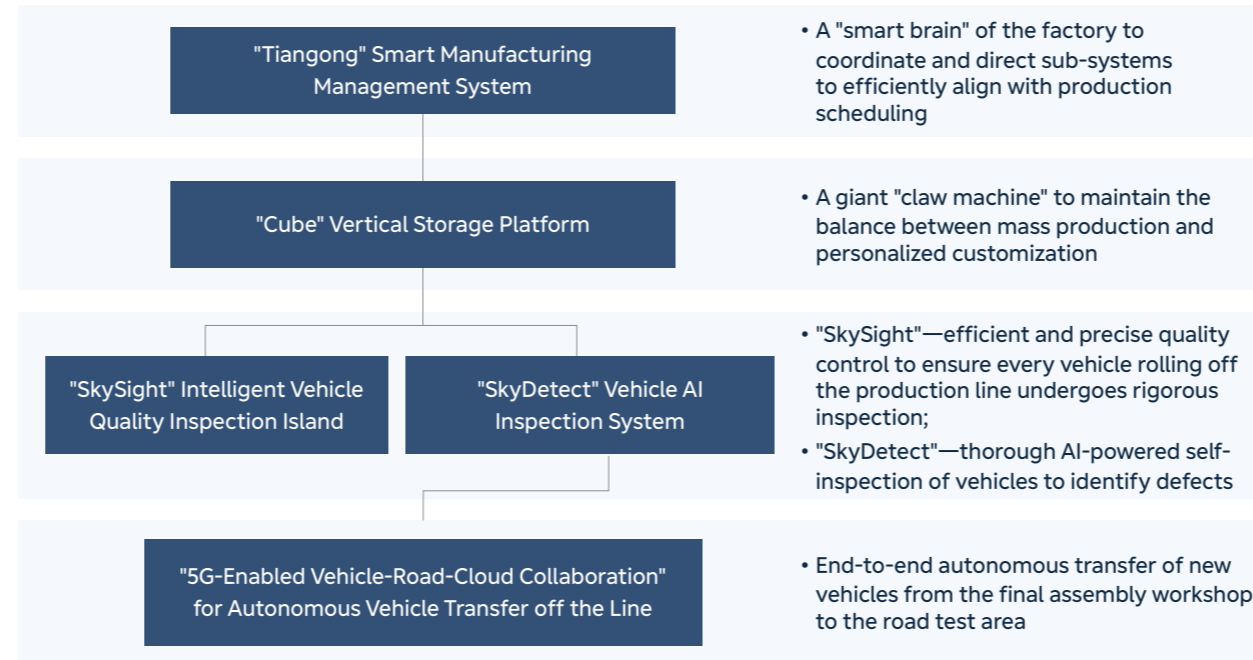
In 2025, NIO was committed to seamlessly integrating intelligence into end-to-end product management and users' driving experience. With technological innovation as a core driver, NIO continued to advance the coordinated iteration of the manufacturing system, mobility experience, and energy ecosystem. Together, these efforts form an integrated approach in which technology enables business development, and business growth, in turn, supports sustainable development.

# Tiangong Smart Manufacturing

As the market accelerates toward both scale and premiumization, the manufacturing system is no longer merely responsible for the production task of "on-time delivery." It now serves as a critical foundation for fulfilling user commitments, ensuring product quality, and enhancing operational resilience. Starting from user orders and centering on closed-loop quality management, NIO continuously advances the "Tiangong" Smart Manufacturing Operations Platform, establishing an intelligent operating model covering the end-to-end manufacturing process through systematic optimization of key areas including production planning, plant-level collaboration, intelligent inspection, and process linkage.



End-to-End Smart Manufacturing Flow Chart



## Proprietary Industrial AI Algorithms + IT/OT Industrial Internet

With proprietary industrial AI algorithms at its core, NIO has built an intelligent decision-making system that integrates the broad capabilities of large AI models with the scenario-specific depth of industry small models, covering the end-to-end production process. By the end of 2025, the system had enabled AI-assisted decision-making across approximately 80% of manufacturing scenarios, from material scheduling and process optimization to online high-precision quality inspection, ensuring consistent, high-quality vehicle production.

Leveraging the "Tiangong" Smart Manufacturing Management System as the factory's "smart brain," NIO has built a digital neural hub supported by 90 km of underground fiber optic infrastructure with 100G bandwidth. Through integrated Wi-Fi 6 and 5G networking, NIO facilitates stable connectivity and real-time linkage among production line equipment, workstation terminals, and intelligent sub-systems. The "Tiangong" system coordinates and directs these systems to unify data flows across the factory, supporting end-to-end traceability and error-proofing at critical stages. This achieves 100% production transparency and significantly improves production efficiency.

# "Cube" Vertical Storage System and Digital Twin System: Empowering Efficient Delivery

In 2025, NIO delivered a total of 326,028 new vehicles, representing a year-on-year increase of 46.9%. Against the backdrop of rapidly increasing orders and user customization, the traditional model exposed structural challenges including limited flexibility, higher costs, and slow delivery in scenarios involving multiple vehicle models, diverse color options, and dual-line mixed production.

To meet the customized fulfillment demands of surging orders, NIO pioneered the "Cube" Vertical Storage System, the world's first intelligent vehicle storage and retrieval platform. The platform upgrades order organization, workshop inventory, and production scheduling from "rigid queuing in fixed sequence" to a "rearrangeable, optimizable" flexible delivery framework. Through intelligent scheduling, it achieves:

- 1) optimal delivery sequencing for high-concurrency customized delivery to ensure stable fulfillment of order commitments,
- 2) minimum color change frequency to support high rhythm and consistent production across multi-color and mixed-model scenarios,
- 3) best manufacturing routes to minimize handling and waiting time, and
- 4) continuous improvement of production line efficiency.

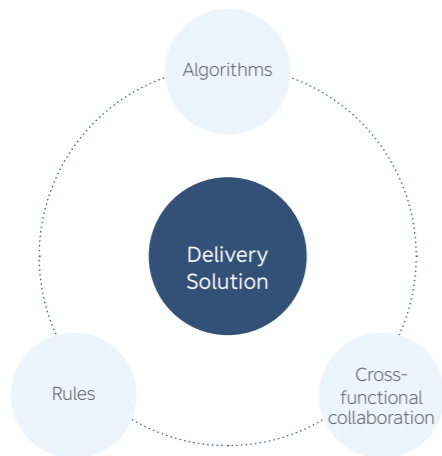
Order-to-Delivery of over 94%	Short delivery cycle of 8.8 days	
<b>Increase of OTD by 49%</b>		
50% reduction of paint and solvent costs	Shortening the cycle of painting and color change by 100%	50% reduction of painting and color change frequency
<b>Increase of topcoat color change frequency by 115%</b>		

## Three Innovation Pillars of the "Cube" Platform

### Production Model: Breaking the "Impossible Triangle" of Efficiency and Delivery

In scenarios involving multiple vehicle models, diverse color options, and dual-line mixed production, traditional production planning often faces the dilemma of balancing "efficiency, cost, and sequential delivery"—safeguarding takt time while maintaining production efficiency, grouping same-color vehicles together to reduce color change costs, and delivering in order sequence to ensure on-time delivery. Infrequent topcoat color changes may compromise efficiency and drive up costs, creating a conflict between "grouping same-color vehicles together" and "delivering in order sequence."

NIO reconstructs the production scheduling logic through a holistic approach of "algorithms + rules + cross-functional collaboration." It converts experience-based production scheduling by fixed order into continuously optimizable scheduling, adjusts production methods in upstream processes and groups vehicles of the same color intelligently in the mid-coat process to make additional space for optimization. Then it uses core algorithms for real-time alignment and dynamic optimization, and enables holistic logistics coordination to ensure that the order delivery sequence remains aligned with requirements. These measures provide a clear and feasible technical roadmap to reduce the frequency of color changes and improve the efficiency of color change.



### Equipment Hardware: The World's First Intelligent Vehicle Storage and Retrieval Platform

As the world's first intelligent vehicle storage and retrieval platform, the "Cube" Vertical Storage Platform upgrades traditional planar storage to three-dimensional storage, enhancing storage capacity and throughput while redefining the painting production model. Traditional painting processes often require frequent paint and spray gun changes under multi-color, small-batch conditions, compromising both efficiency and process stability. In contrast, the "Cube" supports simultaneous painting for more than 20 vehicles, balancing customization with mass production and ensuring timely delivery. Powered by multi-objective genetic algorithms based on a network-flow model, the intelligent vertical storage system equipped with flexible rail-guided vehicles (RGVs) adopts an optimized central radial layout. This reduces process transportation distance by approximately 20%, land use by about 7,000 m<sup>2</sup>, and plant investment by roughly RMB 30 million, while expanding storage capacity to 628 parking slots.



"Cube" Vertical Storage System

### Intelligent Algorithms: Five Topcoat Strategies to Safeguard the OTD

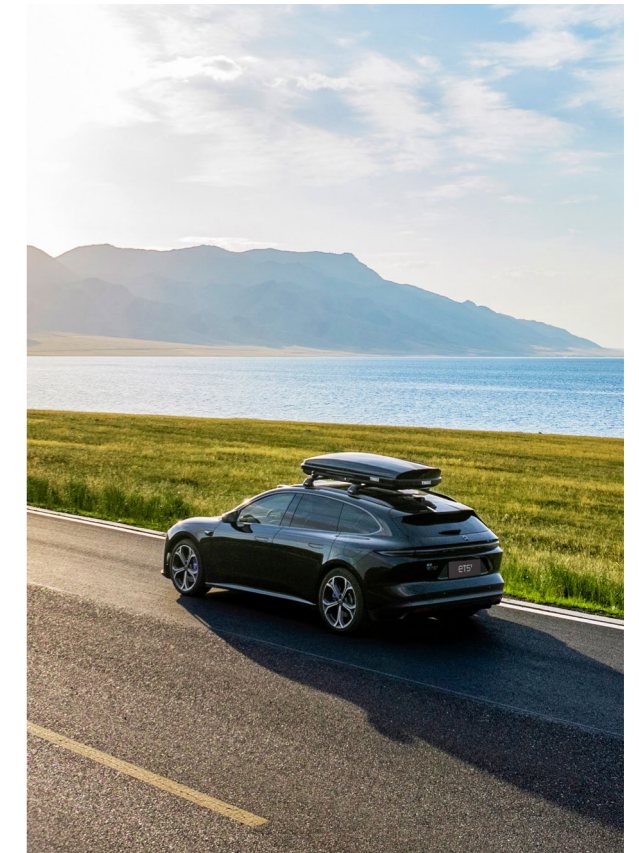
NIO has introduced automatic same-color vehicle grouping in the mid-coat process. The system continuously monitors the departure sequence of vehicles from the E-coat warehouse. When white vehicle orders in the queue reach a configurable threshold set within the Coating Digital Manufacturing Execution System (MES), the system automatically initiates a continuous spraying window for white vehicles, then reverts to routine mid-coat scheduling upon completion. Requiring minimal manual intervention, this mechanism maintains stable mid-coat takt time and quality without affecting assembly demands, while providing the downstream topcoat process with more concentrated and sufficient buffer of same-color vehicles. As a result, the average number of vehicles per same-color continuous spray cycle increased from 12.5 units to 60 units, achieving an efficiency improvement of 380%. A new practice of collaborative optimization between mid-coat and topcoat processes has been established.

In the topcoat process, NIO applies five strategies to elevate color change efficiency to 8.8 vehicles per changeover, representing a year-on-year increase of 115%.

#### NIO's Five Strategies for Topcoat Color Switching

<b>Dynamic Optimization of Color-Zoned Minimum Inventory</b>	Shift from passive buffering to active water storage
<b>Optimization of Order Deviation Coefficient</b>	Intelligent minor adjustments for enhanced color batching
<b>Expanded Scope of Order Search</b>	Identification of matching colors in a broader queue
<b>Color-Specific Spraying Strategy to Minimize Switch</b>	Color-dedicated spraying to minimize switching
<b>Real-Time Fine-Tuning of Key Parameters</b>	Establishment of a parameter response mechanism for continuous optimization

NIO integrates delivery assurance into the core objectives of loosely coupling algorithms, directly incorporating OTD into the objective function to ensure that any color re-sequencing is completed within user-acceptable time windows. A dual safeguard mechanism is established through order deviation red-line control, real-time early warning, and manual review. Through these mechanisms, NIO maintains OTD above 94% while increasing color change frequency by 115%, achieving a win-win in both efficiency and on-time delivery.

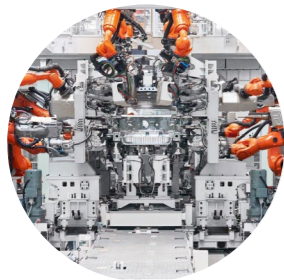


## Advanced Manufacturing: Body Shop—Paint Shop—Quality Center

### Body Shop: Automation and High-Precision Assembly

NIO enhances efficiency and reduces repetitive tasks by deploying highly automated workstations in the body manufacturing process. The process automation rate reaches 100%, saving at least three stations compared to traditional layouts, enabling more compact and efficient organization of the production line.

In addition, NIO employs 3D vision cameras to precisely measure the body and doors at the body assembly stations, and uses system algorithms for optimal adaptation. This marks the industry's first implementation of omnidirectional adaptive door adjustment, with dimensional tolerances controlled within  $\pm 0.5$  mm to ensure consistent quality and enhance overall vehicle craftsmanship. The stations also support multi-model mixed-line production, completing four-door assembly in as little as 98 seconds regardless of model, and providing critical support for high-cadence delivery.



Body Assembly Station



High-Precision Intelligent Four-Door Assembly



### Paint Shop: Vertical Storage System Redefining the Painting Process

Under the traditional model, color-based storage in planar warehouses faces a range of challenges, such as difficult vehicle sequencing, long-standing limitations on topcoat color change frequency (approximately 4.1 vehicles per changeover), cost pressure from paint and solvent changes, and order backlogs and sequence disruptions caused by quality defects and off-line repairs. In response, NIO upgrades planar storage to three-dimensional storage through the "Cube" Vertical Storage System combined with RGV vertical storage, optimizing the process layout into a central radial layout. This enhancement provides stronger buffering and sequencing capabilities to support centralized color painting and stable takt time.



Defect Inspection Station



### Quality Center: "SkySight" + "SkyDetect" Intelligent Inspection Matrix— Building a Full-domain Quality Defense

In NIO's intelligent manufacturing system, quality control has evolved from traditional manual inspection to full-domain intelligent inspection era featuring data-driven and system autonomy. Leveraging the collaborative matrix of the SkySight Intelligent Vehicle Quality Inspection Island and the SkyDetect Vehicle AI Inspection System, NIO achieves full-chain quality coverage from parts to vehicles, and from local functions to overall performance, forming a multi-layered, closed-loop, real-time quality defense.

Built on NIO's proprietary software architecture, "SkyDetect" can directly call underlying vehicle commands and, without relying on external equipment or manual intervention, perform comprehensive self-inspection of over 1,000 vehicle functions including door handles, doors, air suspension, seats, air conditioning, and lighting, proactively intercepting potential defects prior to delivery.

As the industry's first intelligent inspection island, NIO's proprietary "SkySight" completes a total of 32 inspection items and 69 sub-checkpoints with high quality. Through continuous iteration, the inspection cycle has now been shortened to 84 seconds, and defect identification accuracy has improved to 99.7%.



SkySight Intelligent Vehicle Quality Inspection Island Transmitting Real-Time Quality Inspection Data



SkyDetect Vehicle AI Inspection System Performing Automated Batch Inspection on New Vehicles

### Platform-Based Upgrade of "SkyDetect 2.0"

Building on the scaled application of existing capabilities, SkyDetect 2.0 completes a platform-based upgrade, enabling configurable inspection workflows, rapid cloud-based program deployment, and parallel inspection with fleet-level control. Full-process data is aggregated in the cloud for multi-dimensional traceability and export, enabling better alignment with production takt time and laying a data foundation for subsequent AI analysis and quantitative closed-loop quality management.

Dimension Key Outcomes of SkyDetect 2.0 Platform-Based Upgrade

**Higher Delivery Efficiency** **Agile response:** New procedures complete the full process from modification to release in approximately 30 minutes on average.

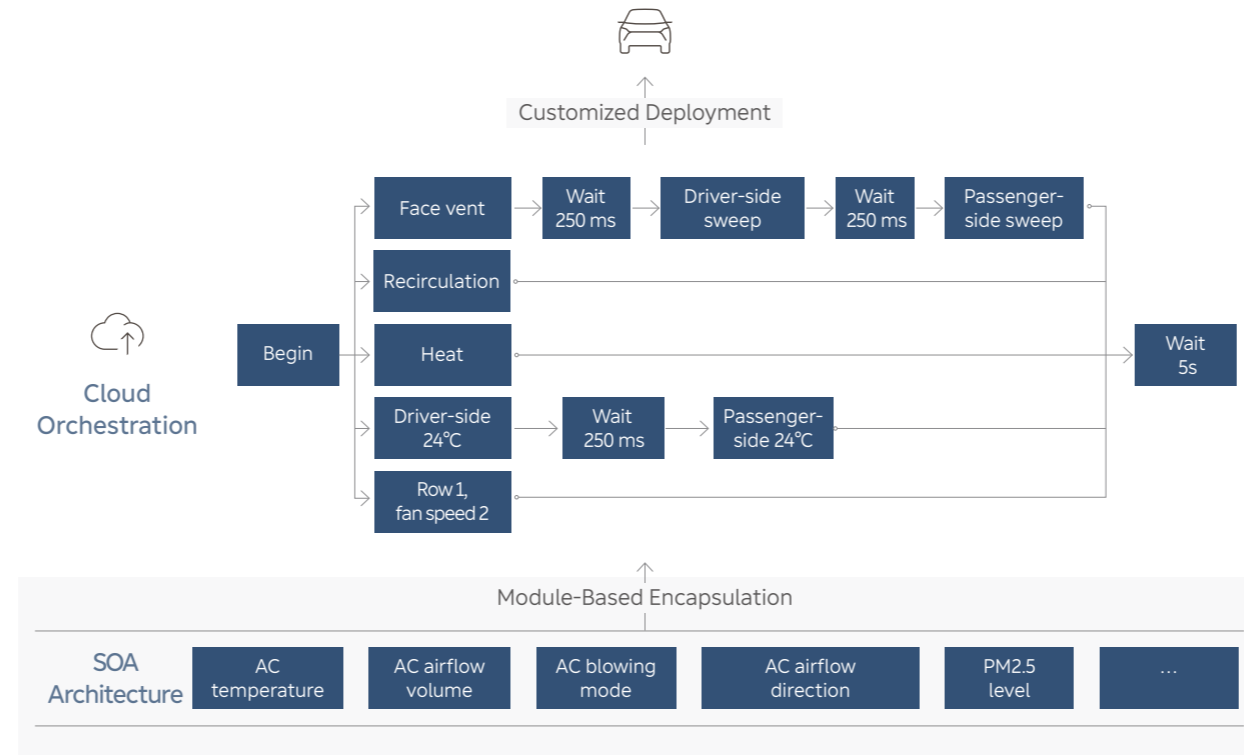
**Solution iteration:** Quality engineers can configure inspection workflows independently, significantly shortening the inspection plan iteration cycle.

**Optimized release:** The leap from "release-based change" to "rapid cloud deployment" improves update efficiency and controllability.

**Precision Adaptation to Takt Time** **High-efficiency collaboration:** Multi-vehicle parallel inspection seamlessly supports high-cadence production demands on the line. **Consistent execution:** Significantly improved command execution consistency ensures precise alignment between production takt time and inspection processes.

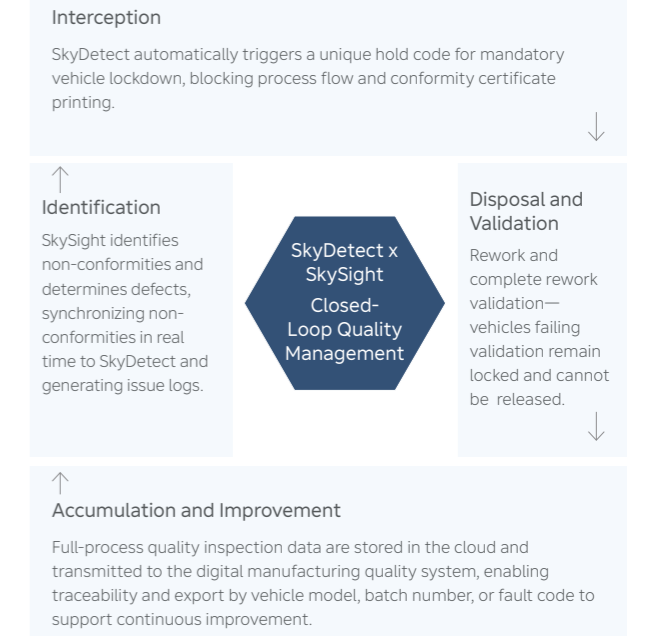
**Closed-Loop Digital and Intelligent Quality Management** **End-to-end traceability:** Cloud storage of full-process inspection data enables multi-dimensional traceability and export by vehicle model, batch number, and fault code. **Foundation for AI-driven decisions:** The capability laid a solid data foundation for subsequent AI analysis and quantitative closed-loop quality management.

### "SkyDetect 2.0" Architecture Upgrades



Through deep integration of "SkySight" and "SkyDetect", NIO has established a quality control mechanism featuring real-time response, mandatory interception, and end-to-end traceability, safeguarding against any defect escape. Quality inspection traceability data for each vehicle is transmitted in real time to NIO's manufacturing quality system, providing critical data support for continuous quality improvement.

NIO also extends its intelligent inspection capabilities to the supply chain, driving the systematic extension of quality standards. For instance, NIO shares its acoustic inspection logic and Q-Plant Platform data architecture with supply chain partners, synchronizing inspection standards from vehicle level to component level. This builds a consistent quality ecosystem covering the upstream and the downstream, empowering partners to achieve quality upgrades through a "technology sharing and mutual standard advancement" chain-based innovation model. **SkySight x SkyDetect Closed-Loop Quality Management System**



# Smart Driving

As the competition centered on advanced assisted and intelligent driving evolves from features to scaled application and safety governance, China launched the homologation policy and public road pilot program for intelligent connected vehicles (ICVs), and included the validation of mass-produced ICVs equipped with L3/L4 autonomous driving functions within the framework. In this context, NIO, as one of the first selected consortium members, continues to enhance the iteration and development of smart driving technology. Guided by the vision of "making vehicles safe and free mobile living spaces," NIO promotes assisted and intelligent driving as a critical enabler of mobile safety, comfort, and efficiency.

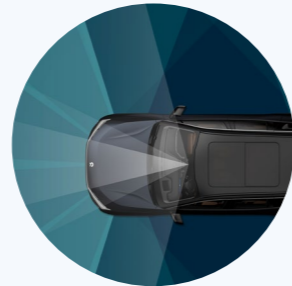


Centered around four core layers including perception, computing, algorithms, and vehicle platform, NIO has built up full-stack assisted and intelligent driving capabilities with map-based localization, perception algorithms, underlying systems, and control strategies. By deploying these capabilities steadily across diversified use cases, including expressways, urban areas, parking, and battery charging, NIO is committed to leading the continuous evolution of intelligent mobility experience in the new stage marked by policy and industrial synergy.

## NIO AQUILA Super Sensing System

### Comprehensive Environmental Perception Capabilities

As the "eye" for smart driving, the NIO AQUILA Super Sensing system features the deployment of various sensing units and 360-degree peripheral perception. NIO's unique "watchtower" layout, combined with multi-source fusion perception, effectively minimizes visual blind spots in complex traffic scenarios, and improves the perception of the surrounding environment. The multi-perception redundancy further enhances driving safety and system reliability.

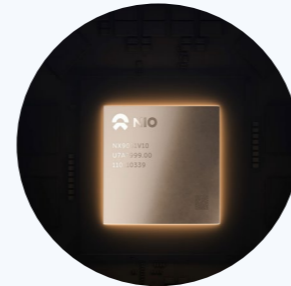


## NIO ADAM Central Computing Cluster

### Powerful Computing Capabilities

In terms of computing and system architecture, the NIO ADAM Central Computing Cluster delivers consistent and unified computing power and a data foundation for real-time perception, route planning, and control execution. Featuring a super image-processing pipeline and a high-bandwidth data network, the platform ensures that multi-source perception information is processed in an efficient and collaborative manner, and rapid responses are made in complex traffic conditions.

The cluster also introduces multi-redundancy and hot backup mechanisms to ensure continuous and stable operation of key functions under abnormal conditions. This enhances system reliability and the user experience.



## Smart Driving Algorithms

### Evolving Algorithms

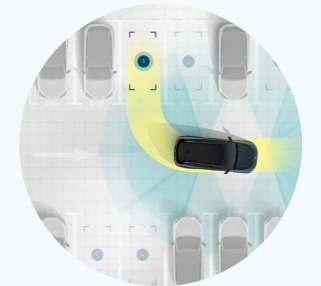
The smart driving algorithms featuring multi-scheme cross-validation approaches cover key domains such as perception, localization, prediction, and control. Through multi-source information fusion and multi-modal prediction and planning, the algorithms enable more comprehensive understanding of traffic participants' intentions, and safer driving decisions with seamless maneuvers. NIO also continues to leverage swarm intelligence and scenario-based data to enhance the algorithms' adaptability in typical road conditions, progressively improving system intelligence and driving comfort while maintaining safety standards.



## Smart Driving Vehicle Platform






### Seamless Integration of Software and Hardware

NIO has developed a smart driving vehicle platform to deeply integrate perception, computing, and algorithm capabilities into the vehicles' underlying architecture. Building upon the in-house developed SkyOS operating system, NIO employs multi-layer redundancy in critical execution chains such as power supply, communication, steering, braking, and propulsion. This provides a stable and safe execution foundation for smart driving functions in diverse driving conditions, enhancing the system's robustness and functional continuity.



Focusing on providing a more reassuring and seamless smart driving experience, NIO continues to increase coverage, gradually expand to highways, urban expressways, open urban roads, parking, and energy replenishment, under the premise of safety. NIO also enhances users' trust in the smart driving features and understanding of their boundaries through user co-creation and training. Through in-app learning videos and quizzes, NIO educates users on a key principle: smart driving is a driver assistance tool, not a fully autonomous system, and it has defined boundaries that require drivers to remain in control and take over when necessary.

### NIO's Proprietary Smart Driving Features

	<p><b>All-domain Navigation on Pilot Plus (NOP+)</b></p>	<p>Assist with driving tasks such as lane change, overtaking, speed control, and intersection passage along the navigation route on highways, urban expressways, and selected urban road scenarios. Its subscription model also provides users with iterative experience.</p>
	<p><b>Enhanced Lane Centering Assist (Pilot+)</b></p>	<p>Assist in lane-centering driving on roads with clear lane-marking, and provide more continuous steering and vehicle-following under specific conditions based on traffic flow and road structure.</p>
	<p><b>Power Swap Pilot for Highways</b></p>	<p>Integrate smart driving capabilities with the NIO battery swap service system, exploring a "point-to-point" experience for energy replenishment to simplify users' operations and reduce their anxiety.</p>
	<p><b>NIO Link Remote Parking Assist</b></p>	<p>Integrating features such as Intelligent Parking Assist, Shiftless Advanced Parking Assist (SAPA), and Remote Parking Assist (RPA), it continues to facilitate parking maneuverability in complex parking spaces through accumulation of scenario-based data.</p>
	<p><b>Active Safety 2.0</b></p>	<p>The Active Safety 2.0, General Objects Warning and Assist (GOA), Automatic Emergency Steering (AES), and Mis-Acceleration Intervention (MAI) contribute to effective identification and response to typical high-risk scenarios, and expand the system boundaries.</p>



# Smart Power Solutions

Against the backdrop of the energy structure transition and accelerated development of a new power system, energy replenishment has become a frontier scenario that connects mobility demands, station-side energy supply, and grid operation. Upholding the aspiration of "recharging beyond refueling," NIO leverages the Battery as a Service (BaaS), an industry-first battery subscription service that offers continuous iteration, to expand battery swap from a single energy solution to a replicable service model and asset operation system. Featuring battery-vehicle separation, the BaaS model allows users to rent the batteries which are chargeable, swappable and upgradeable. It lowers the threshold for vehicle purchases and lays a foundation for future battery upgrades and more energy replenishment flexibility across different scenarios.

## NIO Power Swap Station 4.0

Building on the continuous expansion of its network, NIO deploys the fourth-generation Power Swap Stations, accelerating the upgrade of battery swap infrastructure from "efficient energy replenishment hubs" to "comprehensive energy hubs." The fourth-generation Power Swap Stations are equipped with 23 battery slots, offering a maximum service capacity of 480 swaps per day, and saving approximately 22% of single swap time compared with the third generation. This significantly enhances energy replenishment efficiency for highly frequent use scenarios.

## Recharging Network

NIO continues to increase investment in the development of its charging and battery swap network to meet users' diverse energy replenishment needs across a wide range of mobility scenarios. As of the end of the reporting period, NIO has successfully established a high-speed battery swap network connecting 9 vertical and 11 horizontal backbone highways and 16 major city clusters. In addition, NIO has long made its self-built charging infrastructure accessible to all new energy vehicle users. By the end of the reporting period, it had provided charging services to users from 280 non-NIO brands, with such usage accounting for more than 85% of the total charging volume delivered by NIO's self-built charging network.

By the end of the reporting period

3,736

Power Swap Stations

(incl. 3,676 stations in China and 1,009 along the expressways in China)

81.4%

NIO Users Within 3 km of a Swap Station

4,877

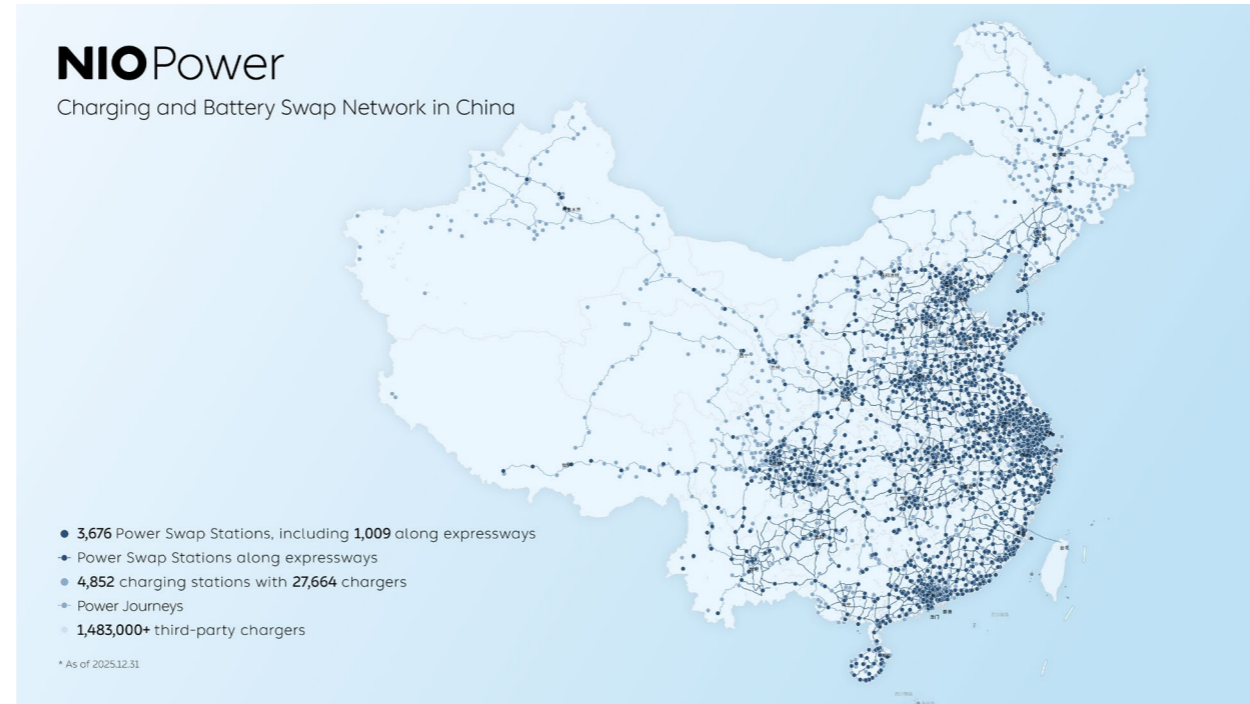
Charging Stations

27,728

Chargers

2,683,000+

Third Party Chargers Connected



## Supporting Grid Peak Shaving and Load Shifting

NIO has begun to explore effective collaboration between its battery swapping network and the power grid through off-site energy storage units. By the end of the reporting period, NIO had signed agreements for nine energy storage pilot projects (including one in Guangzhou, and eight in Shanghai), and put six off-site storage units in operation nationwide (including five in Hangzhou, and one in Guangzhou). These projects operate under the strategy of peak shaving and load shifting, saving electricity costs of approximately RMB 20,000/station/year, and support grid load balancing in areas with high electricity demand.

By the end of the reporting period

9

Energy Storage Pilot Projects Signed  
(1 in Guangzhou, 8 in Shanghai)

6

Off-Site Energy Storage Units in Operation  
(5 in Hangzhou, 1 in Guangzhou)

## Driving Bidirectional Vehicle-Grid Coordination

In terms of energy synergy, NIO, in collaboration with universities and industry partners, continues to facilitate the pilot application of Power Swap Stations in virtual power plants (VPP) and Vehicle-to-Grid (V2G) interaction. During the reporting period, NIO applied for its Power Swap Stations to engage in a national R&D demonstration project of VPP, together with Tsinghua University and industry partners such as State Grid. The project was later successfully commissioned.

In 2025, NIO became one of the first new energy vehicle companies to regularly participate in frequency regulation services. In Zhejiang Province, NIO connected to China Huaneng's VPP system, aggregating 200 Swap Stations across the province. By the end of the reporting period, this marked a commercial use case of the longest operation cycle among domestic automakers to regularly participate in secondary frequency regulation ancillary services.

By the end of the reporting period, NIO had a total of approximately 860 Power Swap Stations and 26,000 chargers participating in the grid demand response, peak shaving and frequency regulation across 14 provinces and municipalities, including Shanghai, Beijing, Tianjin, Hebei, Guangdong, Jiangsu, and Zhejiang. NIO also took the lead in deploying 10 stations for frequency regulation services in Denmark and the Netherlands, continuously expanding its global footprint of V2G interaction.



By the end of the reporting period

860

Cumulative Swap Stations Participating in Peak Shaving

26,000

Cumulative Chargers Participating in Peak Shaving

14

Provinces and Municipalities provide demand response and peak shaving services

## A Clean Energy System

NIO introduced the photovoltaic (PV) power generation system into the fourth-generation Power Swap Stations, actively building comprehensively introduced demonstration stations carried out zero-carbon certification practices. It aims to establish a green energy system that spans from single-station operation to a whole system.

By laying approximately 60 m<sup>2</sup> of PV modules on the rooftop of selected fourth-generation Power Swap Stations, NIO generates approximately 10,000 to 11,000 kWh of electricity annually, enabling closed-loop generation and consumption of clean electricity. On this basis, NIO cooperates with leading PV enterprises, and uses high-efficiency Hybrid Passivated Back Contact (HPBC) battery modules to further enhance the PV system's power generation efficiency and adaptability across diverse scenarios. This self-sufficient system, with surplus power entering the grid, significantly reduces the Power Swap Stations' reliance on external power grid, progressively lowering their operational carbon footprint. In addition, NIO established a systematic green electricity procurement mechanism through electricity trading, thereby continuously increasing the green electricity usage at Power Swap Stations.

60 m<sup>2</sup>

Rooftop PV Panels

10,000 ~ 11,000 kWh


Generated Annually

## Efficient Energy Operation and Coordination Powered by Intelligence

The fourth-generation Power Swap Stations are equipped with a high-computing intelligent platform, integrating multiple sets of LiDAR units and NVIDIA Orin X chips to deliver total computing power of 1,016 TOPS, which enables precise vehicle identification, route planning, and automatic control of the battery swap process. Users can initiate battery swap requests with one click via the vehicle center display and the in-station system realizes unmanned operation of "entry—battery swap—exit" seamlessly. The fastest swap has been recorded at 2 minutes and 24 seconds. Each station features a maximum daily service capacity of up to 480 swaps. This intelligent system not only enhances the user experience and facility utilization, but also lays a solid technical foundation for future engagement in advanced energy services such as grid demand response and V2G.



Looking ahead, NIO will continue to elevate the green and digital transition of infrastructure with the adoption of clean energy and intelligent system deployment, providing systematic support for an efficient, open, and sustainable energy ecosystem.



# Annual Highlights: Safe Journeys, Sustainable Future

At NIO, safety is at the core of everything we do. We have established a comprehensive, end-to-end safety management framework that integrates forward-looking insights, real-world data, and user feedback to drive the intelligent evolution of both active and passive safety systems. Our mission is to ensure reliable, intelligent, and safe mobility experiences for every user.

# Full-Domain Safety

In the era of smart EVs, NIO integrates safety into its vehicle development DNA and builds exceptional safety capabilities across all its products by upholding the firm belief that "every incremental improvement in safety is worth every effort." NIO's safety assurance system spans 11 critical scenarios, including crash safety, battery safety, electric drive system (EDS) and high-voltage safety, software safety, functional safety, charging and battery swapping safety, and cybersecurity, delivering comprehensive protection for users.

## NIO's 11 Safety Scenarios



## Functional Safety

NIO has established a full-lifecycle functional safety management system covering the entire product lifecycle (from concept, design, and development through production and operations to end-of-life/decommissioning). Safety strategies are defined as early as the product concept phase, with clear safety objectives established through rigorous Hazard Analysis and Risk Assessment (HARA). During subsequent system, hardware, and software development, NIO implements a series of stringent processes, including requirements analysis, architectural design, integration testing, and verification and validation, to ensure that functional safety objectives are achieved.

### Five Key Phases of NIO's Functional Safety Design

<b>Concept</b>	Identify potential hazards and associated risks through HARA, and establish safety goals based on the assessment results.
<b>System</b>	Define system safety requirements, and outline the process for system architecture design audit and integration testing.
<b>Hardware</b>	Cover the development of hardware requirements, layout and module design, module development, as well as subsequent integration, testing, and release activities.
<b>Software</b>	Establish a complete process covering software requirements analysis, architecture design, detailed design and unit modeling, as well as software testing.
<b>Lifecycle Management</b>	Establish a comprehensive full-lifecycle management process covering production, operations, maintenance, and decommissioning, to ensure the proper implementation of relevant safety requirements.

In 2025, NIO was certified to ISO 26262 Automotive Safety Integrity Level D (ASIL D)—the highest level of automotive functional safety management process certification, marking that NIO's R&D and management systems have achieved the highest international standard in identifying, preventing, and controlling failure risks.

NIO's 180 kW EDS Power Electronic Unit (PEU) was certified to ISO 26262 Functional Safety Product certification and ASIL C—the highest safety level. This demonstrates that the electronic control unit meets the industry's highest standards in critical technical indicators such as hardware redundancy, fault diagnosis, and safety mechanisms, ensuring driving safety under extreme operating conditions.



NIO's ISO 26262 ASIL D Functional Safety Certification

## Battery Safety

Battery safety is the lifeline of NIO and a fundamental commitment to every user. Guided by a clear goal of "zero accidents" from the very beginning of product development, NIO applies stringent standards and control plans at all levels from raw materials, cells, to battery systems, to ensure that all stages meet design requirements and are fully traceable. NIO's Battery as a Service (BaaS) not only delivers a convenient and efficient energy replenishment experience to users, but also plays a critical role in battery safety management. Every swap serves as a comprehensive health check for the battery. If any potential safety risks are detected, the battery can be promptly recalled for handling, ensuring that only safe, reliable, and trustworthy batteries are used in users' journeys.

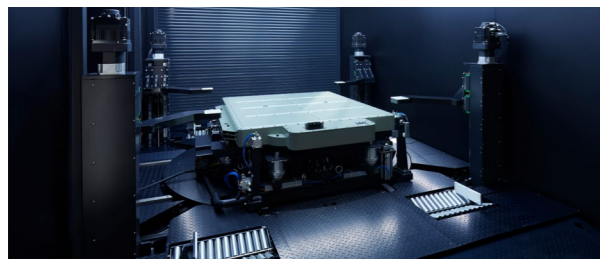
Power batteries are primarily mounted on the underbody of the vehicle, making them highly vulnerable to impacts and damage during driving. If such damage is not detected in a timely manner, it may lead to serious safety incidents. NIO has developed two proprietary technologies: proactive detection and interception at battery swap stations, and vehicle-side detection and active prevention, to promptly identify battery damage and ensure a safe mobility experience for users.

## Digital Platform for Battery Lifecycle Management

NIO has built an integrated digital platform for battery lifecycle management, leveraging digital and smart technologies to achieve end-to-end monitoring and precise risk control—from R&D and operations to end-of-life recycling. This platform drives a shift in safety management from "reactive response" to "proactive governance."

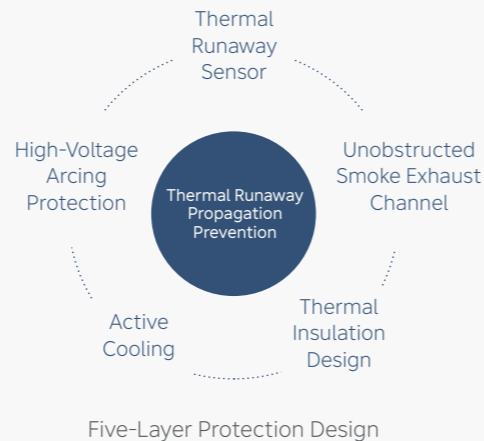
### Beyond Robust Protection—Exceeding Industry Standards

- The battery is engineered with an ultra-high-strength structure capable of withstanding lateral forces of up to 300 kN—equivalent to the weight of 10 SUVs of the same class. This ensures superior resistance to impact and compression.
- The battery pack has extremely stringent sealing requirements. While the industry standard typically requires IP67 protection, NIO's battery pack also meets the stricter IP69 rating, offering complete dust protection and the ability to withstand high-pressure, high-temperature water jets.
- NIO applies vibration test standards comparable to those used for pickup trucks, ensuring adaptability to more complex road conditions.



### Thermal Runaway Propagation Prevention Design

- NIO adopts a five-layer protection design to prevent thermal runaway propagation, encompassing battery cell insulation, structural barriers, thermal management, pressure relief, and system monitoring.
- In compliance with national standards for thermal runaway early warning and safety requirements, NIO further reduces the risk of thermal propagation through multi-redundancy design, enhancing system safety and reliability under extreme operating conditions.



### Proactive Detection and Interception at Power Swap Stations

NIO has equipped its Power Swap Stations with a highly intelligent battery imaging system, which can accurately identify and locate impact marks on battery pack surfaces during the battery swap, assess damage severity, and promptly detect damaged batteries, effectively mitigating potential safety risks. During each battery swap, the system at the station conducts over 100 precision checks across critical dimensions, including cells, circuitry, and housing structure. This "each swap includes a full inspection" mechanism proactively identifies and removes batteries with potential hazards, ensuring that every battery remains in either a sub-healthy or healthy state.

### Vehicle-Side Detection and Active Prevention

NIO has deployed an in-vehicle battery safety system with full-scenario perception capabilities, which can monitor the underbody condition and road conditions in real time and intelligently adjust suspension height to prevent impacts. When abnormal collisions or vibrations are detected, the system immediately issues an alert to the user, and coordinates with NIO's service network to provide battery inspection support, enabling a closed-loop battery safety management system—from proactive prevention, immediate warning, to service and response.

**Full-Scale Data Integration & Multi-Modal Sensing:** The platform integrates comprehensive battery data from vehicles, battery swap stations, and operational processes. In 2025, it introduced multi-modal sensing mechanisms to capture supplementary data and enable feature fusion for battery states across diverse operating scenarios. By analyzing full-scale data in real time, the platform establishes dynamic, holistic battery operation profiles, laying a precise data foundation for risk analysis.

**High-Precision Risk Identification & Proactive Prevention:** By learning from historical anomaly cases and applying model-based analysis, the platform establishes a multi-dimensional risk identification framework. In 2025, it added and refined over 120 early-warning algorithms and analytical models, significantly enhancing the precision of detecting battery anomaly trends and potential risk signals.

**End-to-End Closed-Loop Management:** The platform continuously strengthens its data correlation analysis, ensuring that every battery in circulation remains under control. By 2025, the closed-loop management mechanism achieved a 100% station-side seamless inspection rate for batteries.

## Battery Swap Safety

NIO's BaaS comprehensively addresses communication security between vehicles and infrastructure, high-voltage safety of the powertrain before and after battery swaps, and personnel safety during vehicle-equipment coordination, ensuring a safe and reassuring experience for every battery swap.

### Multi-Dimensional Super Sensing System for the Fourth-Generation Power Swap Stations

Each station is equipped as standard with six ultra-wide field-of-view LiDAR sensors and four Orin X chips, delivering a total computing power of 1,016 TOPS. These LiDAR sensors and NIO's proprietary algorithms enable real-time detection of subtle obstacles both inside and outside the station, such as pets, fallen objects, or minor ground protrusions.

### Communication Security

NIO establishes a communication link between vehicles and Power Swap Stations through the TLS encryption protocol, ensuring the confidentiality and integrity of data transmission. During communication, the vehicle and the target station perform mutual verification of order information and vehicle identity to ensure data accuracy.

### High-Voltage Safety of the Powertrain

After the battery swap is completed, the vehicle performs a high-voltage self-check of the powertrain system to ensure the high-voltage safety of the vehicle equipped with the newly swapped battery. Meanwhile, the newly swapped battery information is collected and reported to the battery early warning and monitoring platform for data monitoring.

### Personnel Safety

During the battery swapping process, the vehicle and the Power Swap Station maintain real-time coordination between their mechanical systems. If a change in door status is detected, the station will be alerted, and all mechanical actions such as door opening or closing will be halted, thereby effectively ensuring the safety of on-site personnel.

The power swap mechanism, which connects the battery to the vehicle body, is a key component for the power swap function. Adhering strictly to the principles of safety, quality, and user experience, NIO defines three core design objectives for the mechanism: reliability, convenience, and durability.

### Reliability

The power battery remains securely mounted throughout the vehicle's entire lifecycle, ensuring no loosening during normal operation and no detachment even under extreme driving conditions.

### Safety

Each battery swap is equivalent to a full inspection.

### Convenience

The battery swap can be completed in just a few minutes.

### Durability

The vehicle is engineered to support 3,000 safe battery installation and removal cycles, ensuring reliable operation up to one million kilometers.

### Full-Lifecycle Traceability

All data is transmitted back to the cloud.



## Cybersecurity

As combined driver assistance systems and connected vehicle technologies continue to evolve, cybersecurity has become a core competitiveness for automakers. NIO places cybersecurity and user data protection as its core responsibilities, and continuously enhances its cybersecurity management and technical measures. During the reporting period, NIO obtained certification for the Cyber Security Management System (CSMS), and its connected vehicle cybersecurity case was recognized by China's Ministry of Industry and Information Technology (MIIT) as one of the Model Cases under the "Safeguarding New Industrialization" initiative. For more details about cybersecurity, please refer to "7.3 Information Security and Privacy Protection."

### Efficient Protection Against Communication

- During over-the-air (OTA) updates, NIO implements a three-layer security protection mechanism, including ECU firmware signing, server-side encrypted signature mechanisms, and communication security measures, effectively preventing abnormal incidents caused by malicious tampering or unauthorized firmware flashing.
- NIO's OTA system has obtained Level 3 certification under China's Multi-Level Protection Scheme (MLPS).

### User Privacy Protection

- NIO ensures the secure collection, transmission, and processing of user interaction data through technologies such as NOMI local wake-up, cloud data anonymization, and non-persistent storage of sensitive information.
- NIO applies rigorous de-identification techniques to data collected from smart driving and in-cabin sensing systems, and anonymizes biometric data, such as facial images captured outside the vehicle.
- NIO continuously monitors connected vehicle cybersecurity risks and has established an efficient vulnerability response and remediation mechanism.

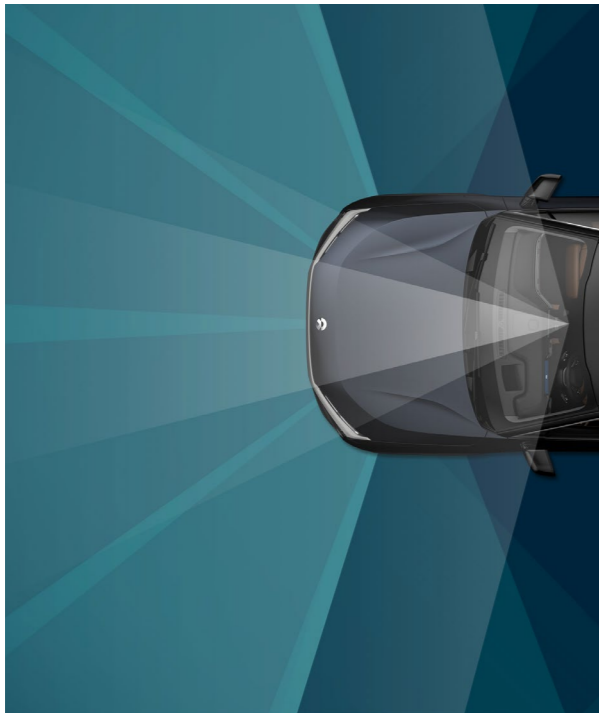
### NIO's Connected Vehicle Cybersecurity Case Selected as a Model Case by MIIT under the "Safeguarding New Industrialization" Initiative

NIO was among the first in the industry to establish a "safe & secure" digital architecture by integrating functional safety (safety) and cybersecurity (security) into the entire product lifecycle—from design and development to operations. In August 2025, after a rigorous review process, NIO's connected vehicle cybersecurity case was selected as one of the cybersecurity model cases and regions with outstanding performance under the "Safeguarding New Industrialization" initiative by the MIIT. NIO was the only vehicle manufacturer in Shanghai to receive this honor, demonstrating that the effectiveness of NIO's connected vehicle cybersecurity system and its practical implementation has been highly recognized.



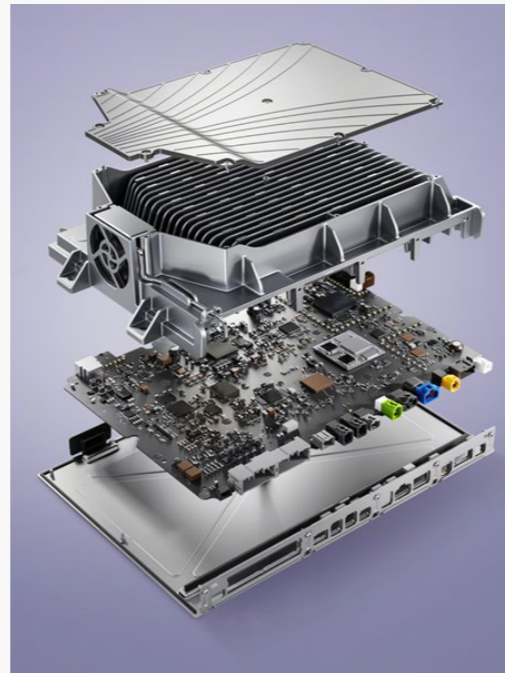
## Synergy of Intelligence and Safety

At NIO, we believe that in an AI- and data-driven intelligent era, safety is not just about hard protection. NIO continues to evolve its intelligent safety assistance systems, integrating them with high-strength body structures and occupant protection systems. This enables full-chain, closed-loop safety management that is preventive, mitigative, and protective, delivering a safer and more user-friendly experience for users.



### CCC—Faster Braking Response

NIO, ONVO, and firefly models adopt a Central Computing Cluster (CCC) that integrates multiple vehicle domains into a unified architecture<sup>1</sup>. By directly connecting smart driving sensors to the CCC, the system significantly reduces data processing and transmission steps, providing additional response time for the smart driving system and thereby improving overall safety performance.



CCC

### Third-generation ES8's (All-New ES8) Intelligent Pedestrian Protection Function

NIO has introduced the industry-first intelligent pedestrian protection function on the All-New ES8. Leveraging the vehicle's intelligent driving assistance perception system, the function detects dynamic conditions ahead of the vehicle. When a collision is imminent and the Automatic Emergency Braking (AEB) cannot prevent the impact, the system automatically raises the front trunk lid within 500 ms prior to collision, creating a buffer zone to reduce head injury risk to pedestrians.



Industry's First Hood That Lifts in Advance of Collision  
Designed to Minimize Pedestrian Injuries

Triggered up to 500 ms before impact  
Can be reattached and reused

All-New ES8's Smart Pedestrian Protection Function

<sup>1</sup> The integrated domains include the Vehicle Domain Function (VDF), Assisted and Intelligent Driving Domain Function (ADF), Cockpit Domain Function (CDF), Smart Antenna Function (SAF), and Vehicle Control Unit (VCU).

# Data-Guided Optimization

NIO upholds a product philosophy that safety has no endpoint. By translating external insights into design language, NIO continuously refines vehicle safety based on accident data, user feedback, NOMI interactions, and global authoritative safety assessment systems.

NIO has established a dedicated accident investigation team that conducts in-depth root-cause analysis through data analysis, accident site investigation, and vehicle examinations. The findings are systematically integrated into safety feature iterations, enabling continuous enhancement of safety performance.



## NIO ET9's Intelligent Collision Mitigation System

In rear-end collisions between passenger vehicles and heavy trucks, injury and fatality rates are significantly higher due to the substantial height difference between the two. This misalignment prevents the passenger vehicle's crash structures from properly engaging with the truck's frame, resulting in inefficient energy absorption and severe intrusion into the occupant compartment, which significantly increases the risk of injury or death.

To address this critical safety challenge, NIO has introduced the intelligent collision mitigation system in the ET9 for the first time. Leveraging the advanced SkyOS full-domain vehicle operating system and the upgraded Vehicle Motion Control (VMC) system, the solution enables integrated control of the vehicle's lateral, longitudinal, and vertical dynamics. When a high-risk rear-end collision with a truck is detected, the ET9's Full Active Suspension (FAS) responds within 0.7 seconds, instantly raising the vehicle body by up to 50 mm. This dynamic height adjustment increases the structural overlap between the passenger vehicle and the truck, significantly reducing occupant compartment deformation, thereby preserving vital survival space for occupants.



Illustration of ET9's Intelligent Collision Mitigation System

## firefly's Safety Performance Evolves with Insights from Real-World Accident Scenarios

firefly was engineered with real-world accident scenarios at its core. Informed by real-world performance data and user driving behavior, NIO continuously expands its development and validation matrix, deepening its accident scenario coverage and iteratively refining passive safety systems to improve overall vehicle safety performance.

### Low-Speed Collisions:

The body structure has been optimized and appropriately arranged to protect critical components, minimizing damage and reducing repair costs for users.

### High-Speed Collisions:

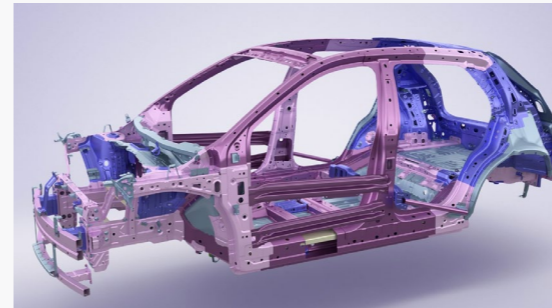
The model features a high-strength Safety Cage body design, ensuring occupant compartment integrity during crashes and protecting the battery pack.

### Occupant Protection:

Interior components (e.g., the instrument panel and door panels) feature rounded, occupant-friendly designs, and are refined through multiple rounds of computer simulations and physical crash testing to reduce the risk of injury from sharp edges during collisions.

### Pedestrian Protection:

The model adopts an optimized exterior design with improved contact points, enhanced front-end energy-absorbing structures, and a carefully planned front compartment layout, significantly improving cushioning and protection in the event of a pedestrian collision.



firefly's Safety Design



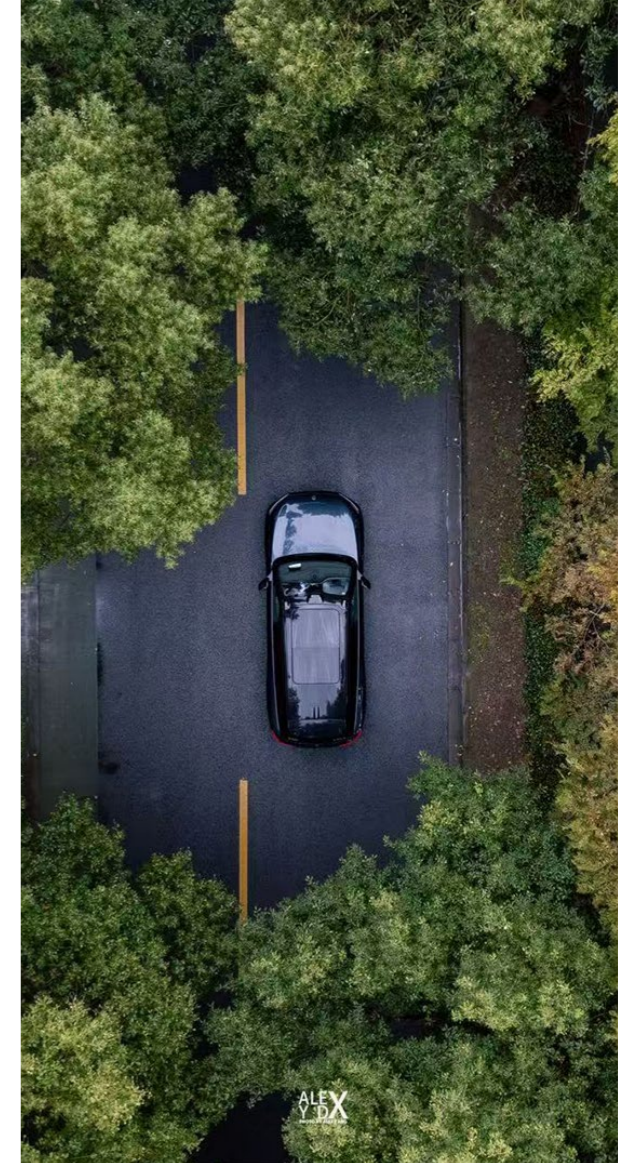
NIO's smart driving features have evolved in close alignment with user feedback. Through NOMI and the one-tap-to-report function, NIO captures user needs in real-world scenarios, continuously driving the optimization and enhancement of its smart driving capabilities.

### Enhanced Smart Driving Experience

With the release of Banyan 3.2.0, NIO has enhanced Navigate on Pilot Plus (NOP+), enabling a more stable, human-like driving style featuring smoother vehicle following and more confident lane changes, better balancing safety and comfort during highway driving. It also added Adaptive Light control (ALC) in subsequent updates. This feature allows users to initiate a lane change at any time simply by using the turn signal lever, without disrupting NOP+ operation in the background. This enhancement enables "human-machine co-driving," maintaining the system's robust performance across the majority of driving scenarios while allowing timely user intervention.

The safety ratings of NIO models by the end of the reporting period are as follows:

	China Insurance Automotive Safety Index (C-IASI)	China New Car Assessment Program (C-NCAP)	European New Car Assessment Program (Euro NCAP)
NIO EL8 (ES8)	-	★★★★★ 2019	★★★★★ 2021
NIO EL7 (ES7)	-	-	★★★★★ 2023
NIO EL6 (ES6)	-	-	★★★★★ 2024
NIO EC6	Highest safety rating of the year 2020	-	-
NIO ET7	-	★★★★★ 2022	★★★★★ 2022
NIO ET5	Highest safety rating of the year 2022	-	★★★★★ 2023
NIO ET5T	-	-	★★★★★ 2023
ONVO L60	Highest safety rating of the year 2025	★★★★★ 2024	-
firefly	Highest safety rating of the year 2025	★★★★★ 2025	★★★★★ 2025
ONVO L90	-	★★★★★ 2025	-



An aerial photograph of a white car driving on a dirt road that winds through a dense, lush green forest. The car is positioned in the lower-middle part of the frame, moving towards the right. The sunlight filters through the trees, creating dappled shadows on the road and the surrounding foliage. The overall scene conveys a sense of nature and sustainable travel.

01

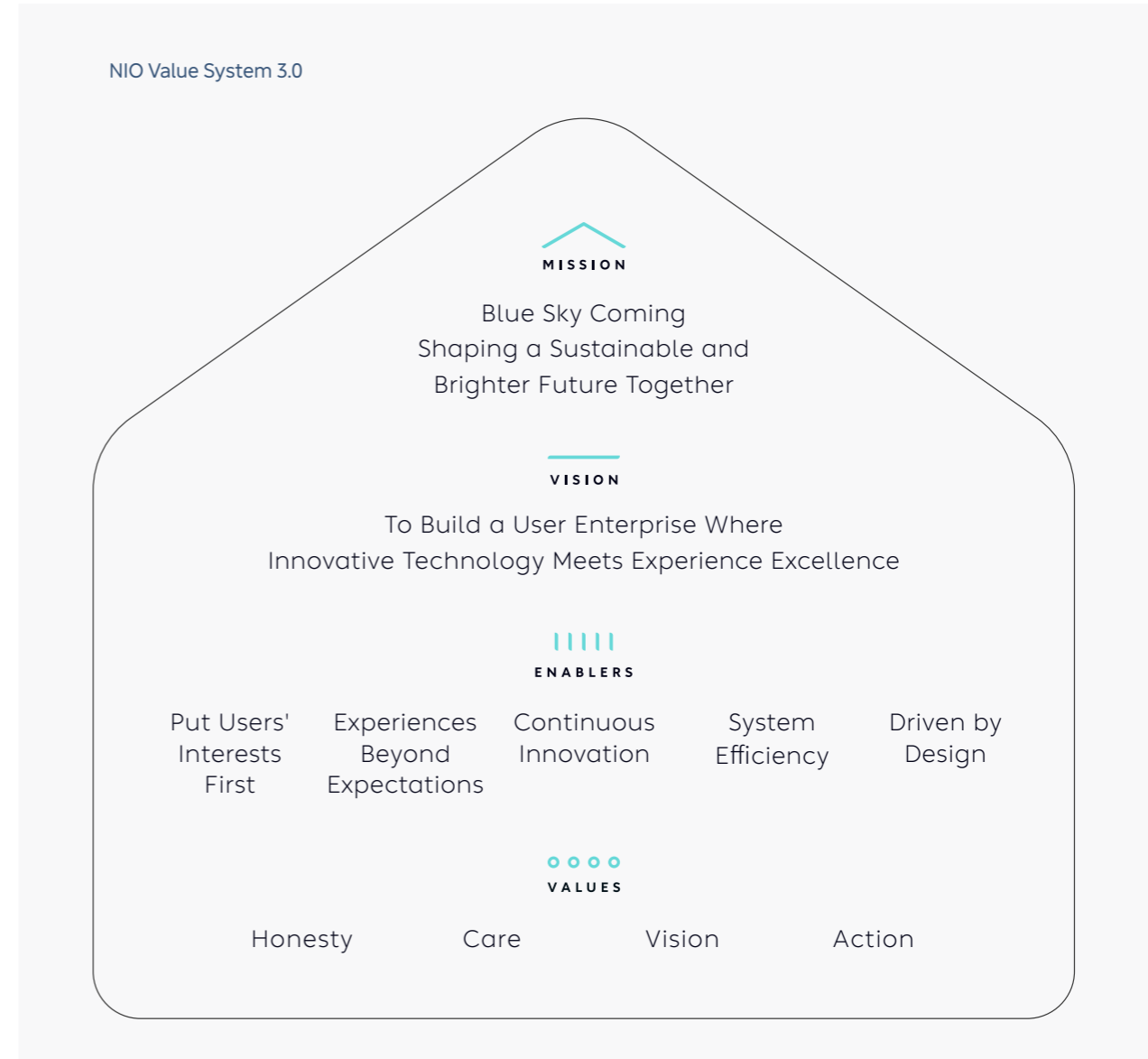
# Sustainable Development Management

NIO positions sustainable development as a cornerstone underpinning long-term value creation. We continue to enhance the management mechanisms and execution capabilities to ensure aligned and collaborative advancement of the SDGs and our business development. This approach provides a solid guarantee for our stable operations and long-term growth.

# 1.1 Sustainability Strategy

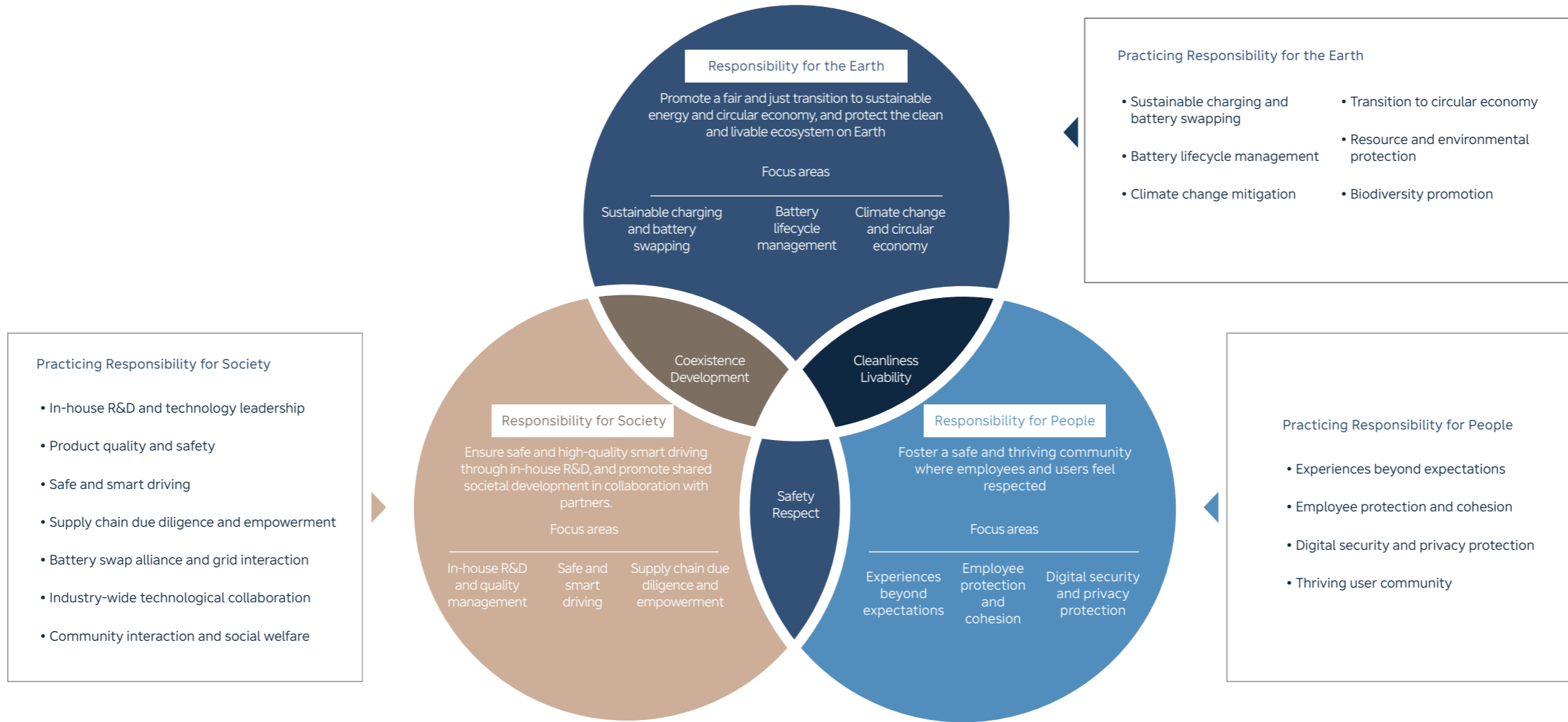
NIO has institutionalized its Value System 3.0 as a fundamental governance foundation. It integrates the philosophy of sustainable development into our long-term development strategy and overall operations and management. Anchored by the mission of "Blue Sky Coming, Shaping a Sustainable and Brighter Future Together" and the vision "To Build a User Enterprise Where Innovative Technology Meets Experience Excellence," NIO puts the founding aspiration first, and incorporates long-term responsibility for society, the environment, and users into strategic thinking and the governance framework. In doing so, NIO addresses the collective priorities in terms of social and environmental issues while aligning with broad societal consensus and expectations.

NIO continues to advance its ESG sustainability strategy. It systematically embeds its responsibility for people, society, and the planet into corporate governance, business planning, and daily operations. By strategically identifying key issues aligned with ESG priorities and embedding them across innovation, operations, and management, and business practices, it constantly enhances the integrated collaboration of strategy and operations while solidifying the governance foundation that supports our long-term and stable development.



## NIO ESG Sustainability Strategy Framework

### Shaping a Sustainable and Brighter Future Together



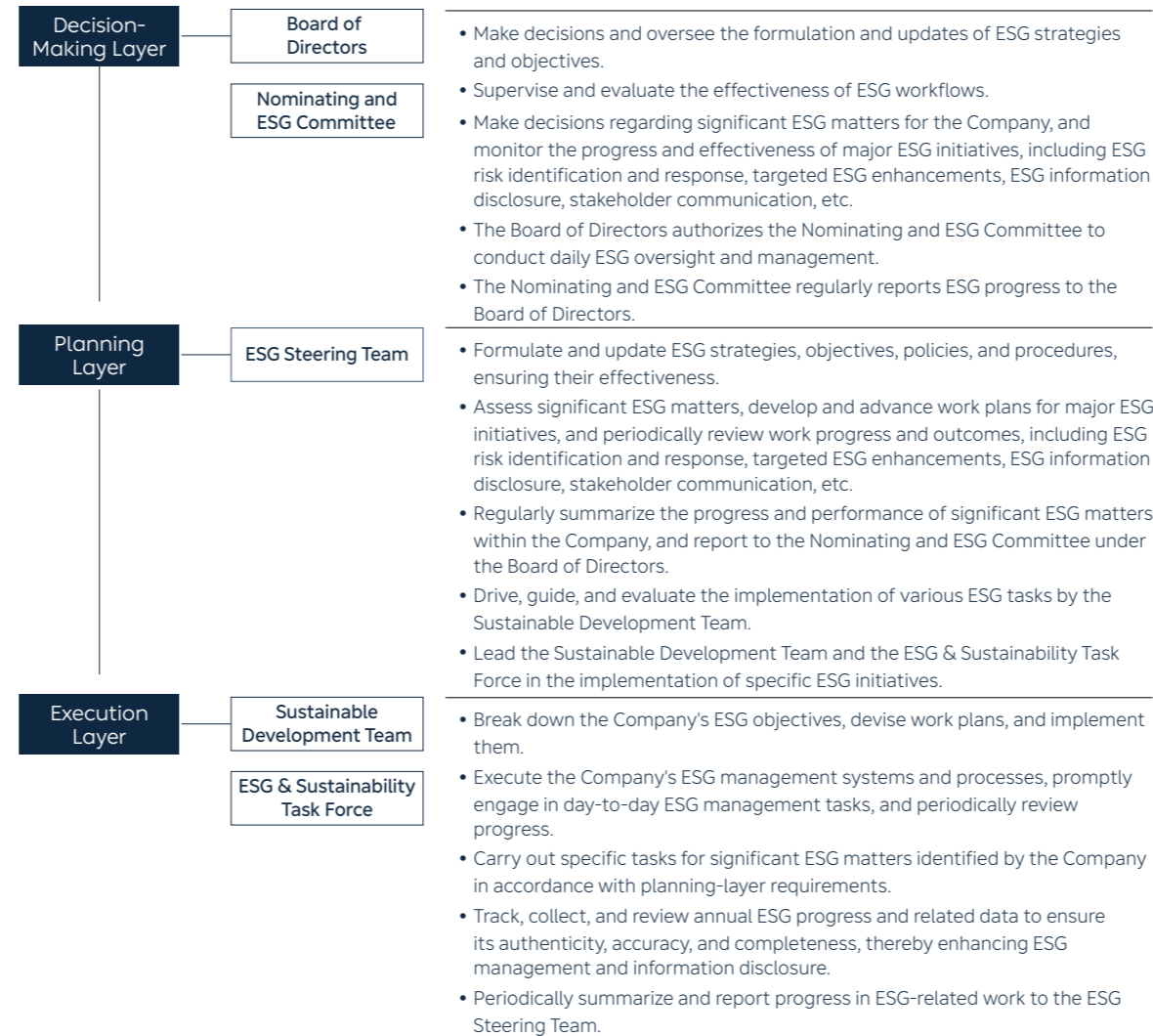
## 1.2 Sustainability Governance

NIO continues to integrate ESG principles into its operations and management practices. NIO has established and continuously improved an ESG governance framework spanning decision-making, planning, and execution. Through comprehensive engagement with various stakeholders, NIO systematically identifies ESG issues material to the Company as a critical reference for promoting and implementing sustainable development initiatives.

### Sustainability Governance Structure

NIO has established a three-layer ESG governance structure, with the Board of Directors as the highest decision-making body. We developed and issued the *Charter of the Nominating and ESG Committee of the Board of Directors of NIO Inc.*, clarifying roles, responsibilities, and operational procedures across ESG governance levels.

ESG Management Structure and Roles & Responsibilities



### Linking Senior Management Compensation to ESG

To further strengthen the management's continued focus and effective oversight of ESG issues, NIO has embedded ESG metrics into the Vision Action Upgrade (VAU) of senior management, and included ESG performance in the incentive and restraint mechanism. Furthermore, NIO has formulated and implemented the *Clawback Policy*, specifying the recovery or confiscation of related compensation erroneously awarded to the senior management within the retroactive period if the Company is required to restate the financial statements in specific circumstances.

### ESG Policies and Commitments

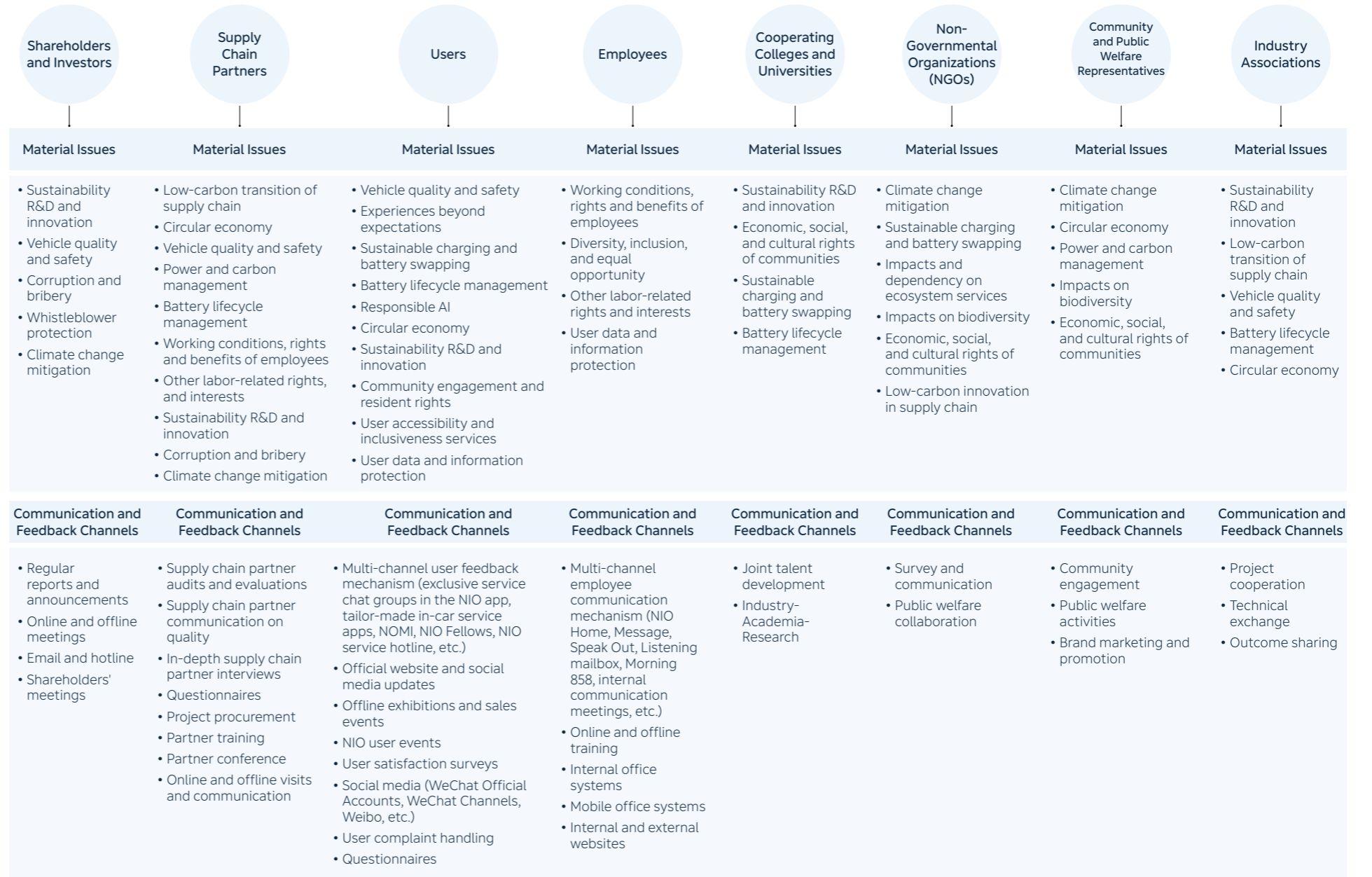
NIO has established and continuously refined a robust policy and commitment framework for key ESG issues, which spans the entire spectrum of operations and management. Related policy documents, including the *Commitment on Prohibition of Bribery and Corruption*, the *Global Anti-Corruption Policy*, the *Commitment on Sustainability and Environment*, the *Commitment on Diversity, Respect, and Fairness*, the *Environment, Health, Safety Policy*, the *Global Supply Chain Sustainability Policy*, the *Due Diligence Management Policy for Critical Minerals*, the *Zero Deforestation Statement*, and the *Hazardous Substance Management Commitment Statement*, are publicly available via the official website and other channels to ensure stakeholders' access and transparency. These policies and commitments form an important institutional foundation for NIO's ESG management and sustainability practices, providing clear guidance and regulatory support for the implementation of NIO's governance requirements and specific actions.

### 1.3 Stakeholder Engagement

NIO consistently prioritizes communication and engagement with various stakeholders. We recognize that full understanding of stakeholders' expectations and concerns regarding the Company's serves as a critical foundation for allocating resources effectively, enhancing governance, and continuously improving sustainable development capabilities. During the development, implementation, and management of the sustainability strategy, NIO continuously focuses on sustainability issues of concern to key stakeholders including users, employees, supply chain partners, cooperating colleges and universities, Non-Governmental organizations (NGOs), community and public welfare representatives, shareholders and investors, and industry associations, whose feedback is integrated as essential input for ESG management and decision-making.

NIO has established a regular, multi-channel communication mechanism. Through business updates, thematic workshops, collaborative dialogues, and other interactive means, NIO continuously engages with stakeholders to promptly identify and address their concerns and needs, and improve its ESG strategic planning, goal setting, and management practices.

During the reporting period, NIO further deepened engagement with key supply chain partners. Focusing on key topics such as green supply chain and material innovation, NIO initiated targeted interviews and exchanges with representative partners both domestically and internationally. By systematically collecting feedback on areas including low-carbon material adoption, supply chain collaboration, technological innovation, and sustainability management, NIO continued to expand the breadth and depth of ESG collaboration, supporting improvements in sustainability performance across the industrial chain.



## 1.4 Materiality Assessment

NIO conducts a materiality assessment annually in line with the "Double Materiality" principle to disclose material information on sustainable development. During the reporting period, NIO conducted its inaugural Double Materiality Assessment (DMA) in full alignment with the "Double Materiality" principle proposed in the European Union's *Corporate Sustainability Reporting Directive (CSRD)* and the *European Sustainability Reporting Standards (ESRS)*. The assessment identified, evaluated, and prioritized sustainability topics affecting the Company's long-term value, society, and the environment from both impact and financial materiality perspectives. At the same time, we identified and disclosed the significant impacts, risks, and opportunities (IROs) across the organization's operations and value chain through engagement with key internal and external stakeholders.

This approach was intended to ensure that NIO's ESG disclosures reflected the material environmental and social impacts of the Company across the value chain, and covered risks and opportunities that could significantly affect its financial position, operating results, and future development. In doing so, the Company aims to make its disclosures more complete, forward-looking, and globally comparable.

NIO conducted DMA through the structured workflow of "topic identification, impacts and financial analysis, assessment and prioritization, governance review" in alignment with NIO's existing ESG governance structure, risk management system, and strategic decision-making mechanism, to ensure effective measures will be in place for the subsequent management and disclosure.

### Selection of Topics

NIO established a list of sustainability topics closely aligned with its business characteristics, value chain structure, and stakeholder priorities. In accordance with the EU CSRD and ESRS disclosure framework, we developed a candidate list of 25 related topics covering environment, social, and governance dimensions based on inputs such as internal management topics, existing ESG disclosure practices, external ratings, and investors' focus. During the selection, NIO also incorporated industry-specific topics from value chain perspective, to ensure that the list could cover core areas including product lifecycle, key aspects of the supply chain, and users' rights and interests.



### Identification of IROs

For the selected topics, NIO systematically identified potential environmental and social impacts across different stages of the value chain, as well as the Company's risks and opportunities, and established a comprehensive IRO analysis framework to define the scope of target, phase of occurrence, and time horizon.

In terms of impact identification, NIO focused on both positive and negative environmental and social impacts arising from actual or potential business activities, and differentiated them according to the occurrence phase (potential, actual) and time horizon (short-term medium-

term, long-term). In terms of risk and opportunity identification, NIO analyzed external drivers including changes to policies and laws, market and technology trends, and stakeholders' expectations, as well as their impacts on the Company's operational and financial performance. To improve the accuracy and completeness of the identification, NIO verified the IRO description and boundaries under a cross-departmental review mechanism, and refined the results based on inputs from external experts, supply chain partners, and relevant stakeholders.

## Assessment

### Impact Materiality Assessment

In conducting the impact materiality assessment, NIO systematically evaluated the environmental and social impacts of identified topics from two main dimensions: severity (measured by scale, scope, and remediability) and likelihood (reflecting the probability of occurrence across different time horizons) according to the ESRS. The assessment was led by the sustainability-related functions and completed in collaboration with relevant business units. External experts were engaged where necessary to ensure professional and consistent evaluation outcomes.

<b>Severity</b>	
<p><b>Scale</b> Magnitude of the negative social and environmental impacts</p>	<ul style="list-style-type: none"> <li>• Extensive impacts causing severe damage or complete destruction</li> <li>• Medium- to high-scale impacts</li> <li>• Medium-scale impacts</li> <li>• Localized impacts</li> <li>• Minimal impacts</li> <li>• No impacts</li> </ul>
<p><b>Scope</b> Breadth of the negative social and environmental impacts</p>	<ul style="list-style-type: none"> <li>• Large-scale environmental and social impacts in terms of the topics/issues</li> <li>• Medium- to large-scale environmental and social impacts</li> <li>• Medium-scale and moderate environmental and social impacts</li> <li>• Limited and localized environmental and social impacts</li> <li>• Small-scale environmental and social impacts</li> </ul>
<p><b>Irremediability</b> Degree to which negative impacts cannot be reversed or mitigated</p>	<ul style="list-style-type: none"> <li>• Very high: Irreversible impacts</li> <li>• High: Partially remediable</li> <li>• Medium: Substantially remediable</li> <li>• Low: Easily and fully remediable</li> <li>• Very low: Fully preventable</li> </ul>
<b>Likelihood</b>	
<p><b>Likelihood</b> Probability of occurrence</p>	<ul style="list-style-type: none"> <li>• Very high: Expected within one year</li> <li>• High: Likely within one to two years</li> <li>• Medium: Possible within two to five years</li> <li>• Low: Unlikely but possible within five to ten years</li> <li>• Very low: Occurs once every 10 years or only under exceptional circumstances</li> </ul>

### Financial Materiality Assessment

In conducting the financial materiality assessment, NIO focused on analyzing how the identified topics could affect the Company's financial position, operating results, and cash flows in the short, medium, and long term. The assessment considered dimensions such as the scale and likelihood of potential financial impacts, including regulatory and compliance costs, fluctuations in operational costs, market opportunities, capital expenditures, and potential returns.

NIO conducted related assessment within the existing risk management and strategic analysis framework. It also made a comprehensive analysis of financial risks and opportunities, drawing on expertise of relevant business units.

<b>Magnitude of Potential Impacts</b>
<p>The scale of potential or actual financial impacts on the Company's cash flows, access to financing, and capital costs in the short, medium, and long term.</p>
<b>Likelihood</b>
<p>The probability of financial impacts in the short, medium, and long term.</p>

## Double Materiality Assessment

In addition to identifying related risks and impacts, NIO conducted Double Materiality Assessment (DMA) by fully considering management and mitigation measures already implemented in the Company's operations and governance framework, including pollution prevention and control, as well as waste treatment processes, to assess their effectiveness. After comprehensive analysis,

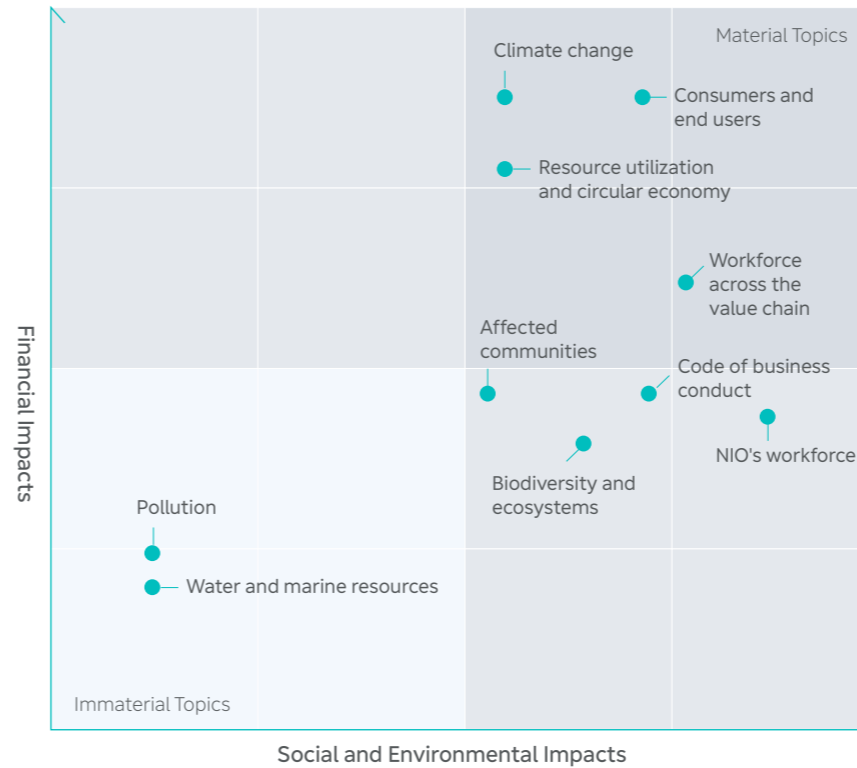
NIO consolidated the ratings of impact materiality and financial materiality, and grouped IROs with similar impact characteristics and ratings, such as climate change-related impacts across different stages of the value chain.

In conducting the DMA, NIO established a threshold for materiality assessment, prioritizing topics based on the

average scores of the assessment results and identifying material topics that should be disclosed. Any topics meeting or exceeding the threshold in impact materiality, financial materiality, or both were classified as "material." Based on this methodology, NIO identified eight ESRS Level-1 topics, including:

Dimension	Level-1	Level-2
E1	Climate change	<ul style="list-style-type: none"> <li>Climate change mitigation</li> <li>Power and carbon management</li> <li>Sustainable R&amp;D and innovation</li> <li>Low-carbon transition of the supply chain</li> </ul>
E4	Biodiversity and ecosystems	<ul style="list-style-type: none"> <li>Impacts on biodiversity</li> </ul>
E5	Resource utilization and circular economy	<ul style="list-style-type: none"> <li>Battery lifecycle management</li> <li>Circular economy</li> </ul>
S1	NIO's workforce	<ul style="list-style-type: none"> <li>Working conditions, rights, and benefits of employees</li> <li>Diversity, inclusion, and equal opportunity</li> <li>Other labor-related rights and interests</li> </ul>
S2	Workforce across the value chain	<ul style="list-style-type: none"> <li>Working conditions, rights and benefits of employees across the value chain</li> <li>Diversity, inclusion and equal opportunity across the value chain</li> <li>Other related rights and interests of labor force across the value chain</li> </ul>
S3	Affected communities	<ul style="list-style-type: none"> <li>Economic, social, and cultural rights of communities</li> </ul>
S4	Consumers and end users	<ul style="list-style-type: none"> <li>Vehicle quality and safety</li> <li>Battery safety</li> <li>Sustainable charging and battery swapping</li> <li>Experiences beyond expectations</li> <li>Responsible AI</li> <li>User data and information protection</li> </ul>
G1	Code of business conduct	<ul style="list-style-type: none"> <li>Whistleblower protection</li> <li>Corruption and bribery</li> </ul>

### Results of NIO's DMA (Level-1 Topics)



## Topic Prioritization & Disclosure Determination

NIO prioritized the selected topics based on quantitative assessment results and established clear assessment thresholds to determine material topics requiring disclosure. In principle, any topics meeting or exceeding the threshold in either impact materiality or financial materiality were classified as "material," while those meeting the thresholds in both impact materiality and financial materiality were designated "key priorities." These priority topics guided the depth of disclosure, allocation of governance resources, and implementation of action plans. In 2025, NIO identified a total of 22 ESRS Level-2 topics as material under the double materiality framework, reflecting their significance in both financial, environmental, and social impacts. To enhance clarity and consistency in disclosure, it further categorized and aggregated the topics by ratings, and consolidated IROs with similar impact characteristics and ratings across different stages of the value chain into corresponding thematic categories.

In addition, NIO aligned the DMA results with the Company's existing ESG governance structure, Enterprise Risk Management (ERM) system, and long-term strategic planning. By embedding material topics into strategic discussion and risk identification processes, NIO strengthened the alignment between ESG management and business decision-making, ensuring sustained focus and effective management of sustainability issues throughout the Company's long-term development.

02

# Innovation and Circularity

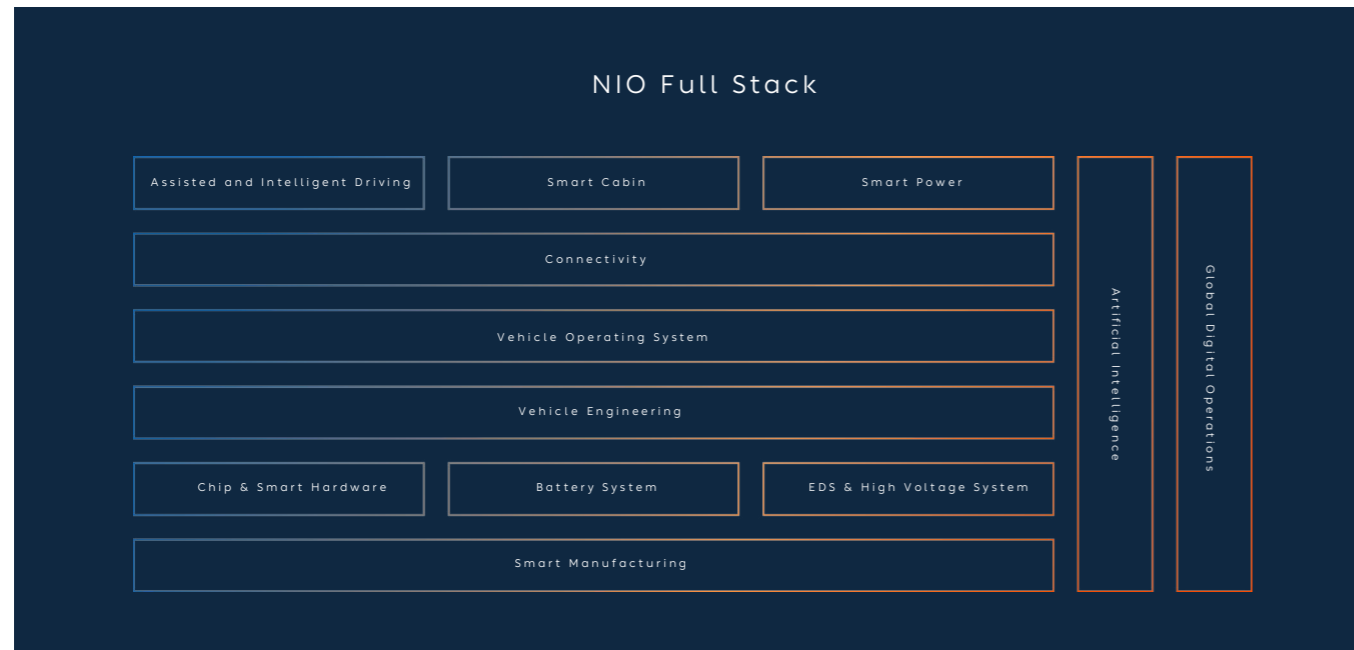


Since inception, NIO has pursued forward development and in-house R&D of core technologies, consistently pushing the boundaries of technological innovation. The Company also promotes sustainable product design and circular economy practices, underscoring its expertise and unwavering commitment to green mobility.

## 2.1 Technological Innovation

As a smart electric vehicle company with a global vision, NIO remains committed to driving sustainable development through technological innovation. Focusing on three core business pillars, namely smart electric vehicles, user enterprise, and global operations, NIO has established "NIO Full Stack," comprising 12 core technologies, including chips and smart hardware, battery system, EDS and high-voltage system, vehicle engineering, vehicle operating system, connectivity, assisted and intelligent driving, smart cabin, smart power, smart manufacturing, artificial intelligence, and global digital operations.

### "NIO Full Stack" Layout



By the end of the reporting period, NIO has established R&D and production facilities in more than 10 locations including Shanghai, Hefei, Beijing, San Jose, Munich, Oxford, Budapest, Singapore, and Abu Dhabi, with more than 11,000 R&D professionals around the world.

More than **11,000**  
R&D Professionals Around the World



## NIO Assisted and Intelligent Driving (NAD)

NIO continues to upgrade its smart driving architecture, and pursues in-house chip development, making the smart driving experience safer, more comfortable, and more convenient.

### NIO WorldModel (NWM) 2.0

NIO has established a leading technology architecture featuring "world model + closed-loop reinforcement learning." Equipped with long-horizon sequential reasoning and high-frequency closed-loop reinforcement learning, the model enables a deep understanding of environmental context, driving behavior, and real-world driving experience. It also supports more coherent and human-like decision-making through the efficient use of massive real-world data.

### NIO Smart Driving Chip (NX9031)

NIO's first in-house developed smart driving chip, NX9031, has entered mass production and is now deployed in production vehicles with the launch of the NIO ET9. The chip has the performance of four flagship chips in the industry, representing a major breakthrough in smart driving chip technology.

### AQUILA Super Sensing System

Featuring 33 high-performance sensing units and the world's first mass-produced 1,550 nm LiDAR, the system is the most powerful sensing system for mass-produced vehicles in the world, extending the sensing range from the mainstream 200m to up to 500m, with a maximum perception coverage exceeding 400,000 m<sup>2</sup>, equivalent to approximately 60 football fields.

### NIO Vehicle Operating System (NIO OS)

As the industry's first AI-oriented full-domain vehicle operating system, NIO OS integrates over 1,600 atomic capabilities across six domains at the foundational layer: smart driving, smart cabin, smart chassis, body, powertrain, and cloud. This enables centralized management and orchestration of full-domain applications.

## Smart Driving System

To free up users' time, NIO continues to invest in the R&D of advanced smart driving and human-machine interaction, steadily improving the smart driving experience across more complex and a wider range of scenarios. During the reporting period, NIO launched NWM 2.0, enhancing safety, efficiency, and user adoption of the smart driving system across all scenarios.

### Smart Driving System Upgrade Highlights

#### Point-to-Point NOP+

The system introduces a new parking spot saving function, enabling precise recording of parking locations and direct navigation initiation. After vehicles pull out of enclosed areas or underground car parks, the system supports seamless entry into public roads, driver-free passage through ETC toll stations, and autonomous parking in the destination parking space upon arrival, enabling point-to-point navigation across scenarios.

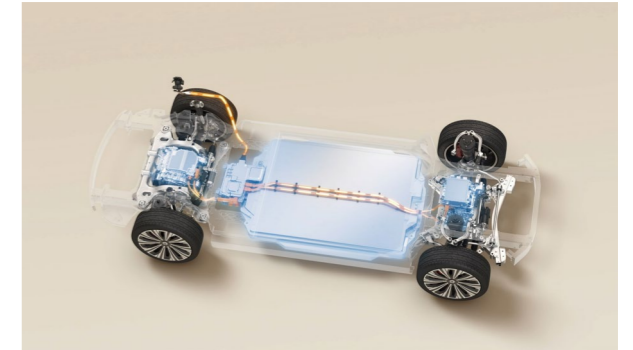
#### Intent-Aware Wayfinding

The industry-first "Intent-Aware Wayfinding" function is designed to address "blind spots" in parking lots without pre-mapped routes or network coverage. Leveraging real-time perception of environmental signage, the system enables cross-zone and multi-floor navigation, and effectively addresses the challenge of the "last 100m" in complex underground car parks.

## Powertrain R&D

NIO's electric drive system (EDS) serves as a core component of the vehicle powertrain and a foundation for performance and driving dynamics. NIO's EDS and high-voltage system, built upon multiple generations of iteration, now encompasses the second-, third-, and fourth-generation high-performance EDSs. Integrated with the full-domain 900V high-voltage architecture, the system has formed a comprehensive technology framework spanning electric drive performance optimization to breakthroughs in high-voltage platform capabilities.

NIO's 900V high-voltage architecture, "full-domain" in its true sense, features core high-voltage components with bandwidth exceeding 900V. In real-world applications, the architecture enables efficient charging of five minutes for 255 km range, significantly reducing wait time, and enhancing the practicality of vehicles and users' experience. Furthermore, through deep integration of silicon carbide (SiC) power modules, the architecture elevates system voltage to the industry-leading 925V, further improving energy efficiency, extending range, and supporting 480 kW power chargers. This helps to extend range by 400 km in 10 minutes, alleviating users' concerns about range.



NIO's 900V High-Voltage Architecture

### The All-New ES8 Equipped with 900V High-Performance Flagship Smart Electric Drive

The rear EDS of the All-New NIO ES8 is based on the Company's full-stack in-house-developed technology and features the world's first 925V high-voltage electric drive with a peak power of up to 340 kW. The highly integrated system achieves a curb weight of 79 kg and a volume of only 37L, representing one-third to one-half of the weight and one-fifth to one-sixth of the volume of traditional 4.0L V8 engines with comparable output. As a key indicator of electric drive technology, the system achieves a mass power density of 4.3 kW/kg and volumetric power density of 9.2 kW/L, demonstrating leading performance in the industry in terms of charging speed, energy efficiency, power output, range, system reliability, and NVH performance.



900V High-Performance Flagship Smart Electric Drive

Peak charging power of up to

**340** kW

The highly integrated system achieves a curb weight of

**79** kg

The system achieves mass power density of

**4.3** kW/kg



During the reporting period, the 900V high-performance flagship smart electric drive equipped in NIO's All-New ES8 won the "'China Heart' 2025 Top 10 New Energy Vehicle Powertrain Systems" and the "Fifth World Top 10 Electric Drive Systems" for its comprehensive technical excellence.



NIO's 900V high-performance flagship smart electric drive won the "'China Heart' 2025 Top 10 New Energy Vehicle Powertrain Systems."



NIO's 900V high-performance flagship smart electric drive won the "Fifth World Top 10 Electric Drive Systems."

In battery R&D, NIO has built full-stack R&D capabilities spanning material synthesis, cell development, system integration, and validation and testing, providing core technological support for electrification and the transition to sustainable energy. By the end of the reporting period, NIO had established a comprehensive trial production platform covering cell and pack development, enabling rapid, iterative development and validation of battery cells and packs across multiple specifications and types. In addition, NIO has established six labs for core technologies, including those focused on advanced materials, advanced batteries, and physico-chemical testing. These facilities are equipped with 3,234 cell testing channels and 691 precision instruments from leading domestic and international partners. NIO has been granted a cumulative total of 1,435 patents in battery-related technologies, reflecting its competitive R&D scale and testing capabilities in the industry. These capabilities lay a solid foundation for product safety, energy efficiency improvement, and sustainable development.

In 2025, NIO advanced its strategy of long-life batteries through R&D efforts centered on the electrochemical system, and the optimization of electrical, mechanical, and thermal management in battery systems. NIO had been granted a total of 133 patents, including 13 invention patents and 120 utility model patents. For R&D outcomes related to the long-life battery strategy, please refer to the "Sustainable Products" section of this Report.

## Intellectual Property Protection

NIO attaches great importance to intellectual property (IP) protection. The Company strictly complies with IP laws, regulations, and standards in the countries and regions where it operates, and has established comprehensive policies for IP management and processes for standardized patent application and maintenance, patent risk management, employee invention incentives, and trademark management, to ensure robust IP protection. During the reporting period, two of NIO's subsidiaries were selected as candidates for the National Intellectual Property Demonstration Enterprises program.

By the end of the reporting period, NIO held a total of 9,650 granted and pending patents across China, Europe, the United States, and other jurisdictions, including 6,404 granted patents and 3,246 pending applications. Furthermore, NIO owned a total of 6,910 registered trademarks and had 835 applications.

To encourage R&D and innovation, NIO has established various mechanisms of innovation and R&D incentives, including the "NIO IP Innovation Reward" along with cash rewards for employee inventions, recognizing significant

technological advancements and creative contributions, as well as outstanding inventors and designers.

NIO respects the IP rights of third parties and strengthens management in product development and procurement. It collaborates with partners to identify and mitigate patent infringement risks to prevent violations. If any IP infringement risks are identified, NIO takes prompt corrective actions, such as discontinuing use or modifying designs as appropriate.

In cases where NIO's IP rights are infringed, the Company has set up a proactive monitoring mechanism and takes appropriate actions upon verification. These actions include issuing warning letters, filing complaints on online platforms, initiating administrative enforcement proceedings, and pursuing civil or criminal litigation. This approach ensures that infringements are addressed in a timely and effective manner. During the reporting period, a trademark enforcement case involving NIO was upheld on appeal by a court in Portugal. Another trademark enforcement case was recognized as a 2025 Outstanding Intellectual Property Protection Case in Shanghai.

### By the end of the reporting period

9,650 Total Patents	Including	3,246 Pending Patent Applications
	6,404 Granted Patents	
6,910 Registered Trademarks		835 Pending Trademark Applications

Additionally, NIO provides comprehensive IP training for new hires, R&D personnel, and supply chain management staff. The training covers patents, trademarks, copyrights, and trade secrets, aiming to enhance employees' awareness of IP protection.

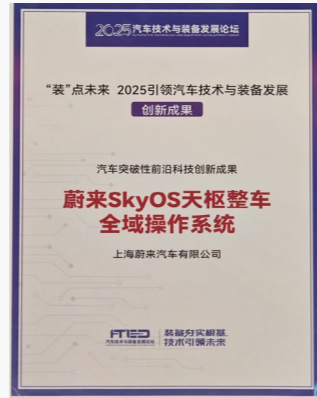


China Design Silver Award by WIPO-CNIPA Award for Chinese Outstanding Patented Invention & Industrial Design-Silver Award



China Design Excellence Award by WIPO-CNIPA Award for Chinese Outstanding Patented Invention & Industrial Design-Excellence Award

In 2025, NIO won multiple provincial- and ministerial-level science and technology awards, as well as industry-recognized technical awards, reflecting broad recognition of its R&D strengths.



AI-Oriented Full-Domain Operating System for Smart EVs was awarded 2025 Innovation Achievement of Leading the Development of Automotive Technology and Equipment.



Key Technologies and Industrialized Applications of Intelligent Low-Carbon Thermal Management for NEVs was awarded the First Prize of the 2025 Science and Technology Progress Award of the Chinese Association of Refrigeration.



Key Technologies and Industrialized Applications of Multimodal Perception and Immersive Display in Vehicle Smart Cabins was awarded the First Prize of the 2024 Jiangsu Provincial Science and Technology Progress Award.



Key Technologies and Intelligent Manufacturing of Precision-Controlled, High-Efficiency, Low-Carbon Thermal Management System for NEVs was awarded the Second Prize of the 2024 Zhejiang Provincial Science and Technology Progress Award.



Shanghai IP Innovation Award



R&D and Industrialized Applications of the Functional Safety Standards Framework of Intelligent Connected Vehicles was awarded the First Prize of the 2025 Science and Technology Progress Award of the China Society of Automotive Engineers.



AI-Oriented Full-Domain Operating System for Smart EVs was awarded 2025 Global New Energy Vehicles Innovative Technology.

## 2.2 Sustainable Products

NIO is committed to delivering sustainable, low-carbon products by taking high energy efficiency and lightweight design into full consideration, prioritizing the use of green and low-carbon materials, and implementing a long-life product strategy.

### Lightweight Design

For smart electric vehicles, a lower lightweight index means reduced energy consumption and extended driving range. Therefore, lightweight design is a critical pathway to achieving low-carbon transformation in the transportation sector. NIO continuously advances the application of new materials, structural design optimization, and integrated manufacturing processes. While ensuring extreme lightweight performance, these efforts meet stringent crashworthiness requirements and guarantee high safety standards.

#### All-New ES8 Lightweight Design

The All-New ES8 adopts a steel-aluminum hybrid body structure, with aluminum alloy accounting for 32% of the body, providing a solid foundation for the vehicle's handling performance and comfort. In key areas such as the headlamp frame, dampers, floor, and D-pillars, the All-New ES8 extensively utilizes NIO's self-developed NIO-2 aluminum alloy and megacast technology, improving overall manufacturing efficiency by 84%. In core load-bearing structures critical to occupant safety, such as the A- and B-pillars and crossbeams, the All-New ES8 employs hot-formed steel in large quantities. This significantly enhances body stiffness while reducing overall weight.

As a large SUV measuring nearly 5.3 m in length, the All-New ES8 achieves an impressive body-in-white weight of just 434.1 kg and torsional stiffness of up to 40,136 Nm/deg. These figures far exceed those of comparable models, contributing to enhanced safety and energy efficiency, while effectively reducing the vehicle's environmental impact across its entire lifecycle.

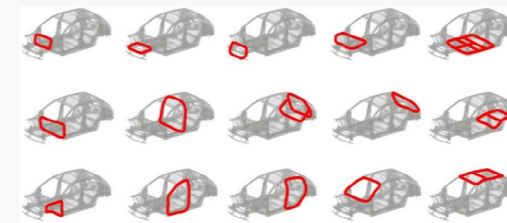


The All-New ES8's Lightweight Design

#### firefly Lightweight Design

The firefly extensively utilizes hot-formed steel and aluminum alloys, combined with various high-strength steels, to construct a high-strength steel-aluminum hybrid body structure, with high-strength materials accounting for 83.4% of the body. The body incorporates 15 circular structures and 34 continuous joint designs, ensuring structural integrity and safety while achieving an impressive body-in-white weight of only 325 kg and torsional stiffness of up to 35,700 Nm/deg. Its body-in-white lightweight index is 2.34, leading the segment.

Building on this lightweight body design, the firefly integrates optimized aerodynamic design, lower rolling resistance tires, and an efficient electric drive system to further enhance overall energy efficiency. Under the China Light-Duty Vehicle Test Cycle (CLTC), its energy consumption is only 10.9 kWh per 100 km, achieving best-in-class performance. Equipped with a 42.1 kWh battery, the vehicle delivers a range of 420 km and achieves an energy efficiency of 10 km per kWh, setting a new benchmark for vehicles in its class.



firefly Lightweight Design

#### ONVO L90 Lightweight Design

The ONVO L90 adopts structural topology optimization and bionic design principles, integrating advanced lightweight materials such as high-strength steel, ultra-high-strength steel, and aluminum alloys. This enables a high-strength steel-aluminum hybrid three-compartment body that balances safety and lightweight performance. The ONVO L90 is the first large three-row SUV to achieve dual five-star ratings in the C-GCAP and the updated C-NCAP protocols. The L90 employs NIO's self-developed NIO-2 aluminum alloy, using a 9,800-ton mega casting machine to integrate 72 components into a single structure. This improves the vehicle's torsional stiffness by 6%–8% while reducing weight by 11.7 kg, thereby contributing to improved interior space efficiency and class-leading vehicle energy consumption of 14.5 kWh/100 km.

Reducing weight by

over **11.7** kg



ONVO L90 Steel-Aluminum Hybrid Body

## Low-Carbon Recyclable Materials

NIO is committed to prioritizing the use of low-carbon, recyclable materials while ensuring performance and safety, aiming to reduce product carbon footprints and build a low-carbon green industrial ecosystem.

### NIO Collaborates with Partners to Scale Up the Use of Recycled Materials

In 2025, NIO reached a cooperation agreement with its core nickel-cobalt-manganese (NCM) material partners to jointly promote the large-scale application of recycled materials in power batteries. This initiative aims to gradually reduce dependence on mineral resources through business model innovation.

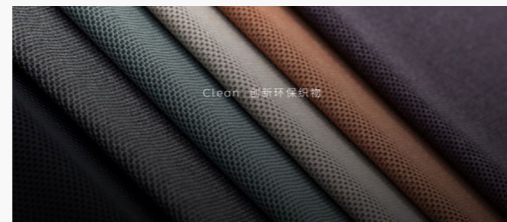
The "Clean+" materials represent a series of eco-friendly materials co-developed by NIO and its partners, including renewable and recyclable materials, as well as materials designed to support user health, all with a low carbon footprint. These materials are designed to provide users with a safer, healthier, and greener driving experience. All Clean+ recycled materials comply with the requirements of ISO 14021 on self-declared environmental claims. In accordance with the chain-of-custody traceability guidelines, NIO has collected necessary environmental declarations and supporting documents, such as the Global Recycled Standard (GRS) recycled material certificate. All Clean+ renewable wood is certified by the Forest Stewardship Council (FSC).

#### firefly

- The firefly incorporates a total of 14 kg of recycled polypropylene in exterior components, such as the front and rear bumpers and cladding. This material is derived from recycled household appliance components, with a recycled content of 30%.
- The firefly utilizes 3 m<sup>2</sup> of "Clean+" fabric material, primarily applied in seat upholstery and interior trim. The material is composed of 100% post-consumer recycled (PCR) polyester fiber, sourced from recycled plastic bottles.



firefly Using "Clean+" Materials



## Energy Efficiency Improvement

Both the All-New NIO ES8 and the ONVO L90 are equipped with the third-generation thermal management system, which intelligently allocates energy based on operating conditions. This ensures a comfortable and adaptive cabin experience across a wide range of scenarios and weather conditions, while significantly improving the energy efficiency of the vehicle's climate control system.

### Innovative Heat Pump System in the All-New ES8

The All-New NIO ES8 adopts an advanced heat pump-based climate control system and eliminates the high-voltage PTC heater, significantly enhancing the energy efficiency of the system. Multiple performance indicators of this system exceed industry averages, while contributing to a weight reduction of 2.8 kg for the entire vehicle.

The system features an industry-first multi-zone, multi-mode ultra-low temperature heat pump with a dual direct-cooling architecture designed for all scenarios. Through efficient direct cooling on both the cabin and exterior sides, combined with 74 selectable operating modes, it optimizes energy efficiency across a wide range of usage scenarios. This enables a reduction of over 40% in air-conditioning energy consumption under typical spring or autumn conditions. Additionally, the system precisely controls cabin thermal load based on multiple parameters, such as cabin humidity, air quality, vehicle speed, and climate control settings. The load control accuracy is maintained within 3%, significantly outperforming conventional solutions widely used in the industry.



Innovative Heat Pump System in All-New ES8

### ONVO L90's Highly Integrated Design

The third-generation thermal management system of the ONVO L90, designed around high integration, wide temperature range, and high efficiency, delivers an intelligent and comfortable cabin environment for users.

The ONVO L90 adopts NIO's in-house developed Integrated Thermal Module (ITM), which consolidates 49 air-conditioning and thermal management components, including core units, into a single module. The 8.8m piping is integrated into a three-dimensional channel plate approximately the size of an A4 sheet, freeing up around 50L of storage space and reducing the vehicle's weight by approximately 5%. The system employs Multi-Domain Energy Coupling Algorithm (MECA) for precise control. Under CLTC, the system demonstrates leading energy efficiency within its segment across both high- and low-temperature conditions. Under typical spring or autumn operating conditions, the system employs dual-source dehumidification technology to maintain comfort while reducing energy consumption by over 40% compared to conventional heat pump systems.



ONVO L90 Highly Integrated Design

## Long-Life Batteries

In the decade-long lifecycle of new energy vehicles, battery degradation has become a severe challenge faced by the entire industry. The root cause lies in the complex real-world operating conditions of vehicles, such as temperature fluctuations, frequent fast charging, and high-load cycles, which cause batteries to operate outside their optimal operating range for extended periods, thereby accelerating battery attenuation. Currently, the industry typically offers battery warranties of around eight years. Between 2025 and 2032, nearly 20 million new energy vehicle batteries are expected to reach the end of their warranty periods.

To address challenges such as batteries exceeding warranty periods, mismatched lifespans between vehicles and batteries, and the high costs of battery replacement, NIO launched its "15-Year Long-Life Battery Solution" in March 2024, alongside technical and operational goals: maintaining a battery state of health (SOH) of no less than 85% after 15 years of use, ensuring worry-free trips. The combined model of long-life batteries and battery swapping operations spares users from the high replacement costs and residual value loss associated with battery degradation when warranties expire, enhancing the economic efficiency and sustainability of batteries throughout their lifecycle.

In March 2024

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NIO launched its "15-Year Long-Life Battery Solution" alongside technical and operational goals for long-life batteries:

Maintain a battery state of health (SOH) of no less than

**85%**

after

**15** years of use



Leveraging NIO's "Chargeable, Swappable, Upgradable" energy service system, the Company has established an intelligent battery scheduling system and set performance standards exceeding China's national standards, enhancing lifecycle economic efficiency for users.

- Intelligent Scheduling and Matching** ▼

  - NIO continuously optimizes its battery SOH evaluation system by developing a degradation prediction model based on the relationship between charging voltage and state of charge. Machine learning algorithms are applied to enable real-time analysis of battery degradation trends, thereby improving the accuracy of lifecycle prediction.
  - NIO has developed a user driving and charging behavior analysis model to intelligently match vehicles with batteries, thereby slowing down overall battery degradation. Leveraging a multi-dimensional charging behavior model, the system intelligently adjusts charging strategies to mitigate uneven degradation caused by differences in usage habits.
  - Leveraging the intelligent scheduling system, NIO optimizes the annual average usage intensity of each battery within its optimal operating range. Operational data indicates that this approach can reduce the battery degradation rate by approximately 23%, significantly extending battery lifespan.

**Core Performance Assurance Beyond China's National Standards** ▼

  - The battery underbody protection structure has been reinforced to accommodate 12 common driving scenarios and meets the stringent impact and underbody scraping test requirements set by authoritative institutions such as CATARC and the CIRI Auto Technology Institute. The durability of the battery swap interface has been increased from China's national standard of 1,500 cycles to 2,500 cycles, effectively supporting high-frequency, high-reliability battery swapping services.
  - The battery packs not only meet the IP67 ingress protection standard but also comply with the stricter IP69 requirements, providing full dust protection, high-temperature resistance, and the ability to withstand high-pressure water jets. The battery exterior components have passed an 840-hour salt spray corrosion test, nearly six times the national standard requirement of 144 hours, ensuring long-term environmental durability.



### NIO and CATL Signed a Five-Year Strategic Cooperation Agreement

In January 2026, NIO signed a five-year comprehensive strategic cooperation agreement with CATL. The two parties will deepen collaboration across technology, ecosystem, and market to jointly advance technological progress and business model innovation in the new energy vehicle industry, deliver safer, more efficient, and sustainable electric mobility experiences. The partnership will focus on the joint development of long-life batteries and battery-swapping compatibility technologies, while advancing collaboration across multi-technology pathways and accelerating the deployment of new technologies, thereby enhancing overall product competitiveness.



NIO and CATL Signing the Strategic Cooperation Agreement

## 2.3 Circular Economy

NIO actively practices and explores the circular economy by embedding principles of recyclability and recoverability into its operations. The Company is committed to reducing product carbon footprints across the full lifecycle and maximizing resource efficiency, driving the transition of the automotive industry from a linear consumption model to a circular service model.

### Closed-Loop Recycling Under the "Car to Car" Model

NIO has established the Circular Car Lab to take a holistic approach to vehicle circularity across design, dismantling, usage, and recycling. For end-of-life vehicles, the Company develops recycling plans and explores full-chain "Car to Car" recycling technologies to build a complete, closed-loop circular economy model.

NIO has independently developed an online traceability system for the Circular Car Lab, enabling end-to-end tracking of scrapped vehicles, recyclable materials, finished products, and parts throughout the recycling process. This ensures the traceability, authenticity, and data integrity of the "Car to Car" framework.

By the end of the reporting period,

NIO had achieved the closed-loop recycling of over **1,100** scrapped vehicles under the "Car to Car" model.

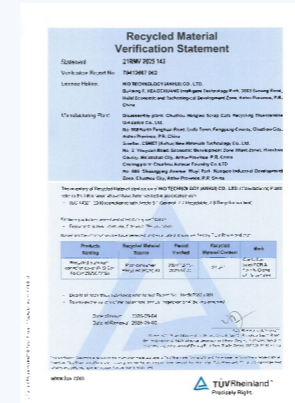
The vehicles were dismantled and categorized with precision, significantly increasing the lifetime value of the vehicles.

Recovered materials have been reintegrated into the manufacturing of components such as wheels, compressor housings, and domain controller enclosures.

In total, nearly **500** tonnes of aluminum have been recycled, corresponding to cumulative carbon emission reductions exceeding **10,000** tonnes.

In September 2025, two mass-produced components used in NIO vehicles, a wheel and an aluminum controller cover, obtained "Car to Car" recycled material verification statements from TÜV Rheinland. Both the recycled aluminum content and manufacturing processes met relevant international standards, resulting in the automotive industry's first "Car to Car" recycled aluminum certification.

To comply with increasingly stringent regulatory requirements in China and Europe, NIO actively participated in the 2025 Extended Producer Responsibility (EPR) Pilot Program led by the Ministry of Industry and Information Technology (MIIT) of the People's Republic of China. The Company collaborated with authorized producer responsibility organizations, recyclers, and logistics service providers to strengthen our global EPR network, ensuring compliance across all markets where it operates.



NIO received the first "Car to Car" recycled aluminum certification in the automotive industry.



Automotive Industry Sustaining Power Award—Sustainability Benchmark Award for the Circular Car Lab Project

In November 2025, NIO was awarded the "Automotive Industry Sustaining Power Award—Sustainability Benchmark Award" for its Circular Car Lab project at the 18th International Automotive Conference. The project team's paper *Circular Cars—Green Engines Activating the Circular Economy* was recognized as a 2025 Outstanding Paper by Automobil Industrie.

## Closed-Loop Recycling of Batteries and EDS

NIO is also focused on closed-loop recycling for both EDS and batteries. We continue to collaborate with partners on battery pack closed-loop recycling and EDS electrical steel recycling.

### Battery Closed-Loop Recycling

- **A Removable Design:** Designed to be removable and replaceable, NIO's battery pack enables rapid replacement and upgrades independent of the vehicle body. This significantly improves battery utilization efficiency and lifecycle value while reducing recycling costs.
- **Second-Life Use:** NIO's self-developed battery status assessment and intelligent management system enables precise evaluation and grading of end-of-life vehicle batteries. Based on scoring results, retired batteries undergo centralized screening and classification for second-life use in energy storage or logistics scenarios, or are dismantled to recover valuable metal elements, achieving resource circulation.

### EDS Closed-Loop Recycling

- Neodymium-iron-boron (NdFeB) permanent magnets are core materials in automotive electric drive systems. Their traditional mining methods are not only costly but also environmentally damaging. NIO recycles rare earth elements from end-of-life permanent magnets, optimizes processes and supply chain management, and innovates product design to achieve circular use of NdFeB magnets. Through closed-loop recycling, the carbon footprint of electrical magnets at the raw stage is significantly reduced.
- By the end of the reporting period, NIO had completed the closed-loop recycling of approximately 1 tonne of NdFeB permanent magnets and will continue to plan and refine the end-to-end recycling system for magnetic materials to further minimize environmental impacts from electric drive production.

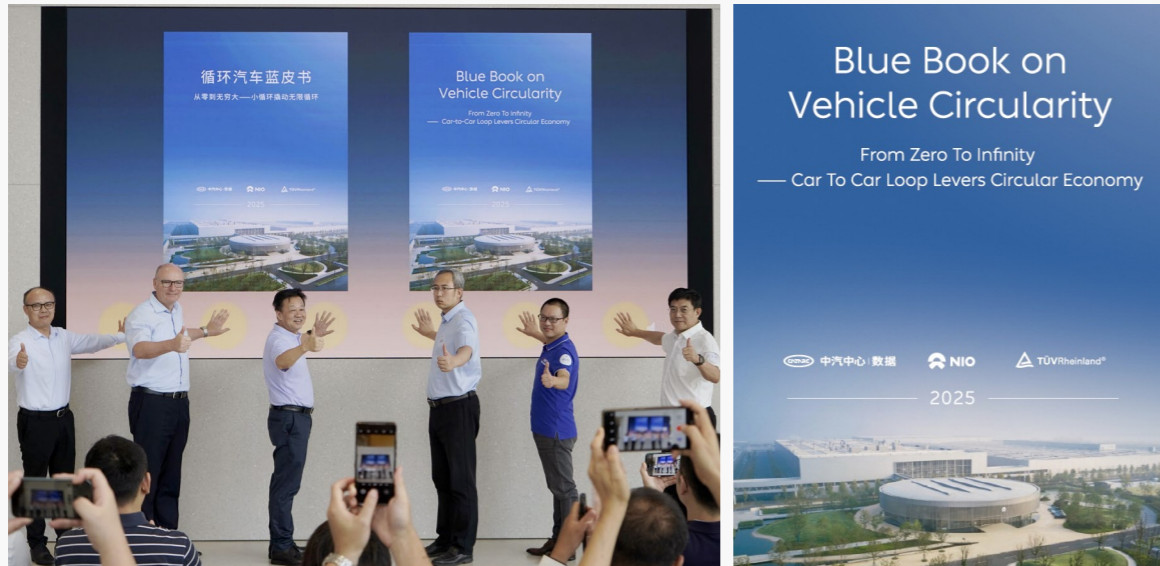
### NIO's Battery Pack Closed-Loop Recycling Project

In October 2025, NIO launched the battery pack closed-loop recycling project in collaboration with its partner ZCycle. End-of-life batteries were dismantled and categorized by ZCycle, and then battery housings were sent to NIO's upstream partners for smelting and processing. By the end of the reporting period, NIO had cumulatively recycled over 600 battery pack housings, totaling 55 tonnes of aluminum alloy. In the area of battery recycling and second-life use, NIO sells end-of-life power batteries in compliance with regulations to enterprises with "dual white list" qualifications, enabling downstream partners to carry out second-life utilization or material recycling.

### NIO Released the *Blue Book on Vehicle Circularity*

In September 2025, NIO, in collaboration with CATARC-ADC and TÜV Rheinland, hosted the release ceremony of the *Blue Book on Vehicle Circularity* and the EPR visit at NIO F2. During the event, NIO, as a benchmark in EPR practices in the new energy vehicle industry, shared its experiences in battery lifecycle management and closed-loop materials recycling innovations. By demonstrating scalable practices, the Company contributed to advancing the implementation of EPR across the industry, supporting a transition from policy-driven adoption to more collaborative and self-driven practices.

The *Blue Book on Vehicle Circularity: From Zero to Infinity—Car-to-Car Loop Levers Circular Economy* is China's first comprehensive guidance document systematically outlining circular development across the automotive product lifecycle. It elaborates on the pathways and significance of the automotive industry's transition towards green, low-carbon, circular, and intelligent development, while presenting key technologies and practical case studies, and examining the associated challenges and potential solutions.



NIO released the *Blue Book on Vehicle Circularity*.

## 2.4 Joyful Driving Experience

NIO has always been committed to providing global users with joyful, safe, and sustainable smart mobility experiences. We uphold the concept of Responsible AI, strictly protecting user data privacy and system security throughout the process of advancing intelligent technological innovation, thereby empowering mobility through technology while safeguarding trust.

### Firmware Over-the-Air (FOTA)

As the world's first carmaker to enable vehicle-level FOTA updates using proprietary technology, NIO can remotely upgrade vehicle systems such as power, handling, driving, and driver assistance, thereby continuously improving vehicle functionality and creating an ever-evolving mobility experience that remains up to date with each iteration.

By the end of the reporting period,

NIO had released **143** FOTA updates globally across its **five** smart systems of Aspen, Alder, Banyan, Coconut, and Cedar, introducing **1,461** new features and **1,193** optimizations.

During the reporting period,

NIO released **16** FOTA updates, introducing **265** new features and **91** optimizations.

### ET9: Cedar Update

In October 2025, NIO pushed the Cedar 1.3.0 version to ET9 users, covering enhancements to the cabin, NOMI, the driving experience, and smart driving system functionalities.

#### Augmented Reality Head-Up Display (AR HUD)

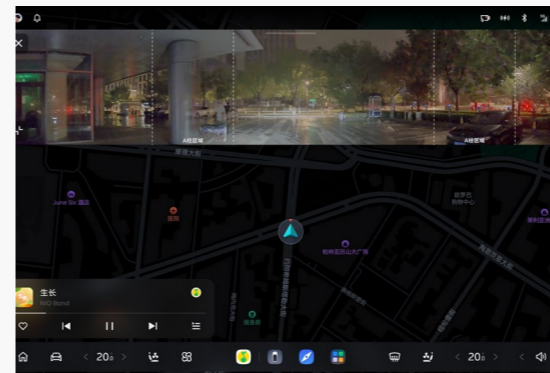
- **Full-Domain Lane-Level Navigation:** The AR HUD now supports lane-level guidance, enabling precise alignment with real-world road conditions to deliver lane-specific navigation instructions.
- **Highway Following Distance Warning:** The AR HUD introduces a highway following distance alert. During high-speed driving, if the system detects a potential collision risk, a yellow warning will appear on the AR HUD, indicating that the vehicle is too close to the one ahead and prompting the driver to decelerate to maintain a safe distance.



AR HUD: Full-Domain Lane-Level Navigation

#### Shenji Safety Vision

- **Narrow Path Wheel View via HUD:** When the feature is activated, the vehicle automatically detects narrow passages (e.g., narrow roads or bridges) and displays real-time imaging on the HUD, allowing drivers to keep their eyes on the road at all times and navigate narrow passages effortlessly.
- **A-Pillar Blind Spot View:** When the left or right turn signal is activated, a real-time A-pillar blind spot view of the corresponding side will appear on the HUD or center display, ensuring safe turns.
- **Ultra-Wide A-Pillar Blind Spot View:** The new feature fuses AQUILA's three cameras to provide panoramic views. It dynamically highlights the blind spots around both A-pillars in real time, providing an unobstructed forward field of vision.



Ultra-Wide A-Pillar Blind Spot View

#### 4D Smart Suspension

- **SkyRide Speed Bump Detection & Motion Control:** Adds ultra-precise speed bump detection and motion control. When a speed bump (including in garages) is detected by the smart driving perception system, the active suspension proactively lifts the wheels to reduce impact and improve ride comfort.
- **Control over Continuous Uneven Road:** When multiple potholes or continuous uneven road surfaces are detected, the system automatically actuates the suspension to improve damping and minimize shocks. For larger undulations, it increases suspension actuation to enhance stability.
- **Smart Wet Mode:** When slippery surfaces are detected, the system automatically switches to AWD and engages stability control to reduce hydroplaning, improving smoothness and stability.



Smart Wet Mode

## Smart Cabin

At NIO, we believe vehicles are no longer merely means of transportation but extensions of spaces for quality life. We are committed to creating an all-scenario space for users to freely switch between work, entertainment, life, and exploration, making every journey a joyful experience.

### Flagship Smart Cabin in NIO's All-New ES8

As NIO's flagship premium SUV, the All-New ES8 integrates comfort, full-sensory audio-visual experiences, and emotional interaction to deliver a premium and joyful travel experience for every occupant.

- Ultimate-Comfort in Every Seat:** The All-New ES8 six-seater is equipped with three zero-gravity seats as standard, including the signature front Lounge Seat and two in the second row. The second-row right-hand seat also offers lateral sliding. At the same time, the third-row uniquely supports a generous 130-degree recline, ensuring a first-class lounge experience even in the third row. Breaking free from the limitations of traditional three-row SUVs, the All-New ES8 truly delivers ultra-premium comfort.
- Immersive Audio-Visual Experience:** The All-New ES8 redefines cabin entertainment with the NIO LYRA 8.1.4.2 Immersive Sound System, featuring 27 speakers. A pioneering roof-mounted center speaker module, paired with Dirac RRM technology, delivers impeccably synchronized sound and visuals, elevating the cabin acoustics to a concert-hall level. The 15.6-inch AMOLED center display with stunning detail, together with the 21.4-inch mini-LED overhead display, offers a cinematic experience, with Dolby Vision available on both displays.
- Full-Domain Emotion Assistant:** NIO's full-stack proprietary NOMI Intelligence integrates full-cabin data to precisely perceive contexts and intelligently coordinate functions, providing personalized interactions and companionship to users.



Cabin of All-New ES8

### NIO ET9 at CES 2026

In January 2026, NIO's Smart Electric Executive Flagship ET9 was presented at the global technology showcase CES 2026, bringing an industry-leading in-vehicle immersive audio-visual experience in collaboration with Dolby Laboratories.

As the first mass-produced 5D cabin in the industry, the ET9 integrates NIO's full-domain vehicle operating system with the NIO LYRA Immersive Sound System, AMOLED displays, ambient lighting, air conditioning, smart fragrance, and seat coordination enabled by fully active suspension, to create a full-sensory immersive experience spanning sound, vision, touch, and smell. NIO LYRA Immersive Sound System features 35 speakers with a total power output of 2,800W. Paired with Dolby Atmos, it delivers an acoustic experience that surpasses industry-leading standards.

The system was awarded the Product Innovation Award at the 2025 Global Audio Summit (GAS) in the consumer electronics innovation category, recognizing its outstanding performance across five dimensions: technological innovation, design, craftsmanship, intelligence, and originality.



NIO ET9 at CES 2026

## Responsible AI

As AI technology becomes deeply integrated across industries, it brings both transformative innovation and challenges in data security, model reliability, and privacy protection. NIO upholds the principle of Responsible AI, establishing a systematic, multi-layered governance and protection framework to ensure AI technologies serve users under conditions of compliance, reliability, and controllability.

NIO continues to invest heavily in AI technologies, systematically enhancing their application to strengthen product competitiveness and operational efficiency. During the reporting period, NIO established the AGI Committee, a company-level community centered on AI, with its first cohort comprising nearly 30 AI experts from various business units. The AGI Committee is responsible for monitoring industry AI trends to provide strategic decision-making support; mapping and iterating the Company's full-domain AI capability landscape to promote cross-domain collaboration and technology reuse; and operating NIO's AI technology and talent community to cultivate a culture of AI innovation and develop AI-related talent.

NIO has formulated and continues to improve its AI security management policy to standardize AI model development, deployment, and usage processes. By integrating security testing, content filtering, and anomaly behavior monitoring and other measures, NIO has built a full-lifecycle AI security protection system. This enhances defenses against risks such as AI abuse, data leakage, and model poisoning.

### Privacy and Security Protection for NOMI Intelligence

NIO developed NIO Private Cloud Compute (NPCC), a cloud-edge collaborative foundation model security framework tailored for NOMI Intelligence in the cabin. NPCC innovatively shifts AI security from add-on defense to an AI-native design. Leveraging industry-leading confidential computing capabilities based on the foundation model platform, NPCC extends privacy protection from the vehicle system to the cloud, ensuring secure data transmission between mobile devices, center displays, and cloud servers. Only users themselves can access their personal data, which guarantees privacy protection while allowing users to enjoy seamless data flow in the car.

NIO has also established a comprehensive defense system through layered isolation, real-time monitoring, and security fail-safe mechanisms. This system effectively mitigates multi-dimensional risks such as data poisoning, model abuse, prompt injection, and supply chain attacks, ensuring the reliability and compliance of AI systems across their full lifecycle.

#### Technical Protection

NIO implements container isolation, GPU multi-tenant security hardening, and fine-grained Identity and Access Management (IAM) controls to block infrastructure-level attack pathways.

#### Operational Protection

NIO applies agent behavioral guardrails, multi-factor authentication (MFA), and supply chain security screening mechanisms to systematically manage operational and collaboration risks.



03

# Quality and Co-Creation



Driven by its vision to "Build a User Enterprise Where Innovative Technology Meets Experience Excellence," NIO is committed to ensuring premium product quality and safety through stringent standards, so as to deliver trustworthy and exceptional experiences for users. It actively co-creates a sustainable supply chain ecosystem with its partners, empowering industrial upgrading, driving technological innovation and standard advancements, and advancing industry sustainability through responsible practices.

## 3.1 Product Quality and Safety

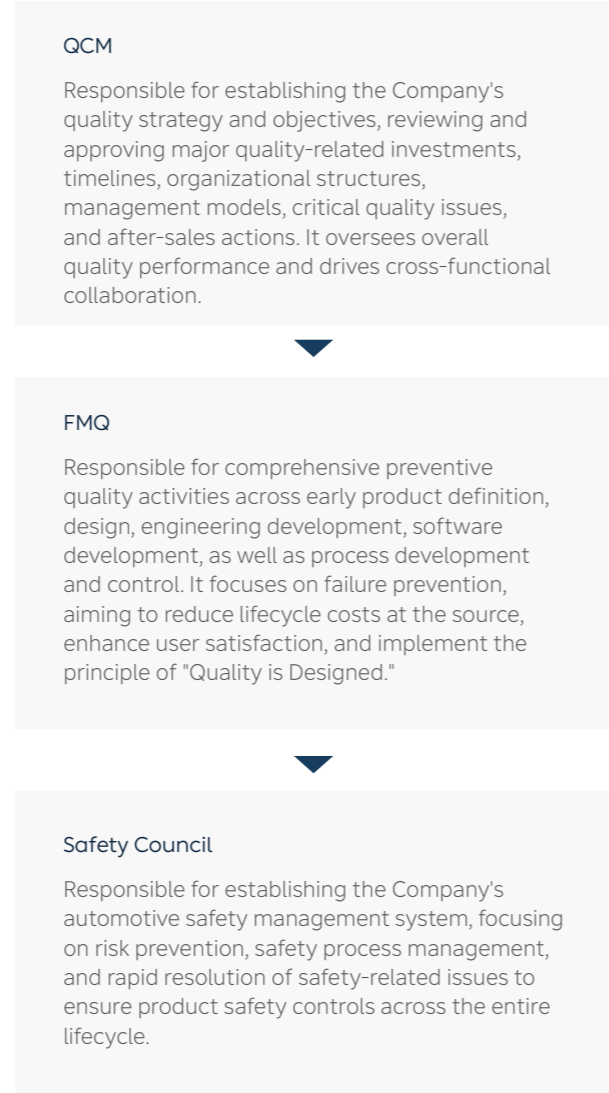
Upholding the philosophy that "Quality is a Belief," NIO has established a comprehensive quality management system covering the entire product lifecycle. The Company also implements stringent controls at every stage of R&D, manufacturing, and service to ensure its products meet high standards of quality, safety, and reliability.

### Product Quality

Strictly complying with product quality-related laws and regulations in China, Europe, and other regions where it operates, NIO has established the All-Time Quality (ATQ) system, and continuously optimized quality process management, ensuring coverage across all stages from product design, R&D, manufacturing to use.

NIO has established the Global Quality Management Committee (QCM) responsible for setting quality strategies, defining quality objectives, and overseeing the development of the Company's quality system. Under the Committee, the Forward Model Quality (FMQ) Sub-Committee and the Safety Council are jointly responsible for the daily management of product quality and safety.

### Quality Management Structure and Responsibilities



#### QCM

Responsible for establishing the Company's quality strategy and objectives, reviewing and approving major quality-related investments, timelines, organizational structures, management models, critical quality issues, and after-sales actions. It oversees overall quality performance and drives cross-functional collaboration.

#### FMQ

Responsible for comprehensive preventive quality activities across early product definition, design, engineering development, software development, as well as process development and control. It focuses on failure prevention, aiming to reduce lifecycle costs at the source, enhance user satisfaction, and implement the principle of "Quality is Designed."

#### Safety Council

Responsible for establishing the Company's automotive safety management system, focusing on risk prevention, safety process management, and rapid resolution of safety-related issues to ensure product safety controls across the entire lifecycle.

During the reporting period, NIO's quality management and performance were recognized by domestic and international authoritative organizations, earning numerous quality awards.

### Automotive Quality Awards Received in 2025

Vehicle Model	Award	Awarded by
NIO EC6	No.1 in battery electric mid-size sedan segment in China New Energy Vehicle User Satisfaction Survey 2025	China Association for Quality
NIO EC6/ES6	No.1 and No.2 in the respective segments in the 2025 China NEV-APEAL <sup>2</sup>	J.D. Power
NIO ET5/ET5T	No.1 in the respective segments in the 2025 China NEV-IQS <sup>3</sup>	J.D. Power
NIO ET5T	Disciplined Innovation Award No.1 in Overall Product Reputation and Product Quality Recommendation	International Automotive Quality Standardization Association (IAQSA)
NIO All-New ES8	Disciplined Innovation Award Best New Car of the Year	International Automotive Quality Standardization Association (IAQSA)
firefly	C-IASI G/G+/G+/G+	CIRI Auto Technology Institute
ONVO L60	C-IASI G/G+/G+/G+	CIRI Auto Technology Institute

<sup>2</sup> NEV-APEAL: China New Energy Vehicle-Automotive Performance, Execution and Layout (NEV-APEAL) Study serves as a benchmark for evaluating customer experience across the vehicle lifecycle, covering new energy vehicle design, performance, and configuration.

<sup>3</sup> NEV-IQS: China New Energy Vehicle Initial Quality Study is a benchmark for assessing new vehicle quality through a system of 236 items across 10 categories of defects.

## User-Centric All-Time Quality System

NIO has established a user-centric All-Time Quality (ATQ) system. With lifecycle management, data and intelligence, fast closed-loop iteration as core competencies, it ensures horizontal quality control across all domains and vertical end-to-end process management throughout all lifecycle stages. It collaborates closely with its users and partners for mutual benefits and co-creation and ensures strict quality control and continuous improvement at every stage from product definition, design, R&D, manufacturing to use, establishing quality benchmarks for the industry.

### NIO's All-Time Quality System (ATQ)



## Quality Management System Across All Domains

In the era of smart electric vehicles, as users' expectations and usage scenarios for vehicles continue to evolve, NIO has built a quality management system across all domains, expanding the quality management scope beyond traditional vehicle quality to cover six key quality domains: software, charging and battery swapping, vehicles, smart hardware, electric drive systems (EDS), and batteries.

### NIO's Quality Management System Across All Domains

#### Software System Quality

NIO's software quality management framework is based on the characteristics of software development, follows the core philosophy of prevention, early detection, rapid resolution, and non-recurrence, which is deployed across all stages of the software lifecycle to ensure system stability and reliability.

#### In-House Developed Smart Cabin Quality Platform

NIO has developed an industry-leading in-vehicle software testing platform called AutoMaster, supported by a remote test bench laboratory comprising over 600 test benches and 400,000 scenarios. The platform enables 24/7 uninterrupted system and module stability testing, enhancing the robustness of the smart cabin system.



#### Charging and Battery Swapping System Quality

NIO's charging and battery swapping system quality spans three business areas: charging and swapping, battery operations, and roadside services. Centered on the user and guided by a zero-defect philosophy, it ensures high safety in battery usage and strives for exceptional user satisfaction. Driven by efficient continuous improvement and supported by NIO's self-developed digital management platform, the system enables timely alerts and responses, closing the product and service iteration loop end-to-end, safeguarding an ultimate user experience.

#### 24/7 Battery Early Warning and Monitoring System

NIO has established a 24/7 battery warning and monitoring system leveraging its in-house developed platform and comprehensive regional service capabilities. The system can detect emergencies promptly and accurately. Within 30 seconds, it can initiate a voice call, create a chat group, provide user care, and arrange onsite control, while cases in the core area can be addressed within 30 minutes. This ensures that users can "embark on a journey with a fully charged battery" anytime, anywhere.



#### Vehicle Quality

NIO systematically advances vehicle quality management across all stages of the product lifecycle—from product definition, design, R&D, and manufacturing to vehicle usage—ensuring full control at each stage. The Company also achieves deep integration and compatibility between the vehicle and all domains, including software systems, smart hardware, batteries, EDS, and charging and swapping systems. Based on this foundation, NIO establishes a full-process closed loop covering quality planning, risk prevention, problem-solving, and continuous improvement. Guided by user interests, the Company sets and achieves ambitious quality targets, ensuring key quality and cost metrics, such as IPTV (Incidents Per Thousand Vehicles) and CPV (Cost per Vehicle), are consistently met and optimized.

#### Failure Prevention and Early Detection Platform

NIO has applied the industry-leading Failure Mode and Effects Analysis (FMEA) platform across the entire vehicle development lifecycle, covering the vehicle, batteries, EDS, smart hardware, and software. This enables online Design Failure Mode and Effects Analysis (DFMEA) and Process Failure Mode and Effects Analysis (PFMEA) for all components and systems, ensuring seamless integration across domains. In addition, NIO is actively exploring the use of AI models to connect the FMEA platform with upstream and downstream business systems, building an intelligent, collaborative quality management system that enhances the efficiency and reliability of end-to-end closed-loop quality control.



NIO's Quality Management System Across All Domains (Continued)

Smart Hardware Quality

The Smart Hardware Division of NIO has established an in-house quality management system covering domain controllers, electronic components, and related parts. This system spans multiple dimensions, including built-in quality within the R&D process, quality risk identification and prevention, and the operation and management of quality issues. It encompasses the full lifecycle from component certification, hardware development, and engineering validation to production line testing at manufacturing facilities, as well as health data monitoring of smart hardware in operation.

Smart Hardware Failure Predictive Model

Empowering quality with data and intelligence, NIO focuses on high-complexity domain controllers and has established hardware health models based on multi-dimensional usage of its proprietary domain controllers, so that potential risks can be identified and addressed early. By analyzing the operational data of key smart hardware, the model provides additional data on working conditions and use cases, striving to proactively prevent failures and continuously improve product robustness.

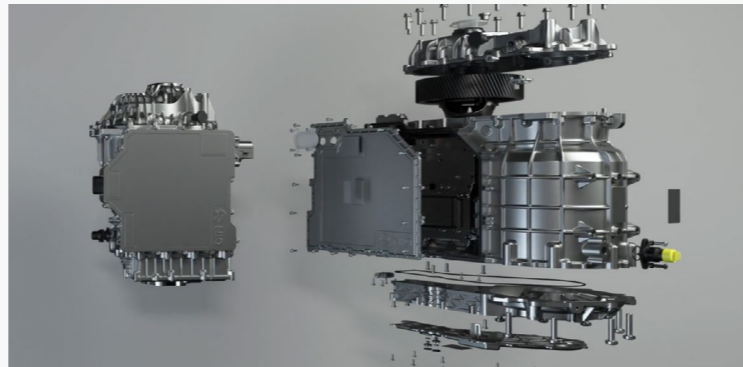


EDS Quality

Focusing on preventive quality management, NIO ensures precise and reliable design while strengthening supply chain development and operations for transparency and Model-Based Design (MBD). Its EDS Analysis System enables lifecycle monitoring.

Smart Supply Chain with EDS Partners

NIO employs standardized digital EDS solutions to integrate partners' data, providing full transparency across planning, warehousing, production, and quality processes. NIO remotely monitors and manages partners' production data to quickly detect inconsistencies and alert partners for rapid, collaborative responses. Additionally, predictive models are used to monitor product quality, thereby achieving proactive quality management.

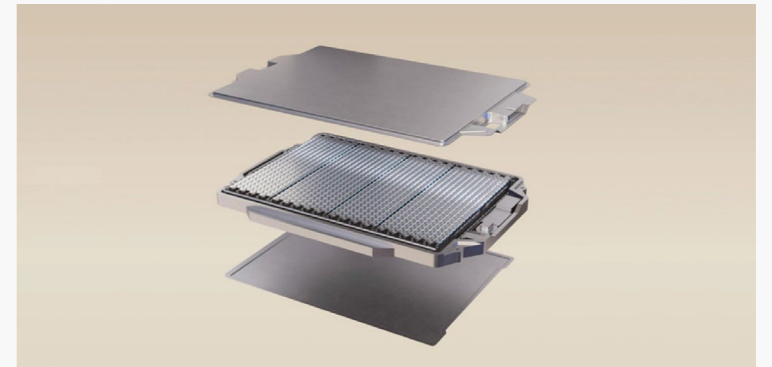


Battery System Quality

Battery quality system covers the safety and reliability of batteries throughout the full battery lifecycle. To achieve the goal of "zero accidents" in safety, NIO has developed full-stack R&D capabilities, adopted the strictest industry standards, and conducted comprehensive validation across all scenarios. Real-time monitoring and early warnings are implemented through a proprietary cloud-based big data platform.

Battery Safety Rating Model

Leveraging battery lifecycle data, NIO performs multi-dimensional quantitative assessment to identify potential safety risks. User profiles are established to accurately assess the current safety and health conditions of all batteries in the market. For batteries with potential risks, tailored strategies are deployed through the cloud-based BMS and Power Swap Stations operations are adjusted accordingly. This not only enhances the battery lifespan but also significantly prevents potential safety accidents.



## Quality Management System Across the Entire Lifecycle

NIO has established a comprehensive quality management system throughout the entire vehicle lifecycle, from product development to delivery. The system integrates quality thinking, management, and actions into four key areas: Forward Model Quality, partner quality, manufacturing and logistics quality, and service quality. The Company implements proactive quality planning during the design phase, enforces strict control over partners, techniques, and processes during manufacturing, and continuously listens to users' feedback after delivery, driving continuous optimization of products and services.

### Quality Management System Across the Entire Lifecycle

#### Forward Model Quality

Forward Model Quality (FMQ) represents NIO's preventive quality management approach, focusing on early-stage product definition, design, engineering development, software development, process development, and controls. By prioritizing failure prevention, NIO has built a self-driven and continuously evolving ecosystem that aligns stakeholders around shared quality goals.

#### Digital Prototype Review

Leveraging ultra-high-fidelity VR technology, NIO conducts perceived quality inspections during the virtual prototype stage, enabling potential user experience issues to be identified and resolved before physical production begins.



#### Partner Quality

NIO has established the NIO Partner Quality System (NPQS) to define clear quality requirements for all partners. Based on NPQS, it conducts lifecycle partner audits and advances innovative quality management practices through transparent supply chains, continuously enhancing collaborative efficiency and transparency across all supply chain quality processes.

#### Digital Collaboration Platform for Transparent Supply Chains

Adopting a digital-driven strategy, NIO has developed a seven-layer connectivity architecture and a transparency capability system, while building the digital collaboration platform for transparent supply chains. So far, it has successfully connected 63 partners. For more details on transparent supply chain, please refer to the "3.2 Sustainable Supply Chain" section.



#### Manufacturing and Logistics Quality

Building on an integrated framework of product engineering, manufacturing engineering, and quality engineering, NIO has established a closed-loop quality management system covering manufacturing and logistics. Powered by data and intelligence, the in-house manufacturing quality management platform integrates issue tracking, change management, and vehicle data, covering the entire process through the digitization of the 5M key production factors: man, machine, material, methods, and environment.

#### SkyDetect AI-Powered Inspection System

At NIO's intelligent factories in Hefei, the in-house developed SkyDetect AI-powered inspection system is deployed across vehicle quality control processes. By leveraging the vehicle's native hardware-software integration capabilities, the system enables comprehensive testing of over 1,000 vehicle functions, including seats, HVAC, door handles, doors, air suspension, and lighting. The AI-driven inspection achieves efficiency over 10 times higher than traditional manual methods.



#### Service Quality

Drawing on its technical DNA and close user engagement, NIO has built an outstanding service quality assurance system covering the entire post-delivery chain, including user operations, maintenance and repair, and issue resolution. In particular, NIO's Q-Graph, the industry's first knowledge graph focused on quality, and Q-GPT, a large language model tailored for quality, have improved quality issue resolution efficiency by 50% compared with conventional practices.

NIO pioneered the Debug system as a channel for connecting user feedback. Users can submit feedback through multiple channels, including NOMI, the NIO app, NIO Fellows, customer service hotlines, and NIO Houses.

#### Industry-First Issue Code System

NIO has introduced the industry's first Issue Code system, which functions as a universal translator across marketing, manufacturing, supply chain, R&D, and product teams. This standardized framework enables cross-functional collaboration through unified and professional issue classification.



## Core Quality Competencies

NIO continuously strengthens its core quality competencies in lifecycle management, data and intelligence, and fast closed-loop iterations, enhancing quality control across all domains and processes. This enables the Company to deliver products and services that consistently meet user expectations and improve satisfaction. Quality management at NIO is an ongoing process rather than a one-time initiative. The Company is committed to continuous improvement to further enhance user satisfaction. On the one hand, NIO implements fast closed-loop management of quality issues by setting lead time targets and break point (BP) failure rates for each stage of issue resolution based on the 8D methodology, to promote rapid and efficient issue handling. On the other hand, cross-functional analysis, post-incident reviews, and knowledge transfer from past projects to new developments are conducted in a systematic manner to ensure effective closed-loop management and iteration. In addition, the methodology and system are continuously improved through systematic quality planning, implementation, validation, and improvement.

### Rapid Response to After-Sales Quality Issues

NIO's Current Model Quality function has established a high-standard after-sales quality management system to ensure rapid response to quality issues. When a quality issue occurs, NIO provides immediate support to users and delivers a solution within 24 hours. After-sales quality cases are promptly managed and tracked, maintaining a coverage rate of 99.9%. In terms of issue resolution, the team follows the 8D methodology to ensure that the process from project initiation to interim corrective action is completed within five days and Permanent Corrective Actions (PCA) are delivered within 30 days. In addition, the team systematically implements a lessons learned process, with outputs fed into FMEA and corporate standard updates, truly enabling closed-loop management and continuous product improvement.

## Quality Management System Certification

By the end of the reporting period, 12 subsidiaries of NIO had obtained ISO 9001 Quality Management System certification, representing 92% of the Company's manufacturing and R&D sites. The certification covers smart electric vehicle design and development, testing, manufacturing, supply chain management, sales, and after-sales service management. The Company will continue to expand certification coverage in alignment with business development needs.



ISO 9001 Quality Management System Certification

NIO conducts internal and external audits of its quality management system on an annual basis. For issues identified during audits, it performs in-depth analysis and establishes targeted corrective action mechanisms for issues with high frequency, wide impact, and high severity, maintaining timely communication with management to track resolution progress.



## Supply Chain Quality Management

NIO extends its supply chain quality management to sub-tier partners. Tier-1 partners are required to take full responsibility for the quality management and product standards of their sub-tier partners, and to establish evaluation and verification systems for sub-tier partners to drive continuous improvement. During the reporting period, NIO conducted 397 partner system audits (including quality), 133 Potential Partner Assessments (PPA) for new partners or new product categories from existing partners, 54 sub-tier partner quality audits, and one raw material partner quality audit.

### Sub-Tier Partners of General Processes

NIO conducts audits and enablement activities for the Supplier Quality Engineers (SQEs) of tier-1 partners, indirectly strengthening the management of their sub-tier partners. It has incorporated regular SQEs and purchasing center reviews into the annual partner assessment of tier-1 partners and conducts comprehensive checks on SQEs of mass production partners as needed.

### Sub-Tier Partners of Special Processes

- NIO places emphasis on tier-2 partners and low-tier partners involved in such special processes as heat treatment, e-coating, painting, welding, soldering and printed circuit board assembly (PCBA), and participates in sub-tier partner nominations when needed, offering suggestions. It also implements a range of measures to empower these sub-tier partners, including the Sniper special process initiative, development of expert teams, and routine assessment.
- During the reporting period, NIO's special process assessments covered a total of 35 non-tier-1 partners. Sub-tier partners that fail to complete corrections as required within the rectification period are replaced to ensure compliance with NIO's high-quality standards.

### Raw Material Partners

- Based on the application standards for raw materials, NIO implements full-process quality monitoring and inspection for each batch of raw materials, from inbound receipt to component dispatch, supported by a digital production management system. The monitoring scope covers packaging, transportation, storage, and coil materials.
- In daily operations, NIO collaborates with partners to conduct online and offline quality exchange and capability-building activities. During the reporting period, the Company conducted on-site assessments of four core raw material partners and organized 22 partner quality exchange activities, continuously advancing the quality management and improvement of raw materials within the facility.

## Product Recall Management

NIO strictly complies with applicable regulations in China, including the *Regulations on the Administration of the Recall of Defective Motor Vehicle Products* and related implementation measures, as well as recall regulations in overseas markets, including the European Union and countries such as Germany, the Netherlands, Denmark, Sweden, and Norway. The Company has established internal procedures including the *Vehicle Safety Recall Procedure*, the *European Vehicle Recall Process*, and the *OTA Recall Management Procedure* to continuously standardize product recall management. For additional overseas markets, NIO continues to conduct regulatory research in parallel with business expansion, effectively safeguarding the rights and interests of global users and stakeholders.

NIO continues to enhance its product recall mechanism to respond to product quality risks. Once a recall decision is made, it promptly files reports with relevant authorities and communicates defect information and remediation plans to vehicle owners in a timely manner, ensuring effective and standardized handling of defective vehicles to minimize potential impacts. During the reporting period, no vehicle recalls were initiated.

Additionally, NIO actively participated in the development of national, industry, group, and local standards related to automotive recalls.

During the reporting period, NIO participated in the development of the following national and group standards.

### State-Level Standards in China

- *MDefect Analysis Methods for Battery Electric Vehicles Fire Accidents* (GB/T 45415—2025)
- *Collision Vehicle Investigation and Safety Defect Analysis Guide* (GB/T 45416—2025)
- *Guidelines for Information Defect Assessment in Automobile Product Recalls* (GB/T 45496—2025)
- *Requirements of Implementation of Motor Vehicle Products Recall Based on Over-the-Air Update Technology* (GB/T 45493—2025)

### Group Standards

- *Rating Specifications for Automobile Manufacturers' Recall Management Systems*
- *Competency Requirements for Recall Management Personnel in Automobile Manufacturing*

## Quality Education

NIO recognizes that strategic talent pipelines are critical to ensuring sustained product quality. Since establishing the Quality Academy in 2018, NIO has continuously elevated organizational quality awareness and actively cultivated a quality-driven culture. Through the Training & Development Instructor (TDI) system, it systematically cultivates company-certified instructors, comprehensively organizing the knowledge and courses required for various quality-related positions. This creates tailored training pathways for employees, offering well-structured, diverse, convenient, and efficient quality training sessions. By the end of the reporting period, the NIO Quality Academy had cultivated 359 company-certified instructors.

All employees are required to complete annual quality training as part of NIO's quality culture framework. Additionally, it offers specialized quality courses for employees in key positions such as R&D, quality management, and manufacturing to strengthen quality control capabilities. During the reporting period, NIO offered 179 professional quality courses, with a total of 12,389 participants.

The Company also extends quality training to supply chain partners through annual programs, sharing NIO's quality management practices to jointly support industry capability development. For more details, please refer to "3.2 Sustainable Supply Chain."

### By the end of the reporting period

**359**  
Company-Certified Instructors



### Quality Month

In September 2025, NIO organized a series of Quality Month activities across multiple locations, including Shanghai, Wuhan, and Hefei. Focusing on the ATQ system, the Company conducted a series of initiatives both online and offline, including themed promotions, workshops, and interactive experiential activities to foster an immersive quality culture, attracting more than 10,000 participants.



2025 Quality Month Themed Activity

### Project Terminator

Since 2019, NIO has been implementing the Project Terminator, aiming at cultivating and certifying talent with the ability to solve complex problems and establishing a quality methodology system customized for NIO. Aligned with Six Sigma, the program features a two-tier certification structure: Level 1 (Green Belt) and Level 2 (Black Belt). It has gradually expanded from the Quality Department to other departments across the Company. As of the end of the reporting period, the program had empowered a total of 2,125 participants, including 234 participants newly certified in 2025. Training sessions delivered by these participants generated over 15,000 participants.



Project Terminator

### Project Navigator

To build up a talent pool for early-stage quality control and cultivate employees' mindset and proficiency in failure prevention, NIO has launched the Project Navigator for consecutive years, providing employees with methodologies and tools for failure prevention and embedding these practices in the early stages of new vehicle development. In 2025, the program delivered courses through multiple formats including offline courses and online live streaming, with tailored training sessions designed for employees in different roles.

### As of the end of the reporting period

A total of  
**4,478**  
participants had completed the training,  
among which  
**612**  
were certified.



Project Navigator

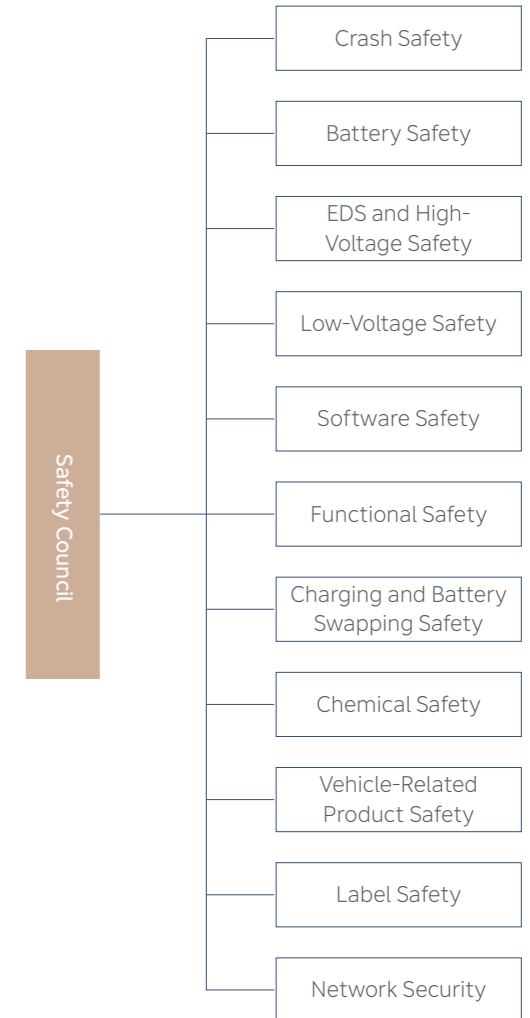
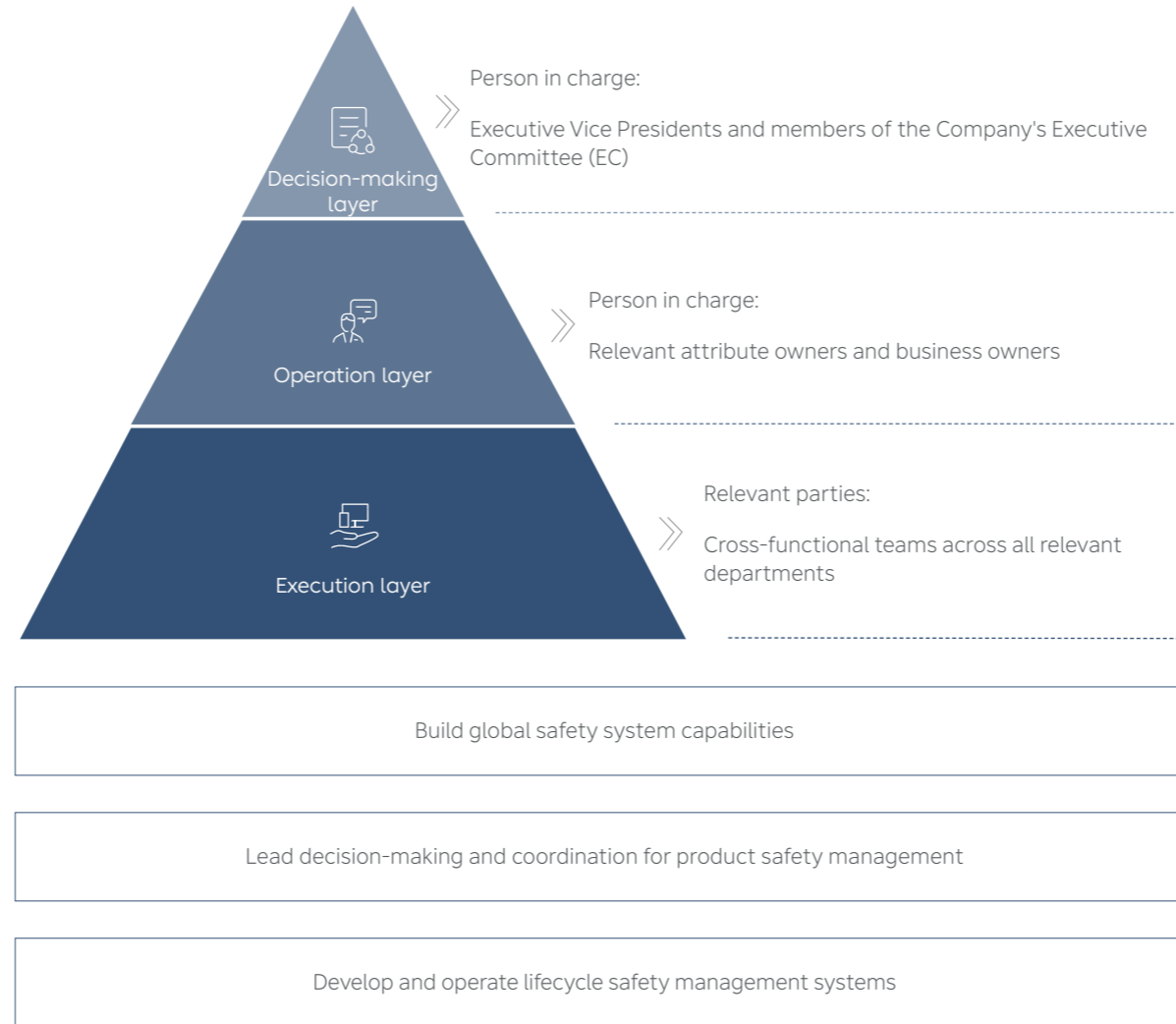
## Safety Assurance

Since its inception, NIO has deeply embedded safety philosophy into its vehicle manufacturing, upholding the unwavering belief that "Every Improvement in Safety Deserves Utmost Commitment". Through continuous investment in R&D, the Company forges exceptional safety capabilities for each of its products.

## Safety Management Framework

NIO has established a three-tier safety management framework, with the Safety Council overseeing the lifecycle safety control for automotive products. Under the Safety Council, 11 working groups targeting different safety elements have been set up, including battery safety, crash safety, and high-voltage safety. These groups cover various aspects of product safety, such as active safety, passive safety, and health-related safety. The Safety Council has established an end-to-end product safety management mechanism, spanning prevention, early warning, emergency response, investigation, and continuous improvement, rigorously implementing safety targets to ensure product safety.

### Structure of NIO Safety Council



## Safe Products

NIO develops all its products in accordance with the safety regulations in target markets and the mainstream safety standards such as the Euro NCAP five-star, C-NCAP five-star, and C-IASI requirements. In addition, NIO incorporates additional safety protection for harsh scenarios not covered by these standards to ensure reliable protection for users in emergency situations. For more details on safety ratings of each model, please refer to "Annual Highlights: Safe Journeys, Sustainable Future"

### firefly's Top-Tier Safety

The firefly has become the first model to simultaneously achieve five stars from Euro NCAP and C-NCAP, as well as the highest-ever score in C-IASI, claiming a "triple crown" across major safety evaluation systems. Its performance demonstrates that high safety standards are not dependent on vehicle size. Small vehicles are capable of achieving safety levels comparable to, or exceeding, those of larger models.

Its safety performance is reflected in the following key aspects:

- **Ultra-Strong Body Structure:** It adopts a body structure composed of 83.4% high-strength steel and aluminum alloy, with ultra-wide double front anti-crash beams and double front door anti-crash beams, boasting the highest torsional rigidity in its class. In rear crash tests, even under impact speeds of up to 90 km/h, which is far exceeding standard test conditions, body deformation remains well controlled.
- **Nine Airbags as Standard:** In addition to the conventional six airbags, it adds a front far-side center airbag and two rear side airbags, forming a 360° protection system. In the event of a side crash, the airbags deploy in a coordinated manner, working together with the full-length side curtain airbags to minimize the risk of secondary injuries.
- **Battery Safety and Range Assurance:** The battery pack uses aerospace-grade fireproof and thermal insulation materials and is compatible with NIO's fifth-generation Power Swap Stations, fundamentally eliminating range anxiety and potential safety hazards.
- **Smart Active Safety:** The vehicle is equipped with 24 high-performance sensing units, supporting 13 active safety functions, including vehicle-to-vehicle AEB, reverse emergency braking, mis-acceleration intervention, and door opening warning. Obstacle recognition capability is increased by 40%, and braking response speed is as fast as 150 milliseconds.
- **Beyond Five-Star Crash Safety:** Developed in accordance with both Chinese and European five-star safety standards, it has undergone over 2,000 simulation tests and more than 100 real-vehicle crash validations. Specifically targeting the structural challenges of small cars, it strengthens the energy-absorbing design of the A-pillars and door sills to ensure minimal intrusion into the passenger compartment.
- **Reassuring Service:** firefly users also enjoy NIO's comprehensive service system, including flexible battery upgrades, cloud-based safety early warning, and 24/7 roadside rescue, forming a full-lifecycle safety closed loop.



firefly Claims the Triple Crown of Safety Ratings from Euro NCAP, C-NCAP, and C-IASI

## Active Safety

Active safety technologies are designed to prevent accidents and help reduce or mitigate accident risks, thus enhancing driving safety. NIO continues to iterate its Smart Safety, leveraging enhanced AI capabilities to enable earlier, more accurate, and more adaptive risk detection and mitigation. By transforming safety from passive response to proactive protection, the system strives to achieve a safety level ten times greater than that of human-driven vehicles.

### NIO Smart Safety

#### General Objects Warning and Assist (GOA)

- The GOA function has undergone a model-based upgrade. By leveraging large AI models trained on massive real-world driving data, the system has acquired enhanced scenario generalization capabilities. After the upgrade, the GOA system can effectively identify crash risks across various driving conditions and scenarios, and promptly initiate warnings or active braking, resulting in a 290% improvement in accident-avoidance capability.
- As of the end of the reporting period, GOA combined with AEB had helped avoid approximately 2,387,000 potential accidents.

#### Mis-Acceleration Intervention for All Scenarios (MAI)

- MAI effectively mitigates risks caused by unintended accelerations, particularly in low-speed complex scenarios such as parking lots and narrow intersections.
- During the reporting period, MAI triggered and suppressed approximately 11,400 mis-acceleration events, directly preventing possible collisions.

#### Automatic Emergency Steering (AES)

- Building upon emergency braking technology, AES adds lateral obstacle avoidance capability. When braking alone is insufficient to avoid a crash, the system actively applies steering input to execute a safe evasive maneuver. During the reporting period, AES was successfully activated in 4,571 potential accident scenarios.
- NIO plans to upgrade NIO WorldModel (NWM) to the second version, adopting a pure AI model architecture and introducing General Obstacle Detection (GOD). This enhancement will enable greater adaptability across complex evasion scenarios and deliver more robust performance, marking a transition from identifying known risks to responding to unseen situations.

### NIO Launches Industry's First Emergency Autonomous Pull-Over Function

During the reporting period, NIO launched the industry's first Emergency Autonomous Pull-Over function. When assisted driving is activated on highways or urban expressways, if the driver falls asleep or becomes unconscious, the system will issue alerts and flash warning lights. If the driver cannot be awakened, the vehicle will automatically change lanes, pull over to the emergency lane, activate the hazard lights, and place a rescue call.

This function represents a breakthrough application of L3 autonomous driving safety technology in an L2 assisted driving system. It requires the smart driving system to meet extremely high standards in hardware-software integration, environmental perception, and safety redundancy, enabling it to independently complete the full process of safe lane changes, smooth pull-over, and automatic emergency assistance on highways.



NIO Launches the Emergency Autonomous Pull-Over Function

In 2025, NIO actively responded to China's policy guidance on data sharing for new energy vehicle insurance. On the premise of ensuring data compliance and security, it achieved in-depth integration of smart driving data with four insurance institutions: People's Insurance Company of China, China Pacific Insurance Company, Ping An Insurance Company of China, and Swiss Re. Together, they conducted a quantitative analysis of the safety benefits of smart driving technology. Verified by the four partner insurers, NIO Smart Safety reduced actual accident losses by 25.2% in 2024.

#### In 2024

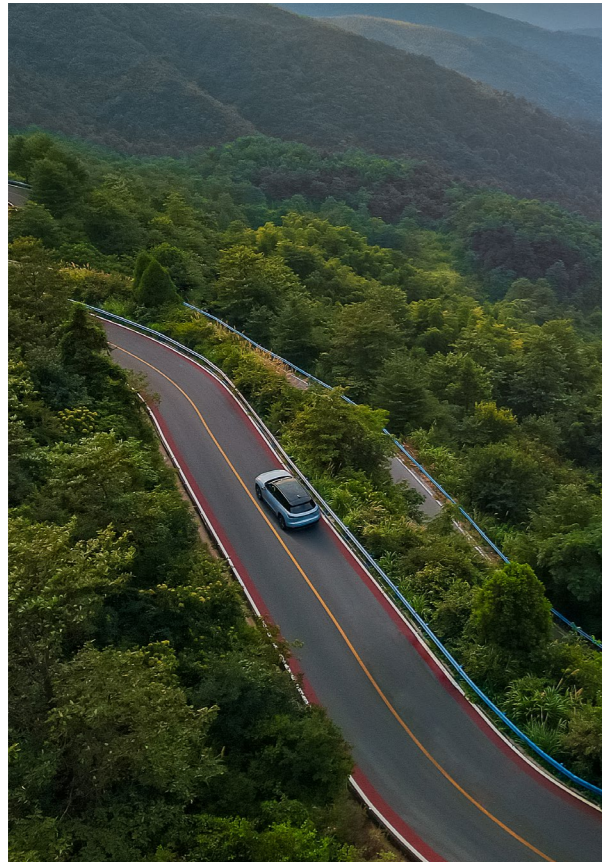
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**25.2%**



## Passive Safety

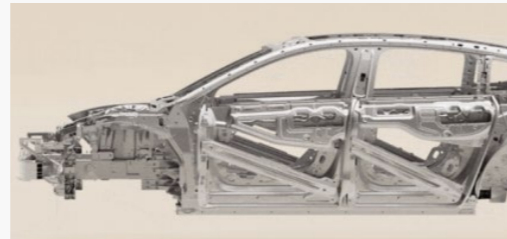
As the first line of defense in automotive safety, passive safety directly determines whether a vehicle can effectively protect occupants in the event of a collision, forming the very foundation of vehicle safety. NIO attaches great importance to the forward research and development of passive safety technology, continuously promoting technological innovations in body structure and restraint systems, strengthening and expanding passive safety functions, and providing all-round reliable protection for every user.



### ET9 Passive Safety Design

NIO ET9 adopts high-standard passive safety design to offer users executive-level safety protection.

Built with ultra-high-strength steel and the largest hot-stamped integrated front door ring design, the ET9 boasts torsional stiffness that far exceeds that of its peers. In addition, the ET9 comes standard with a nine-airbag system that includes front-row far-side airbags and dedicated second-row side airbags. Together with the largest side curtain airbags in its class, the system ensures effective head protection for occupants in all seating positions. The ET9 is developed in strict compliance with safety standards exceeding five-star ratings, as well as the most stringent crash regulations in China, the United States, and Europe.



ET9 Passive Safety Design

## Safety Redundancy

The core objective of automotive safety redundancy is to introduce backup systems that can activate immediately in the event of primary system failure, thereby enhancing overall safety and reliability. Safety redundancy design is extensively applied across all vehicle models under NIO, providing backups for critical driving-related systems. This ensures that the vehicle retains basic controllability even if any component malfunctions unexpectedly, maintaining safety and reliability consistently in long-term, complex, or even extreme operating environments.

### Mechanical Redundancy Safety for Door Handles

All models of NIO, ONVO, and firefly are equipped with both exterior and interior mechanical emergency door release mechanisms on all four doors. This ensures that even in the event of power failure or system damage, the doors can be opened immediately, providing critical time for rescue. When it comes to safety, we never make compromises. Even in areas invisible to users, we always go one step further.

### All-New ES8 Five-Layer Safety Redundancy Design

NIO All-New ES8 features a five-layer safety redundancy design that covers multiple core operating scenarios of the vehicle.

- **EDS:** Equipped with dual-motor four-wheel drive as standard, the vehicle can still deliver sufficient power from the intact motor even if one side fails, ensuring smooth driving. With this dual-motor system, the drive safety reliability of the All-New ES8 is 50 times higher than that of a single-motor configuration.
- **Braking:** Adopting an intelligent integrated braking system, partial braking redundancy is achieved through electro-hydraulic composite braking and electronic parking braking. This ensures timely intervention to safely decelerate and stop the vehicle.
- **Steering:** The All-New ES8 adopts electric power steering, with redundancy design focused on the steering motor and ECU controller within the system. In addition, mechanical steering via the steering wheel remains as a permanent backup. Even if electric power steering fails, the driver can still steer through a mechanical connection, further guaranteeing safety.
- **Sensing:** The All-New ES8 is equipped with the Cedar AQUILA Super Sensing System, featuring 31 high-performance sensing units. It achieves perception redundancy in the forward and rear-side directions, and maintains clear visibility even in complex weather conditions such as rain, snow, fog, or nighttime, significantly enhancing the reliability of active safety and assisted driving.
- **Power Distribution:** The All-New ES8 implements partial redundancy and intelligent isolation in power distribution. Compared with the ASIL-B safety level commonly adopted for automotive low-voltage power supplies, its reliability is 10 times higher.



## Battery Safety

As the market share of electric vehicles continues to rise, battery safety has gradually become a core indicator of automotive safety. NIO aims for zero accidents and provides users with full-lifecycle battery safety that covers design, manufacturing, service, and user experience.

### Design Safety

- NIO adopts design requirements far exceeding China's standards for core safety dimensions such as thermal safety, crash safety, structural safety, and electrical shock protection, ensuring battery safety from the source.

### Testing Safety

- NIO has established a library of 92 test scenarios covering high-voltage safety, environmental testing, mechanical testing, underbody conditions, and abuse testing, carrying out safety verifications that go far beyond industry standards.

### Manufacturing Safety

- Leveraging a self-developed, full-chain intelligent manufacturing monitoring system, the manufacturing data of every battery is fully recorded to accurately identify potential risks, ensuring that each battery delivered is safe, reliable, and traceable.

### Operational Safety

- NIO has built a battery alert and monitoring platform, enabling global cloud-based intelligent unmanned monitoring and early warning for batteries both onboard and in Power Swap Stations. It activates a tiered response mechanism based on risk level, impact scope, and disposal timeliness, achieving second-level response to critical battery alerts. The system can also automatically dispatch work orders to nearby staff, ensuring rapid on-site response and handling.
- Based on NIO's unique Battery-as-a-Service (BaaS) model, the system utilizes proactive detection and interception at Power Swap Stations, along with in-vehicle detection and proactive prevention technologies, to identify battery damage in a timely manner.



蔚来换电站  
NIO Power

## Health and Safety

In-vehicle air quality safety has become a key concern for users when purchasing vehicles. NIO has embedded health-focused design into its vehicles during the product definition and development stages, implementing strict controls over components and manufacturing processes to eliminate odors and harmful substances at the source, creating a fresh, comfortable, and skin-friendly cabin for users. During the reporting period, the NIO All-New ES8 and firefly successfully obtained the "Zero Formaldehyde" vehicle certification from CATARC, and the ONVO L90 received the C-GCAP Health Five-Star+ rating and the China Automotive Health Index (C-AHI) Five-Star rating.



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In addition, NIO has established a certified product environmental analysis laboratory in China, and formed a "Golden Nose" team and a chemical safety working group composed of chemical experts. During the mass production stage, we randomly sample vehicles on a monthly basis to conduct systematic testing of volatile organic compounds (VOCs) such as formaldehyde and toluene, maintaining continuous monitoring to safeguard users' health, safety, and comfort.

### NIO All-New ES8 Three-Layer Air Purification

The All-New ES8 has acquired the "Zero Formaldehyde" certification, adopting a three-layer design focused on odor elimination, protection, and health, integrating multiple advanced technologies to comprehensively safeguard in-vehicle air freshness and users' health.

#### Odor Control

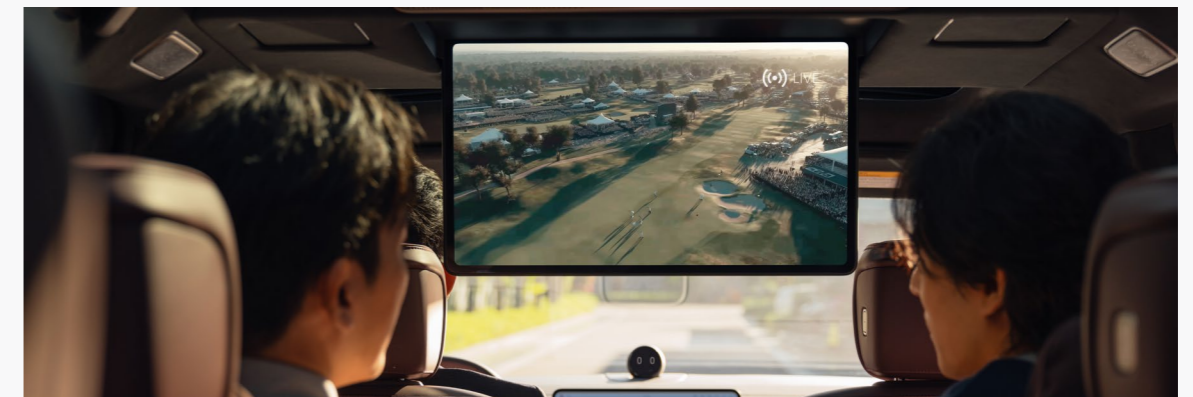
The vehicle is equipped with a comprehensive air health management system, which avoids air conditioning odors through intelligent compressor start-stop control and uses 56°C self-heating drying technology to rapidly sterilize and prevent mold growth in the evaporator and air ducts. After occupants leave the vehicle, the All-New ES8 can automatically monitor the cabin temperature under direct sunlight and inhibit VOCs release.

#### Protection

The filter not only provides high-efficiency filtration but also enhances protection, blocking over 99% of fine particles such as dust and pollen, as well as mites. It is also equipped with a powerful negative ion purification function that can quickly eliminate common bacteria and mold, and reduce odors like hot pot and smoke within minutes.

#### Healthy

The vehicle continuously monitors the in-vehicle CO<sub>2</sub> concentration, and intelligently adjusts fresh air ventilation based on factors such as occupant presence and vehicle speed, avoiding cabin stuffiness and driver fatigue while maintaining fresh air.



NIO All-New ES8 Health-Centric Design

## Safety Testing

NIO consistently conducts crash tests and durability assessments under conditions that are more stringent than China's and industry standards, striving to deliver high-quality and reliable products to users. Through a comprehensive preventive testing mechanism covering the entire product lifecycle, we proactively identify critical and emerging quality and safety risks. Before market launch, every new vehicle must undergo multiple restraint system compatibility tests, pedestrian protection tests, and vehicle crash tests. We implement targeted prevention and control measures to address issues identified during testing, ensuring the timely elimination of potential quality and safety risks.

### 72 Comprehensive Crash Validations Exceeding Industry Standards

64 kph driver-side small overlap front crash test	4 kph rear protection device impact test	80 kph rear 20% overlap deformable moving barrier crash test
64 kph passenger-side small overlap front crash test	2.5 kph rear 60° angle protection device impact test	60 kph rear 70% overlap deformable moving barrier crash test
50kph moderate overlap front crash test	64 kph 40% overlap deformable barrier crash test	40 kph rear 70% overlap deformable moving barrier crash test
50kph side AC-MDB barrier crash test	56 kph 40% overlap deformable barrier crash test	50 kph rear full overlap rigid moving barrier crash test
56 kph full overlap front rigid barrier crash test	100 kph 35% overlap front deformable moving barrier 15° angle crash test	50 kph front rigid barrier crash test
50 kph moderate overlap front moving progressive deformable barrier crash test	16 kph full overlap front rigid barrier crash test	Passenger car interior protrusions test
32 kph side pole impact test	16 kph front 30° angle rigid barrier crash test	Passenger car roof crush resistance test
60 kph side impact with deformable moving barrier	25 kph full overlap front rigid barrier crash test	3rd row seat luggage impact test
25 kph sand pit rollover test	40 kph 40% overlap deformable barrier crash test	6-seater 2nd row seat luggage impact test
35 kph sand pit rollover tes	35 kph front center pole impact test	7-seater 2nd row seat luggage impact test
45 kph 10° spiral rollover test	35 kph rear-end truck crash test	Front seat seatbelt anchor strength test
45 kph 16° spiral rollover test	40 kph front 30° angle rigid barrier crash test	6-seater 2nd row seat seatbelt anchor strength test
15 kph 35° slope rollover test	35 kph full-width front deformable barrier crash test	7-seater 2nd row seat seatbelt anchor strength test
20 kph 55° slope rollover test	16 kph side impact with deformable moving barrier crash test	3rd row seat seatbelt anchor strength test
Pedestrian head protection impact test	15 kph front occupant side pole impact test	Child seat anchor strength test
Pedestrian leg protection impact test	16 kph rear occupant side pole impact test	Child seat anchor 75° angle tensile strength test
10 kph full-width front bumper crash test	24 kph side impact with deformable moving barrier crash test	Child seat anchor strength (with top tether) test
16 kph 40% overlap front low-speed structural crash test	18 kph front occupant side pole impact test	Front sled test
5 kph 15% small overlap front bumper crash test	24 kph rear occupant side pole impact test	Side far-side occupant protection crash test
10 kph full-width rear bumper crash test	35 kph 45° angle side impact with deformable moving barrier crash test	30 kph battery pack underbody scraping test
16 kph 40% overlap rear low-speed structural crash test	50 kph side impact with deformable moving barrier crash test	50 kph center pole crash test
5 kph 15% small overlap rear bumper crash test	100 kph side impact with deformable moving barrier crash test	10 kph battery pack underbody scraping test for reparability
4 kph front protection device impact test	100 kph 70% overlap rear deformable moving barrier crash test	62 kph front full overlap rigid barrier crash test
2.5 kph 60° front angle protection device impact test	80 kph 70% overlap rear deformable moving barrier crash test	72 kph front 40% overlap deformable barrier crash test

NIO's Crash Testing Exceeding Industry Standards

The safety performance of the ONVO L90 has passed comprehensive crash tests that exceed industry standards. Developed in strict accordance with the highest standards of C-NCAP and C-IASI, it covers various severe working conditions to provide users with robust protection.

### ONVO L90 Testing Standards Exceed China's New Standards

The ONVO L90 has successfully passed a 50 km/h truck side impact and rollover test, demonstrating outstanding performance in terms of structural safety, the restraint system, electrical safety, and rescue response. In this test, a 5,000 kg truck was used to perform a high-speed side impact followed by rollover, with crash energy far exceeding the test condition of a 1,400 kg mobile barrier specified in China's new standard, *Occupant Protection in Vehicle Side Collisions* (GB 20071-2025), making it an "extreme challenge" for the body structure.

- Structural Safety:** The body structure is built with ultra-high-strength steel and laser welding technology, and is able to withstand the multiple impacts caused by the high-speed side impact and rollover of a 5,000 kg truck. This ensures that the occupant compartment structure remains intact and undeformed during an extreme crash.
- Restraint System:** The entire vehicle comes standard with nine airbags, providing all-round protection. In the event of an impact, the extra-long side curtain airbags, side airbags, and center far-side airbags all deploy in a timely manner.
- Rescue Performance:** The hazard warning lights on the ONVO L90 activate promptly. The door handle on the non-crash side pops out, and both the front and rear doors on that side can be opened normally to facilitate occupant evacuation from the vehicle.
- Electrical Safety:** After the side impact, drop, and rollover test, the battery pack remained in place, with no smoke, fire, explosion, or electrolyte leakage. The high-voltage system was immediately disconnected providing exceptional protection in terms of vehicle electrical safety.



ONVO L90 Successfully Passes 50 km/h High-Speed Truck Side Impact and Rollover Test

## User Safety Operations

To continuously enhance users' safe driving awareness, NIO has established a dedicated task force focused on safe driving. Through various channels, including NIO app notifications, WeChat official account content, and offline salons, NIO conducts safe driving training and publicity activities for users.

### NIO Conducts Safe Driving Awareness Courses for Users

In November 2025, we held a distinctive family traffic safety course at the NIO Delivery Center in Nanxiang, Shanghai, sharing safe driving knowledge with users in a relaxed and interactive way.

NIO's instructor team explained vehicle active and passive safety knowledge and daily driving precautions in an engaging manner. Parents and children also took part in interactive games such as the "Eagle Eye" scenario simulation and "Blind Spot Maze" experience, deepening their understanding of safety functions through hands-on experience and raising safety awareness for family travel.



NIO's Safe Driving Awareness Courses for Users

## 3.2 Sustainable Supply Chain

NIO remains steadfast in its mission of "Blue Sky Coming: Shaping a Sustainable and Brighter Future Together," and is committed to building a green and responsible supply chain. We have established a sustainable supply chain strategy and integrated sustainability assessments into partner admission and nomination processes, continuously improving partner's sustainability performance and enhancing supply chain resilience. Additionally, NIO exercises end-to-end management over partner admission and daily management processes. Together with our partners, we strive to deliver high-quality products and promote the healthy and sustainable development of the industrial chain and the industry as a whole.



### Building a Sustainable Supply Chain

NIO consistently regards partners as a vital force for value co-creation. We actively press ahead with partner localization, optimize regional resource allocation, and establish a full-lifecycle management mechanism covering partner admission, nomination, and mass production. Leveraging digital technologies, we are building a transparent supply chain ecosystem that leads the industry, thereby creating a transparent, efficient, and responsible sustainable supply chain.

#### Supply Chain Management Governance Structure

NIO has established an ESG governance structure to address sustainability-related risks and opportunities, including those related to the sustainable supply chain. For more details, please refer to "1.2 Sustainability Governance" of this report. NIO's Executive Directors and the Executive Committee composed of senior management are responsible for overseeing and making decisions on major supply chain management matters.

Partner Category	Unit	2025
Tier-1 partners <sup>4</sup>	No.	764
Tier-1 key partners	No.	120
Procurement expenditure from tier-1 key partners	%	80

As of the end of the reporting period

99%

Tier-1 Partner Code of Conduct Signing Rate

<sup>4</sup>Tier-1 partners refer to suppliers with whom NIO maintains a direct procurement relationship.

NIO continuously advances partner localization. By shortening material transportation distances, this approach mitigates environmental impact, improves operational efficiency, and promotes local economic development. As of the end of the reporting period, NIO had over 140 partners in Anhui Province, developing an overall layout centered on Hefei and extending to surrounding areas. At NeoPark in Hefei, NIO has successfully introduced partners for seats, bumpers, interior trims, body stampings, and other parts, achieving "zero-kilometer" localization.

NIO is also consistently expanding the scope of its localized partners. This not only encompasses vehicle and electrification partners for NIO, ONVO, and firefly, but also battery swap station partners in the localization network. By continuously increasing the proportion of localized partners, we have driven the development of the "vehicle + charging and swapping infrastructure" industry chain within Anhui Province. NIO plans to increase the proportion of localized partners to 60% between 2027 and 2030.

#### Between 2027 and 2030

NIO plans to increase the proportion of localized partners to

60%

#### Number of NIO Partners by Region

Chinese mainland	Southern China	49
	Eastern China	602
	Northern China	33
	Central China	38
	Northeastern China	12
	Southwestern China	18
	Northwestern China	2
	Hong Kong, Macau, Taiwan, and overseas	10

## Supply Chain Lifecycle Management

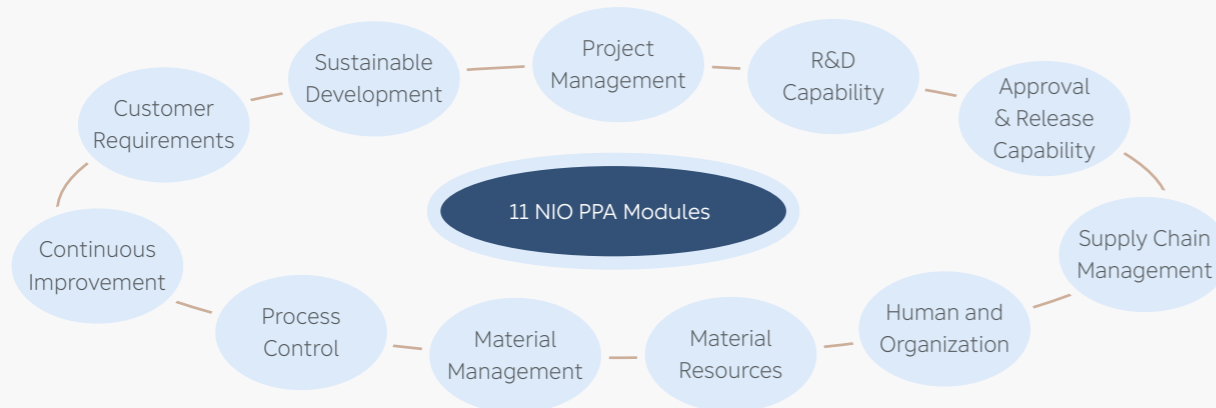
NIO has formulated and continues to optimize internal management policies such as the *NIO Partner Cooperation Guideline (NPCG)*, the *Partner Industrialization Management Procedure*, and the *NIO Partner Management Handbook*. The Company has established a partner lifecycle management process covering partner admission, nomination, and daily management. This process effectively identifies and mitigates potential supply chain risks, ensuring the robust operations of the supply chain.

### Partner Lifecycle Management Process

#### Partner Admission

- NIO conducts a comprehensive assessment of potential partners across core dimensions including quality capabilities, engineering capabilities, supply capabilities, financial status, as well as operational and business risks, and requires them to pass the assessment before including them in the partner list.
- Taking quality capability assessment as an example, NIO carries out a systematic evaluation covering 11 modules including project management, R&D capabilities, and sustainable development in accordance with the requirements of the *Potential Partner Assessment (PPA) Process* and other applicable specifications.

#### 11 NIO PPA Modules



#### Partner Nomination

- Both new and existing partners are included in the sustainability evaluation, covering business ethics and responsible procurement, climate action, and recycling. The results serve as an independent evaluation criterion and are used as a reference for partner nomination.

#### Daily Management of Partners

- At the stage of project development and start of production, we conduct Process Audits (PA) and NPQS audits to ensure that production readiness and supply chain quality control at each project milestone and delivery gate meet NIO's requirements.
- During mass production, we conduct targeted NPQS and PA audits to ensure stable and high-quality supply. Our PAs cover 100% of our partners, while NPQS audits are conducted on selected key partners.

#### NIO's "Partner Index" Assessment Criteria

During the reporting period, NIO established the "Partner Index" assessment criteria, comprising 10 primary indicators and 34 secondary indicators. These cover a partner's capabilities, performance, and willingness, driving efficient supply chain operations.

We primarily use the "Partner Index" score ranking to select preferred and primary partners. When recommendations for preferred or primary status contradict the assessment results, a special approval process is triggered, and a "one-strike" policy is applied to compliance and integrity issues. Furthermore, a partner's sustainability management capability is incorporated as a core consideration in the "Partner Index." We employ a Plan-Do-Check-Act (PDCA) cycle to drive continuous improvement, and impose business restrictions on partners that consistently rank at the bottom to safeguard and continuously optimize supply chain quality.

#### Indicator Framework

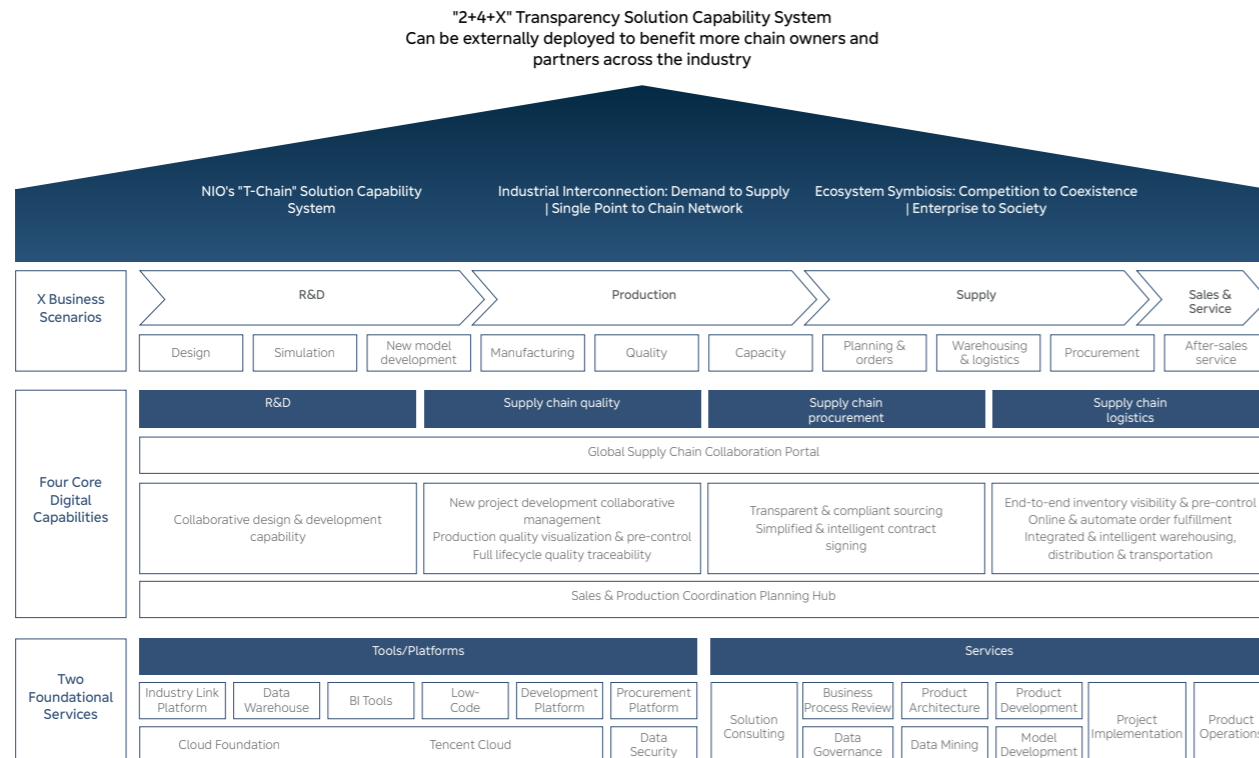


## Transparent Supply Chain

As the automotive industry expedites its transition towards electrification and intelligence, collaboration efficiency across the industrial chain is becoming an increasingly critical competitive advantage. During the reporting period, NIO actively participated in and initiated the Transparent Automotive Supply Chain (T-Chain) project jointly promoted by the China Society of Automotive Engineers and the Shanghai Municipal Government. The initiative is dedicated to building a transparent data ecosystem across the entire industrial chain. By unifying data standards and establishing a secure and trustworthy data space, it aims to achieve shared and reciprocal data value, thereby significantly enhancing collaboration efficiency between automakers and supply chain partners.

Leveraging digital technologies, the T-Chain system enables real-time, trusted, and bidirectional sharing of core data, including production, quality, logistics, inventory, and capacity, between the Company and its partners. In scenarios such as quality alerts and process error prevention, automakers and component partners can achieve efficient coordination, creating substantial value in improving resource efficiency and ensuring quality.

### NIO's "T-Chain" Solution Capability System



As of the end of the reporting period,

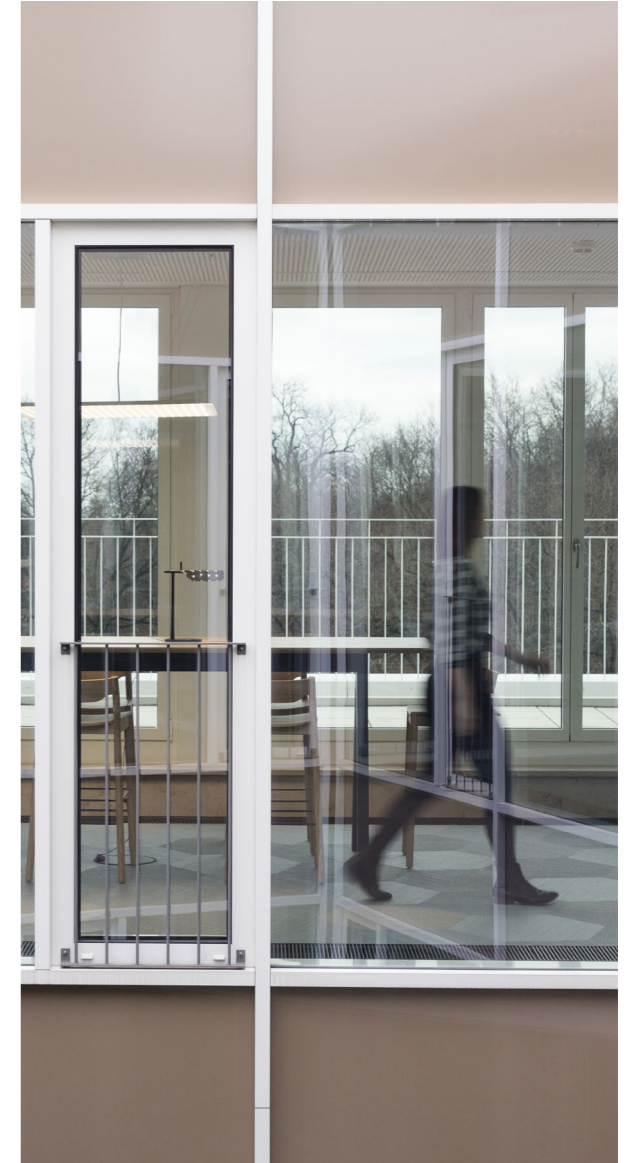
NIO's "T-Chain" project had connected **63** core partners, with applications deployed across multiple scenarios.

#### ► Quality Management

By front-loading quality issues identified during mass production, the system enables up to 5,000 on-site interceptions of production quality anomalies at partner facilities each year, effectively preventing potential quality losses.

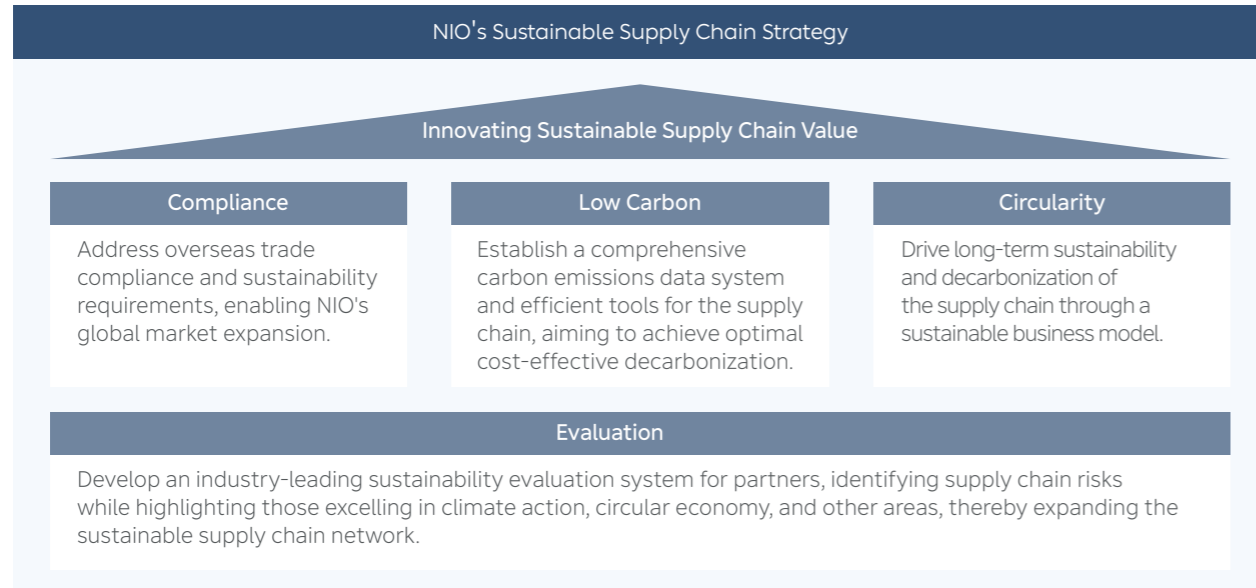
#### ► Capacity Coordination

By enabling real-time monitoring of inventory status, the system provides timely alerts on risks of component shortages or excess inventory on partners' production lines. Over 14,000 material items are now directly connected for real-time monitoring, triggering over 200,000 alerts annually for finished products and component inventory.



## Sustainable Supply Chain Strategy

NIO has established and continues to refine its sustainable supply chain strategy framework. Built on pillars of sustainability compliance, low carbon, circular economy, and sustainability assessment, the framework integrates sustainability principles into full-lifecycle procurement practices.



In January 2025, we released the *NIO Supply Chain Sustainability Initiative*, officially putting forward five sustainability initiatives to our supply chain partners. We look forward to jointly deepening the concept of sustainability with our partners and implementing sustainable measures. We will offer incentives, including business prioritization and awards, to partners who actively respond to these initiatives, working together to create both business and social value. As of the end of the reporting period, 99% of NIO's tier-1 partners had signed the sustainability initiatives.

### NIO Supply Chain Sustainability Initiative

1. Commit to responsible procurement
2. Meet NIO's sustainability assessment and management requirements
3. Build a low-carbon system and supply chain
4. Develop circular systems and capabilities
5. Commit to sustainability disclosure

In December 2025, recognized for its outstanding practices in sustainable supply chain management, NIO was awarded the title of "Green Supply Chain Model Unit" at China's Green Supply Chain Alliance Member Congress hosted by the Center for International Economic and Technological Cooperation (CIETC) of the Ministry of Industry and Information Technology (MIIT).



### Policies and Methods

NIO has formulated the *Global Supply Chain Sustainability Policy* and the *Partner Management Manual*, which set out sustainability standards and requirements for our partners in areas such as prohibition of child and forced labor, anti-discrimination and anti-harassment, freedom of association and collective bargaining, working conditions, occupational health and safety, energy conservation and emissions reduction, environmental protection, and resource efficiency. The policies also specify reporting channels for violations and measures to prevent retaliation.

### Green Procurement

NIO is committed to promoting the green and low-carbon transformation of the industrial chain. In our *Global Supply Chain Sustainability Policy*, we call on partners to prioritize environmental protection and minimize the adverse impacts of their operations on the environment. We have formulated the *NIO Supply Chain Sustainability Initiative* to actively advocate for green procurement and collaborate with partners to promote the use of low-carbon, recycled, and renewable raw materials.

During the reporting period, while conducting admission audits for five partners, we identified that they had not yet carried out environmental impact assessments (EIAs) for their construction projects as required. Through timely communication, we systematically interpreted China's current regulatory requirements for EIAs, actively facilitated the signing of EIA contracts, and encouraged the initiation of such assessments. This effectively mitigated potential environmental compliance risks in their subsequent operations.

### Human Rights Protection

Both the *NIO Partner Code of Conduct* and the *Partner Management Manual* incorporate clauses related to human rights, and we require all partners to sign them. We require partners to strictly adhere to human rights-related standards such as the *Universal Declaration of Human Rights* and the *Core Conventions of the International Labour Organization (ILO)*, and to build a fair, safe, and healthy working environment for their employees.

### Fair Procurement

NIO consistently upholds the principles of fairness and impartiality throughout the procurement process. We conduct comprehensive assessments of potential partners across multiple dimensions, including project management, development capability, material management, continuous improvement, and sustainability capability. This ensures the objectivity and fairness of the partner admission and nomination processes, enabling the selection of the most suitable partners.

### Supply Chain Diversity

NIO is dedicated to promoting supply chain diversity. In our daily operations, we continuously encourage a diversified partner base and actively provide more development opportunities for certified or verified small businesses and diverse enterprises.

## Sustainability Evaluation System for Partners

During the reporting period, in light of international and domestic supply chain sustainability assessment standards, guidelines, and ESG regulatory compliance requirements, we upgraded the "Partner Sustainability Evaluation Standard" to version 2.0. It covers a wide range of issues across multiple dimensions, including environmental management, human rights protection, circular innovation, system certifications, and ESG information disclosure, involving over 100 indicators.

## Supply Chain Due Diligence

### General Due Diligence for Sustainability

As a global smart electric vehicle company, NIO actively complies with both domestic and international sustainability standards. We conduct partner due diligence based on international social responsibility standards such as the *Core Conventions of the International Labour Organization (ILO)* and the *OECD Guidelines for Multinational Enterprises on Responsible Business Conduct*, as well as laws and regulations governing human rights, environmental protection, and production safety in the countries and regions where we operate. We have established a sustainability due diligence system. Through sustainability evaluation questionnaires, on-site audits, and other due diligence methods, this system accurately identifies weaknesses in partners' ESG management and provides targeted guidance and support.

### NIO Collaborates with CATARC-ADC to Establish a Sustainability Due Diligence Cooperation Mechanism for Automotive Value Chain

To address pain points in supply chain due diligence, such as high compliance costs, inconsistent standards, and duplicated resources, NIO, together with CATARC-ADC, initiated a sustainability due diligence cooperation mechanism for the automotive value chain during the reporting period. This initiative continuously promotes the compliant, resilient, and sustainable development of China's automotive industry in the global market.

We jointly developed a standardized due diligence questionnaire, aligned with internationally mainstream compliance certification systems, to establish a unified framework for environmental and human rights assessments. We also introduced an auditor certification system. By promoting an efficient "online + offline" audit model and prioritizing the assessment of high-risk suppliers, we ensure the professionalism and efficiency of the due diligence process.



NIO Participates in Establishing a Sustainability Due Diligence Cooperation Mechanism for Automotive Value Chain



## Supply Chain Risk Assessment

NIO has established and continues to improve its supply chain ESG risk management process. This systemically identifies and manages ESG risks within the supply chain, fostering a responsible supply chain ecosystem. Partners demonstrating outstanding performance in ESG risk assessment are recognized with annual awards and prioritized for cooperation. For partners with subpar ESG performance, we will consider reducing collaboration or initiating an elimination process.

### Supply Chain Risk Management Process

NIO integrates ESG risk management into the entire partner lifecycle management process, from admission and nomination to daily management. Starting from two critical stages, namely new partner admission and annual partner assessment, we ensure strict screening is applied at the introduction stage and dynamic control is maintained throughout the cooperation. This allows for the timely identification and management of ESG risks.

#### Partner Risk Assessment Dimensions (Excerpt)

##### Macro Factors

- Manufacturing locations (e.g., geopolitical risks);
- Resource intensity of the industry (e.g., labor intensity, energy consumption);
- Nature of products (e.g., hazardous substances, plastic products).

##### Partner Business Conduct

- Business operational risks;
- Production capacity guarantee capability;
- Environmental compliance, labor rights, and business ethics.

##### Emerging Supply Chain Regulations Response

- Global trade compliance risks, particularly EU regulations such as the *Corporate Sustainability Due Diligence Directive (CSDDD)*, the *EU Batteries Regulation (EUBR)*, the *Carbon Border Adjustment Mechanism (CBAM)*, *Conflict Minerals Regulation*, and other national regulatory requirements regarding ESG and human rights.

NIO places great emphasis on supply chain resilience and has established a partner supply assurance mechanism. This mechanism employs a tiered management approach with case-by-case solutions, assigning dedicated teams to oversee specific component deliveries, track progress, and provide weekly reports to management on supply assurance. We have built a multi-dimensional risk control system for partners, covering operational risks, natural disasters, emergencies, geopolitics, and capacity constraints, continuously refining the partner risk assessment and management process to proactively identify potential supply risks. Through the transparent supply chain project, we share production scheduling and inventory information in real time with core partners, mitigating supply risks, ensuring supply continuity, and enhancing the resilience and stability of the supply chain.

## Digital Platform for Supply Chain ESG Risk Management

In addition to the aforementioned *Business Partner Sustainability Evaluation Standard 2.0*, we have also established a digital platform for partner sustainability evaluation to dynamically track and manage ESG risks in the supply chain. This platform encompasses functions such as dynamic indicator updates and partner online reporting and review. Deeply embedded within the partner lifecycle management process, it achieves efficient, standardized, and fully traceable sustainability evaluation processes, further enhancing partner management effectiveness.

### Partner Admission Assessment

- Partners are required to sign the *NIO Partner Code of Conduct*, which stipulates requirements regarding business ethics, labor management, environmental protection, and other aspects.
- Child labor, forced labor, and human trafficking are red lines for NIO. All prospective partners must have formulated and effectively implemented policies against these practices before they can enter the admission approval process.

### Partner Annual Assessment

- We have established a dynamic management mechanism based on partners' risk ratings and prioritize items based on business importance. A rolling annual assessment is also carried out in line with business sourcing progress. This enables continuous monitoring of partners' compliance performance and timely identification and control of potential risks.

### Partner Elimination Management

- If a partner violates critical compliance red lines such as environmental impact, child labor, or business ethics, it will be immediately assigned the highest risk rating. We will supervise the partner in rectifying the violations while initiating an alternative partner selection process to ensure business continuity. If the partner fails to complete effective rectification within the required period, NIO will terminate the collaboration.

As of the end of the reporting period,

this digital platform had covered over **200** partners. We will continue to expand the scope of digital sustainability evaluation for partners, targeting completion of such evaluation for **350** partners by 2026.

### On-Site ESG Risk Assessment for Partners

In 2025, NIO also conducted on-site ESG risk assessments for partners, comprehensively covering five core dimensions, namely legal compliance, occupational health and safety, labor rights, environmental protection, and supply chain management. During the reporting period, NIO conducted a total of 96 on-site ESG risk assessments, involving a total of 94 partners.

During the reporting period

NIO conducted a total of

**96**

on-site ESG risk assessments

involving a total of

**94**

partners

## Supply Chain Collaborative Innovation

NIO consistently pursues collaborative development with its partners. By sharing technical resources, deepening joint R&D, and exploring diversified collaboration mechanisms, we work with partners to jointly advance breakthroughs in core technologies and innovations in quality management. This enhances capabilities across the whole value chain and facilitates the application of a series of innovative technologies.

### NIO and Partners Collaborate on Intelligent Chassis Development

With the rapid development of smart driving technology, traditional chassis systems struggle to meet the demands of high-level autonomous driving in terms of response speed and control precision. To address this industry challenge, NIO, in collaboration with industry chain partners, launched an intelligent chassis R&D project featuring a fully active suspension system. By innovatively integrating active suspension technology, the project simplifies the energy transfer path and significantly improves chassis response speed and control precision, achieving a dual breakthrough in handling and comfort.

### Training for Internal Supply Chain Management Team

In 2025, NIO conducted seven specialized ESG empowerment training sessions for the procurement team and other relevant internal stakeholders. Focusing on partner sustainability evaluation, these sessions continuously enhance participants' professional capabilities in areas such as ESG standard interpretation, key audit focuses, and application.

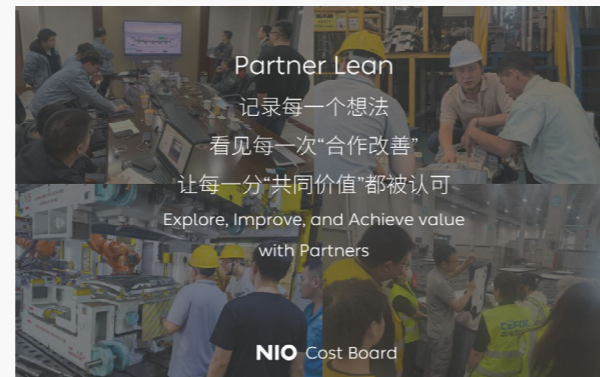
### Partner Lean Project

During the reporting period, NIO initiated the "Partner Lean" project, conducting lean improvement activities directly at partners' production sites. The project focuses on five key levers, namely product yield, production efficiency, inspection efficiency, localization, and labor productivity, driving cost optimization and capability upgrades for both parties. As of the end of the reporting period, the project had carried out 523 improvement initiatives, with projected cost savings of approximately RMB 120 million, of which RMB 71.6 million had been saved.

### As of the end of the reporting period

523

Improvement Initiatives Carried Out



NIO Partner Lean Project

### Partner Business Management Project

In 2025, NIO launched a partner business management project to align business goals between both parties from a financial perspective, enhance cost transparency, and achieve efficient lean operations. The project uses shared business reports, frequent performance reviews, and Quarterly Business Reviews (QBRs) to help both sides identify improvement opportunities based on data, enabling value co-creation and profit sharing. As of the end of the Reporting Period, NIO had completed pilot programs with three partners, with plans to gradually expand coverage to preferred and selected partners.

### Cost Board Cross-Functional Cost Reduction Platform

Since its launch in 2024, NIO's Cost Board cross-functional cost reduction platform has covered 26 primary departments and engaged over 2,000 participants. In addition to strengthening traditional cost reduction efforts such as procurement savings and design optimization, the platform introduces innovative approaches including partner operational improvements and product value restoration. It provides a complete management closed-loop from idea submission, task assignment, and progress tracking to reward distribution. This effectively drives cross-team cost reduction initiatives and supports the company in achieving its annual cost reduction targets.

### 2025 NIO Partner Blue Sky Award

We established the NIO Partner Blue Sky Award to recognize partners demonstrating outstanding performance in sustainability. It expresses our commitment to sustainable development, our aspiration to co-create a sustainable future with partners, and our recognition of our partners' sustainability efforts.

Sub-Category	Winning Partner
Circular Economy	Lizhong Group Co., Ltd.
	Shuai Yichi New Materials Group Co., Ltd.
	Yucheng Co., Ltd.
	Suzhou Dongshan Precision Manufacturing Co., Ltd.
	Ningbo Jintian New Material Co., Ltd.
Climate Action	Yantai Dongxing Magnetic Materials Inc.
	BASF Shanghai Coatings Co., Ltd.
Industry Collaboration	Luxshare Precision Industry (Jiangsu) Co., Ltd.
	China Automotive Carbon Digital Technology Center Co., Ltd.
	Contemporary Amperex Technology Co., Ltd.
System Capability	Hunan TR Gallery Co., Ltd.
Sustainable Compliance	Shanghai CarbonEase Intelligent Technology Co., Ltd.
	Autoliv (Nanjing) Vehicle Safety Systems Co., Ltd.
	Sunwoda Mobility Energy Technology Co., Ltd.

### 3.3 Industry Development

NIO actively fulfills its corporate social responsibility by continuously advancing university-enterprise cooperation, collaborative innovation across the industrial chain, and industry exchanges. It is also deeply involved in the formulation of industry standards both domestically and internationally, committed to building an open, collaborative, and win-win innovation ecosystem.

#### Partnerships with Universities and Research Institutions

In the fields of technological innovation and talent development, NIO has established extensive and in-depth partnerships with more than 50 top universities and research institutions worldwide. As of the end of the reporting period, the Company had built the USTC-NIO Smart Electric Vehicle Joint Laboratory with the University of Science and Technology of China (USTC) and the HFUT-NIO Innovation Research Institute with Hefei University of Technology (HFUT). Focusing on key R&D areas including artificial intelligence, intelligent chassis, and intelligent manufacturing, NIO has organized five rounds of global project solicitation, attracting over 200 scholars and investing a total of more than RMB 60 million. By the end of the reporting period, NIO, together with research institutions, had also submitted 68 patent applications and published 68 academic papers.

During the reporting period, leveraging its joint laboratory project, NIO collaborated with universities to establish multiple joint talent development platforms, including the Talent Development Center of Anhui Institute for Advanced Study, the internship and training center for professional postgraduates of the Institute of Advanced Technology, USTC, and the Cooperative Vehicle-Infrastructure Systems (CVIS) graduate development hub for intelligent connected vehicles. A total of 48 master's and PhD students had been jointly trained.

#### NIO Signs Comprehensive Cooperation Agreement with SJTU's Antai College of Economics and Management

In March 2025, NIO officially signed a comprehensive cooperation agreement with Antai College of Economics and Management, Shanghai Jiao Tong University. Both parties will carry out in-depth cooperation in academic research, talent exchange, and brand co-construction, covering development of courses and case studies, as well as talent training. During the event, using a representative case of "high-precision manufacturing," NIO elaborated on the role of the new manufacturing model in improving quality, efficiency, and resource allocation capabilities, promoting the real-world integration of academia and industry.



NIO Signs Comprehensive Cooperation Agreement with SJTU

#### Academician Li Jun's Team from Chinese Academy of Engineering Visits NIO

In May 2025, Professor Li Jun, an academician of the Chinese Academy of Engineering from Tsinghua University, led his team to visit NIO. The two sides held in-depth exchanges on autonomous driving safety. During the visit, Professor Li Jun's team shared cutting-edge research achievements in fields such as the "Safety Brain" and accident data applications. Both sides agreed that safety is the foundation of R&D for automakers, especially amid the rapid development of autonomous driving technology, and that safety responsibilities must be systematically integrated into autonomous driving R&D. Moving forward, NIO and Professor Li Jun's team plan to conduct in-depth cooperation on university-enterprise research projects in areas such as autonomous driving safety and Safety of the Intended Functionality (SOTIF).



Academician Li Jun's Team from the Chinese Academy of Engineering Visits NIO

#### NIO Hosts Forum on Smart Electric Vehicles at CNCC

In October 2025, NIO successfully hosted the CNCC forum titled "Smart Electric Vehicles as the Main Application Scenario of AI." This forum focused on the in-depth integration of computer technology and the automotive industry, bringing together top experts from industry and academia to discuss the cutting-edge applications and future trends of artificial intelligence in the automotive field, with a focus on key technologies such as world models, multimodal perception, foundation model safety, and vehicle operating systems. During the forum, NIO shared its exploration in building a general spatio-temporal cognitive system with in-depth understanding and prediction capabilities.

Founded in 2003 by the China Computer Federation (CCF), CNCC is an annual academic conference that focuses on cutting-edge progress and macro trends in the computer field. It builds a platform for exchanges and cooperation between academia and industry, and is the highest-level and largest-scale academic activity in China's computer field.



NIO Hosts Forum on Smart Electric Vehicles at CNCC

In addition, NIO has been actively participating in developing China's scientific and technological innovation system and supporting China's major strategic needs. As of the end of the reporting period, NIO had been approved for more than 10 government-funded scientific and technological projects from the MIIT, the Ministry of Science and Technology of the People's Republic of China, the National Natural Science Foundation of China, as well as relevant provincial and municipal authorities, covering key areas such as autonomous driving, operating systems, artificial general intelligence, intelligent manufacturing, smart cabin, and new materials.

## Industrial Exchange and Development

NIO has been the title sponsor of the Formula Student Electric China (FSEC) since 2015, and the Formula Student Autonomous China (FSAC) since 2021. Over the past 11 years, NIO has been committed to building an open and practice-oriented innovation platform for young students, helping them achieve their dreams in the rapidly growing electric automotive industry. As of the end of the reporting period, this series of competitions had provided more than 70,000 professional talents to the industry, becoming an important cradle for new forces in China's automotive industry.

During the reporting period, NIO signed a five-year event sponsorship agreement with the China Society of Automotive Engineers, and established the "NIO Scholarship Fund" through the Shanghai Youth Development Foundation, with an initial donation of RMB 300,000 to reward 30 outstanding students from 18 universities. In addition, NIO has also set up the "NIO Awards" to support teams from Jilin University, Shenzhen Technology University and other institutions to compete in international arenas, continuously contributing to the cultivation of Chinese automotive talents and enhancing the international competitiveness of Chinese teams.

### 2025 "NIO Cup" Formula Student Electric China

In November 2025, the "NIO Cup" FSEC and FSAC successfully concluded at Luogang Central Park in Hefei. This year, over 5,000 faculty members and students from 129 teams at home and abroad joined the competition, marking the highest number of participating teams in history.

During the event, NIO's three brands, NIO, ONVO, and firefly, all appeared on the track for the first time, showcasing their full-stack technological achievements across 12 domains. In addition, NIO collaborated with partners to bring an innovation carnival, assisting students in preparing for the competition through industrial workshops and practice sessions, attracting over ten thousand on-site participants.



2025 "NIO Cup" FSEC



NIO actively participates in the formulation of industry standards at group, regional, and national levels, while deeply engaging in the development and discussion of relevant international standards, contributing to standardization in the smart EV industry. NIO has joined the Standardization Working Committee, the Sensors Subcommittee, the Body Technology Subcommittee, the Digitalization and Intelligent Manufacturing Working Committee of the China Society of Automotive Engineers and other standard research groups.

During the reporting period, we led the formulation of the technical standard of *Technical Reference—Electric Vehicles Charging System—Part 4: Battery Swapping (TR 25-4)* in Singapore. It is an important part of *Technical Reference 25 (TR 25)*, Singapore's national EV charging standard. Being scheduled to be officially released in 2026, it is designed to specify the technical safety requirements for battery swapping in EV charging systems.

### NIO Leads Development of China's First National Standard for Steer-by-Wire

In December 2025, as the primary drafting entity, NIO released China's GB 17675-2025: *Steering System of Motor Vehicles—Basic requirements*, together with industry institutions such as CATARC. The new standard defines steer-by-wire systems and will come into effect on July 1, 2026, marking a critical step in the standardization of core technologies for intelligent chassis in China. As the only brand in China that has achieved mass production of steer-by-wire technology, NIO has realized a virtuous development path from technological leadership and solid validation to standard definition, through forward-looking R&D and mass production application.

In November 2024, NIO's flagship sedan ET9 became the first vehicle approved by MIIT for mass production with steer-by-wire technology in China. Deliveries commenced in the first quarter of 2025.



Traditional Mechanical Steering (left) vs. Steer-by-Wire (right)

04

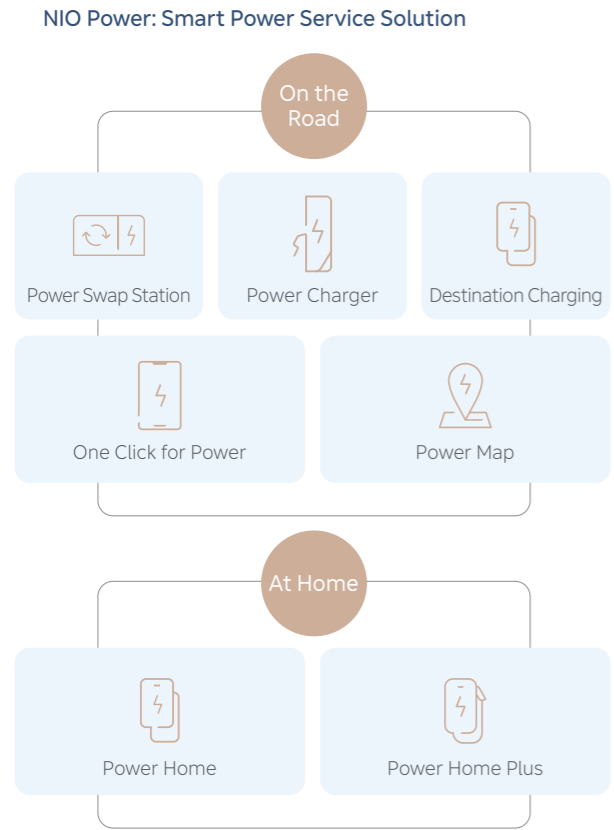
## Users and Community



Centering on NIO Power, NIO integrates technological innovation, service capabilities, and a user-centric ecosystem, progressively building a future-oriented energy sustainable mobility, from iterative upgrades in battery swapping technology, and the collaborative operation of the energy network integrating vehicles, chargers, stations, cloud, and grid, to the comprehensive battery lifecycle, health, and safety management. NIO continuously expands the boundaries of sustainable mobility practice. Simultaneously, NIO regards users as our long-term partners, leveraging a user-centric service system and vibrant community co-creation to harmonize technological progress with societal value.

## 4.1 NIO Power

NIO prioritizes energy replenishment efficiency and user experience to advance its vision of "making recharging more convenient than refueling." Through a systematic charging and battery swapping network and NIO Power Cloud, the smart power service system offers users flexible "chargeable, swappable, and upgradable" solutions to meet the demands for convenient recharging across diverse mobility scenarios.



## Technological Innovation Leadership

Amid rapid adoption of new energy and shifting electricity-consumption patterns, power grid systems face rising requirements for operational stability and supply-demand coordination. By using the bidirectional charging and discharging capabilities of NIO Power Swap Stations (PSS) and chargers, NIO mobilizes the value of high-voltage batteries and the distributed energy-storage capacity of stations. Through technologies like Station-to-Grid (S2G) and Vehicle-to-Grid (V2G), NIO participates in flexible grid regulation, interaction, and electricity market transactions, supporting the development of next-generation power systems.

NIO continues to drive innovation in charging and battery swapping technologies, steering services toward greater efficiency, compatibility, and sustainability. During the reporting period, we not only maintained the high-quality Battery-as-a-Service (BaaS) offering but also upgraded NIO's fourth-generation Power Swap Stations, delivering faster, greener, and more compatible swapping solutions (for more details on the upgrades and advancements of NIO's fourth-generation Power Swap Stations, please refer to "Annual Highlights: Intelligent NIO, Unleashed Future" of this Report). Additionally, in 2025, the development of fifth-generation Power Swap Stations is fully underway, further enhancing energy replenishment services and integrated energy management capabilities.

### Large-Scale Deployment of NIO Fourth-Generation Power Swap Stations (PSS)

<p><b>Faster</b></p> <p>Battery swapping in 3 minutes with enhanced charging, swapping, and storage performance, and improved service capacity at each station.</p>	<p><b>More Compatible</b></p> <p>Compatible with battery packs of different specifications for battery swapping across multiple brands to enhance the utilization of public resources.</p>	<p><b>Greener</b></p> <p>Supports a PV power generation system on the station rooftop, directly utilizing green electricity.</p>
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## Battery Swapping and Energy Replenishment

NIO's battery swapping model demonstrates significant technical advantages in energy replenishment efficiency and system operational efficiency. By adopting a vehicle-battery separation architecture, NIO decouples batteries from vehicles, creating an independent battery system that is easy to manage. This enables centralized management, continuous upgrades, and lifecycle optimization of batteries (for more details on energy replenishment, please refer to "Annual Highlights: Intelligent NIO, Unleashed Future of this Report" of this Report).

By the end of the reporting period

**96.22** million  
Battery Swaps Provided

**97,000**  
Swaps Per Day

Every **0.89** second,  
a car left PSS fully charged

Moreover, the battery swapping model enables flexible battery capacity selection. Users can choose battery packs based on different scenarios—smaller-capacity batteries for urban commuting and larger-capacity ones for long-distance travel, flexibly adjusting to ensure sufficient driving range and alleviating range anxiety in a more cost-effective manner. NIO offers a battery daily rental service, allowing users to upgrade to long-range battery packs on demand. With a "one-location pickup, nationwide return" experience—just like borrowing a power bank—users can enjoy convenient energy replenishment.

During the reporting period,

**97,462** users chose to upgrade when they needed longer-range ones

generating **172,883** service orders cumulatively

**16,263** long-range battery owners shared into the NIO pool

**29,487** upgrade orders were enabled for users in need of extended range

By the end of the reporting period,

over **553,626**

battery upgrade services had been provided

In support of the stable operation of the battery swapping model, NIO continues to optimize the software and hardware infrastructure of its charging stations and Power Swap Stations and enhance service capabilities. Key steps in the energy replenishment process have been systematically reviewed and upgraded through targeted technological improvements, including:

#### Parking Area Occupancy Alert

The parking area is monitored in real time using an occupancy recognition algorithm, which promptly detects abnormal occupancy and triggers on-site management coordination to ensure orderly battery swapping operations.

#### Adjacent Power Swap Station Management

For scenarios with closely spaced stations, signal coverage and operational mechanisms have been optimized to enhance the overall efficiency of the battery swapping network in the region.

To provide users with a better road trip experience on long-distance journeys, NIO has launched Power Journeys, deploying charging and swapping facilities along routes leading to captivating destinations with insufficient infrastructure. By the end of 2025, NIO had rolled out a total of 78 domestic routes, including the Xishuangbanna Route, the Dushanzi-Kuqa Highway, and three routes from Sichuan, Qinghai and Yunnan to Xizang. Besides, we also extended our network to two European routes.

#### Power Journeys: High-Altitude PSS on Sichuan-Xizang Highway

Sichuan-Xizang Highway (G318) traverses high plateaus and snowy regions, presenting a true test of EV energy replenishment infrastructure. Along the approximately 2,950-kilometer route, NIO has continuously enhanced its high-altitude energy replenishment network. In August 2025, the 14th NIO Power Swap Station along G318 officially launched in Gongbujiangda, Nyingchi, Xizang—situated at an altitude of around 4,500 meters, making it one of the highest-elevation Power Swap Stations in NIO's global network. Just two days later, the Dingri Mount Qomolangma Power Swap Station began operations, marking the full completion of the battery swapping facilities along G318. To date, NIO has deployed 15 Power Swap Stations and 12 charging stations along the route, connecting a stable energy replenishment corridor. This enables NIO and ONVO users to travel all the way to the foot of Mount Qomolangma via seamless battery swaps, significantly expanding the accessibility and reliability of new energy mobility in high-altitude regions.



Since the establishment of NIO Power, NIO has been consistently advancing charging and battery swapping innovation and application through an open, collaborative approach. By partnering with universities, power grid operators, and auto industry players, NIO is pioneering cutting-edge practices in Virtual Power Plant (VPP), V2G, and ancillary power services. Through strategic collaborations with enterprises across the automotive, energy, transportation, real estate, culture, and tourism sectors, NIO continues to expand and refine its energy replenishment infrastructure ecosystem. This enables the delivery of more efficient, reliable charging and swapping services for smart EV users, driving the green and low-carbon transformation of both transportation and energy systems.

## Multi-Ecosystem Collaboration

As the penetration rate of EVs continues to rise, vehicle power facilities are increasingly integrated into complex energy systems. NIO is driving this transformation with "vehicle-charger-station-cloud-grid" synergy, taking its energy replenishment network from a "vehicle-centric service model" toward a "power grid participation," enabling a more open energy ecosystem, and laying the foundation for broader brand inclusivity and multi-scenario application in the future.

By leveraging V2G and S2G technologies, EV high-voltage batteries can discharge power to the grid during peak demand periods via bidirectional swapping at Power Swap Stations and bidirectional chargers. NIO awards Points to users who swap part of the remaining battery power in the car into Power Swap Stations and users who opt for off-peak swapping, to alleviate grid stress during peak periods. NIO has been actively advancing the development and deployment of bidirectional Power Swap Stations, piloting grid load shifting, energy storage, and green energy consumption.

### NIO Partners with State Grid Jiangsu to Advance Bidirectional Power Swap Stations

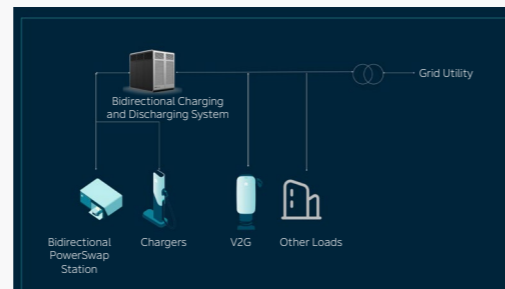
In July 2025, supported by State Grid Jiangsu Electric Power Co., Ltd. and State Grid Nanjing Power Supply Company, the bidirectional Power Swap Station at the Fangshan Service Area along the Nanjing Ring Expressway (G2503) achieved grid connection and metering, enabling peak shaving and load shifting to support the summer peak power demand period. As the first nationwide demonstration project of a bidirectional Power Swap Station, this initiative marks a pivotal transition from pilot testing to practical application in V2G interaction. Throughout 2025, NIO launched 43 new fourth-generation Power Swap Stations, bringing the total number of bidirectional stations to 59. These stations are actively contributing to the balance of power supply and demand.

## Vehicle-to-Grid (V2G)

Leveraging the deployment of bidirectional Power Swap Stations at scale, NIO is further engaging in the power ancillary services market.

### NIO Collaborates with Partners to Launch a Virtual Power Plant Demonstration Project

In 2025, NIO collaborated with partners including Tsinghua University and State Grid to launch a demonstration project under the National Key Research and Development Program on integrating Power Swap Stations into a VPP. The project successfully passed its final evaluation, demonstrating the significant potential of the battery swap network in enhancing the flexibility of the grid system. The project adopted an edge-cloud collaborative architecture featuring AI forecasting, real-time power control, and multi-constraint optimization. Through dynamic clustering algorithms and capability quantification algorithms, it enabled a transformative shift from uncoordinated electricity consumption to proactive grid response, marking a major leap in V2G interaction. As a result, EVs are gradually evolving from "electricity consumers" into "active participants in the power grid."



### NIO Power Swap Stations Participate in Grid Frequency Regulation Ancillary Services in Zhejiang

In November 2024, NIO's Power Swap Station network in Zhejiang Province was integrated into the Huaneng Virtual Power Plant platform, aggregating approximately 200 stations across the province. By the end of the reporting period, this project stood as the longest-running commercial case in China in which a vehicle manufacturer has been consistently participating in secondary frequency regulation ancillary services, with proven stable revenue generation across calendar years.



## Private Charging Resource Sharing

NIO conducts a variety of initiatives to actively guide users in participating in grid peak shaving and load shifting, and the consumption of green energy, as well as encouraging users to share private charging resources. By the end of the reporting period, 39,699 private chargers were connected into the system. During the reporting period, the cumulative charging volume of these chargers was 159 million kWh.

By the end of the reporting period

39,699

Privated Chargers Connected

During the reporting period

159 million kWh

Cumulative Charging Volume



NIO Power Home

## Safe Operations

To ensure users across all regions consistently receive efficient and reliable energy replenishment services, NIO fully considers climate and environment conditions in the planning and construction of its charging and battery swapping infrastructure, while strengthening the safety management and maintenance of Power Swap Stations.

### Snow

In response to cold and snowy climates, we have calculated and assessed the station's wind and snow load to effectively adapt to the environmental conditions in Germany, Norway, Sweden and other European countries.

### Typhoon

The Power Swap Stations are designed and constructed to withstand typhoons as powerful as Force 12. With temporary reinforcement, they can even resist a once-in-a-century typhoon of Force 15.

### High Altitude

NIO is accelerating the construction of high-altitude battery swapping networks, providing more stable and convenient energy replenishment services to EV users in these regions.

## NIO Smart Battery

The battery is not only the core asset of EVs, but also a critical factor influencing resource efficiency and the environmental performance. NIO adopts a lifecycle management approach, enabling traceability of battery carbon footprint and health status from production and use to recycling. Leveraging AI-driven health assessment, proactive safety alerts, and second-life utilization, NIO continuously extends the value chain of batteries, reduces environmental impact, and enhances the overall sustainability of the system.

### Battery Lifecycle Management

During each battery swap, NIO conducts comprehensive battery inspections. Batteries with low health status are closed-loop recycled at the station level. Thanks to this system, the battery recycling rate under NIO's swap model reaches 96%, significantly higher than the industry average, effectively promoting resource circularity.

Leveraging its technological innovation and differentiated intelligent operation and maintenance capabilities enabled by battery swapping, NIO is the first in the industry to establish a comprehensive battery health management system covering the entire lifecycle. NIO is further advancing the model of "long-life batteries + battery swapping operations" (for more details on battery safety, please refer to "Annual Highlights: Safe Journeys, Sustainable Future" of this Report). Long-life batteries effectively reduce users' battery replacement costs and vehicle depreciation risks after warranty expires, while minimizing the consumption of high-voltage battery resources. In 2025, NIO and CATL made significant progress in extending battery lifespan and controlling capacity degradation (for details on this initiative, please refer to "2.2 Sustainable Products of this Report"). Battery swapping allows batteries with different accumulated cycles to be optimally balanced, avoiding early retirement of heavily used units. As a result, total battery demand can be reduced by 8%, contributing to lower carbon emissions.

## Battery Recycling and Reuse

In terms of battery recycling and second-life use, NIO complies with regulatory requirements by selling end-of-life high-voltage batteries to enterprises qualified under the national "Dual White List" system, enabling downstream partners to reuse or recover battery materials.

In 2025, NIO collaborated with battery recyclers and vehicle aluminum component partners to advance the precision dismantling and recycling of battery aluminum housings. Recovered aluminum materials were reintegrated into the manufacturing of vehicle components, improving resource utilization efficiency across the battery lifecycle.

By the end of the reporting period

96%

Battery Recycling Rate

During the reporting period

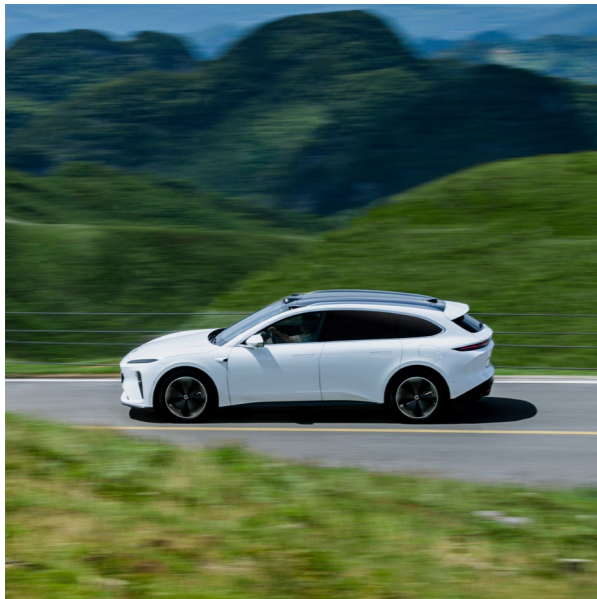
8%

Reduction in Battery Usage



## 4.2 Sustainable Mobility and Services

With the vision "To Build a User Enterprise where Innovative Technology Meets Experience Excellence," NIO continuously strengthens its core technological capabilities while placing user experience at the heart of product and service design, dedicated to creating a more joyful lifestyle for users. NIO has established a worry-free service system covering all stages from pre-sales to after-sales. Through forward-looking market research, satisfaction surveys, and multi-channel user feedback, NIO keeps optimizing its products and services, establishing a closed-loop improvement mechanism that delivers an end-to-end experience beyond users' expectations.



### Worry-Free User Service

#### Responsible Marketing

NIO strictly abides by the applicable laws and regulations of the regions where it operates, including the *Advertising Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *E-Commerce Law of the People's Republic of China*. NIO ensures that advertising content and messaging are used appropriately, avoiding the dissemination of false, exaggerated, or misleading advertising information, and refrains from exerting undue influence on consumer decision-making.

We have formulated store operation and sales management policies such as the *General Operation Standards* and the *Sales Process Manual* to define the service standards of stores and sales staff, with the concept of responsible marketing being a baseline assessment requirement for sales positions.

In terms of marketing content management, NIO has established and implemented the *Legal Compliance and Risk Control Guidelines for Marketing Content Production and Distribution*, along with targeted rules for common marketing formats. These guidelines explicitly prohibit false or inaccurate representations of product features and other content, with particularly stringent and cautious requirements applied to materials involving minors. NIO has also established a systematic review mechanism covering product data and marketing materials, ensuring that all publicly disclosed information remains objective, truthful, accurate, reliable, and timely. Additionally, NIO employs backend data monitoring to dynamically identify behaviors of marketing personnel, supported by a robust whistleblowing, investigation, and accountability system to promptly prevent misleading consumer risks.

To strengthen organization-wide awareness of responsible marketing, we conduct ongoing compliance training on marketing content production and promotion for all employees, particularly those in marketing-related roles, to prevent improper promotion, inaccurate comparisons, or non-compliant campaign designs from resulting in regulatory penalties, reputational damage, or customer disputes.

During the reporting period, the Company did not receive any warnings, fines, or other penalties from domestic or international regulatory authorities for violating marketing and communication-related laws, regulations, or voluntary codes of conduct.

#### NIO Actively Conducts Compliance-Driven Marketing Training

In 2024, NIO's Legal Department led a series of compliance trainings on marketing and publicity, organizing three dedicated sessions for all employees. The trainings were conducted in a hybrid format, combining online and in-person participation, with recorded videos uploaded to the Company's internal training platform to support continuous learning.

Given the new energy vehicle industry's heavy reliance on data-driven marketing and comparative advertising, the trainings focused on interpreting key legal requirements under the *Advertising Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*. These efforts aimed to strengthen employees' compliance awareness in the creation of promotional materials, sales presentations, and external communications, mitigating legal risks related to false advertising, unfair competition, and marketing campaigns. The Legal Department also developed a series of compliance guidelines and standardized templates, and established a pre-review mechanism for major marketing materials, enabling standardized management across the marketing workflow.

In 2025, the Company maintained a low level of advertising-related complaints and penalties, with no major violations or legal incidents reported, sustaining a sound corporate credit standing.

## After-Sales Services

NIO provides a comprehensive service system covering more than 20 scenarios, tailored to users' needs throughout their vehicle ownership lifecycle. Our services include vehicle repair and maintenance, roadside rescue, accident support, door-to-door tire repair, courtesy car, car pickup and delivery for maintenance, and chauffeur service—all designed to continuously convey the brand concept of "NIO Service, your companion on a worry-free journey."

### NIO Worry-Free Service

Our Maintenance Duration Team and Maintenance Quality Team continue to shorten maintenance durations and improve maintenance delivery quality through the application of digital tools, ongoing iteration of relevant standards, and targeted support for key regions. In 2025, the Company built a preventive maintenance quality system, achieving a first-time repair rate of 99.93%.

During the reporting period, the Company implemented the "Maintenance Quality Health Check" mechanism, conducting regular systematic assessments of service center maintenance capabilities across seven core modules and 43 key evaluation indicators to comprehensively safeguard service quality.



To enhance the overall user experience throughout the vehicle usage and maintenance lifecycle, NIO has continuously strengthened its service ecosystem across multiple dimensions, including service and product design, one-stop service delivery, service efficiency and quality improvement, as well as standardization and consistency management. Through holiday care initiatives and themed events, the Company adds greater warmth and human touch to the service experience, delivering a worry-free, timesaving, and cost-effective car ownership experience. By the end of the reporting period, we had cumulatively provided after-sales services to 787,062 users.

By the end of the reporting period

we had cumulatively provided after-sales services to

**787,062** users

### NIO Introduces AI-Assisted Damage Assessment in After-Sales Services

To improve efficiency in after-sales accident damage assessment, NIO has explored the introduction of AI-assisted damage assessment capabilities. By leveraging photo analysis, voice input, and other intelligent methods, the system enables rapid identification of maintenance needs.

#### Worry-Free Service

The service is designed to guide users to flexibly select service offerings based on their car use stage and consumption habits, enabling on-demand configuration and precise matching. This further meets users' diverse mobility needs across various scenarios and enhances convenience and overall experience.

#### Service Knowledge Popularization

Through a series of content pieces such as *Service Wikipedia*, *99 Car Tips*, and *Car Use Tips*, we have built a systematic and professional knowledge base on car use and maintenance, reducing knowledge gaps.

#### Service Experience Day

Centered on service and core after-sales business scenarios, NIO integrates educational sessions, hands-on activities, and interactive knowledge sharing to create an immersive, multi-touchpoint service experience.

#### Holiday Activities

During the reporting period, a total of seven user care campaigns were conducted during holidays, providing users with travel and car use support. The initiatives spanned 46 days and reached over 200,000 users in total.

	After-Sales Services Provided to Users (2025)	Cumulative After-Sales Services Provided to Users (From establishment to December 31, 2025)
After-sales services	2,272,425 times	7,480,348 times
In-store maintenance	1,821,008 times	5,930,326 times
Mobile services	451,417 times	1,550,023 times
General maintenance	1,423,330 times	4,781,289 times
Accident repair	849,095 times	2,699,059 times
Roadside rescue	56,425 times	196,475 times
Car pickup and delivery for maintenance	1,167,164 times	5,852,950 times
Courtesy car for maintenance	495 times	279,818 times
Value-added services	831,696 times	6,656,504 times
Number of users served	747,830 persons	787,062 persons

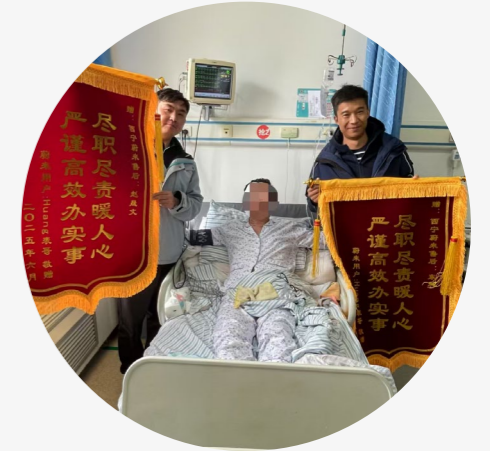
Note: After-sales services = in-store services + mobile services; after-sales services = general maintenance + accident repair.

Through continuous optimization of service experience and consistent service quality, our after-sales services have received high recognition from multiple authoritative institutions. JD Power, a leading global market intelligence firm, recently released its 2025 China New Energy Vehicle Customer Service Index (NEV-CSI) Study, in which NIO ranked highest among premium brands with a score of 801 out of 1,000. NIO also ranked first among across the Chinese NEV market. According to the China New Energy Vehicle Customer Satisfaction Index (NEV-CACSI) released by the China Association for Quality, NIO ranked first in after-sales service satisfaction across the NEV industry, while the NIO EC6 ranked first in the midsize battery electric SUV segment. Additionally, in the 2025 Mid-Year New Energy Vehicle Brand After-Sales Service Capability Evaluation published by LandRoads, NIO ranked first.

In industry talent evaluation, a Senior Director from NIO's Regional Service Management Department, Service Operations was honored as "Outstanding Contributor to China's Automotive After-Sales Service 2025" in the joint ranking released by 12365auto.com and Car Research Consulting Beijing Co., Ltd.

### At Every Critical Moment, NIO Stands Together with Users

In 2025, NIO's Service Operations team continued to fulfill its user-centric service commitment in daily operations, providing support and companionship that went beyond the vehicle itself at critical moments. These services extended to accident scenes, remote cities, high-altitude medical settings, and extreme weather conditions, enabling timely responses to user needs amid uncertainty and risk. Additionally, the team provided emergency jump-starts, accident support, and cross-city resource coordination in complex scenarios including snowstorms, heavy rain, and long-distance travel.



## Service Network

NIO has created NIO Service, a one-stop service ecosystem centered on users' lifecycle mobility needs, providing comprehensive services across car delivery, daily use, and maintenance. The Company continues to enhance its global after-sales service network.

### As of the end of the reporting period

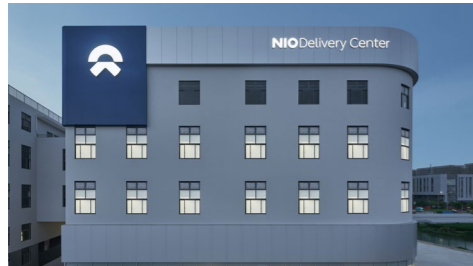
we had built a total of

# 389

NIO Service Centers globally

NIO has established and continuously refines a nationwide service management system, including internal standards such as the *National General Service Standard 2.0*, the *NSC Types and Standards*, the *Space and Safety Standard*, and the *NSC Maintenance Quality System*, ensuring the consistency of service standards across regions and stores. We select qualified partners to build Authorized Service Centers (ASCs), and have established and continuously optimize systems such as the *ASC Space and Safety Standard*, the *ASC Signage System Standards*,

the *ASC Maintenance Quality System Standard*, and the *ASC Maintenance Service Standard*, to develop a comprehensive management and evaluation framework, thus ensuring consistent service quality across ASCs. Meanwhile, the Company formulated the *ASC Space and VIS Management Measures*, which cover the authorized service centers of NIO, ONVO, and firefly, further strengthening standardized management of space and the Visual Identity System (VIS).



### NIO Delivery Center (NDC)

At NDC, NIO Delivery Specialists assist users with new vehicle handover and guide them through vehicle functions and basic operations, helping them complete delivery and familiarize themselves with the vehicle smoothly.



### NIO Service Center (NSC)

NSCs provide centralized vehicle services, covering core needs such as repair and maintenance, and deliver stable, reliable one-stop support for users.



### NIO Service

The mobile "NIO Service Center" offers door-to-door services to users, supporting scenarios such as maintenance and emergency charging, and enhancing the flexibility and accessibility of services.



## After-Sales Service Guarantee

NIO is committed to delivering proactive, timely, and efficient after-sales services for users. By the end of the reporting period, we had set up and continuously optimized the Guardian/One-Stop Diagnostic Platform, covering China as well as Norway, Germany, the Netherlands, Sweden, and Denmark, enabling timely detection of vehicle faults and rapid response to user feedback.

### Guardian/One-Stop Diagnostic Platform

#### Optimization Measures

- The platform conducts real-time monitoring and comprehensive analysis based on multi-source data, establishing a multi-tiered early warning system. The system classifies faults by severity and urgency, and proactively alerts users via the NIO app, SMS, or direct phone calls to identify potential risks in advance, thereby reducing driving and usage risks. Monitoring results are integrated with the after-sales system, enabling immediate synchronization of fault information to both the vehicle and the service end, supporting rapid fault localization and timely resolution.
- NIO has deeply integrated the One-Stop Diagnostic Platform with the after-sales system, enabling remote diagnostics and automatic generation of diagnostic work orders. In certain scenarios, the platform leverages cloud-based AI models and expert models to perform automated diagnostics and generate diagnostic reports, significantly improving overall service efficiency. This capability is now available across NIO and its sub-brands, ensuring vehicle safety of users across all brands.

#### Achievements

- By the end of the reporting period, proactive services had been provided to approximately **120,000** in-warranty vehicles through the system, with the number of served vehicles growing by around **20%**. The comprehensive diagnostic accuracy rate exceeded **90%**, and the average repair duration for similar fault scenarios was reduced by **30%**, significantly improving the user experience.

## Professional Team

NIO has built a professional service team composed of NIO Fellows, as well as after-sales service and maintenance personnel, dedicated to providing users with consistent, high-standard services.

We continuously improve the systematic training pathways, focusing on three core areas: job-specific competencies, product knowledge, and driving skills. By integrating online learning with hands-on training, the program continuously enhances the overall service capabilities of NIO Fellows. Additionally, we share service case studies through our internal publication, NIO Fellow, host Elite Fellow Club events, and conduct an Annual Best Fellow selection to promote experience sharing and professional development.

As for after-sales and maintenance personnel, NIO strengthens talent pipeline development through initiatives like the Shine Project and the Shine Landing program. By combining online courses, on-the-job training, skills competitions, technical training camps, and school-enterprise partnerships, NIO has comprehensively enhanced the professional skills and hands-on capabilities of its after-sales service team, enabling more effective responses to users' diverse service needs.



## Experience Enhancement

NIO has established a multi-channel user feedback collection and response system, further unifying feedback channels across NIO, ONVO, and firefly in 2025. Users can submit suggestions and needs through in-app exclusive service group, Auto Mall online assistant, community forums and comment sections, NIO hotline, the in-vehicle voice assistant, satisfaction surveys, and external social media platforms. During the reporting period, NIO further clarified the collaborative mechanism for complaint collection and handling, as well as the division of responsibilities and workflow routing across different complaint scenarios, significantly improving complaint resolution efficiency and the quality of issue closure.

## User Satisfaction

In 2025, NIO continued to enhance its user satisfaction management and quantitative evaluation system, focusing on service quality and user protection. The Company established clear service satisfaction targets across all business domains, with core performance indicators including regional company service satisfaction and Fellow satisfaction. User satisfaction in 2025 met the target across the board (see table below).

NIO has further introduced process indicators such as Five-Star Rating, employee online and offline interaction rates, and ticket closure rate to enable continuous monitoring and analysis of service performance in every part of the business. These metrics are regularly tracked and evaluated by business teams, and low-scoring feedback is used to drive targeted improvements, establishing a continuously optimized user satisfaction management system.

### NIO User Satisfaction Survey Findings, 2025

NIO	User Satisfaction Target	User Satisfaction Score	User Coverage (%)
Region	4.5/5.0	4.70/5.0	99%
Fellow	4.5/5.0	4.59/5.0	99%

### NIO Launched the Daily Clearance Mechanism for New Model Delivery Issues

In 2025, NIO launched the "100-Day Delivery Issue Daily Clearance Mechanism" for the concentrated delivery of the ONVO L90 and the NIO All-New ES8. Led by the product studio and supported by User Relations, the initiative brought together cross-functional teams from Product Experience, Quality, Service Operations, and Brand & Communications to centrally manage issues collected from users, after-sales channels, internal systems, and external sources. This coordinated approach ensured a smooth transition to stable sales operations.

During the reporting period

8.698 million

Pieces of User Feedback Received

88.9%

48-Hour Case Closure Rate

30.6 hours

Average Processing Time

22,371

Complaints Related to Products

99.9%

Complaint Closure Rate

NIO conducts regular Net Promoter Score (NPS) surveys to continuously track changes in user perception of the brand's image, while also integrating sustainability-related topics across dimensions such as responsibility for society, people, and environment.

The 2025 survey results show that in the dimension of responsibility for environment, "sustainable charging and battery swapping" achieved the highest NPS (annual average: 86%), becoming a core component of user perception in this area. In the dimension of responsibility for people, "user experience assurance" received a relatively high NPS (annual average: 67%). In the dimension of "responsibility for society," "in-house R&D and technological capabilities" (annual average: 63%) and "product quality and safety" (annual average: 61%) scored highly, reflecting users' focus on NIO's technological strengths and product reliability.

## Driving Product Innovation

NIO carries out forward-looking research and feedback investigations via multiple channels, laying a vital foundation for our product innovation and iterative improvement. We have established a company-level product experience operation mechanism jointly participated by User Operations, Product, and R&D teams at all levels, transforming user feedback to R&D activities and experience delivery outcomes.

In addition, NIO has introduced the Product Experience Target Setting (PETS) experience management system, which translates user experience into quantifiable metrics, enabling teams to better understand and evaluate product experience performance in a more intuitive way. This approach ensures that user value becomes a key basis for product design and continuous improvement.

### User Experience-Driven Product Development

#### User Feedback

Collect user feedback through various channels such as user questionnaires, data import from User Feedback Closed-Loop System (UCLS), Debug via NOMI and app, exclusive service group, and one-tap-to-report.

#### Product Requirements

Establish a unified set of experience dimensions across all business functions within the Company to standardize the classification of user feedback, identify corresponding product requirements, and then conduct research.

#### R&D Activities

Map out long-term plans to meet users' needs, set delivery targets and carry out R&D activities based on them.

#### Experience Delivery

Conduct reviews of the delivered projects to learn about users' satisfaction ratings of the new features and products and check whether they have helped improve user experiences.



## 4.3 A Vibrant User Community

The positive, vibrant, and highly engaged community bridges NIO and its users. NIO not only maintains close interaction across diverse platforms, but also actively involves users in brand building, ensuring they are an integral part of the Company's development.

### A Joyful Lifestyle and Community

A car connects more than just journeys. NIO engages with like-minded users to explore richer mobility and lifestyle experiences, transforming the vehicle into a starting point for connection. Through shared experiences, NIO spreads joy, enables growth, and supports long-term user engagement. Through online and offline platforms such as the NIO app and NIO House, NIO maintains ongoing interaction with users, fostering an open, deeply connected environment for dialogue. Meanwhile, the NIO Life product lines extend the Company's commitment to quality and design into everyday life, delivering enhanced user experiences beyond the vehicle itself.

#### NIO App

An online community connecting service and life

- NIO's service platform designed for users, offering functions such as car purchase, owner services, NIO Power Map, NIO Life Mall. Meanwhile, the NIO app serves as a key online platform for user interaction and sharing, where they can access the latest NIO news and local information, as well as participate in topic discussions and interest-based communities. The NIO app supports a more engaging user experience both on and beyond the road.

#### NIO Space

A space for brand and product experience

- A key showcase of NIO's brand and products, serving as a hub for product display and sales. The space design emphasizes simplicity and premium quality, while an expanding urban footprint improves accessibility to NIO's products and services, enabling more users to experience the brand in a tangible way.

#### NIO House

An urban living room for users and their friends

- A dedicated offline space for NIO users and their friends. Each NIO House integrates multiple functions, featuring seven core zones designed to support connection, reflection, and relaxation, delivering a comfortable and effortless experience. The space design thoughtfully blends urban context with a human-centric approach, creating a welcoming environment where users can gather, connect and unwind in the city.

#### NIO Life

An extension of design and quality into everyday life

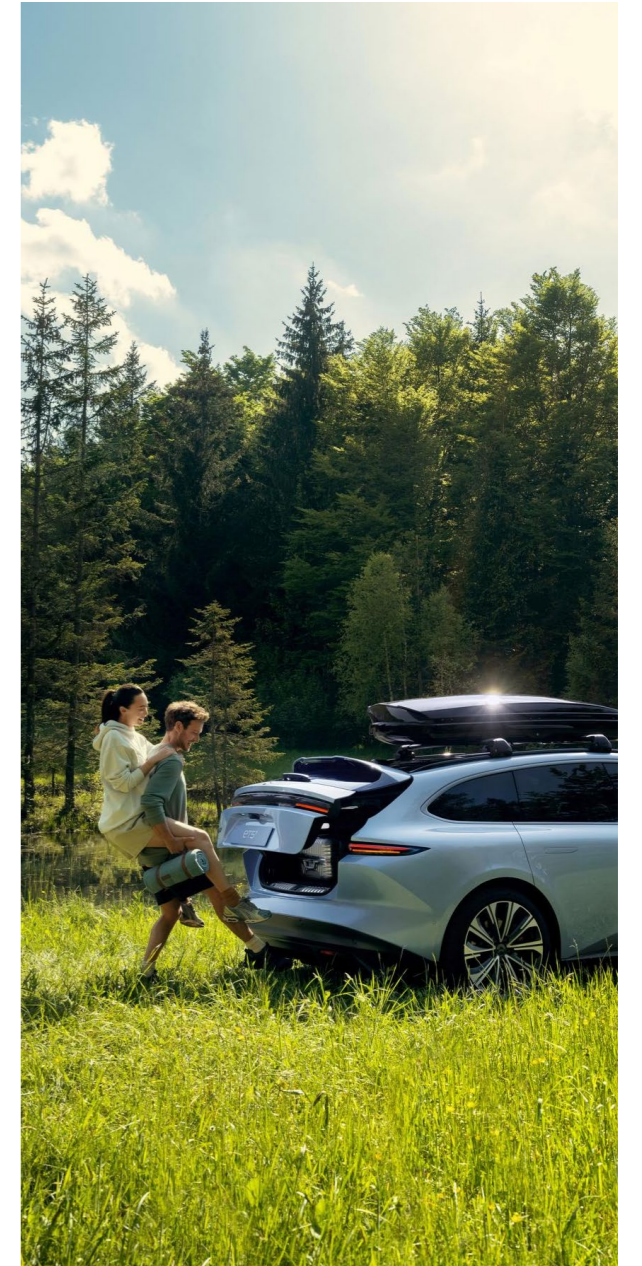
- An original lifestyle brand created by NIO, committed to integrating global design resources to deliver products that combine aesthetics and functionality for everyday life.

#### NIO Life Used Clothing Recycling Program: Building Green Barriers Through Circular Action

In March 2025, NIO launched a used clothing recycling initiative among users. After confirming eligibility against the program's criteria, users could schedule doorstep collection via the NIO app and receive rewards from both NIO and Feimayi platforms upon successful recycling. NIO Life tracks the total recycling volume on a semi-annual basis and allocates tree-planting efforts across spring and fall seasons, establishing a closed-loop process from clothing collection to protection forest planting.

By the end of the reporting period,

the initiative had engaged **32,080** participants, collected **160** tonnes of used clothing, and secured plans to plant protection forests of **21,322.18** m<sup>2</sup>, of which **14,652** m<sup>2</sup> had already been planted, with the remainder scheduled to be completed by May 2026.



**Clean Parks National Park Otter Collection: Telling Ecological Stories Through Products**

In April 2025, NIO Life launched the Clean Parks National Park Otter collection, introducing users to the otter, a Class II protected animal species in China and a key indicator of freshwater ecosystem health. By the end of 2025, nearly 60,000 items from the collection had been sold. Additionally, NIO Life 91 patrol visits in Chaoyang Village in the Qinling Mountains and deployed 12 infrared cameras to support wildlife monitoring and ecological protection efforts.



**"Tech Makers": Co-Creating Tech-Enabled Lifestyle Products**

NIO launched the "Tech Makers" initiative, leveraging the "User Joy Partner" model to drive crowdfunding and incubation of innovative tech products. The platform sets product standards, provides resources, and collaborates with Tech Makers teams to develop products that combine technological appeal with practical functionality. In 2025, NIO Life conducted three phases of the initiative, launching nine products including an electric camping vehicle, an outdoor speaker, a meditation mat, a magnetic ink display, and a telescope.

In addition, the Company encourages users to actively participate in brand building, product optimization, and large-scale event planning, growing alongside NIO through hands-on participation.

**NIO User Advisors**

A brand co-creation community composed of NIO users who actively participate in discussions on brand development and are invited to contribute to the planning of key events such as NIO Day and NIO Cup, offering valuable suggestions and support for the brand's evolution.



**NIO User Navigators**

Users with in-depth experience of NIO's software and hardware who participate in product testing and optimization by providing authentic feedback to support continuous iterations and upgrades.



**NIO Radio**

An audio community co-created by NIO users, where they share the latest news, personal stories, and insights through podcasts and other audio formats, fostering connections and meaningful exchange in the community.



**NIO Band**

An independent music group formed by NIO users, contributing to brand co-creation through original compositions and performances, including original theme tracks for events such as NIO Summer and NIO Day.



**User Joy Partners**

A unique community-based co-development platform for NIO users that leverages resource sharing and collaborative models to bring together diverse merchants including dining, experience, and accommodation providers, offering a wide range of benefits and experiences.



**NIO User Creative**

An exclusive creative platform for NIO users that encourages the sharing of travel and life experiences with their cars through visual media and other formats, collectively shaping NIO's brand image and lifestyle expression.



## A Sustainable User Ecosystem

NIO continues to build a diverse and open user ecosystem, encouraging deeper connections and interactions among users. Through a wide range of activities, the Company supports user growth and engagement.

### NIO User Communities

In 2025, NIO launched a series of themed events across diverse scenarios and fields, centered around key holidays and company milestones. Through sustained and meaningful engagement, the Company cultivated an inclusive and participatory community atmosphere, consistently enhancing user engagement and community vitality.

#### NIO User Communities: Chinese New Year Themed Season, Q1 2025

From January 1 to February 28, 2025, NIO launched the "NIO User Communities Chinese New Year Themed Season," featuring phased activities centered on key festivals including New Year's Day, Chinese New Year's Eve, the Spring Festival, and the Lantern Festival. The initiative comprised two main campaigns: "NIO User Communities Welcome the New Year" and "NIO User Communities Celebrate the Spring Festival."

#### During the campaign period

964

Events Held in China

~12,000

Participants

#### NIO User Communities: Spring Camping Season, Q2 2025

From March 16 to April 30, 2025, NIO launched the "NIO User Communities Spring Camping Season," focusing on outdoor and camping scenarios in spring. The initiative encouraged NIO users to engage with nature and explore diverse lifestyles.

#### During the initiative

454

Events Held in China

~5,000

Users Participating

By the end of the reporting period

2,440

NIO User Communities Established

686,873

Users Covered Cumulatively

27,000+

Monthly Active Users

190,000+

Pieces of User-Generated Content Created

During the reporting period, NIO user communities hosted an average of over

1,300 events per week

with an average weekly participation of more than

20,000 users



NIO User Communities: Summer Together Season, Q3 2025

From July 11 to September 7, 2025, NIO launched the "NIO User Communities Summer Together Season," focusing on summer travel and social interaction scenarios.



During the campaign period

987 Held in China ~10,000 Users Participating

2025 NIO Community National Soccer Invitational

From July to September 2025, the "NIO User Soccer Community" launched the fifth NIO Community National Soccer Invitational, marking the first time the event was independently initiated by NIO user communities. This milestone reflects the maturity and sustainability of NIO user community ecosystem. A total of 16 teams and over 300 players from across China participated, with matches held in Quanzhou, Changsha, and Dalian. Through competition and connection, the event strengthened the bond among users and created lasting summer memories.



NIO User Communities: Tee Off into Autumn · Year-End Appreciation · Winter Together, Q4 2025

In the fourth quarter of 2025, NIO integrated seasonal cultural themes and year-end celebrations to launch three major initiatives: the "Tee Off into Autumn" golf-themed series, the "Community Year-End Appreciation Season," and the "NIO Winter Season" community activities. Among them, the "Tee Off into Autumn" series alone featured over 320 community events, engaging more than 6,500 participants.



05

# Environment and Nature



Amid growing climate and environmental challenges, NIO embeds its mission of "Blue Sky Coming, Shaping a Sustainable and Brighter Future Together" and its vision to "Build a User Enterprise Where Innovative Technology Meets Experience Excellence" into its DNA. Guided by carbon reduction goals and a full lifecycle environmental framework, it has systematically established a low-carbon operating system across a low-carbon operating system across product development, manufacturing, the value chain, and user services, supporting harmonious coexistence with the Earth's ecosystem.

## 5.1 Climate Action

NIO closely monitors the impacts of climate change on its industry and operations, recognizing the vital role of the new energy vehicle sector in the global transition to net zero. To enhance the transparency, comparability, and international alignment of climate-related disclosures, NIO follows the *IFRS S2 Climate-Related Disclosures* issued by the International Sustainability Standards Board (ISSB) and aligns with the four core pillars of the Task Force on Climate-Related Financial Disclosures (TCFD) framework: governance, strategy, risk management, and metrics and targets. Based on these frameworks, NIO has established and continuously optimized its climate action management system, systematically identifying, assessing, and managing climate-related risks and opportunities.

Building on years of sustained investment in greenhouse gas (GHG) accounting, target setting, and decarbonization, NIO has built a solid data foundation and strengthened its management systems, with multiple rounds of internal target validation completed. In this 2025 Report, NIO publicly released its greenhouse gas emissions reduction target for the first time, presenting a clear decarbonization roadmap and demonstrating its climate action progress with greater transparency and traceability.

### NIO Inc. Carbon Reduction Target

By 2035, NIO will reduce the lifecycle carbon footprint per vehicle by

43%

compared with 2023 levels



### Governance

NIO continues to strengthen its climate governance framework to initiate the identification, assessment, and management of climate-related risks and opportunities, supporting its long-term climate strategy. Its governance structure defines clear roles, processes, and execution mechanisms, ensuring climate considerations are embedded in strategic decisions and daily operations.

NIO has established a Board-led climate governance structure, with the Nominating and ESG Committee overseeing climate-related matters. Climate topics are integrated into the Board agenda, with annual review and approval of related strategies and actions. The ESG Steering Team, Sustainable Development Team, and ESG & Sustainability Task Force jointly advance climate governance, enabling effective response to climate risks, capturing transition opportunities, and strengthening long-term resilience.



#### Decision-Making Layer

Board of Directors

Nominating and ESG Committee

- Make decisions on and oversee the formulation and updates of climate-related strategies and targets;
- Monitor and assess the effectiveness of climate-related workflows;
- Review and decide on material climate-related matters, and oversee their implementation progress and outcomes, including climate risk identification and response, dedicated climate improvement initiatives, climate-related disclosures, and stakeholder engagement;
- The Board of Directors authorizes the Nominating and ESG Committee to carry out day-to-day oversight and management of climate-related matters;
- The Nominating and ESG Committee regularly reports to the Board of Directors on progress in climate-related work.

#### Planning Layer

ESG Steering Team

- Develop and implement climate change strategies and action plans, coordinate climate change management, and optimize resource allocation;
- Assess material climate-related matters, plan and drive implementation, and regularly review progress and effectiveness, including climate risk identification and response, dedicated climate improvement initiatives, climate-related disclosures, and stakeholder engagement;
- Regularly summarize the progress and effectiveness of material climate-related matters and report to the Nominating and ESG Committee;
- Advance, guide, and assess the Sustainable Development Team's implementation of climate-related initiatives;
- Lead the Sustainable Development Team and the ESG & Sustainability Task Force in the implementation of climate-related initiatives.

#### Execution Layer

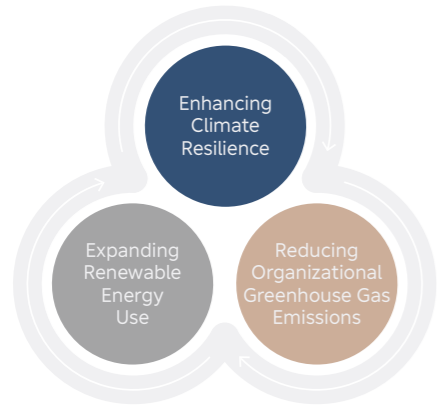
Sustainable Development Team

ESG & Sustainability Task Force

- Responsible for breaking down the Company's climate-related strategic objectives, developing work plans, and ensuring their implementation;
- Execute specific actions on material climate-related matters identified by the Company in line with planning-layer requirements;
- Track, collect, and consolidate annual progress, information, and data on climate-related initiatives, ensuring accuracy, authenticity, and completeness to support enhanced ESG and climate change management and disclosures;
- Organize training and awareness programs on climate change to enhance climate change management capabilities;
- Regularly summarize and report progress on climate-related initiatives to the ESG Steering Team.

## Strategy

The challenges of global climate change are continuously reshaping policy directions, market expectations, and technology pathways. In response, NIO, based on the characteristics of the new energy vehicle industry and its own business model, proactively identifies climate-related risks and opportunities. It has developed a climate strategy centered on three key pillars: enhancing climate resilience, reducing organizational greenhouse gas emissions, and expanding renewable energy use, to systematically strengthen its competitive advantage in the transition to a low-carbon future.

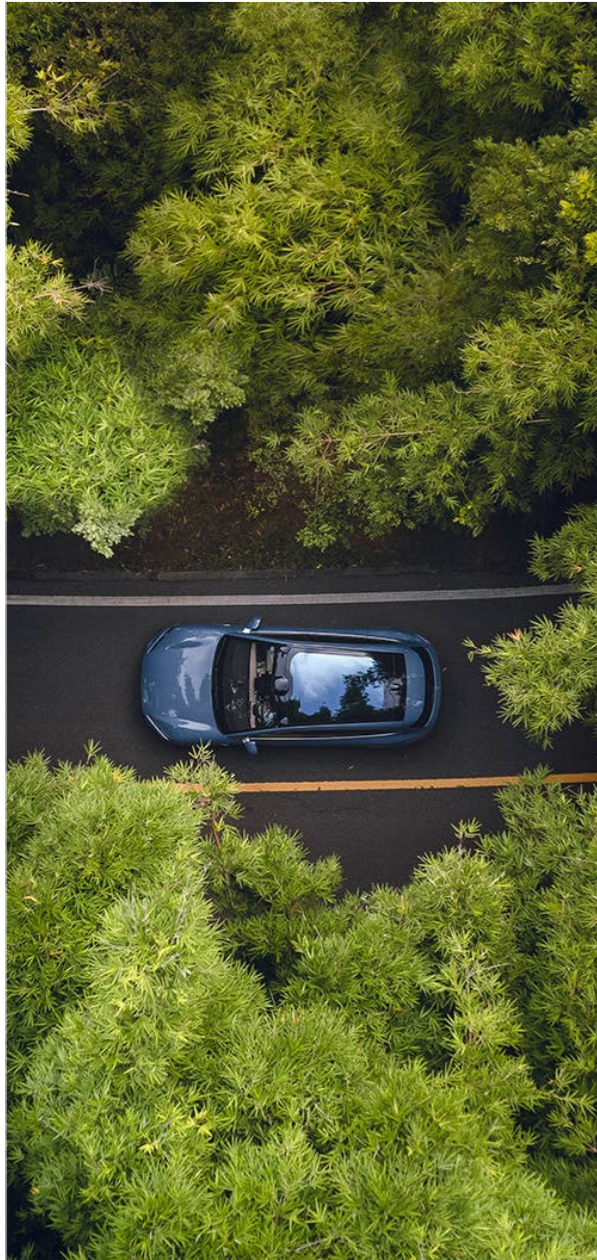


### Enhancing Climate Resilience

NIO aligns with IFRS S2 and Part D of Appendix C2 to the Listing Rules of the Hong Kong Stock Exchange (HKEX), *Climate-Related Disclosures*, and uses scenario analysis and other analytical methods to assess climate trends and their impact on its operations. The assessment covers NIO's operating locations, key upstream and downstream stages across its value chain, and the full lifecycle of its products. It also considers environmental dependencies, the potential financial impacts of climate-related risks and opportunities, and the linkages among these factors. Through a structured climate risk management approach, NIO proactively addresses potential climate risks, captures climate opportunities, and strengthens climate resilience across its operations and the entire value chain.

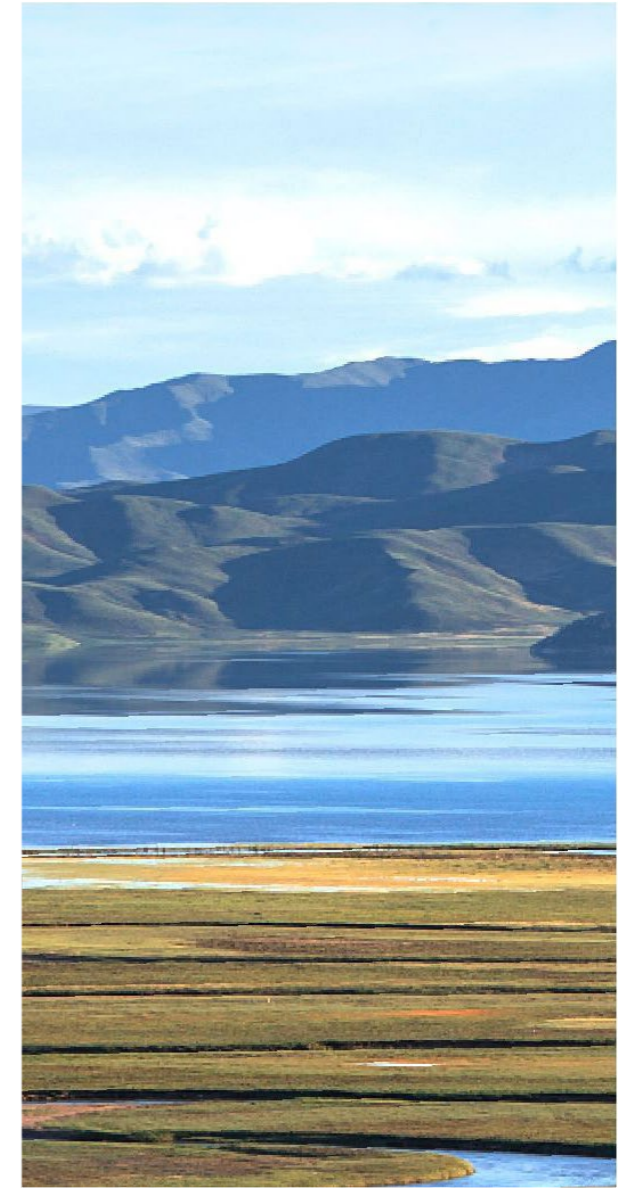
### Financial Impact Analysis and Response Measures for Climate-Related Risks and Opportunities

Physical Risks			
Risk Category	Risk Description	Potential Financial Impacts	Response Measures
Acute risks	Climate change is increasing the frequency and intensity of extreme weather events (e.g., heavy precipitation, snowstorms, strong winds, and thunderstorms), exposing the Company's fixed assets and operational sites to higher risks of sudden physical damage. This may lead to increased maintenance costs and higher asset loss risks.	Increased operating costs Increased financial losses	Establish and continuously improve emergency response plans for extreme weather, conducting regular drills to ensure the safety of factories, service centers, and other facilities. Develop dedicated operation and maintenance plans for severe weather conditions such as heavy rain and extreme heat, ensuring continuous and stable operation of Power Swap Stations.
Chronic risks	Climate change may have a long-term impact on the local climates where NIO operates (e.g., more frequent extreme high or low temperatures), which may lead to greater fluctuations in energy demand and reduced operational efficiency, thereby increasing operational costs.	Increased operating costs	Implement thermal adaptation measures at production facilities and sites, while enhancing the energy efficiency of temperature control systems to reduce energy consumption and costs under the same operating conditions.
Transition Risks			
Risk Category	Risk Description	Potential Financial Impacts	Response Measures
Current and emerging policy risks	As the new energy vehicle industry continues to grow, subsidies for the purchase of new energy vehicles from China's central and local governments have been gradually phased down, which may weaken consumers' willingness to purchase new energy vehicles and put pressure on NIO's sales and revenue.	Decreased revenue	Continuously monitor domestic policy and industry trends, and diversify revenue streams by increasing market share and expanding into international markets to mitigate policy volatility and strengthen revenue resilience.
	With tightening climate-related disclosure requirements from stock exchanges (e.g., enhanced HKEX requirements) and the ongoing development of standards such as IFRS S2 issued by the ISSB, companies face higher compliance expectations, which may increase costs associated with management and reporting.	Increased operating costs	Continuously monitor changes in domestic and international policies, regulations, stock exchange rules, and other external requirements. Standardize climate-related metrics, enhance governance, and strengthen disclosure processes to ensure that business operations comply with relevant legal, regulatory, and disclosure requirements.
Legal risks	Ongoing tightening of regulations such as the <i>EU Corporate Sustainability Reporting Directive</i> (CSRD), Carbon Border Adjustment Mechanism (CBAM), the new <i>Batteries Regulation</i> , and the <i>Corporate Sustainability Due Diligence Directive</i> (CSDDD) is raising the bar for disclosure, supply chain due diligence management, and product export compliance. This may result in higher compliance and operational costs.	Increased operating costs	Advance pilot initiatives such as the Battery Passport. Strengthen supply chain due diligence and ESG assessments at key stages, and mitigate the risk of significant adverse social and environmental impacts. Enhance lifecycle carbon management and product carbon footprint tracking to minimize potential compliance costs, including carbon taxes.



Risk Category	Risk Description	Potential Financial Impacts	Response Measures
Technical risks	Shifts in market and policy trends may accelerate innovation cycles in technologies and materials, while faster iteration and increased validation requirements could drive up R&D and testing costs for clean technologies.	Increased operating costs	Closely monitor developments in clean technologies and continuously increase R&D investment and strengthen technological capabilities to maintain competitiveness in both R&D and products.
	The acceleration of industrial decarbonization is increasing demands for low-carbon equipment, processes, and infrastructure, potentially driving up prices and raising transformation and operating costs.	Increased operating costs	Optimize production processes and operational models to continuously identify opportunities to improve energy efficiency, reduce emissions, and lower costs. Strengthen resource efficiency and energy management to mitigate cost pressures.
Market risks	Consumer preferences and usage experience for electric vehicles may be affected by insufficient charging and battery swapping infrastructure coverage, seasonal electricity shortages, or service gaps. Failure to meet users' expectations in energy services could hinder sales growth and revenue performance.	Decreased revenue	Continuously expand the network of chargers and Power Swap Stations to improve energy service accessibility and user experience. Explore V2G applications to support grid balancing and enhance energy stability.
	Supply chain partners face stricter regulations on emissions, resource use, and carbon footprint, potentially increasing manufacturing and compliance costs. Additionally, temporary shortages of low-carbon or eco-friendly materials and components may arise, pushing up procurement costs and passing them through to operations.	Increased operating costs	Strengthen supply chain capabilities and resilience, and extend clean technologies and low-carbon practices upstream. Foster industry collaboration to build a green ecosystem, enhancing supply stability and access to low-carbon and environmentally friendly materials and components.
Reputational risks	Investors and stakeholders are paying increasing attention to climate action and disclosure transparency. Limited climate initiatives or insufficient disclosure on decarbonization and product carbon footprints may undermine brand trust and, in turn, impact revenue.	Decreased revenue	Regularly disclose progress in greenhouse gas reduction and product carbon footprint management. Clearly communicate targets, actions, and outcomes to meet disclosure commitments.
Geopolitical risks	Rising uncertainty in international relations and trade environments may trigger tariffs, sanctions, export controls, and stricter cross-border compliance requirements, which may disrupt overseas operations and delivery schedules. Additionally, cross-border logistics and supply chain volatility may cause instability in key component supply, affecting delivery timelines and increasing costs. Tighter cross-border data compliance requirements may also increase the complexity of compliance management and risk exposure.	Increased operating costs; decreased revenue (in case of supply disruption)	Optimize overseas operations and delivery models in line with international business strategies and compliance requirements to enhance the resilience to external changes. Promote nearshoring and regional supply chain collaboration, and explore localized production and capacity planning in eligible regions to reduce the impact of cross-border supply chain volatility on production and delivery. Conduct targeted demand forecasting for high-risk components and maintain strategic inventory when necessary to ensure availability of critical materials. Strengthen data governance by adhering to principles such as ensuring core data remains within national borders, thereby reducing cross-border data compliance risks.

Opportunities			
Opportunity Category	Opportunity Description	Potential Financial Impacts	Countermeasures
Products and markets	As global climate action and the low-carbon transition accelerate, growing consumer acceptance of new energy vehicles and low-carbon mobility solutions is driving demand and enhancing NIO's market penetration.	Increased revenue	Deepen global market presence by strengthening product competitiveness and user experience, while expanding into high-growth niche segments and regional markets and advancing electrification, intelligence, and decarbonization.
	High-efficiency battery swapping technology improves energy replenishment efficiency, alleviates range anxiety, and enhances the user experience. The scaled deployment of Power Swap Stations offers users more stable and convenient recharging options, promotes clean energy consumption, and strengthens user stickiness, thereby enhancing the market appeal of NIO's products and services.	Increased revenue	Continuously expand charging and battery swapping networks to improve energy service accessibility and reliability. Explore V2G applications to support grid balancing, enhance energy resilience at both the infrastructure and user levels, and further increase the value of energy services.
Resources efficiency	By optimizing production and distribution processes and improving operational efficiency and resource utilization, companies can reduce energy and resource consumption, lower marginal costs, and strengthen profitability and overall competitiveness.	Decreased operating costs	Continuously advance lifecycle carbon management across product development, manufacturing, logistics, and recycling. Implement systematic improvements through energy-saving measures, process optimization, and operational excellence to reduce resource and energy intensity, thereby driving cost reduction and efficiency gains.
Energy sources	The expansion of renewable energy capacity and declining costs present opportunities for companies to optimize their energy mix. Increasing the share of green electricity and reducing reliance on fossil fuels can help mitigate energy price volatility and reduce potential carbon-related costs.	Decreased operating costs	Expand on-site photovoltaic installations and procure green power to increase renewable energy usage and continuously optimize the energy mix. Simultaneously, implement refined energy management to reduce overall energy consumption and fossil fuel dependency.
Adaptability	Enhancing product and service resilience to extreme weather and climate change strengthens operational continuity and user experience consistency. This helps reinforce brand loyalty and customer stickiness in an era of increasing climate uncertainty, driving business growth.	Increased revenue	Position battery electric vehicles at the core of the product strategy, continuously improving product reliability and user experience. Strengthen operational safeguards to ensure more stable service delivery, better meet user needs, and enhance brand recognition.
Government incentives & policy support	Amid China's carbon peaking and carbon neutrality goals and supportive industrial policies, governments at all levels may provide subsidies, tax incentives, and pilot project funding to promote green and low-carbon development. Companies that align with policy direction and demonstrate leadership can access such resources and incentives.	Increased revenue	Maintain sustained investment and efforts in environmental protection and emissions reduction. Actively participate in government-enterprise collaborations and pilot projects to access policy support and incentives aligned with green and low-carbon development.



## Reducing Organizational Greenhouse Gas Emissions

NIO has established a carbon emissions management framework centered on building climate resilience, driving continuous improvement in greenhouse gas emissions management across its own operations, while strengthening efforts in Scope 3 emissions reduction across its value chain.

### Own Operations—Reducing Greenhouse Gas Emissions

Based on historical greenhouse gas emission profiles, Scope 2 emissions account for approximately 90% or more of NIO's operational carbon footprint (Scope 1 + Scope 2), with electricity consumption being the dominant contributor. As such, improving energy efficiency and optimizing the renewable energy mix have become key priorities in NIO's emission reduction strategy.

Regarding energy efficiency, NIO has implemented energy-saving initiatives across energy-intensive processes such as welding and painting to continuously improve energy efficiency. In 2025, the Company carried out over 100 energy-saving projects, which are expected to save approximately 15.8 million kWh of electricity and 0.99 million m<sup>3</sup> of natural gas, thereby reducing greenhouse gas emissions.

Regarding energy mix optimization, NIO is actively enhancing its energy structure by increasing the share of renewable electricity. For more details, please see the section titled "Expanding Renewable Energy Use."

### Value Chain—Continuing to Advance Scope 3 Emissions Reduction

NIO is driving the development of a green value chain by working with its partners to set medium- to long-term greenhouse gas reduction targets or lower the carbon footprint of their products, with a shared commitment to decarbonization across the supply chain. In 2025, NIO continued advancing progress in the following areas:

- For components suitable for recycled materials, NIO has used recycled aluminum and steel, leading the automotive industry's shift toward lightweighting and decarbonization, thereby reducing upstream Scope 3 emissions from raw material production.
- NIO supported 25 partner companies in successfully conducting carbon accounting. Among them, 20 partners voluntarily disclosed carbon data through the China Industrial Carbon Emission System (CICES).
- NIO reduced greenhouse gas emissions in logistics through measures such as shared packaging and the use of biomass fuels. At the same time, by increasing the share of local procurement and reducing reliance on high-carbon transportation modes such as road trucking, the Company reduced environmental pollution during transportation.
- NIO has built a data-driven logistics network and further optimized warehouse site selection, cost-efficiency analysis, and logistics planning, driving the sustainable development of its logistics operations.

## Expanding Renewable Energy Use

NIO has actively increased the use of renewable energy and accelerated progress toward its renewable energy targets during the reporting period. In addition, NIO integrates decarbonization principles into the planning and operations of its battery swapping network. Through clean energy integration, coordinated energy storage, and vehicle-station-grid interaction, the Company is transforming Power Swap Stations from standalone energy replenishment nodes into integrated, low-carbon energy hubs, supporting low-carbon mobility for all.

### Renewable Energy Use in Manufacturing

NIO continues to expand on-site solar PV installations at its manufacturing facilities and implement diversified approaches such as procuring renewable electricity, thereby maximizing renewable energy utilization.

On-site renewable energy generation: During the reporting period, the total installed photovoltaic capacity at NIO Factory One (NIO F1), NIO Factory Two (NIO F2), NIO EDS Factory in Nanjing (NIO E0), and NIO EDS Factory One (NIO E1) reached 67.63 MW. In 2025, on-site solar power consumption amounted to 50,898 MWh, accounting for 27% of total electricity consumption in the same period.

Renewable electricity consumption: As of the end of 2025, NIO had procured a cumulative 53,906 MWh of renewable electricity, accounting for 29% of total electricity consumption for the same period.

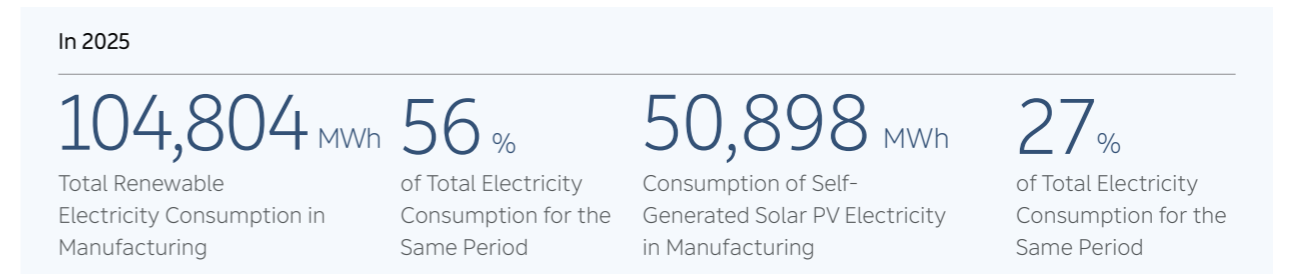
In 2025, NIO's manufacturing operations consumed a total of 104,804 MWh of renewable electricity, accounting for 56% of total electricity consumption for the same period.

### Clean Energy System Synergy at Power Swap Stations

NIO has integrated approximately 60 m<sup>2</sup> of photovoltaic modules into its fourth-generation Power Swap Stations, with an estimated annual power generation of 10,000–11,000 kWh. This enables on-site production and consumption of clean electricity, gradually reducing the stations' reliance on conventional grid power and lowering their operational carbon footprint.

In collaboration with leading PV technology providers, NIO has adopted Heterojunction Passivated Back Contact (HPBC) solar modules, further enhancing the efficiency and site adaptability of the solar systems. This advancement increases the clean energy generation capacity and operational availability of each station.

Additionally, NIO uses market-based mechanisms to establish a regular renewable electricity procurement framework, continuously increasing the share of renewable electricity used at its Power Swap Stations. By aligning electricity cost optimization with carbon reduction targets, NIO enhances the environmental value of each unit of electricity consumed in its battery swapping services.



## Risk Management

NIO has integrated climate change risk management into its enterprise risk management framework. It follows the international standard *COSO-ERM: 2017 Enterprise Risk Management* and continuously improves a comprehensive system covering identification, assessment, response, and monitoring, forming a closed-loop risk management process. For more details, please refer to "7.1 Corporate Governance" in this Report.

NIO identifies, assesses, and monitors climate transition risks and opportunities through customer surveys, market trend analysis, macro-policy tracking, and energy and carbon price monitoring. NIO also actively explores how strategic opportunities can be translated into tangible competitive advantages and drivers of sustainable growth.

We use visual tools such as heat maps to illustrate climate-related risks and opportunities, providing management with clear insights to identify priority areas, define strategic focus, and guide resource allocation.

### NIO's Climate Risk Management Process



In 2025, NIO focused on physical climate risks and conducted a scenario analysis using the Representative Concentration Pathways (RCPs) defined by the Intergovernmental Panel on Climate Change (IPCC): SSP1-RCP2.6, SSP2-RCP4.5, and SSP5-RCP8.5.

#### SSP1-RCP2.6

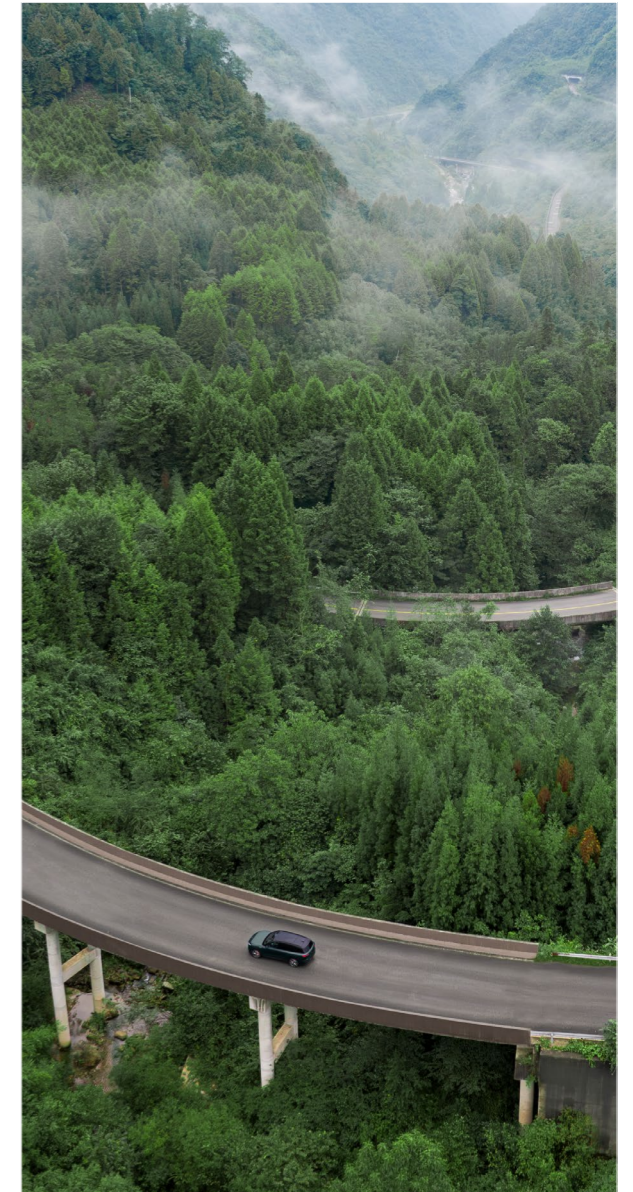
SSP1-RCP2.6 (Low-Emission Scenario): Assumes that coordinated emissions reduction efforts lead to net zero emissions after 2050, with warming limited to approximately 1.8°C by 2100.

#### SSP2-RCP4.5

SSP2-RCP4.5 (Medium-Emission Scenario): Assumes that global carbon dioxide emissions remain around current levels before the middle of the century but do not reach net zero, with warming expected to reach approximately 2.7°C by 2100.

#### SSP5-RCP8.5

SSP5-RCP8.5 (High-Emission Scenario): Assumes a fossil fuel-driven development pathway, with radiative forcing reaching 8.5 watts per square meter by 2100 and warming of approximately 4.4°C.



Based on the above scenarios, NIO has identified its key physical climate risks using the TCFD list of physical climate risks. In addition, in alignment with its business strategy and long-term planning, NIO conducted a quantitative analysis of climate-related physical risks across three time horizons: short term (2025-2030), medium term (2030-2035), and long term (2035-2050).

Based on the geographical location and climatic characteristics of NIO's operational sites, and by referencing the World Wide Fund for Nature (WWF) Climate Risk Assessment Database, NIO assessed acute physical risks at its manufacturing facilities, including the frequency and severity of extreme weather events, and classified them as High, Medium, or Low. The specific assessment results are as follows:

**Flood Risk Assessment Results:**

	Short Term	Medium Term	Long Term
SSP1-RCP2.6	Low	Low	Low
SSP2-RCP4.5	Low	Low	Low
SSP5-RCP8.5	Low	Low	Low

**Typhoon Risk Assessment Results:**

	Short Term	Medium Term	Long Term
SSP1-RCP2.6	Low	Low	Low
SSP2-RCP4.5	Low	Low	Low
SSP5-RCP8.5	Low	Low	Low

**Drought Risk Assessment Results:**

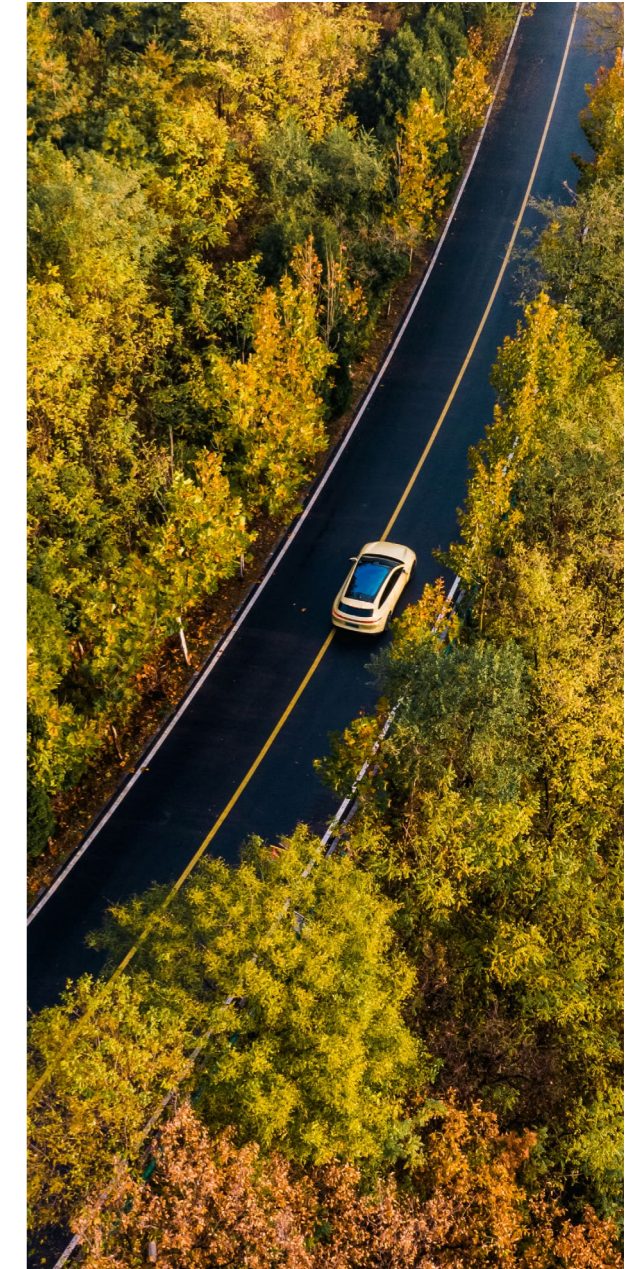
	Short Term	Medium Term	Long Term
SSP1-RCP2.6	Low	Low	Low
SSP2-RCP4.5	Low	Low	Low
SSP5-RCP8.5	Low	Low	Low

In addition, NIO remains highly attentive to climate risks in provinces where Power Swap Stations are densely located, to proactively identify potential natural disasters in these regions and incorporate climate resilience considerations into the iterative design and development of future stations. Based on scientific assessment, the climate risk profiles for Guangdong, Zhejiang, Jiangsu, and Shanghai—key regions with high concentrations of Power Swap Stations—are as follows:

Province	Primary Climate Risks
Guangdong	Coastal flooding, typhoons, extreme heat
Zhejiang	Coastal flooding
Jiangsu	Riverine flooding
Shanghai	Riverine flooding

Given that NIO does not operate in a natural resource-dependent industry, NIO assesses that drought risk under acute physical risks, as well as chronic physical risks, has no direct impact on its operations and is therefore considered negligible.

Overall, climate-related physical risks have limited impact on NIO. The Company's advanced manufacturing facilities face relatively low exposure to such risks. Furthermore, Power Swap Stations operate under a "safety first, instant response" principle, adopting predictive actions to secure response time for acute climate risks. For example, ahead of a typhoon's landfall, the Ningbo region in Zhejiang Province activated its emergency response plan. Frontline staff inspected flood prevention supplies at each station, ensuring adequate stock of sandbags, submersible pumps, and waterproof covers, and conducted flood awareness and preparedness activities.



## Metrics and Targets

### Carbon Reduction Target and Pathways

To actively fulfill its corporate social responsibility and advance low-carbon development, NIO has established a full-lifecycle carbon reduction target per vehicle, and promotes the achievement of this target through full value chain collaboration and diversified decarbonization pathways. Starting from the *2025 Sustainability Report*, NIO will regularly track and disclose progress toward this target.

### NIO Inc. Carbon Reduction Target

Using 2023 as the baseline year, NIO aims to reduce the full-lifecycle carbon footprint per vehicle by

**43%**  
by 2035



### Full Value Chain Decarbonization Pathways

NIO implements decarbonization pathways across the value chain, covering all stages of the product lifecycle, as detailed below:

#### Upstream Materials

NIO prioritizes low-carbon materials, increasing the use of low-carbon and recycled aluminum in vehicle bodies and components to reduce emissions from material production. It also promotes closed-loop recycling, raises the share of recycled materials, and works with upstream partners to drive material-related emissions reductions.

#### R&D Laboratory

NIO has installed distributed PV systems across its R&D and testing facilities to increase renewable energy self-sufficiency. It has also implemented energy-efficient upgrades for high-energy-consuming testing equipment and adopted peak-shifting strategies by scheduling non-urgent tests during off-peak hours, reducing carbon intensity and supporting grid stability.

#### Manufacturing

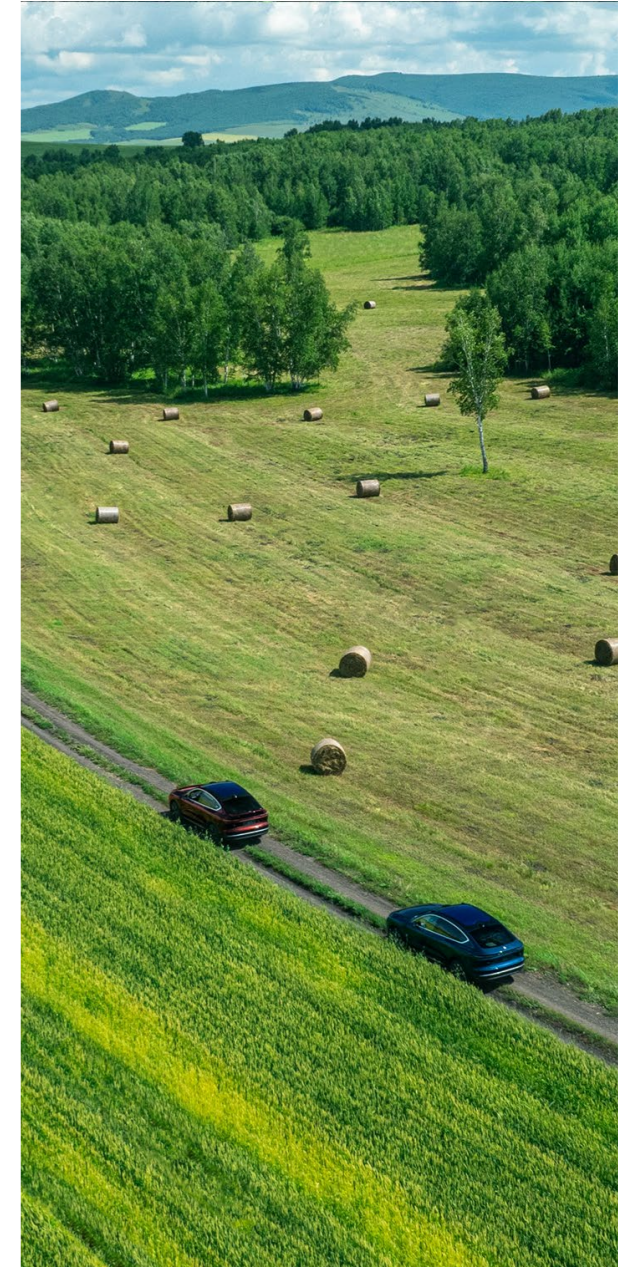
NIO has implemented energy-saving upgrades through process optimization and equipment improvements, increasing single-line capacity while reducing unit energy consumption. All advanced manufacturing facilities have been equipped with distributed PV systems, with on-site solar self-consumption accounting for 27% of total electricity use in 2025. Through a combination of on-site generation and off-site renewable sourcing, renewable electricity accounted for 56% of total consumption at advanced manufacturing facilities in 2025, up 8% year-on-year. NIO F2 has also obtained the LEED Gold Certification, China Three-Star Green Building Label, and received National Green Factory recognition, setting a benchmark for low-carbon manufacturing.

#### Product Logistics

NIO leverages digitalization to improve logistics and warehousing energy efficiency and has built a low-carbon logistics system across its manufacturing parks. The Company promotes electric logistics vehicles and explores integrated applications of PV and energy storage systems in warehousing and transshipment. It has scaled up the standardized shared reusable packaging system based on a leasing mechanism, strengthened green transportation requirements for partners, and introduced electric, natural gas, and other new energy trucks. NIO also advances the air-to-rail/sea strategy, reducing emissions through China Railway Express services and consolidated shipping, and works with international shipping carriers to integrate fuel emissions intensity considerations into decision-making.

#### Product Use

NIO has established a Battery-as-a-Service (BaaS) system featuring "Chargeable, Swappable, Upgradable" capabilities. It continuously improves the operational efficiency of Power Swap Stations and charging facilities by optimizing standby energy consumption and thermal management. The Company is upgrading fourth-generation stations from single energy nodes into integrated photovoltaic, storage, charging, and swapping hubs. Through market-based electricity trading mechanisms, it has established a renewable electricity procurement system to increase the share of renewable electricity at stations. NIO is also developing bidirectional Power Swap Stations and conducting pilot applications in grid load management, energy storage, and renewable energy utilization.



## Product Carbon Footprint Management

NIO's decarbonization target focuses on the carbon footprint of its vehicles, with an emphasis on improving data quality and traceability. The Company has established a data collection and modeling framework across the value chain.

Level	Primary System Tools	Measures	Outcomes
Product design integration	Product lifecycle management (PLM) system	Integrate carbon footprint metrics and requirements into key milestones of the vehicle development process. Identify carbon emission hotspots early in R&D to enable low-carbon design, and continuously track progress throughout development.	Integrate carbon considerations into product development process controls, and establish end-to-end R&D process documentation with traceable evidence.
Upstream data collection	CICES	Collect carbon emissions data across key supply chain stages, covering raw material extraction and processing, manufacturing energy consumption, and logistics and transportation. Standardize data definitions and reporting requirements to build a verifiable data chain.	Enhance the reliability and traceability of underlying data, providing a solid data foundation for subsequent carbon accounting, verification, and external disclosure.
Carbon footprint modeling and analysis	GaBi life cycle assessment (LCA) database and modeling tool	Conduct carbon footprint calculations for vehicles and key components using databases and modeling tools, and perform high-resolution modeling, scenario analysis, and sensitivity analysis to identify key emission sources and drivers.	Support low-carbon material selection, process optimization, and technology evaluation, providing outputs useful for decision-making, such as carbon hotspot identification and quantitative comparisons.
Carbon footprint tracing	PLM and Bill of Materials (BOM) data (integrated with LCA accounting)	Establish a BOM-level carbon data inventory at the product delivery stage to support continuous full-lifecycle carbon footprint assessment.	Provide data support for external disclosure, certification and verification, and continuous improvement of vehicle models.

### Participating in the Development of the Sino-European Automotive Carbon Footprint Mutual Recognition Mechanism and Promoting "One Calculation, Multiple-System Applicability"

NIO is actively participating in the Sino-European Automotive Carbon Footprint Mutual Recognition Research Working Group (SEA LCA), jointly established by China Automotive Carbon Digital Technology Center Co., Ltd. and Green NCAP from Europe. The Company adopts the SEA LCA framework to align and map key methodological elements in carbon footprint accounting, data use, and verification between China and Europe. This collaboration aims to advance a mutual recognition mechanism that enables "one calculation, multiple-system applicability". The two parties have developed equivalence-based technical requirements for carbon footprint verification, and have engaged third-party institutions such as DEKRA to conduct joint verification of vehicle models, including the firefly, to establish a robust data evidence chain. Multiple vehicle pilot validations have been successfully completed. The *Guidelines for Sino-European Automotive Carbon Footprint Accounting, Verification, and Mutual Recognition v1.0* was officially released during the China Automotive Testing Center International Technical Expert Committee Meeting (CATC-ITEC), marking a key milestone in the transition from methodological alignment to real-world application of Sino-European carbon footprint mutual recognition.



### Improving Product Carbon Performance

- NIO received a "Five-Star Enterprise" rating in the 2025 Carbon Management System Evaluation of Automotive Enterprises.
- The ONVO L60 and L90 each received a five-star rating under the low-carbon assessment of the China Green Car Assessment Program (C-GCAP), along with certification of their assessment results.



### Leading and Contributing to Product Carbon Footprint Standards Development

#### Standards Led by NIO

- Guidelines for Sino-European Automotive Carbon Footprint Accounting, Verification, and Mutual Recognition*
- Product Category Rules for the Drive Motor System for Electric Vehicles (PCR)*

#### Standards with NIO's Contribution

- T/CSAE 410-2025 Greenhouse Gas—Quantification Methods and Requirements for Carbon Footprint of Products—Electric Passenger Vehicles*
- T/CSAE 411-2025 Greenhouse Gas—Quantification Methods and Requirements for Carbon Footprint of Products—Traction Batteries Used in Electric Vehicles*
- T/CSAE 412-2025 Greenhouse Gas—Quantification Methods and Requirements for Carbon Footprint of Products—Driving Motors Used in Electric Vehicles*

## Organizational-Level GHG Emissions Management

NIO manages greenhouse gas emissions based on the principles of full-scope coverage and high confidence. A global GHG accounting system has been established across its operations, supported by digital tools and independent third-party audit mechanisms, to ensure carbon reduction targets are grounded in reliable data and disclosed transparently.

During the reporting period, NIO carried out organizational GHG emissions inventory and verification in line with ISO 14064-1:2018 *Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals* and the *Greenhouse Gas Protocol*. The scope covered January 1 to December 31, 2025, including manufacturing facilities, R&D centers, offices, warehouses, and global sales, service, and charging and swapping facilities, achieving full-lifecycle coverage from production to user services.

During the reporting period, NIO's Scope 1 and 2 GHG emissions from its self-operated R&D, manufacturing, warehouse, and office sites amounted to approximately 141,745 tonnes of CO<sub>2</sub>e (location-based) and 123,948 tonnes of CO<sub>2</sub>e (market-based). Driven by initiatives such as energy efficiency upgrades and increased adoption of renewable energy, emissions from its operations decreased by around 5% compared with the previous reporting period.

During the reporting period, NIO completed its Scope 3 emissions inventory and incorporated Scope 3 accounting into its ongoing management system. The data is leveraged to support internal decarbonization efforts and partners' low-carbon transition, with the aim of building a solid foundation for a climate-resilient value chain through end-to-end, refined management. For further climate-related indicators, please refer to Appendix I: Environmental Performance Data.

NIO's Scope 1, 2, and 3 emissions data have been independently verified and certified in accordance with ISO 14064-3. Please refer to Appendix IV for details.

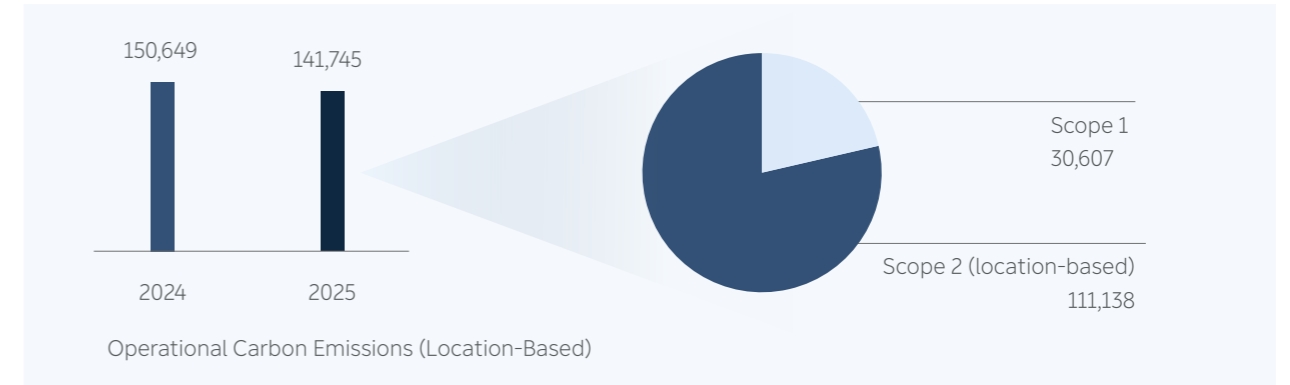
Compared with 2024

5%

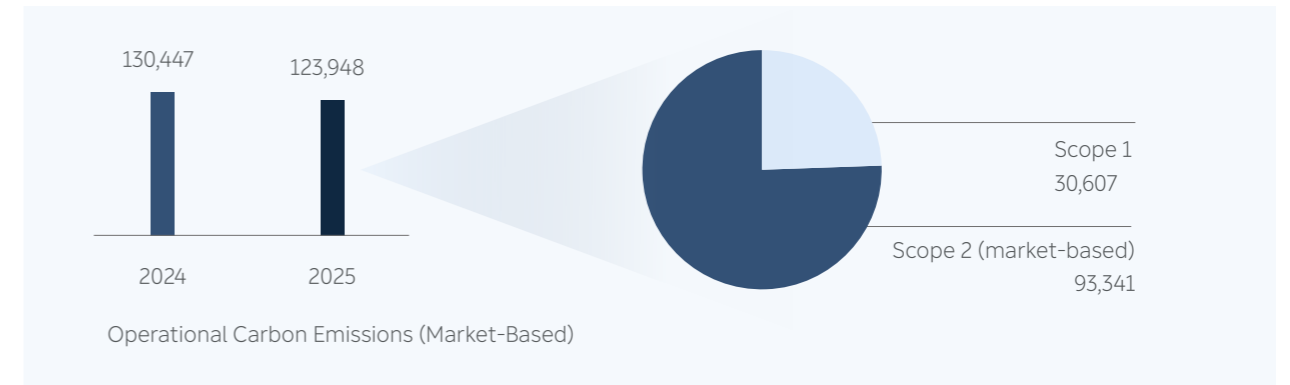
Scope 1 & 2 Emissions Reduction in 2025



NIO's Total Scope 1 and Scope 2 Greenhouse Gas Emissions (Location-Based) (tCO<sub>2</sub>e)<sup>5</sup>



NIO's Total Scope 1 and Scope 2 Greenhouse Gas Emissions (Market-Based) (tCO<sub>2</sub>e)<sup>5</sup>



<sup>5</sup> NIO'S Scope 1 and Scope 2 greenhouse gas emissions mainly cover manufacturing and non-manufacturing operations. Manufacturing sites include F1, F2, F3, E1, E2, Nanjing Pilot Factory, Energy Storage System Shop, Hefei Power Products Plant, and NIO Power Europe Plant; non-manufacturing operations include the test center and administrative offices (excluding sales stores and regional companies).

An online wastewater monitoring device is installed at the discharge outlet of the biochemical treatment system and wastewater treatment station. The treated wastewater discharge levels are well below the Class III limits set out in Table 4 of the Integrated Wastewater Discharge Standard (GB 8978-1996).

## 5.2 Environmental Management

NIO has deeply integrated environmental management into its corporate governance and operational management systems, continuously enhancing its environmental compliance framework and control mechanisms. The Company defines clear roles and responsibilities through its management systems and leverages standardized processes and digital platforms to ensure the integrated implementation of environmental management requirements across R&D, manufacturing, and operational scenarios. Regular internal audits and third-party certification audits are conducted to continuously improve management capabilities in key areas and enhance resource efficiency.

As of the end of the reporting period, NIO has obtained the following environmental management system certifications:

Certification	Description
<b>ISO 14001 Environmental Management Systems Certification</b>	NIO has obtained ISO 14001 certification, covering 100% of its office, R&D, and manufacturing sites. During the reporting period, power battery R&D, testing, and trial build production facilities were newly added to the certification scope.
<b>ISO 50001 Energy Management Systems Certification</b>	NIO continues to expand its energy management system coverage. During the reporting period, NIO F1 and F2, Cao'an Road Laboratory, Anxiao Road Laboratory, and Shanghai office sites all obtained the certification.
<b>Zero Waste to Landfill (ZWTL) Management System Certification</b>	NIO has completed Zero Waste to Landfill (ZWTL) Management System Certification at the group level, becoming the first company in China's new energy vehicle industry to obtain ZWTL certification, and the first automotive company in China to obtain such certification at the group level. Specifically, NIO F1, F2, NIO EDS Factory Two (NIO E2), Shixin Road Laboratory, and Hefei Building 8 Laboratory obtained three-star certification. NIO E1, Anxiao Road Laboratory, Taiyun Road Laboratory, and Cao'an Road Laboratory obtained two-star certification.

In pursuit of green manufacturing and green operations, the Company systematically advances environment, energy, water, and emissions management to build green industrial parks and low-carbon office environments. These efforts extend across the entire green value chain, with initiatives such as green logistics and low-carbon delivery center design, continuously reducing environmental impact, enhancing resource efficiency, and strengthening operational resilience.

### Resource Management

NIO is deeply committed to applying innovative technologies to resource management and circularity, continuously optimizing resource structure, advancing renewable energy adoption, and improving water efficiency.

### Energy Management

NIO continues to refine its company-level energy management system, establishing a comprehensive framework that covers target setting, process control, and performance tracking. In 2025, building on this framework, the Company further identified opportunities to improve energy efficiency in manufacturing operations. This included the integration and revision of the *Energy Management Process*, which further clarifies roles and responsibilities across the Manufacturing & Logistics Operations Center as well as workshops and departments in the factories. The updated process also refines energy efficiency criteria for equipment procurement in new, renovated, and expanded projects. Additionally, NIO has developed and implemented supporting policies including the *Energy Metering Management Process*, *Energy Use Identification, Evaluation and Relevant Variable Management Process*, and *Energy Assessment and Management System*.

During the reporting period, NIO expanded the scope of its ISO 50001 Energy Management System certification. Building on the existing coverage of NIO F2 and the Shanghai headquarters, the certification was extended to include NIO F1, Cao'an Road Laboratory, and Anxiao Road Laboratory.

### Energy Management Targets

NIO cascades its annual energy targets to individual factories and key business units, using comprehensive energy consumption per vehicle as a key performance indicator for manufacturing operations, and establishing a closed-loop management mechanism. Through its self-developed digital energy management system, the Company advances the "Energy Management Data Command Center" initiative, enabling granular data collection and real-time monitoring of key metrics such as total energy consumption, production volume, and per-vehicle energy use. This provides timely, accurate data support for energy-saving decisions and target management.

During the reporting period,

NIO F1 and F2 have set annual targets for energy consumption per vehicle (kgce/unit), breaking them down into total energy use, production volume, per-vehicle energy intensity, and other indicators. These targets are managed through a tiered control system.

Comprehensive energy consumption per vehicle at NIO F1 and NIO F2 decreased by **27%** compared with 2024 and by **48%** compared with 2023.

The Company continues to implement systematic and diversified energy management measures focused on energy structure and energy efficiency optimization. For more details on energy structure optimization, please refer to "5.1 Strategy—Expanding Renewable Energy Use".

## Energy Efficiency Improvement

During the reporting period, the Company advanced energy efficiency across key processes and utility systems through a diverse portfolio of energy-saving initiatives, delivering practical and measurable energy efficiency improvements.

### Energy Management Data Command Center Initiative

To advance energy efficiency efforts into a more systematic, operationally integrated approach, NIO is building an energy and carbon management data platform. At its core is a company-level data command center that provides centralized visibility of key energy consumption and carbon emission metrics across all factories. This platform is designed to eliminate data silos between facilities and provide clear insights into core metrics such as energy consumption, carbon emissions, and per-vehicle energy consumption, supporting performance benchmarking, anomaly detection, and evaluation of energy efficiency initiatives. Currently, NIO F1 and F2 have established energy management systems.

Looking ahead, the Company will further enhance the NIO F1 system by adding carbon emission data tracking and automated reporting functions. The system will also be integrated with the MOP system, enabling the inclusion of NIO F1 energy consumption data into the company-level data command center. This will support company-level oversight, cross-factory benchmarking, and equipment-level diagnostics, forming a continuously improving, closed-loop energy management framework.

NIO F1

The Company focuses on periodic data collection and reporting of energy consumption across workshops and utility systems, enabling system monitoring and comparative analysis.

NIO F2

Building on the existing energy management framework, NIO is further upgrading its energy and carbon management framework to enable integrated, digital management of energy consumption and carbon emissions, supporting energy optimization and operational control.

### NIO Factory Three (F3)

NIO F3 completed 25 energy-saving projects, including initiatives to improve natural gas combustion efficiency in drying ovens.

The energy efficiency projects focused on rapid alignment of energy use strategies during the production ramp-up phase, flexible adjustment of utility system supply, and the improvement of combustion system efficiency. By minimizing unnecessary energy supply, optimizing supply-demand matching, and enhancing thermal efficiency in key process stages, these projects have reduced energy consumption per unit of output and strengthened operational stability.

Demand-Based Optimization of Compressed Air Systems

In response to issues identified during the early commissioning phase, NIO aligned compressed air supply with demand across various workshops and dynamically adjusted system operating parameters based on production schedules for both production and non-production periods. These measures significantly improved system efficiency, resulting in annual electricity savings of approximately **3.5** million kWh.

### NIO F1

NIO F1 completed a total of 40 energy efficiency projects throughout the year using technical and management measures, including optimization of equipment parameters, operating schedules, and system efficiency.

Paint Shop Process and Equipment Optimization

NIO F1 dynamically adjusts the startup timing of the Paint Shop's drying and HVAC systems based on daily production conditions and temperature variations. This optimization has delayed system start-up by approximately one hour on average, while also optimizing shutdown strategies during midday breaks and after shifts to reduce unnecessary energy and gas consumption. As a result, the factory achieved annual savings of approximately **865,000** kWh of electricity and **147,000** m<sup>3</sup> of natural gas.

Paint Shop Oven Temperature Optimization

Within process requirements, NIO F1 optimized the temperature settings of the TNV furnace based on actual operating conditions, reducing natural gas consumption and associated combustion emissions. This resulted in annual natural gas savings of approximately **120,000** m<sup>3</sup>.

### NIO E1 Utilities: HVAC System Operating Strategy Optimization and Waste Heat Utilization

Under centralized management, NIO E1 has optimized chiller startup and shutdown strategies by prioritizing high-efficiency units to improve cooling performance. Energy-saving controls are enforced during non-production periods, and time-based control has been introduced for air conditioning in quality control areas to minimize idle operation. On the thermal side, the factory leverages waste heat from equipment, including end-of-line (EOL) testing and aging systems, to support workshop temperature control, enabling operation under more energy-efficient conditions. For hot water supply, waste heat recovery is combined with modular dehumidification systems to reduce reliance on external hot water sources, achieving zero external hot water consumption.

Results

In 2025, these measures saved approximately **1.34** million kWh of electricity.

### NIO F2

NIO F2 completed 42 energy efficiency projects in 2025, focusing on key systems in the Paint and General Assembly Shops, with continued optimization of process parameters and control logic.

The Paint Shop has improved waste heat recovery efficiency through enhanced utilization of high-temperature flue gas after oven shutdown, reducing steam consumption. Optimization of furnace temperature settings and HVAC control strategies in the workshop and work areas reduced natural gas use. In the General Assembly Shop, lighting systems were enhanced through integrated control and light sensing, lowering electricity consumption.

Results

In 2025, total savings amounted to approximately **160,000** kWh of electricity, **140,000** m<sup>3</sup> of natural gas, and **1,000** tonnes of steam.

### NIO E2

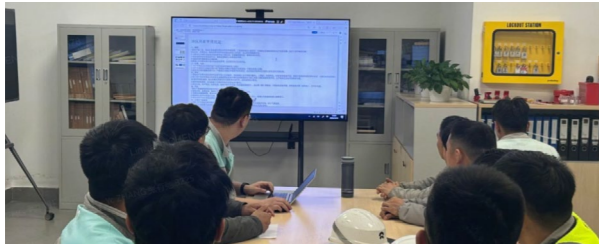
NIO E2 has optimized the control logic for temperature, humidity, and cleanliness in workshops, reducing energy consumption from fans and chillers. During summer, the factory prioritizes chilled dehumidification and leverages internal process waste heat to minimize reheat energy demand, thereby reducing natural gas consumption. In winter, the humidification process has been upgraded to prioritize high-pressure misting combined with electrode humidification, reducing reliance on steam boilers. For the compressed air system, a tiered configuration and optimized operating sequences have been implemented, lowering electricity consumption.

Results

In 2025, approximately **2.7** million kWh of electricity and **190,000** m<sup>3</sup> of natural gas were saved.

## Energy Management Awareness and Training

NIO promotes energy management through regular training sessions and targeted awareness campaigns, embedding energy efficiency requirements, regulatory compliance, and practical energy-saving measures into daily operations and on-site management practices. Training content covers energy conservation campaigns, interpretation of factory-level energy management requirements, energy management systems and relevant laws and regulations, as well as water conservation and energy optimization practices. These initiatives are further strengthened through partner engagement programs, industry-focused energy efficiency training, and dedicated sessions on key regulatory requirements, enhancing overall energy awareness and strengthening professional capabilities among key personnel.



In addition, to encourage employee-driven innovation, NIO has launched the "Golden Idea" internal incentive program, motivating frontline teams to proactively identify and improve energy consumption hotspots. Employees receive points as rewards for each effective suggestion submitted or implemented. During the reporting period, over 100 energy-saving practices were identified and implemented across NIO's manufacturing facilities.

## Water Resource Management

NIO complies with the *Water Law of the People's Republic of China* and other applicable laws and regulations in the places where it operates. The Company integrates water resources into its unified framework for energy metering and process control, supporting the standardized operation of its energy management system. During the reporting period, NIO revised the *Energy Management Process 3.0* and introduced the *Energy Metering Management Process 3.0*, explicitly incorporating water as a key resource within the management scope. These enhancements strengthen on-site water resource management, improve data accuracy and traceability, and support the identification and implementation of water efficiency improvement opportunities.

### Water Resource Management Targets

NIO adopts a target-driven approach to water resource management, having established water consumption per vehicle (m<sup>3</sup>/unit) as a core performance indicator for years with monthly reviews. In 2025, the Company's average water consumption per vehicle was below the advanced benchmark set by Anhui Province for the automotive manufacturing industry. The Company continues to track target achievement and conduct root-cause analysis of abnormal fluctuations, ensuring stable and controlled water resource management.

NIO continues to improve water reuse and water use efficiency through refined operations and management of its circulating water systems, as well as advanced treatment and reuse of reclaimed water.

#### Reclaimed Water Reuse System

NIO F1, F2, and F3 are equipped with industrial water treatment and recycling systems. Advanced treatment processes, including biological contact oxidation, quartz sand filtration, and sodium hypochlorite disinfection, are applied to reuse treated wastewater that meets discharge standards. The reclaimed water is primarily used for toilet flushing and landscape irrigation within the factories.

Results | In 2025, reclaimed water reuse across NIO F1, F2, and F3 exceeded **130,000** m<sup>3</sup>.

During the reporting period,

the Company achieved an industrial water reuse rate of **98.3%** across its manufacturing operations, with water consumption per vehicle decreasing by **10%** compared to 2024.

#### Dry Paint Treatment at NIO F2's Paint Shop

NIO F2 has adopted the second-generation dry spray booth technology, reducing energy consumption while significantly lowering hazardous waste, chemical usage, and wastewater discharge. Additionally, the e-coating, intermediate coating, and topcoat curing systems have been optimized for energy efficiency, and pretreatment spray water is recycled and reused.

Results | Annual water savings amounted to approximately **11,640** tonnes.

### Water Resource Management Training

To strengthen frontline employees' awareness of water-related risks and promote standardized operational practices, NIO conducts targeted training on water resource management. The program covers key areas including the importance of safe water use, water safety protocols, water equipment management, and water conservation strategies.

#### Pretreatment Film Rinse Water Recycling and Reuse at NIO F3

At NIO F3, wastewater from the pretreatment film rinsing process is treated using membrane filtration technology and reused, reducing overall water consumption.

Results | Annual water savings amounted to approximately **21,600** tonnes.

During the reporting period,

NIO held five water-related training sessions, reaching over **2,000** participants.

## Green Industrial Parks

During the planning and construction phase of the park, NIO incorporated the *Evaluation Standard for Green Industrial Building* and the LEED green building rating system into its design and engineering management requirements, translating key criteria into actionable project indicators. By the end of the reporting period, NIO F2 and NIO E1 had both obtained LEED Gold Certification issued by the U.S. Green Building Council, and the China Three-Star Green Building Certification.

Certifications attained by NIO F2:



## Sponge City Development

NIO continuously assesses the impact of industrial park development on the water environment and advances sponge city initiatives across its manufacturing sites with a focus on stormwater management and rainwater utilization. Through an integrated approach of source control, process retention, and end-of-pipe optimization, the Company reduces runoff discharge and non-point source pollution, enhancing the resilience to extreme rainfall events.

NIO F2, E1, and E2 have established multi-path rainwater collection, treatment, and retention systems, effectively implementing the Low Impact Development (LID) approach. At NIO F3, the Company advances the sponge factory development through site-specific planning, incorporating features such as depressed green spaces, eco-friendly parking areas, and retention ponds. These measures are designed to reduce runoff discharge and mitigate non-point source pollution, thereby enhancing stormwater resilience and overall water environment management across the industrial park.



By the end of the reporting period, the annual runoff control rate reached **75%** at F2 and **82%** at F3.

## NIO F2: "Zero-Waste Factory" Initiative and National-Level Green Factory Recognition

In 2025, NIO completed the Hefei "Zero-Waste Factory" initiative at NIO F2 and passed the official acceptance review. In alignment with local guidelines and evaluation criteria, the Company systematically strengthened its solid waste management across source reduction, classified collection, resource recovery, and compliant disposal. Additionally, according to the *List of Green Factories and Green Industrial Parks (2025)* published by the Ministry of Industry and Information Technology on March 18, 2026, NIO Technology (Anhui) Co., Ltd. was included in the 2025 Green Factory list following provincial recommendation, expert review, and public disclosure.

## Green Operations and Office Management

NIO manages resource consumption and carbon emissions across office and industrial park operations. The Company has established and continuously refined green office policies and behavioral standards, such as the *Administrative Management Area Energy Efficiency Guidelines* at NIO F2. In alignment with initiatives such as Energy Conservation Week and Water Conservation Week, NIO delivers targeted employee engagement and training programs. Through channels including email reminders, on-site signage, and meeting room usage guidelines, the Company embeds green office principles into day-to-day behaviors and operational practices.

### Office Energy Efficiency Upgrades and Energy Use Management

#### NIO F1: Motion-Sensing Lighting Controls in Public Areas and Refined Cafeteria Lighting Management

NIO F1 installed motion-sensing lighting systems in public areas of the administrative building, enabling automated control with occupancy-based activation and delayed shut-off, significantly reducing unnecessary lighting duration. Cafeteria lighting is managed through refined scheduling, with activation aligned to meal periods and dynamic adjustments to lighting coverage and intensity based on weather conditions and zone-specific demand, minimizing non-essential electricity use.

During the reporting period, these measures delivered annual electricity savings of approximately 8,300 kWh.

#### Offices and Laboratories at NIO Shanghai Headquarters

To improve energy efficiency, NIO optimized legacy equipment across selected office locations through cross-site redeployment and phased replacement, enhancing the overall equipment mix and performance. The Shanghai laboratories collaborated with internal energy task forces, procurement teams, and property owners to assess and advance the installation of PV systems. In parallel, NIO implemented standardized air-conditioning temperature settings and operating protocols, supported by routine reminders and inspection mechanisms, to reduce unnecessary energy consumption.

#### Paperless Operations and Low-Carbon Business Travel

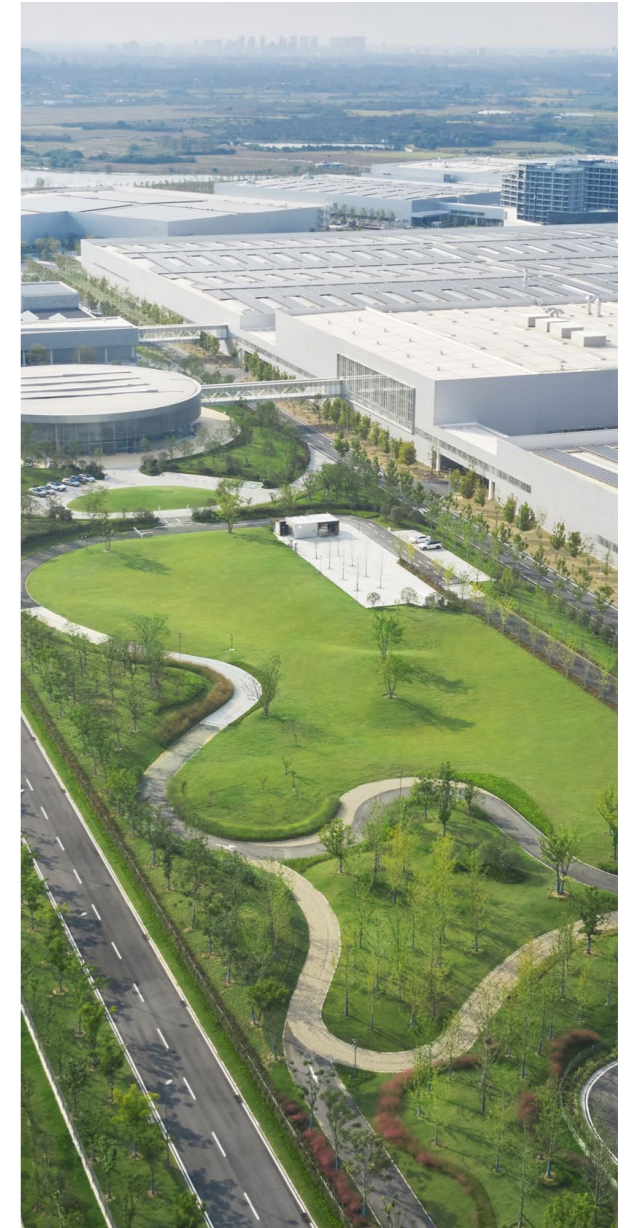
NIO promotes paperless business travel through an integrated travel request and reimbursement platform, digitizing the entire process and reducing reliance on paper documentation. Carbon emission estimates for flights and rail travel are displayed at the booking stage to support more sustainable travel choices. The Company also encourages rail travel on frequently used routes during working hours and room sharing where feasible. These initiatives are supported by incentive mechanisms such as points to enhance employee engagement.

During the reporting period, the platform reduced the use of approximately 720,000 paper documents, equivalent to around 3,600 kg of CO<sub>2</sub> emissions. On two major routes, the share of rail travel increased by approximately 4% year-on-year, reducing emissions by around 13,000 kg of CO<sub>2</sub> compared with air travel.

### Spring Green Initiative: Coffee Grounds Recycling and Employee Engagement on Low-Carbon Practices

To enhance employee awareness and participation in circular resource use and waste reduction, NIO introduced a coffee grounds recycling initiative across office environments. Coffee grounds generated in pantry areas are collected and repurposed as plating substrates or organic nutrients. Employees are also encouraged to adopt reusable cups, promoting resource reuse in daily office practices. Through practical and experience-based activities, the Company translates sustainability concepts into tangible everyday behaviors.

The initiative was implemented across multiple office locations including Shanghai, Hefei, Beijing, Nanjing, Shenzhen, and Wuhan, engaging over 500 participants on site.



## Emissions and Waste Management

NIO is committed to fulfilling its environmental responsibilities by establishing a comprehensive and refined management system. The Company promotes source-level innovation to minimize incremental pollution and continuously optimize process management to reduce environmental impact. These efforts support greener manufacturing and closer alignment with the environment.

### Refining the Environmental Management System

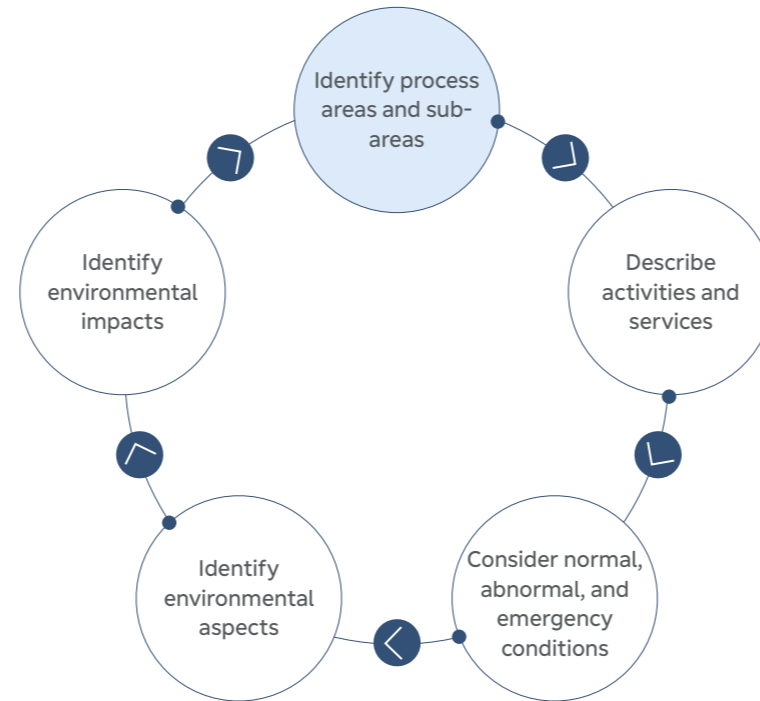
The Company strictly complies with the *Environmental Protection Law of the People's Republic of China* and other applicable environmental laws and regulations in the regions where it operates, continuously improving its Environmental, Health, and Safety (EHS) management system. NIO has established and iteratively updated key governance documents, including the *Environment, Health, Safety Management Systems (EHSMS) Manual*, and issued the *Environment, Health, and Safety Policy*, and has set environment management targets supported by regular review and continuous improvement mechanisms. Clear management requirements have been defined for waste, waste gas, and wastewater, systematically reducing environmental risks across operations. Over the past four fiscal years, NIO has recorded no environmental violations or regulatory penalties.

In 2025, the Company further standardized methodologies for environmental data collection and estimation, enhancing the comparability and data quality of disclosures. For manufacturing sites, the Company refined per-vehicle emission intensity indicators for key pollutants and hazardous waste, supported by internal management targets. These improvements enable a more accurate reflection of environmental performance while reducing the impact of production volume fluctuations.

### Environmental Aspect and Impact Assessment

NIO continues to apply the Environmental Aspect and Impact Assessment (AIA) approach to systematically identify and evaluate environmental aspects across the full lifecycle of its operations, covering waste, waste gas, wastewater, and greenhouse gas emissions. Based on the assessment results, targeted risk control measures are implemented to support proactive risk prevention and strengthened process management.

### NIO's Environment Aspect Identification and Impact Assessment Process



### EHS Digital Platform

NIO integrates environmental management procedures, operational guidelines, and relevant standards into the EHS Library, continuously enhancing its digital EHS platform to support efficient access and application. In 2025, the EHS Library was integrated into the NIO Chat AI assistant, enabling conversational search. Employees can directly interact with the AI chatbot to quickly locate applicable EHS requirements and access the corresponding references. This significantly improved the efficiency and accessibility of environmental management and compliance in daily operations.

## Waste, Waste Gas, and Wastewater Management

NIO strictly complies with applicable environmental laws and regulations in all jurisdictions where it operates. The Company adheres to key legal frameworks, including 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*, and the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes*. This commitment is reinforced in the *EHS Policy*, which emphasizes pollution prevention, risk reduction, and responsible resource management. NIO has established and operates a comprehensive management system covering wastewater, waste gas, and waste. During the reporting period, the Company further refined relevant policies and procedures in alignment with national standards and operational practices. End-to-end management requirements have been clearly defined across the full lifecycle of emissions and waste, from identification and classification to collection and temporary storage, process control, and compliant external disposal.

During the reporting period, NIO further optimized the classification and treatment pathways for hazardous waste, enhancing resource recovery and delivering measurable management improvements:

- 1 Waste mineral oil from factories and laboratories was incorporated into compliant recycling and reuse programs, shifting from conventional disposal to resource recovery.
- 2 Oily metal scrap from the Taiyun Road Laboratory was brought into a recycling and reuse system, shifting from disposal to reuse.
- 3 Contamination of waste packaging drums was mitigated through liner isolation, enabling empty drums to be managed as general solid waste.
- 4 Chemical packaging drums were returned to downstream partners for reuse, reducing the generation of hazardous waste from single-use packaging consumption.

## Waste Management Targets

NIO advances standardized waste management and resource recovery by setting annual targets for key indicators and cascading them to all operational sites, strengthening source reduction, classification, and recycling performance. During the reporting period, the Company established specific targets for Hazardous Waste Emission Intensity (HWEI) and General Industrial Solid Waste Recycling Rate (GIWRR) across NIO F1, F2, E1, E2, PSS WH, and the laboratories, with regular monitoring and management.

## Innovative Management of Waste, Waste Gas, and Wastewater

### Waste

#### ▶ Waste Reduction Through Adhesive System Optimization

To reduce adhesive loss during changeover and minimize residual waste in the painting process, NIO F1 and F2 optimized the structure of pressure plates, enhancing adhesive utilization and reducing residue remaining in drums.

#### ▶ Reusable Packaging Implementation and Waste Reduction

To reduce single-use packaging materials, NIO F2 replaced cardboard boxes with reusable boxes for component packaging and logistics, reducing packing waste. Following the improvement, packaging waste was reduced from 1.57 kg per vehicle to 1.38 kg, contributing to waste reduction and cost optimization in logistics.

#### ▶ Optimization of Disposal Pathways for Resource Recovery and Thermal Treatment Efficiency

NIO optimized disposal pathways for general industrial waste by transitioning certain waste streams from incineration to resource recovery through collaboration with downstream recycling partners. For waste that cannot be recycled, the Company further enhanced incineration efficiency and explored partnerships to increase the reuse of byproducts such as fly ash and bottom ash, reducing energy loss and landfill volume. For example, following the adjustment of hazardous waste disposal partners at a Shanghai lab, thermal treatment efficiency improved by 16%, contributing to progress towards zero landfill.

#### ▶ Solvent Recovery in Paint Shop with Reduced VOCs Emissions and Waste

The Company continues to advance pollution reduction and resource circularity in the painting process by implementing a solvent recovery and reuse project in the Paint Shop. Through membrane separation and recycling technologies, solvents generated during production are collected and treated, significantly reducing waste solvent generation and enhancing resource efficiency. During the reporting period, the solvent-based recovery system reduced VOCs emissions by 45,000 kg per year, while the water-based system achieved an annual reduction of 25,000 kg.

#### ▶ Purification and Reuse of Waste Lubricating Oil

The waste lubricating oil recovery initiatives at NIO E1 and E2 reduced waste generation by 8,301 kg and 9,663 kg, respectively.

On the EDS production line, the pre-inspection and final inspection systems have been integrated into the EOL test benches, enabling filtration and reuse of lubricating oil, thereby reducing the generation of waste lubricating oil.



### Wastewater

#### ▶ Wastewater Treatment Plant Process Optimization for Sludge Moisture Reduction

NIO F2 optimized the wastewater treatment process to reduce the moisture content of dewatered sludge from 48% to 35%. While maintaining full regulatory compliance, this improvement significantly reduced sludge disposal volumes and enhanced operational efficiency.

#### ▶ Wastewater Repurposing in Battery Testing to Reduce Hazardous Waste

In battery testing processes, wastewater from IPX9 high-pressure spray tests is repurposed for applications such as battery pack immersion, enabling effective reuse of test wastewater and reducing hazardous waste generation.

#### ▶ Optimization of Water Replacement Cycles in Lab Immersion Testing to Reduce Wastewater

By introducing fluorescent tracers, the water replacement cycle for IPX7/IPX8 immersion tests was extended, reducing the frequency of wastewater discharge. This approach lowered hazardous waste generation and improved water use efficiency in testing operations.

### Waste Gas

#### ▶ Optimization of Paint Shop Drying System Operations and Temperature Settings for Energy and Combustion Emissions Reduction

NIO F1 carried out coordinated optimization of operational strategies and process parameters for its drying system in the Paint Shop. By refining the equipment start-up mechanism and dynamically adjusting drying and HVAC schedules based on production cadence and ambient temperature, alongside improved midday and post-shift shutdown strategies, unnecessary energy and gas consumption was effectively reduced. Additionally, TNV furnace temperature settings were optimized based on actual process requirements, further reducing natural gas consumption while maintaining painting quality and process stability, thereby lowering combustion-related emissions intensity at source.

### Zero Waste to Landfill (ZWTL) Certification

NIO is actively advancing refined waste management and resource recovery, continuously enhancing resource utilization through source reduction, recycling and reuse, and energy recovery. These efforts help minimize the environmental impacts associated with landfill disposal, including land use, leachate generation, and greenhouse gas emissions.

NIO has achieved ZWTL certification at the company level, becoming the first new energy vehicle manufacturer in China to obtain such certification and the first automotive company in China to complete company-level ZWTL certification. An independent third-party certification body has verified the validity and accuracy of NIO's 2025 waste management data.

### Specialized Training on Waste Management

NIO continues to prioritize waste reduction and compliant disposal, embedding the principles of minimizing landfill and maximizing resource recovery into its EHS capability development and day-to-day management practices. The Company drives consistent ZWTL management across all locations through specialized training, ensuring alignment in methodology and data definitions. The training focuses on clarifying the conceptual boundaries and applicability of ZWTL, emphasizing full-lifecycle traceability from waste generation to final disposal. Particular attention is given to downstream residues such as fly ash and bottom ash from incineration—which, despite undergoing recycling or energy recovery, may still ultimately be landfilled—to avoid misclassification.

During the reporting period, the Company conducted training on ZWTL management tools, covering all EHS personnel across its locations.

Certification Level	Site	Waste Diversion Rate
	NIO F1	99.13%
	NIO F2	99.19%
Three-Star Rating	Shixin Road	99.46%
	Building No. 8, Hefei	99.10%
Two-Star Rating	NIO E2	99.10%
	Anxiao Road	97.59%
	Taiyun Road	97.68%
	Cao'an Road	97.18%
	NIO E1	98.73%



## Green Logistics

The Company focuses on resource consumption and carbon emissions across logistics and warehousing operations, actively advancing a green logistics system. By optimizing transportation planning and warehouse operations, it drives decarbonization and lean operations across the logistics value chain.

The Company leverages its digital capabilities to integrate logistics operational data with ESG management requirements. Through logistics decarbonization reporting, it tracks key indicators on energy consumption and emissions reduction across transportation and warehousing. A BI dashboard for inbound logistics and warehouse management enables real-time visualization and analysis of critical metrics such as inbound flows, inventory levels, turnover, and operational efficiency. Furthermore, the Vehicle Logistics Management (VLM) system provides digital support for continuous optimization of route planning, loading efficiency, and operational collaboration.

## Green Warehousing

NIO regards warehousing as a key lever for green logistics. Building on its existing inbound logistics network and Vendor Managed Inventory (VMI) warehouse operations, the Company continues to enhance clean energy adoption and operational energy efficiency across its warehouse facilities. Beyond renewable energy deployment at its manufacturing sites, NIO extends its low-carbon approach to warehousing by installing rooftop PV systems to reduce indirect emissions from energy use. The Company also works with its inbound logistics partners to enhance the sustainability of warehouse operations.

During the reporting period, two of NIO's inbound logistics partners were certified as Level 1 Green Warehouses by the China Association of Warehousing and Distribution.



### Rooftop PV at NIO F1 Runlianxiang Regional Distribution Center: Clean Energy Substitution in Warehousing

NIO has deployed rooftop PV systems at key warehouse nodes of NIO F1, enabling on-site generation and consumption of renewable electricity to increase the share of clean energy in warehouse operations. This initiative also incorporates warehousing into the Company's broader green logistics decarbonization pathway.

In 2025, the rooftop PV installation at NIO F1's Runlianxiang regional distribution center reached a total installed capacity of **4.9 MW**.

### Rooftop PV at NIO F2 VMI-PP1S: Low-Carbon Upgrade of Warehouse Network Nodes

At NIO F2, the Company is advancing rooftop PV deployment across warehouse network nodes, establishing a replicable green warehousing model through onsite renewable energy substitution and quantifiable emissions reduction.

Since May 2025, the rooftop PV installation at the VMI-PP1S warehouse has reached a total installed capacity of **1.6 MW**.

### Rooftop PV at NIO F2 VMI-Cainiao Warehouse: Driving Green Warehousing with Partners

NIO collaborates with warehousing partners to advance rooftop PV deployment, embedding green warehousing requirements into joint operations and strengthening the low-carbon performance of the warehouse network.

In 2025, the rooftop PV installation at the F2 NIO VMI-Cainiao warehouse reached a total installed capacity of **2.8 MW**.



## Green Packaging

NIO continues to advance circular and shared packaging in inbound logistics. Through a model combining standardized packaging, shared leasing, and resource pooling, the Company reduces the use of single-use materials and mitigates lifecycle environmental impact. During new model launches, shared packaging also serves as a key enabler for production ramp-up and launch stock readiness, delivering coordinated improvements in operational efficiency and carbon reduction.

### Shared Packaging Pooling Scaled Across New Model Projects

In 2025, NIO initiated shared packaging pooling in two newly launched large six-seat models: ONVO L90 and NIO All-New ES8. Over 80% of standardized packaging was managed under a shared pooling model, covering 87 partners. Leveraging existing resources, agile scalability, and standardization, the model effectively met the high demands during the new model ramp-up phase, while reducing single-use packaging consumption and associated carbon emissions. In 2025, shared packaging pooling across models including All-New ES8 and L90 contributed to a carbon reduction of 459 tonnes.

2025

**459** tonnes

Carbon emission reduction achieved through the use of shared packaging



## Green Transportation

NIO continuously enhances transportation efficiency and reduces carbon emissions in transportation by optimizing inbound transportation organization, route planning, and fleet structure. On one hand, the Company improves loading efficiency and reduces empty runs and unnecessary high-carbon transportation modes through inbound consolidation and shipment grouping. On the other hand, NIO progressively introduces lower-carbon transportation solutions and fuel alternatives. To enhance carriers' green transportation capabilities, the inbound logistics project's Statement of Requirements (SOR) explicitly mandates transportation partners to submit plans for adopting new-energy vehicles (including but not limited to plug-in hybrids, battery electric, and hydrogen-powered vehicles). By integrating green fleet requirements into procurement and partnership management, NIO fosters collaborative advancement in sustainable transportation across its supply chain.

### Milk Run Pickup Model

NIO continues to advance the Milk Run model, adopting differentiated approaches for existing and newly onboarded partners and tiered rollout for partners in core regions, gradually expanding pickup coverage and enhancing transportation efficiency.

As of December 2025

**142** partners

joined the Milk Run network (109 at NIO F1, and 121 at NIO F2).

### Pilot Initiative for Low-Carbon Logistics

The Company is advancing low-carbon transportation on key logistics routes, gradually reducing transportation-related carbon emissions while maintaining delivery reliability and operational stability. From July 1, 2025, the Company deployed eight natural gas-powered trucks, which have collectively traveled 490,476 km and achieved a cumulative carbon emission reduction of 15.8 tonnes.

**15.8** tonnes  
Carbon Emissions Reduced



### Route and Load Optimization

The Company optimizes pickup routes by strategically selecting front-end consolidation warehouses based on partners' outbound shipment locations and daily throughput, while improving vehicle load factors via load management. On selected routes, 9.6-meter battery electric trucks have been piloted as a low-carbon alternative to conventional diesel trucks for inbound pickups, contributing to reduced transportation emissions. During the reporting period, the average load factor for backbone transportation reached 80%.

During the reporting period

**80%**  
Average Load Factor for Backbone Transportation

## International Logistics

NIO continues to reduce the passive reliance on high-carbon international transportation by strengthening planning coordination and delivery cycle management. Through more proactive communication and rigorous pre-planning collaboration, the Company minimizes the need for air freight driven by tight delivery schedules. At the same time, NIO is actively exploring alternatives such as rail, sea freight, and intermodal transportation to replace air freight, reducing carbon emissions across international logistics without compromising delivery timeliness or quality.

By the end of the reporting period, NIO achieved cumulative carbon emissions reductions of approximately 130 tonnes in international logistics. While ensuring that delivery timeliness and quality standards were met, the Company effectively minimized the environmental impact of logistics operations.

### Incorporating Fuel Type and Emissions Intensity into International RoRo Sea Freight Decisions

Regarding international vehicle roll-on/roll-off (RoRo) sea freight, NIO has partnered with Wallenius Wilhelmsen, a shipping company, to integrate fuel type (e.g., biofuels) and “carbon emission intensity” into transportation decision-making. By introducing a carbon transparency framework, the Company is progressively increasing the share of clean energy in international logistics. This approach directly links fuel surcharges to the types of fuel used by vessels, including VLSFO, biofuels, and other low-carbon fuels, promoting the transition of international transportation from “passive emissions” to a selectable, manageable, and sustainably reducible part of the supply chain.



### China Railway Express and Consolidated Shipping

Regarding cross-border transportation, the Company prioritizes relatively low-carbon modes such as sea freight, based on delivery timelines, logistics nodes, and supply chain reliability requirements. When sea freight windows are missed or sea freight lead times cannot meet business needs, the Company promotes the use of China Railway Express and other rail channels to undertake part of the transportation demand that might otherwise have used air freight, exploring an air-to-rail pathway. At the same time, the Company continues to pilot an internal consolidated shipping mechanism by combining multiple smaller shipments into single consignments, thereby improving load factors and route efficiency. As a result, the carbon emissions intensity per unit of goods transported is reduced.

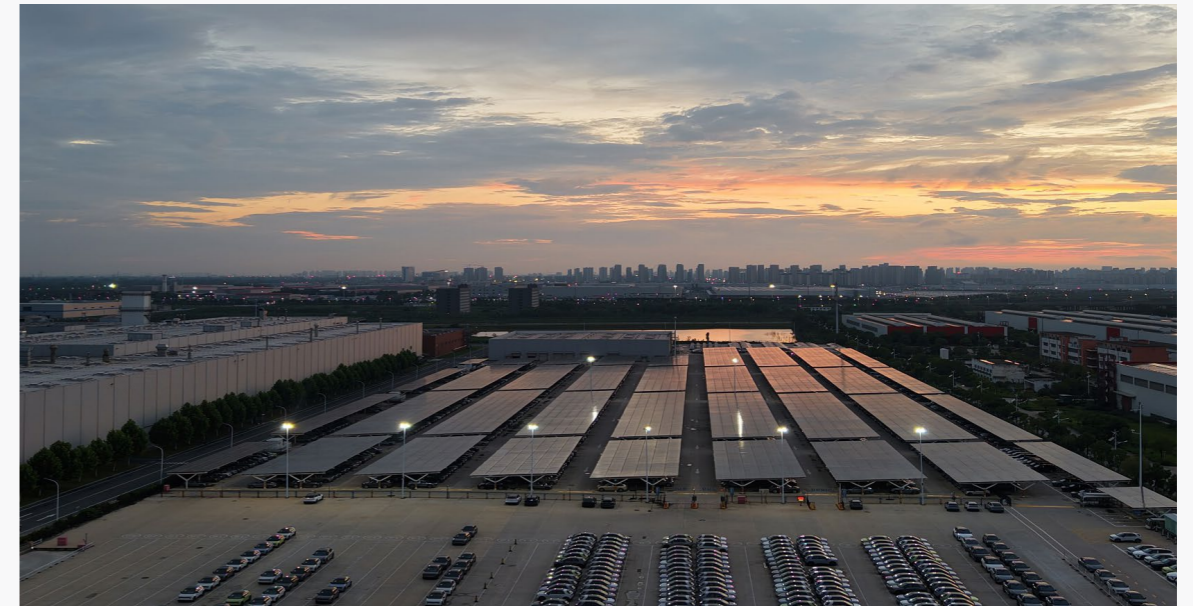


## Vehicle Distribution Centers (VDCs)

In the operational context of NIO VDCs, the Company has embedded low-carbon principles into spatial design and facility management. By integrating clean energy, optimizing energy consumption structures, and enhancing operational management practices, the Company effectively reduces electricity-related emissions and minimizes environmental impact.

### VDC PV Canopies: Supporting Low-Carbon Operations with Clean Energy

NIO has installed 20.84 MW of PV canopies at its VDC facilities, enabling part of the operational electricity demand to be met by on-site renewable energy. This supports coordinated “generation-consumption” integration, reduces indirect carbon emissions associated with electricity use, and enhances the energy resilience and low-carbon performance of VDC operations.



## 5.3 Nature Protection

NIO firmly believes that green transformation goes beyond carbon reduction and resource efficiency improvement. It also demands a long-term commitment to protecting natural ecosystems and biodiversity. We proactively address ecological risks in raw material sourcing, actively respond to evolving regulatory requirements such as the EU Deforestation Regulation (EUDR), and continuously strengthen our management of hazardous substances and chemicals. Through these efforts, we aim to minimize potential adverse impacts on ecosystems and human health.

### Clean Parks: Building a Better Ecosystem Together

NIO integrates the protection of natural ecosystems and biodiversity into the core of its sustainability practices, championing Clean Parks, an open, collaborative initiative dedicated to ecological conservation. This project explores scalable and replicable pathways integrating nature conservation with green technologies, deploying clean-energy, low-carbon operations in real-world nature reserves to minimize ecological disturbance while enhancing conservation outcomes.

As an open platform, Clean Parks collaborates with multiple partners to strengthen the low-carbon infrastructure and ecological protection capabilities of protected areas. By 2025, the initiative has established 18 ecological conservation projects globally, including collaborations with the United Nations Development Programme (UNDP) and the World Wide Fund for Nature (WWF). A standout example is the Chongming Dongtan National Nature Reserve in Shanghai, where NIO helped develop a self-sustained energy system with clean and low-carbon energy. In 2025, Clean Parks facilitated the deployment of over 60 smart EVs across protected areas, contributing to nearly 100 tonnes of CO<sub>2</sub> emissions reduction compared to equivalent internal combustion engine vehicles.

#### Founder of NIO Attends WWF's "Our Power, Our Planet" Forum

In April 2025, William Li, Founder of NIO, attended the WWF's "Our Power, Our Planet" forum, where he shared insights on corporate practices in ecological conservation and sustainable development. NIO and WWF officially announced a three-year renewal of their strategic partnership, further deepening collaboration on the Clean Parks initiative.

Clean Parks is the world's first open platform for national parks and protected areas initiated by an automotive company. To date, NIO has provided over 60 smart EVs and nearly 70 chargers to 18 conservation projects worldwide, supporting ecological patrols and scientific research. Looking ahead, NIO will further systematize its engagement in biodiversity protection.



To further translate the integration of ecological conservation and technology into concrete projects, NIO continues to expand its network beyond its own sector. Focusing on the pain points regarding energy use and replenishment in protected areas, the Company explores a more integrated solution combining on-site renewable energy circulation, low-carbon facility development, and refined operations.

#### By the end of the reporting period

18

Project Sites

Over 60

Smart EVs

Nearly 70

Chargers

#### During the reporting period

Over 100 tonnes

Cumulative Carbon Emissions Reduced

### Self-Sustained Solar Power System at Shanghai Chongming Dongtan National Nature Reserve

In August 2025, Trinasolar joined the Clean Parks initiative, partnering with NIO to upgrade and expand the self-sustained solar power system at the Shanghai Chongming Dongtan National Nature Reserve. Through an integrated solution of "PV power generation—energy storage and allocation—green energy replenishment," the project delivers reliable electricity to support ecological patrols and other conservation operations, without relying on fossil fuels. This system minimizes environmental disruption to the wetland ecosystem and migratory bird habitats, demonstrating a replicable model for ecological projects such as migratory bird protection networks.

The Clean Parks project at Shanghai Chongming Dongtan National Nature Reserve operates without reliance on fossil fuels. All operational electric vehicles are powered by green electricity generated from on-site solar panels. The project's PV system produces an average of 16,500 kWh of electricity per year, fully meeting the energy demand of the battery electric vehicle fleet within the reserve. This is expected to reduce carbon emissions by approximately nine tonnes annually.



### Supply Chain Zero Deforestation Commitment

To better control supply chain ecological risks, NIO has conducted preliminary assessments and established a systematic framework in alignment with the *EU Deforestation Regulation (EUDR)*. The Company is advancing the screening of ecological risks associated with raw materials and critical components, while enhancing traceability across the supply chain. In the reporting period, NIO published the *NIO Zero Deforestation Declaration*. In the statement, the Company explicitly commits to reforestation activities in its operations, aiming to offset global forest loss.

As NIO expands its global operations, its vehicle manufacturing and component procurement involve multi-tiered partners and cross-regional raw material sources. Ensuring raw material compliance and traceability has become a foundational requirement for a resilient and sustainable supply chain. During the reporting period, the Company completed the interpretation of the EUDR and conducted an internal assessment across its supply network. In alignment with requirements for vehicle exports to the EU and the structure of its supply chain, NIO prioritized tires and other high-risk categories for risk analysis and assessment. By the end of the reporting period, NIO completed assessments and due diligence for over 50 partners, and subsequently verified and investigated the identified risk points.

To enhance screening efficiency and ensure consistent management, NIO has integrated EUDR requirements into its Sustainable Supply Chain Management Platform. By embedding regulatory requirements into digital questionnaires and workflow systems, the Company enables online distribution, submission, tracking, and centralized aggregation of data. This digital approach empowers partners to identify risks and strengthen their management systems, enabling a traceable and closed-loop system for ecological risk screening.

To meet EUDR compliance requirements and prepare for EU market entry milestones, NIO will further identify and develop a tiered list of EUDR-critical components. The Company will collaborate with third-party certification bodies to conduct traceability assessments on these key components, and establish a dedicated NIO EUDR Due Diligence Task Force, effectively responding to and handling compliance and supply chain risks.

### Hazardous Substance Management

As NIO expands its global vehicle deliveries and in response to the ongoing evolution of hazardous substance regulations, the Company continues to prioritize hazardous substance management as a core component of product environmental compliance and user health risk control. NIO adheres to relevant domestic and international automotive regulations and standards, and embeds related requirements into key stages across the value chain, including R&D, procurement, manufacturing, and delivery, through formal policies and integrated process systems.

During the reporting period, the Company issued the *Hazardous Substance Management Commitment Statement* and established a hazardous substance management system covering the full product lifecycle. This system encompasses all regulated substance categories across the Company's global operations and is designed to ensure that vehicle environmental performance complies with regulatory requirements in major markets worldwide. These include, but are not limited to, *Requirements for Prohibited Substances on Automobiles*, the *EU Directive on End-of-Life Vehicles (ELV)*, and the *Registration, Evaluation, Authorization, and Restriction on Chemicals (REACH)*. NIO has established and continuously enhanced an "end-to-end, full value chain" hazardous substance management system, forming a closed-loop management mechanism that spans material selection at the source, mass production monitoring, and continuous improvement.

<p><b>End-to-End Hazardous Substance Management System</b></p>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>Environmentally friendly low-VOCs materials that meet corporate hazardous substance standards are prioritized for vehicles</li> <li>Selected materials are applied only after passing design and production verification</li> </ul>	<p><b>2025 Practices</b></p> <ul style="list-style-type: none"> <li><b>Replacement of lead-acid low-voltage batteries, eliminating lead pollution risks at the source</b> Lead is a typical heavy metal pollutant. If a battery is damaged or leaks during production, use, or end-of-life recycling, lead can enter soil or water systems, where it may accumulate over time, posing long-term risks to ecosystems and health. Since 2022, NIO has replaced lead-acid low-voltage batteries with lithium iron phosphate (LFP) low-voltage batteries across its entire second-generation vehicle lineup. By December 2025, approximately 750,000 second- and third-generation vehicles had been delivered. This transition has resulted in a cumulative reduction of over 6,000 tonnes of lead, significantly lowering the risk of lead-related environmental contamination and potential pollution from the source.</li> </ul>
<p><b>Source Control</b></p>	<ul style="list-style-type: none"> <li>During vehicle production stage, quality teams and partners conduct annual testing and periodic sampling to continuously monitor vehicle components for hazardous substances and VOCs</li> <li>The Chemical Safety Team monitors vehicle performance in real time. In the event of anomalies, the team will swiftly isolate affected products, analyze the root cause, and resolve the issue to prevent substandard products from reaching the market</li> <li>After user deliveries, quality teams continuously track user feedback on in-vehicle air quality and respond promptly when necessary</li> </ul>	<ul style="list-style-type: none"> <li><b>Establishing a vehicle environmental analysis lab to strengthen prohibited substance testing and enable closed-loop improvement</b> In 2018, NIO established a lab for vehicle environmental analysis, with full-stack testing capabilities for the six restricted substances under the EU ELV directive. The lab has since expanded the scope to include critical substances such as polycyclic aromatic hydrocarbons (PAHs) and phthalates, enabling compliance with both domestic and EU regulatory requirements for prohibited substances. Leveraging this laboratory, NIO can rapidly conduct analysis of hazardous substance issues across vehicles, identify root causes, guide targeted improvements, and enable timely verification of effectiveness after corrective actions are implemented. During the reporting period, NIO was recognized with awards from CATARC-ADC for excellence in testing capability development and design for recyclability.</li> <li><b>Digitalization for lifecycle hazardous substance compliance monitoring</b> NIO actively drives technological innovation. It developed the <i>Computer System-Based Environmental Compliance Management Methodology for Automotive Products</i> in 2024 and 2025, which has been submitted for patent application. The system transforms complex hazardous substance regulations into structured, data-driven configurations within a digital platform. By integrating pre-defined risk analysis logic, it enables monitoring and control of hazardous substance compliance across the entire vehicle lifecycle, ensuring that the products consistently comply with various environmental regulations, helping prevent potential health risks to users, and providing robust compliance support for NIO's global market expansion.</li> </ul>
<p><b>Process Monitoring</b></p>	<ul style="list-style-type: none"> <li>Continuously enhance hazardous substance management requirements and implement mandated compliance for all ongoing production projects</li> <li>Add new restricted substance management requirements in response to evolving external regulations and market expectations, and guide partners to adopt safer materials and more sustainable design solutions</li> </ul>	<ul style="list-style-type: none"> <li><b>Monitoring evolving regulations and updating the Restricted Substances List (RSL) accordingly</b> In response to new In response to new regulatory requirements under REACH, POPs, and other frameworks, including the inclusion of perfluorohexanoic acid (PFHxA) and its salts and related substances, N, N-dimethylacetamide (DMAC), and 1-ethyl-2-pyrrolidinone (NEP), NIO completed an RSL update by December 2025. The revised RSL integrates relevant substances from the latest Global Automotive Declarable Substance List (GADSL). Additionally, the Company updated the limit values and effective dates for ultraviolet absorber UV-328, ensuring that NIO's internal management requirements remain fully aligned with international regulations, enabling actionable compliance.</li> </ul>
<p><b>Continuous Improvement</b></p>		



06

# Inclusive and Shared Prosperity



Since its founding, NIO has always seen its people as both the driving force behind sustainable growth and its most valued partners. Through robust mechanisms for talent recruitment, training, and career advancement, we have built a competitive and promising workplace with strong long-term career opportunities. Beyond enabling professional excellence, NIO strives to foster a culture of warmth, drive, and teamwork, underpinned by strong occupational health and safety practices. This empowers every employee to grow, belong, and contribute to something greater, while joining hands with users and philanthropic partners to build responsible communities and bring out the best in all of us together.

## 6.1 Employee Well-Being

At NIO, employees are the cornerstone of sustainable development. We systematically enhance the well-being framework across the employee lifecycle by focusing on three core pillars: talent attraction and retention, talent development and training, and employee care and communication. We strive to create a work environment characterized by professional growth and a sense of fulfillment and belonging.

### Talent Attraction and Retention

With a firm commitment to human rights and labor rights protection, NIO employs a diversity, equity, and inclusion (DE&I) strategy to attract talent from different countries and with diverse professional backgrounds. We strictly uphold the principles of anti-harassment, anti-discrimination, and anti-bullying to effectively safeguard employees' rights and well-being.

By the end of the reporting period

35,032

Total Employees

739

Non-Chinese Mainland Nationals

40+

Number of countries from which employees are recruited

8,068

Female Employees

23%

Share of Female Employees

By the end of the reporting period, NIO achieved an 89% local hiring rate for senior management and professional employees across its operating regions. Regionally, the rate stood at 100% in Europe and 69% in North America.

#### Employer Awards Received by NIO in 2025

Awarding Organization	Award
BOSS Zhipin	King's Ark—Best Employer
zhaopin.com	Top 100 China Best Employer Award 2025
zhaopin.com	Most Favorable Employer for Women
Liepin	2025 Extraordinary Employer in Shanghai
newcoder.com	2025 NFuture Best Employer for University Students
newcoder.com	2025 NFuture AI Recruitment Practice Pioneer
offerxiansheng.com	Employer Oscar (Best Recruitment Experience)
HRis	Employee Health & Workplace Vitality Award
36Kr-Workplace Bonus	2025 Top 50 Employers for Workplace Dividends
Offershow	Star Employer
Offershow	AI/Hard Tech List
shixiseng.com	Best Employer
CIWEI	Best Employer Brand for Employee Experience

### Labor Rights Protection

NIO champions a community relationship with employees built on "mutual understanding, mutual trust, mutual integration, and mutual companionship." We firmly believe that safeguarding employees' legitimate rights and professional well-being is an important foundation for sustainable and long-term development.

NIO adheres strictly to compliant employment practices. We comply with domestic regulations, including the *Labor Law of the People's Republic of China* and the *Labor Contract Law of the People's Republic of China*, as well as the relevant laws and regulations in all countries and regions where we operate, such as the *Working Hours Act*, *Minimum Wage Act*, and the *German Civil Code* in Germany. As a member of the UN Global Compact (UNGC), we annually respond to and disclose our UNGC questionnaire responses, ensuring transparency in our progress in human rights and labor rights protection. The *NIO Employee Handbook* integrates core human rights content, including employee development, rights protection, and safety management, and serves as a globally consistent yet locally adaptable guide.



## Human Rights Protection

During the reporting period, NIO explicitly prohibited child labor, forced labor, and human trafficking, and affirmed freedom of association, equal pay for equal work, fair hiring practices, and safe and healthy working conditions. In recruitment, NIO verifies applicants' identity information and conducts employment risk assessments with their consent to proactively mitigate risks of labor rights violations and child labor at the institutional and process level. Any irregularities identified are handled appropriately in accordance with applicable local laws. We apply both standard and comprehensive working hour systems, strictly controlling working hours and providing statutory overtime compensation or compensatory leave. During the reporting period, NIO recorded zero incidents related to child labor or forced labor.

NIO publicly issued the *Commitment to Diversity, Respect, and Fairness*, and formulated and implemented the *Global Anti-Harassment, Anti-Discrimination, and Anti-Bullying Policy*. These principles are integrated into our internal policies, including the *Code of Conduct and Ethics* and the *NIO Employee Handbook*. NIO explicitly prohibits any differential treatment or inappropriate behavior based on candidates' and employees' gender, age, ethnicity, region, religion, marital status, health condition, sexual orientation, or any other characteristic protected by law. NIO has established multi-channel whistleblowing mechanisms, outlined a clear investigation process, and appointed full-time investigators with expertise in labor compliance and investigation procedures. These efforts aim to continuously

strengthen the end-to-end management system covering prevention, investigation, and post-incident review, targeting key touchpoints involving employees, users, and partners. Verified cases of harassment or discrimination are addressed strictly in accordance with internal policies. In severe cases, the violators are subject to measures, including termination of employment, company-wide notification, or referral to judicial authorities.

NIO treats employee awareness and capability building as critical to preventing workplace misconduct. New hires receive mandatory training on anti-discrimination and anti-harassment policies upon onboarding, covering institutional requirements, whistleblowing channels, and management mechanisms to ensure their rights to be informed of and their right to file complaints. Furthermore, we continuously refine our Code of Conduct, regularly share typical case studies, and hold special seminars on anti-harassment, anti-bullying, and anti-discrimination in the workplace at our headquarters and regional offices, continuously offering clear behavioral guidance and practical references for employees.

### NIO "Women's Voice" Sharing Session

NIO maintains multi-dimensional communication with female employees. In March 2025, the Women's Voice sharing sessions were held across NIO, focusing on career paths and opportunities for women. The Care Team shared policies on anti-harassment, anti-discrimination, and anti-bullying, reiterating NIO's zero-tolerance stance and encouraging employees to report any identified violations immediately.



During the reporting period

100%

Percentage of Employees Covered by Training on Anti-Workplace Discrimination and Harassment



NIO has also formulated and implemented the *Staff Congress Management Policy*, clarifying the rights and responsibilities of the Staff Congress, to ensure employees' legal participation in democratic management and safeguard their legitimate rights and interests. NIO respects employees' freedom of association, allowing them to join, establish, or withdraw from unions or other associations at their discretion and in accordance with applicable laws and regulations.<sup>6</sup>

**By the end of the reporting period**

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**100%**

Employees in China Signing the Collective Bargaining Agreement

Human Rights	Commitment	Actions
<b>No Child Labor</b>	We will adhere to the <i>UN Convention on the Rights of the Child</i> and the <i>Children's Rights and Business Principles</i> , and implement our <i>Employment Management Policy</i> , which clearly stipulates the minimum age for applicants and working hours for employees. The use of child labor is strictly prohibited across all operations and value chains.	<ul style="list-style-type: none"> <li>• We verify the identity information of applicants and conduct child labor risk assessments with their consent.</li> </ul>
<b>No Forced Labor</b>	We will prohibit the use of forced labor, slavery, and human trafficking in all forms, and extend the requirements to our supply chain partners.	<ul style="list-style-type: none"> <li>• The following behaviors are strictly prohibited: offering employment through deception or coercion; charging recruitment fees; confiscating, concealing, or destroying employee identification; requiring guarantees or demanding property under any pretext; and engaging in physical abuse, assault, illegal searches, or unlawful detention of employees, or restricting personal freedom through violence, threats, or other unlawful means.</li> </ul>
<b>Occupational Health &amp; Safety</b>	We will continuously improve working conditions and launch risk prevention and health promotion initiatives, providing essential safeguards compliant with occupational health and safety (OHS) standards. We will define relevant KPIs to mitigate OHS risks and their potential impacts.	<ul style="list-style-type: none"> <li>• We have obtained ISO 45001 certification for all operational sites.</li> <li>• We continue to promote annual safety training and continuous improvement programs.</li> <li>• We have established the Employee Assistance Program (EAP), offering systematic and professional psychological support for our employees and their immediate family members.</li> </ul>
<b>Information Privacy Protection</b>	We will govern personal information collection, usage, storage, and protection under principles of lawfulness, purpose limitation, data minimization, storage limitation, transparency, security, accountability, and individual participation, ensuring the information security of employees and stakeholders.	<ul style="list-style-type: none"> <li>• We send interview invitations to candidates and obtain authorization for professional background information checks, ensuring the protection of their personal information and privacy.</li> </ul>
<b>Living Wage Assurance</b>	We will provide fair and reasonable compensation and benefits, including paid leave and health benefits, and ensure timely and full salary payments while clearly listing statutory deductions on payslips.	<ul style="list-style-type: none"> <li>• We ensure timely and full salary payments.</li> <li>• We comply with local laws (e.g., minimum wage standards) to provide wages that are sufficient to cover the basic living needs of employees.</li> <li>• We benchmark our compensation strategy against the market median or above in the industry. The Company's average monthly total compensation (including base salary, performance-based bonuses, and other benefits) consistently exceeds the reasonable range of local average wages, effectively covering employees' and their families' basic living needs, such as clothing, food, housing, transportation, education, and healthcare.</li> </ul>
<b>Anti-Discrimination &amp; Anti-Harassment</b>	We will explicitly prohibit all forms of discrimination, violence, and harassment in the workplace, including physical, psychological, sexual, or other inappropriate conduct, in accordance with the <i>Global Anti-Harassment, Anti-Discrimination, and Anti-Bullying Policy</i> . We will continue to foster a respectful, diverse, and inclusive work environment.	<ul style="list-style-type: none"> <li>• We established the Anti-Sexual Harassment, Anti-Discrimination, and Anti-Bullying Working Team (Care Team) and an end-to-end process covering prevention, investigation, and post-incident review for harassment, discrimination, and bullying.</li> <li>• In 2025, we received two reports of discrimination, eight of harassment, and 22 of bullying. All cases triggered immediate response procedures, including fact verification, evidence preservation, and the provision of psychological support and professional guidance in compliance with relevant procedures.</li> </ul>
<b>Work-Life Balance</b>	We will support employees' work-life balance through health benefits, family support policies, and various employee care initiatives.	<ul style="list-style-type: none"> <li>• We provide paid family leave arrangements based on regional practices, offering marriage leave, maternity leave, paternity leave, childcare leave, and parental care leave (for more details, please refer to "6.1 Employee Compensation and Benefits" of this report).</li> <li>• In our 2025 health check-up packages, we offered optional employee-funded examinations for cardiac health, chronic disease screening (i.e., hypertension, hyperlipidemia, and hyperglycemia), and pulmonary disease screening; as well as family member packages (Parent Care Essential Package and Parent Care Premium Package).</li> <li>• We provide comprehensive medical insurance for employees' children.</li> </ul>
<b>Equal Pay &amp; Opportunity</b>	We will continuously improve our compensation management system and procedures to ensure internal equity and external competitiveness in compensation incentives. We will prioritize employees' fair transition needs during technological shifts and business transformation, and support them in adapting to digitalization and new energy transitions, guaranteeing equal development and job opportunities.	<ul style="list-style-type: none"> <li>• We uphold the principle of equal pay for equal work.</li> <li>• We evaluate and adjust employee compensation based on market salary benchmarks, organizational and individual performance, personal capabilities, and alignment with corporate values.</li> <li>• We continue to enhance compensation competitiveness for critical positions and talent.</li> </ul>

<sup>6</sup> Overall, 97.6% of global employees are covered. Employees outside China are not included in the above statistic for now. We respect freedom of association for these employees as required by local laws in their countries.

## Human Rights Management and Due Diligence

NIO continuously monitors the implementation and management of human rights policies through policy communication, training, and enforcement oversight. We have established open and confidential complaint and reporting channels to investigate potential human rights risks and violations. Verified issues are addressed with timely corrective and remedial measures. Retaliation against whistleblowers in any form is strictly prohibited. Progress in human rights management is publicly disclosed through our official website and ESG reports.

For supply chain human rights management, NIO integrates human rights due diligence into partner management (for more details, please refer to "3.2 Sustainable Supply Chain" of this report).

### Reporting Channels for Misconduct, Harassment, Discrimination, and Bullying

For reporting misconduct related to non-compliance with laws, regulations, and the *Code of Conduct and Ethics*:

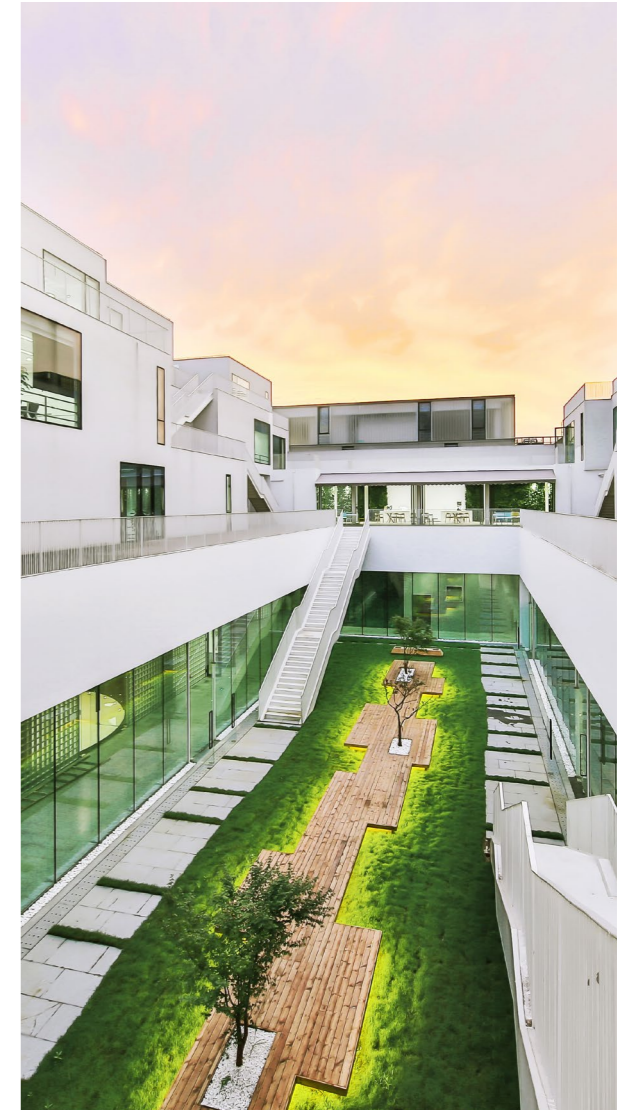
- Official Website: the report page on the Company's official website
- Email (Global Compliance Email): [compliance@nio.com](mailto:compliance@nio.com)

Ethics Helpline (available 24/7, 365 days a year):

- China (GIS): 400-999-4530; or 400-661-2080 (NIO's dedicated line)
- USA: 855-229-9304; or 844-668-0635 (NIO's dedicated line)
- UK (ITFS): 0808-234-7287; or 0808-234-6075 (NIO's dedicated line)
- Germany (ITFS): 0800-180-0042; or Step 1: dial 0800-225-5288, Step 2: dial 844-668-0635 (NIO's dedicated line)

For harassment, discrimination and bullying reporting and complaints (applicable to internal employees as well as external stakeholders, including employees, partners and other relevant parties, regarding feedback on discrimination, harassment and bullying, etc.):

- Email (Care Team): [care@nio.com](mailto:care@nio.com)



## Talent Recruitment

We continuously improve the recruitment management framework by issuing and implementing the *NIO Recruitment Management Policy*, along with its supporting policies, including the *NIO Internal Recruitment Management Policy* and the *NIO Rehiring Policy*. These policies ensure equal and fair treatment for all applicants. To address diverse talent requirements, we have built a multi-channel recruitment system encompassing campus recruitment, social recruitment, internal referrals, internal recruitment, and rehiring. The system is designed to attract professionally skilled and high-potential talent to establish a diverse talent pool and enhance our team's competitive edge in the rapidly evolving industry.

We continuously strengthen the talent pool through talent profiling to enhance the alignment between job requirements and talent competencies. In recruitment, we streamline job application processes, increase candidate engagement, organize interviewer training and certification programs, and provide Q&A support via official platforms to deliver a more efficient and welcoming recruitment experience. In 2025, NIO collected a total of 42,579 anonymous post-interview survey responses (including campus and social recruitment), with 4,177 positive comments, achieving an overall satisfaction score of 4.86 out of 5.

In 2025

42,579

Interview Satisfaction Questionnaire

4.86/5

Overall Satisfaction Score

### Campus Recruitment

Attract young talent and cultivate future industry leaders

Campus recruitment is a critical channel for NIO to attract high-potential young talent. During the reporting period, over 500 new Sparks joined NIO. In 2025, the Super Sparks Program entered its second year. The program targets global candidates within two years of graduation, focusing on key technologies in smart electric vehicles, to build long-term technical and talent reserves.

### Internal Referral

Activate the talent engine within the organizational network

Internal referrals remain one of NIO's most important talent acquisition channels. By continuously refining the referral mechanism and launching initiatives such as the "Internal Referral Campaign," "Referral Ambassadors" and "Internal Referral KOL Profile," NIO leverages employees' deep understanding of job requirements and corporate culture to enhance hiring alignment. In 2025, internal referrals became one of the company's primary sources of talent.

### Social Recruitment

Connect with the market and continuously attract professional expertise

Social recruitment is NIO's primary approach to filling critical roles and attracting experienced professionals. In 2025, NIO received over one million job applications globally through this channel, providing robust support for talent acquisition across all business units.

### Rehiring

Welcome NIO alumni and build a sustainable talent ecosystem

Rehiring is a vital component of NIO's talent ecosystem. By continuously optimizing rehiring mechanisms and activating the talent pool, we welcome back former employees with organizational experience. In 2025, NIO rehired 688 former employees.

### Internal Recruitment

Respect career aspirations and promote internal mobility

Internal recruitment is a key strategy for supporting career growth and facilitating internal mobility at NIO. We have formulated and implemented the *NIO Internal Recruitment Management Policy* to provide diverse opportunities and promote optimal allocation and long-term growth of talent. Additionally, to cultivate cross-functional supply chain talent, we launched the *NIO Supply Chain Job Rotation Program* in 2025, applicable to all full-time employees in supply chain-related functions. During the reporting period, 6,382 employees were promoted.

During the reporting period

6,382

Employees Promoted

### Diverse Job Opportunities for Veterans and Other Groups

In 2025, NIO participated in the Guangdong-Hong Kong-Macao Greater Bay Area Recruitment Fair for Veterans and Their Family Members. Through initiatives such as job livestreams co-hosted with local departments of veterans affairs under the Guoxin Talent Fair initiative, NIO organized special recruitment events for veterans and other specific groups, and received over 100 job applications in total. This effort reflects NIO's commitment to upholding corporate social responsibility, promoting equal job opportunities, and fostering a more inclusive and diverse workplace.

#### 2025 Guangdong-Hong Kong-Macao Greater Bay Area Recruitment Fair for Veterans and Their Family Members

100+ Job Applications

### NIO Deepens School-Enterprise Exchanges Through Campus Engagement

In 2025, NIO continued to promote school-enterprise collaboration and youth talent development programs. We hosted a total of four campus presentations at Shanghai Jiao Tong University, University of Science and Technology of China, Tongji University, and Hefei University of Technology. Regional branches conducted campus presentations and recruitment events at over 60 universities nationwide, organizing nearly 100 campus engagement activities in total. These events were attended by students and faculty from prestigious institutions such as Tsinghua University, Wuhan University, Columbia University, and Georgetown University. Through face-to-face exchanges on technological advancements, industry trends, and career paths, NIO supported young talent in forming well-informed and comprehensive career perspectives.



### Supporting Young Engineers' Development Through FSC

NIO has been participating in Formula Student China for 11 consecutive years. We have established a dedicated application channel for team members participating in the competition and established the "NIO Career Charging Station" program, offering career consultation and resume coaching to over 100 students. During the event, William Li hosted the second "CEO Direct Hiring" initiative, conducting one-on-one exchanges with participants. A total of 38 students received priority interview passes, and five received offers for campus recruitment or internship positions at NIO. Additionally, NIO launched the online "NIO Growth Program" initiative, mobilizing 74 corporate mentors to deliver over 3,500 minutes of career counseling, further extending support for young engineering talent.



### Showcasing China's Innovative Manufacturing to Global Students Through Exchange Programs

In October 2025, a delegation of 22 international students from Fudan University and the School of Business & Management São Paulo (SBM), Brazil, visited NIO's Nanxiang Delivery Center as part of an exchange program. Through immersive visits, these international students gained systematic insights into NIO's practices in product R&D, intelligent manufacturing, and innovation systems. As a leading innovative enterprise in China, NIO leveraged real-world industrial cases to demonstrate the development trajectory and brand strength of China's high-end manufacturing sector to future global business and management leaders.




## Specific Recruitment Initiatives for Sub-Brands

To advance its multi-brand strategy, NIO implements differentiated talent acquisition approaches tailored to the development stage and hiring needs of each sub-brand, supporting rapid business execution and organizational capability building.

▶ ONVO

Social Recruitment


NIO has clearly defined the Employer Value Proposition (EVP) for ONVO: "Embark on the Journey and Grow Your Career with ONVO." This EVP systematically addresses core concerns regarding long-term development and career value across four dimensions: industry and brand prospects, product and technological capabilities, career paths, and work experience and organizational culture. This framework has enabled ONVO to rapidly establish a stable and sustainable talent pool.



▶ ONVO

Campus Recruitment: Sales Trainees


In 2025, NIO launched the ONVO Sales Trainees Program, a targeted initiative to recruit recent and previous graduates with sales potential. The program supports business expansion through systematic training. It received nearly 50,000 job applications and issued 473 offers, with 70.64% being fresh graduates. The candidate pool was balanced between bachelor's and associate degree holders, accounting for 52.98% and 46.38%, respectively, reflecting a more inclusive talent selection approach focused on ability and potential.



▶ firefly

Campus Recruitment

NIO has introduced firefly Sparks as campus ambassadors for recruitment and collaborated with multiple brands to conduct on-campus recruitment activities. This approach has enhanced the visibility and appeal of the firefly brand among young talent. During campus presentations, firefly participated in four recruitment sessions, generating nearly 1,000 outreach leads. This model effectively expands talent reach through authentic brand storytelling and real business scenario demonstrations, laying a strong foundation for future recruitment and brand building.



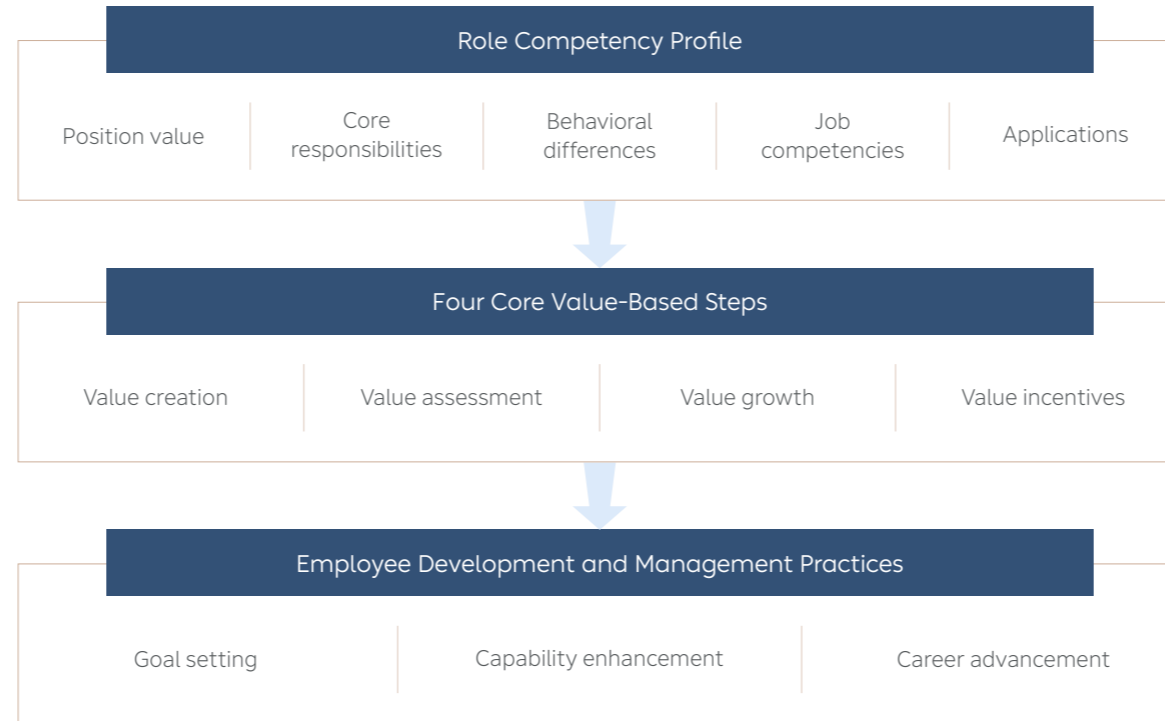
## Talent Development and Training

We place high importance on personal growth and career development, and firmly believe that talent is the core force driving enterprise advancement. Guided by a value-driven talent philosophy, we help our employees clarify their development goals and support their continuous growth through systematic performance evaluation and incentive mechanisms. We continuously provide diverse resources to enhance employees' value creation, leadership, and professional capabilities, building a tiered and categorized talent development system to walk alongside our employees in co-creating an organizational team with long-term competitiveness and resilience.

### Employee Development

NIO has established a distinctive value-driven employee development mechanism and integrated it into talent management practices. We follow a four-stage framework: value creation, value assessment, value growth, and value incentives, to support employees throughout their journey from goal setting and capability enhancement to career advancement, enabling purposeful and well-paced professional development. We have built a job profile system based on position value, core responsibilities, behavioral performance, competency models, and intrinsic attributes, anchored by the NIO Career Path (NCP) competency standards to form a clear, structured, and path-oriented development system. This system provides employees with growth guidance and resource support tailored to their current position, competencies, and experience, allowing employees to grow together with the Company.

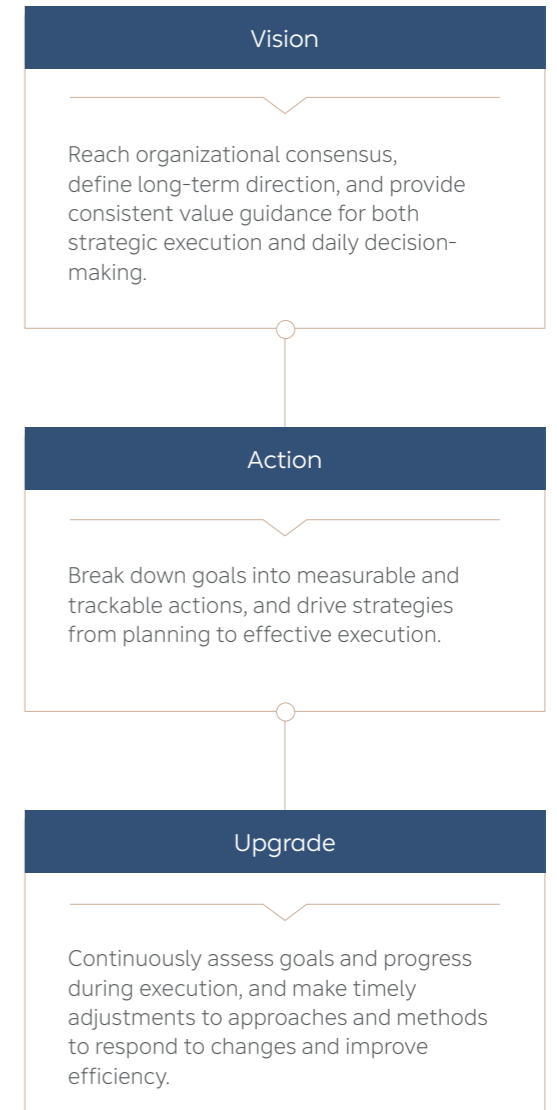
During the reporting period, NIO systematically revised and released the competency standards for all 18 core job series, further clarifying each role's strategic positioning and competency requirements. This not only offers employees a clearer and more consistent reference framework for career development, but also establishes a unified basis for identifying critical roles, advancing succession planning, and supporting internal talent cultivation, thereby ensuring sustainable talent reserves for key positions.



### Value Creation

We employ the VAU model for self-driven management of goals and processes, guiding the organization to maintain goal alignment and execution priorities in complex business environments. The VAU model consists of three components: Vision, Action, and Upgrade. Senior management sets the annual VAU in line with the Company's strategic direction and annual goals. The annual VAU is broken down into quarterly objectives through ongoing communication and consensus-building, and is cascaded down to individual employees. We summarize and review the implementation and performance of VAUs quarterly to ensure alignment with shared goals and guide employees to both "do the right things" and "do things right."

We track goal setting, execution, and review outcomes for key management roles on a quarterly basis, breaking down objectives into specific tasks to ensure clarity of direction and priority. This creates a closed-loop management cycle from goal setting to feedback and improvement. In business operations, the VAU model has been applied to key user-facing scenarios. Relevant personnel conduct monthly goal management to better track team progress and support continuous review and optimization of work outcomes.



## Value Assessment

To systematically evaluate employees' performance and behaviors based on corporate values, NIO has established an assessment mechanism centered on the Enabler Indicator (EI) and Value Indicator (VI). EI focuses on work results and performance against the key Enablers. VI emphasizes feedback on daily value-driven behaviors, helping employees identify their growth direction. To ensure objectivity and fairness, performance

results undergo multi-level calibration and approval, incorporating input from multiple stakeholders. We also provide clear appeal and feedback channels, ensuring employees' concerns are addressed fairly. Combined with the Individual Development Plan (IDP), mentorship and coaching mechanisms, employees receive continuous personalized guidance and feedback to drive performance improvement and capability growth.

Enabler Indicator (EI): An Individual Performance Evaluation Tool	
Frequency	Every year
Focus	Work results
Dimension	Assess against the five Enablers: Putting Users' Interests First, Experiences Beyond Expectations, Continuous Innovation, System Efficiency, and Driven by Design, evaluating both work outcomes and working methods
Method	<ul style="list-style-type: none"> <li>Build on existing individual performance evaluation and incorporate department-level business performance as a key reference</li> <li>Department EI is determined by both comprehensive business evaluation and annual target achievement, and it influences individual incentive distribution and promotion ratios</li> </ul>
Purpose	Drive organizational efficiency and individual growth through a result-oriented evaluation system by rewarding high performers, motivating steady performers, and guiding continuous improvement

Value Indicator (VI): A 360-Degree Behavior Evaluation Tool	
Frequency	Every year
Focus	Daily value-driven behaviors
Dimension	Systematically assess employees' demonstration of values in work scenarios based on core values and multiple behavioral standards
Method	Form a holistic understanding of employees' value-driven behaviors based on feedback from supervisors, peers, and team members
Purpose	Help employees identify behavioral strengths and areas for improvement, promote continuous integration of values across the organization, and support self-improvement and long-term growth through feedback

During the reporting period, NIO established a project performance evaluation system aligned with the Cell Business Unit (CBU) mechanism to further strengthen its performance management system centered on value creation. The dual-dimensional evaluation approach, covering both project and individual performance, drives shared accountability with incentives connected to the project outcome. In addition, employees' annual EI is determined based on a combination of project performance (where applicable) and departmental evaluation, while for those not involved in relevant projects, departmental evaluation serves as the primary basis.

### CBU Project Performance Evaluation Mechanism



## Policies and Plans Related to CBU Mechanism

To further focus on core business domains, optimize resource allocation, and enhance operational precision, NIO implemented a strategic transformation across its global operations during the reporting period, introducing the Cell Business Unit (CBU) model. Building on this, the Company restructured and streamlined its organizational framework to improve organizational effectiveness.

During the transformation, NIO provided diversified and tiered employee placement solutions to protect employees' legal rights and interests. Internally, the Company prioritized providing opportunities such as open job competitions and internal transfers to support diversified career development. For employees not successfully matched through mutual selection, NIO offered severance packages in strict compliance with the *Labor Contract Law of the People's Republic of China* and applicable labor regulations in relevant jurisdictions. These packages were further tailored based on factors such as employees' tenure and historical contributions, with the entire process conducted through friendly consultations with employees in respect of their experience. Special protections were ensured for vulnerable groups, including pregnant employees and those on work-related injury leave, safeguarding their rights during statutory protected periods (e.g., maternity, paternity, and nursing leave, as well as periods of suspended work with continued pay), to fulfill the Company's social responsibility.

Upholding our core values of Honesty, Care, Vision, and Action, we launched and established the NIO Alumni Career Platform: a dedicated initiative to support departing employees. The platform partners with hundreds of industry-leading employers, offering an open talent network and job opportunities aligned with employees' professional capabilities. By breaking barriers between the Company and departing employees, the platform empowers them to continue their professional growth beyond their tenure at NIO.

## Value Growth

To provide a unified global talent development channel and support career planning, we have built the NIO Career Path (NCP), covering 45 job categories across nine job families. We have also established a dual career ladder, consisting of the Managerial Path (M Path) and Professional Path (P Path), to offer clear and diversified growth paths for employees with diverse capability profiles and career orientations. During the reporting period, NIO continuously updated the standards for job categories, further clarifying competency requirements and development directions. For key positions, a role competency profile system has been established, defining core responsibilities, competency requirements, and graded behavioral standards. Through the annual NIO Talent Planning (NTP), we identified key talent and talent pool requirements, aligning talent development with corporate strategic goals and forming a systematic talent pool mechanism covering recruitment, training, appointment, and promotion.

During the reporting period, NIO further enhanced its job management system by introducing the Business Owner (BO) role. This role, defined at the business unit or project level, is directly accountable for operating results, and bears core responsibilities for ensuring high-quality delivery, improving operational efficiency and driving end-to-end, refined project management. This strengthens the alignment between the talent system and business objectives, jointly advancing sustainable growth.

During the reporting period, we further revised and refined relevant policies, including the *NIO Career Path Management Policy*, the *NIO Organizational Structure Management Policy*, the *Enabler Indicator Guide*, the *Value Indicator Guide*, and the *VAU Guide*. These updates enhance the clarity, consistency, and operational feasibility of the policies, providing sustained support for career development and organizational stability.

We implement a multi-tiered, multi-channel career development and promotion mechanism. With the NCP as the core, we have established regular promotion arrangements for both the M Path and P Path, supported by clear application procedures, evaluation criteria, and appeal channels. During the reporting period, we optimized the promotion evaluation authority for certain job grades to improve evaluation

### Core Pillars of NIO's Role Competency Profile System



efficiency and role-to-competency alignment. Promotion assessment results are calibrated, communicated, and confirmed by multiple parties. Employees can file appeals through established channels if they have concerns about the results. Such appeals will be reviewed and handled in accordance with regulations to safeguard employees' rights.

To support business development and employees' career growth, we have designed differentiated promotion pathways based on business. For ONVO, we established a performance-linked grading system, implemented dynamic assessment and promotion mechanisms, and launched mentorship and coaching programs to support continuous employee development. For frontline roles, we have continuously improved the sales consultant promotion mechanism,

implementing a quarterly promotion mechanism based on monthly evaluations and operating results. A total of 3,993 employees were promoted in 2025. We also refined evaluation criteria to guide employees toward sustainable value creation, and established clear rules for promotion, grade maintenance, and demotion, forming a well-structured, incentive- and constraint-balanced career development system.

To broaden career development pathways for employees in the industrialization cluster, we introduced a competitive selection mechanism, offering mobility and promotion opportunities for both the P Path and the M Path for frontline employees. In 2025, a total of 199 employees participated in the industrial selection.

During the reporting period,

**100%** of full-time employees globally (excluding those employed for less than three months) had undergone regular performance and career development assessments.

## Value Incentives

We encourage employees to embody the values of Honesty, Care, Vision, and Action. We recognize employee performance and contributions through performance bonuses, annual salary adjustments, and equity incentives. Moreover, we have established the NIO Value Star and Value Red Packet programs. At the NIO Value Gala, we honor outstanding individuals and teams with awards such as NIO Value Star and NIO Achievement Award to recognize their exceptional performance.

### NIO Value Star

NIO Value Star, a core honor within NIO's value incentive system, is designed to recognize employees who demonstrate outstanding performance in value behaviors, work outcomes, and ways of working. It stands as a key embodiment of NIO's spirit and values.

The selection process follows a tiered, progressive mechanism across three rounds. Through an open and systematic evaluation framework, NIO continuously identifies and highlights role models of its values across the organization, fostering a culture of mutual recognition and collective inspiration. In 2025, NIO selected 12 outstanding employees as the most representative individuals who best exemplified its values from its entire workforce.



## Talent Training

Training is a key lever for NIO to support employees' continuous growth and a critical foundation for enabling them to translate values into day-to-day actions. We leverage the Welearn digital learning platform to integrate online course resources and collaborate with business departments through Learning & Development Center (LDC) to design and launch targeted training programs aligned with the actual needs of the four business clusters. We have established a training satisfaction tracking mechanism and continue to refine the Training & Development Instructor (TDI) system. We customize training programs across four dimensions: values, general competencies, professional competencies, and leadership, for employees at all levels, from campus recruits to managers. A standardized onboarding compliance training program is provided for new hires (for more details on compliance training, please refer to "7.2 Operational Compliance and Business Ethics" in this Report).

During the reporting period

Over **1,750,000**

Total Training Hours

Over **380,000**

Training Participations

Approximately **50**

Average Training Hours Per Employee



### Welearn Digital Learning Platform

As NIO's core digital learning platform, Welearn consolidates policies and regulations, as well as current events inside and outside the Company, and features a variety of engaging learning sections such as the NIO Library, Expert Sessions, and Prize Contests, to enhance the learning and interactive experience.

In alignment with our annual business priorities and operational rhythms, we continue to deliver targeted course packages through focused delivery and promotion, providing more tailored learning support for employees across different roles and levels.

During the reporting period

14,136

Courses Launched on Welearn

During the reporting period

2,332

Premium Courses Launched



### TDI System

NIO continues to strengthen its Training & Development Instructor (TDI) system to systematically improve internal knowledge transfer and learning support through systematic selection, training, and certification mechanisms. In September 2025, NIO launched the TDI Special Certification Program to the *NIO Value System* under the General Landing (Fellow Version) section. Designed for regional business scenarios, the program offers three training pathways: learning, mentoring, and certification, to continuously expand the regional instructor pool. By the end of the reporting period, five sessions of the program had been organized, with 43 participants. 32 instructors received the certification, representing a pass rate of 74.42%.

In 2025, NIO had 1,084 certified internal instructors, including 284 newly certified. As the professional management course system continues to evolve, 166 instructors from seven professional academies were incorporated into the company-wide TDI system.

During the reporting period

1,084

Certified Internal Instructors

In 2025, NIO Academy continued to refine training content and delivery methods in line with the Company's business-oriented strategy and business capability development. Through diverse initiatives, such as livestreaming course upgrades, team capability enhancement, manager empowerment programs, and store scenario simulations, NIO Academy improved training efficiency and the alignment with real-world work, effectively bridging capability development with business outcomes.

### Value

To support new employees' seamless integration into the team and readiness for their roles, we have developed onboarding training programs for new hires based on business scenarios. The program systematically conveys NIO's mission, vision, core values, and key requirements on compliance, quality, and safety, helping new employees build a unified understanding, understand behavioral boundaries, and fit into the role quickly.

During the reporting period, a total of 285 onboarding and related training sessions were held, covering 8,840 attendees. The training coverage rate for new hires within their first 90 days reached 90%, and the overall trainee satisfaction maintained high at 4.9 out of 5.0.

During the reporting period

285

Onboarding and Related Training Sessions

8,840

Employees Covered

## General Competency

To align employees' general competencies with business requirements, we have developed general competency courses centered on the "NIO Fun 6+1" program, covering professional etiquette, mindset and cognition, communication and expression, teamwork and collaboration, self-development, and management essentials. Through the integration of methodologies and business cases, these courses continue to enhance employees' ability to solve problems in the workplace.

During the reporting period, 17 general competency courses were offered, covering 481 attendees, with an average satisfaction rating of 4.89 out of 5.0.

### NIO Academy: CBU Training & Practice Camp Program

To facilitate the implementation of the CBU mechanism, NIO Academy launched the CBU Training & Practice Camp Program in 2025 to deepen business teams' understanding of the CBU strategy. Organized by business units, the program targets BOs at different levels and promotes cross-level communication and collaboration through a tiered participation mechanism. Focusing on business mindset cultivation and capability enhancement, the program covers business thinking, financial fundamentals, business simulation, and real-life case analysis, driving transformation across the cognitive, capability, and action dimensions. The program leverages the Welearn platform for case-based learning and end-to-end management.

By the end of the reporting period, the CBU Training & Practice Camp Program had covered 47 sub-projects, with a total of 10,965 participants and 34,380 learning hours. Specifically, 9,710 participants engaged online, totaling 19,528 hours, while 1,255 participated offline, contributing 14,852 learning hours.

### General Competency Livestreaming Course Upgrades

In 2025, to deliver general competency training in a more flexible and efficient way, NIO Academy selected 12 high-frequency courses for livestreaming iterations. Seasoned livestreaming teaching experts were invited to share experiences, and dozens of senior TDIs participated in the co-development of the courses. The upgraded courses support real-time interaction, group discussions, and online Q&A to maintain a high-quality learning experience.

Course Titles	
<i>Starting from User Value</i>	<i>Delivering High-Quality Reports</i>
<i>Driving Continuous Innovation</i>	<i>Mastering Efficient Communication</i>
<i>Creating Exceptional End-to-End Experiences</i>	<i>Breaking Through Communication Barriers</i>
<i>Design-Driven Thinking</i>	<i>The Pyramid Principle</i>
<i>System Efficiency Improvement</i>	<i>Fundamentals of Project Management</i>
<i>Understanding MBTI Personality Types</i>	<i>Understanding DISC Behavioral Styles</i>



## Leadership Development

We have established a tired leadership development system supported by practice-oriented special programs to help managers at different levels strengthen their capabilities in team management, cross-departmental collaboration, and business execution.

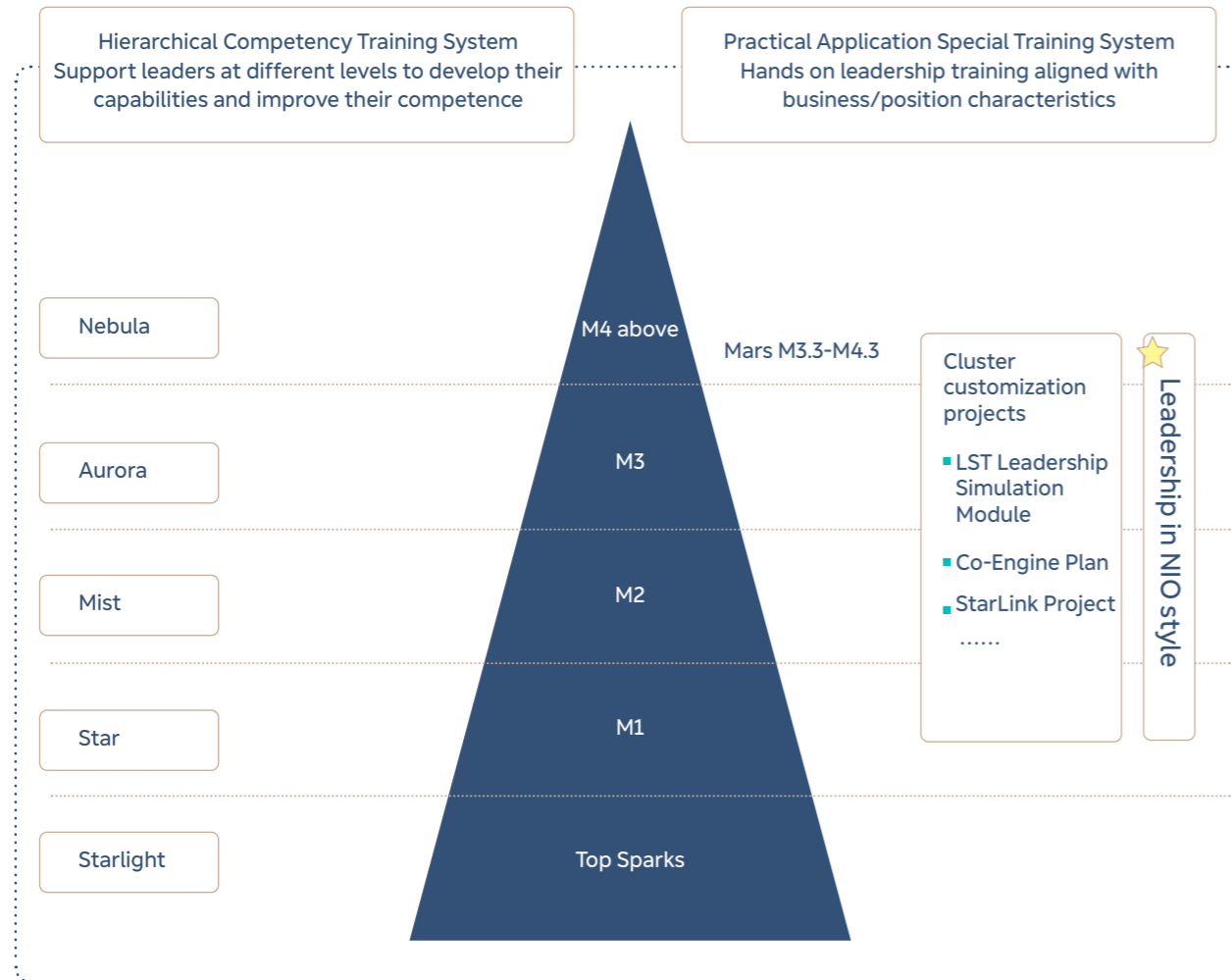
During the reporting period, a total of 40 leadership training sessions and programs were conducted, covering 993 attendees, with an average satisfaction rating of 4.83 out of 5.0, effectively enhancing managers' ability to drive organizational performance and business results.

### CBU Practice: NIO F2 Navigator Program

The "Navigator Program: NIO F2 Owners" was launched in March 2025, with the goal of shifting from a budgeting mindset to investment thinking and a business owner mindset. The program systematically develops business operation awareness and capabilities through phased training, including learning with actions, business simulation, financial fundamentals, and co-creation workshops. Centered on real-world factory operations, the program focuses on ten major challenges related to operating performance and has further developed four topics: talent cultivation, self-driven improvement, lean operations and cost reduction, and financial analysis, enabling participants to enhance their operating capabilities and management efficiency while solving real business problems.



### NIO Academy Leadership Development System



### Professional Competency

To support professional development, we continue to improve the professional competency course portfolio and learning ecosystem. Based on the job grade standards under the NIO Career Path (NCP) framework, we developed job-specific learning maps and continuously expanded professional course offerings and learning resources to support long-term career development. During the reporting period, a total of 186 professional competency training sessions were delivered, covering 8,671 attendees, with an average satisfaction rating of 4.89 out of 5.0.

### "DC Super Charging Station" Program

Launched in November 2024 and concluded on June 5, 2025, the "DC Super Charging Station" Team Capability Enhancement Program focused on developing the informal authority of core team members, with a total of 108 participants. The learning journey followed a progressive sequence: value identification, scenario simulation, system thinking, and cross-domain sharing. Through organizational system simulations, participants were guided to shift from an individual perspective to a system thinking, gaining a deeper understanding of organizational operations and team collaboration. CBU-themed sharing sessions facilitated cross-domain exchanges and the sharing of methods and insights, extending influence-related concepts and tools to broader business contexts and improving the transfer and application of learning outcomes.



In addition to providing employees with a wide range of training courses and programs, the Company also actively supports them in furthering their academic qualifications and vocational skills. During the reporting period, 45 employees received support for academic advancement, enhancing their professional competence and competitiveness. 724 employees obtained external certifications with the Company's support.

During the reporting period, NIO systematically promoted academic advancement and vocational skill development for frontline employees. In partnerships with four institutions, it offered part-time degree-upgrading programs. In 2025, a total of 77 employees enrolled, with 45 successfully admitted.

The Company adopts a dual-track approach combining internal self-assessment and external collaborative certification, covering three job types and eight levels. In 2025, a total of 767 employees completed internal certification training, with 676 obtaining certificates.

Additionally, through the Hefei Craftsmanship Academy, the Company continued to develop high-skilled talent, certifying 24 new technicians and 12 senior technicians. During the reporting period, we supported 45 employees in academic advancement and 724 employees to obtain external certifications.

### During the reporting period

we supported

45

employees in academic advancement

and

724

employees to obtain external certifications.

## Employee Care and Communication

NIO is committed to enhancing employees' overall work experience by integrating warmth and care into more scenarios. We have built a competitive compensation and benefits system, organized diverse and orderly employee communities and cultural activities, and places strong emphasis on employee voices and feedback, to support and accompany the career growth of NIOers.

### Employee Compensation and Benefits

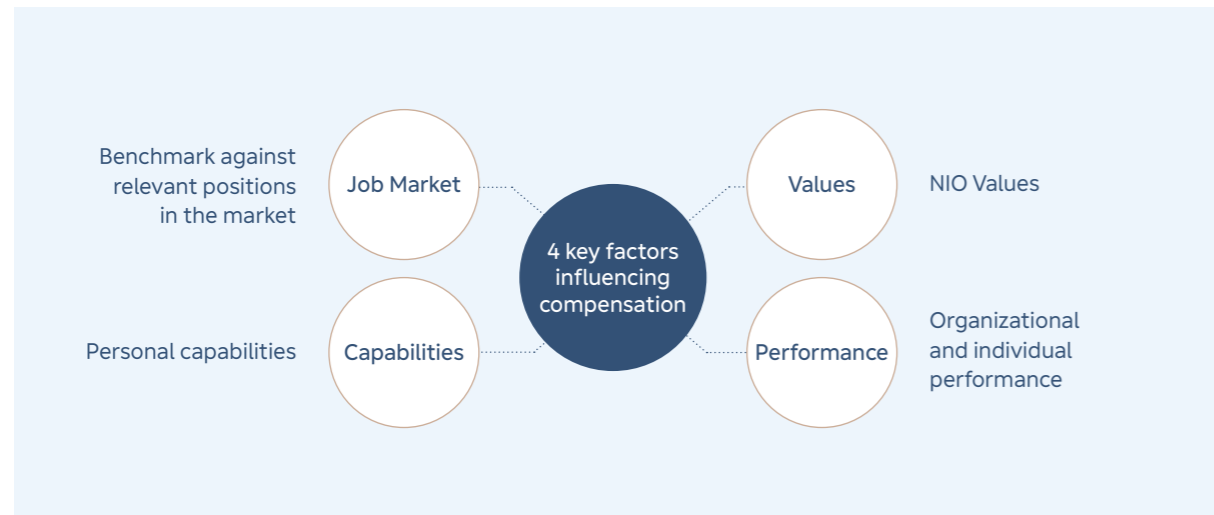
#### Employee Compensation

Oriented toward long-term value creation, NIO continuously improves its compensation and incentive system across the entire employee lifecycle. We uphold the principle of equal pay for equal work and follow a compensation philosophy of "competitive cash compensation, market-leading long-term incentives, and benefits with care." Compensation is regularly evaluated and adjusted based on external benchmarks, organizational and individual performance, individual capabilities, and alignment with corporate values.

To enhance transparency and fairness in our compensation system, we have established a salary band mechanism closely aligned with our job grade system, ensuring open, transparent, and clearly structured compensation ranges at each grade. We have advanced objective and standardized job value assessments by applying a consistent evaluation framework that covers dimensions such as job complexity and scope of responsibility. We actively promote a gender-neutral assessment process to minimize potential pay disparities arising from subjective factors at the source. Assessment results are directly linked to salary bands, further strengthening the standardization and internal equity of compensation decisions.

In designing compensation structures, we dynamically adjust the ratio between fixed pay and variable incentives based on job characteristics and business objectives, strengthening the link between compensation and individual and organizational performance. This mechanism now covers all full-time employees. Moreover, for third-party staff, we actively encourage and support our partners in establishing incentive schemes aligned with their contributions, promoting fairness and sustainability across the broader employment ecosystem.

#### Key Factors Influencing Compensation at NIO



In terms of incentives for young and high-potential talent, NIO launched the R&D Super Sparks campus recruitment program. Aligned with internal job grade and compensation framework, the program features targeted designs in compensation structure, benefit packages, and long-term incentives, providing an attractive development platform for talent with innovation potential and forward-looking vision.

In terms of long-term incentives, NIO adheres to the principle of stock ownership for all employees, with equity incentives covering employees across all countries and regions. This encourages employees to focus on the Company's long-term growth and share in its development. Since 2021, NIO has uniformly adopted Restrictive Stock Units (RSUs) as the equity incentive tool, ensuring 100% coverage of full-time employees within the consolidated financial statements.

#### NIO R&D Innovation Incentive Mechanism

During the reporting period, NIO established a project-based R&D innovation incentive mechanism, targeting R&D employees. Incentives are awarded on a project basis according to goal achievement, comprehensive evaluation results, and individual contributions. NIO also continued to implement a patent reward mechanism for R&D and design employees, offering rewards for invention patents, utility model patents, and design patents to encourage innovations and strengthen intellectual property protection.

#### Employee Benefits

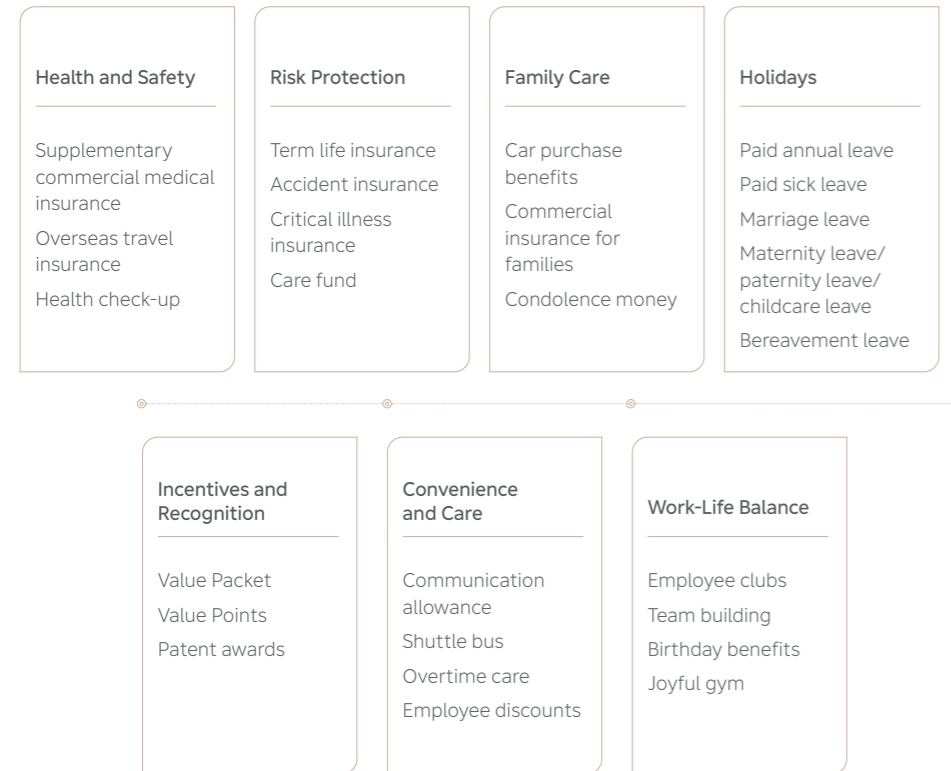
NIO's benefits framework covers 100% of its global full-time employees and interns. Addressing employees' needs across their full career lifecycle, the framework provides ongoing support and care across multiple dimensions, including physical and mental well-being, safety, risk protection, family care, and leave arrangements. We tailor paid family leave policies, including marriage leave, maternity leave, paternity leave, childcare leave, and eldercare leave to the local conditions. The applicable criteria and specific duration of such leave strictly align with the laws and regulations of the employee's work location, as detailed in Articles 5.4.8, 5.4.9, and 5.4.10 of the *NIO Employee Handbook*.

In compliance with applicable laws and regulations, NIO provides employees in certain operating regions with at least 158 days of paid maternity leave and at least 10 days of paid paternity leave, or equivalent shared parental leave arrangements, to support employees in balancing work and family responsibilities during the child rearing. Additionally, in 2025, NIO introduced paid eldercare leave in Shanghai, with a maximum of seven working days per year for employees in the single-child families and a maximum of five working days per year for employees who have siblings.

Employees' physical and mental health is also a long-term focus for NIO. Our Employee Assistance Program (EAP) provides professional support, including psychological assessments, counseling, and targeted coaching and training, for employees and their immediate family members, helping them better cope with stress and emotional challenges in work and life. The program covers 100% of employees (including interns) in China. During the reporting period, it delivered 627 counseling sessions totaling 634 hours.



Creating a joyful community where employees grow together



你是否曾在深夜辗转反侧？  
脑海总回放白天的一句失言、一次挫败，  
这种无形的自我消耗，像一场没有观众的战争。  
我们既是战士又是敌人，  
我们举着自律的盾牌，却将刀锋对准自己。

真正的成长，不是以完美为名的自我绞杀，  
而是学会与不完美的自己温柔对话。

**课程内容**

1. 怎样算内耗？
2. 你的心理电池，还剩多少续航？
3. 内耗 ≠ 脆弱；
4. 揭秘内耗的本质；
5. 如何摆脱内耗。

**课程时间**  
4月15日 12:00-13:00

During the reporting period

29 Employee Care Activities      Over 500 Cumulative Participants

During the reporting period, we focused on mental health-themed lectures and organized activities tailored for female employees on emotional management and health issues, such as *Women in the Workplace: Navigating Emotional Wellbeing* and *Seminar on Women's Core Health Issues*.



**NIO Care Foundation**

During the reporting period, the NIO Care Foundation provided assistance to an employee's family facing severe hardship due to a sudden crisis, with a total relief amount of RMB 80,000, which was fully approved and disbursed.

**NIO Female Employee Welfare Initiatives**

In 2025, NIO conducted a series of welfare and care activities for female employees across production sites and offices in multiple locations, integrating festival-based care, daily support, and long-term mechanisms.

On Women's Day, NIO organized themed activities such as nail art and cup flower crafting workshops for female employees at the factories in Hefei. In both factory and office settings, the Company implemented more supportive arrangements for pregnant employees, including designated seats on employee shuttles, height-adjustable workstations, and dedicated lactation rooms. Additionally, brown sugar ginger tea is regularly provided in office pantries, and female hygiene products are available at reception desks, addressing real-life needs through thoughtful details.



NIO continues to focus on the basic needs of employees and their families in the event of unexpected hardship, offering timely support through the NIO Care Foundation to eligible employees and their families.

NIO continues to expand the coverage of employee benefits and design more targeted welfare programs based on real-life scenarios. In addition to nationwide discount and employee purchase programs covering shopping, dining, house rental, and daily consumption, the Company extends protection to employees' children through commercial insurance and provides flexible workplace arrangements to help employees balance work and family responsibilities.

In 2025, NIO enriched its employee benefits through NIO Life employee discounts, vehicle rental program, and dining and shopping discounts. During the reporting period, a total of 26 benefit campaigns were launched, covering dining, house rental, and shopping. Furthermore, NIO Life products were incorporated into the employee benefits platform, offering long-term preferential pricing. Since its launch in mid-October, this feature has benefited over 30,000 employees, further enhancing the accessibility and continuity of employee benefits.



## Employee Communication and Activities

NIO views continuous and effective employee communication as a key enabler for organizational collaboration and a shared sense of identity among employees. Through diverse communication channels, we maintain ongoing, two-way dialogue with employees, timely conveying company values, culture, and key information, while actively listening to feedback and suggestions on work experience, organizational management, and business development.

In 2025, NIO continued to strengthen closed-loop communication by leveraging internal governance mechanisms, daily information platforms, value co-creation tools, and employee feedback channels. We established the Value Committee, composed of employees who best represent and embrace NIO's values, to support internal communication and culture dissemination. Each business department has also set up a departmental Value Team as an extension of the Value Committee within the organization.

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### Morning 858

Morning 858 is a company-wide internal radio communication platform that facilitates communication, information sharing between the Company and employees, as well as contributing to employees' growth, guided by the principles of honesty, reassurance and inspiration. In 2025, we integrated Morning 858 feedback surveys into the program previews and live streaming pages every Tuesday, Thursday, and Saturday, enabling real-time collection and follow-up of employee voices.

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### NIOer Service

NIOer Service is a one-stop HR service platform that assists employees in efficiently handling HR-related matters such as personal benefit inquiries, leave applications, and personal information maintenance.

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### Listening Mailbox

The Listening Mailbox (listening@nio.com) receives employee feedback, complaints, or reports on violations of values, non-compliance, or illegal behaviors, as well as suggestions and opinions on NIO's value system and tools. The Value Committee's Supervision and Feedback Team handles and responds to all submissions according to established procedures, ensuring 100% closed-loop follow-up.

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### Speak Out

Speak Out is an internal platform where employees can freely express opinions, share attitudes, and receive responses. As a key channel for employee feedback and issue reporting, it upholds the community principle of "freedom of speech without indulgence and openness with moderation" and supports anonymous and real-name submissions. This ensures a safe space for expression while enhancing the relevance and transparency of issue resolution.

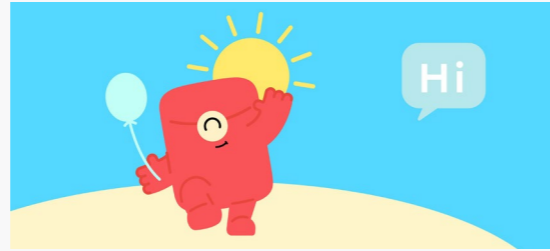
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### Message

Message is the Company's official platform for delivering key time-sensitive news to all employees.

### Value Packet Platform

The Value Packet Platform is an internal interactive tool launched to promote NIO's value system. It recognizes and records employees' positive behaviors that reflect NIO's values in daily work. The platform encourages employees to proactively observe, identify, and share stories that embody NIO's values. Through Value Points, employees can express recognition and appreciation for their peers, making value behaviors visible and widely shared across the organization.



NIO attaches great importance to employees' work experience and needs. We have conducted annual employee satisfaction surveys for years and use the Satisfaction Index (SI) system to collect feedback. In the previous reporting period, the survey was conducted among all full-time employees and interns who had been with the Company for more than three months. The questionnaire covered 19 questions across eight dimensions (willingness to work, willingness to recommend, willingness to stay, willingness to strive, confidence and identity, environment and atmosphere, development and incentive, and efficiency and support), as well as open-ended questions. These questions were designed to obtain comprehensive insights into employees' views and expectations on the Company's management, team atmosphere, and personal development. The questionnaire was published in multiple languages, reaching all global employees.

In 2024, a total of 32,256 questionnaires were distributed, with a participation rate of 84.04% among full-time employees and a valid response rate of 73.12%. The overall SI was 3.97 out of 5.0. We systematically analyzed employees' responses to open-ended questions and identified frequently raised issues, including cross-departmental collaboration efficiency, supportiveness of processes, mechanisms, and roles and responsibilities, alignment between effort and reward, as well as disparities in resource support and development opportunities across business clusters and regions. In response, the Human Resources Department held targeted discussions with relevant business and functional leaders, analyzed root causes based on the actual circumstances of each cluster and region, and incorporated improvement measures into subsequent action plans for ongoing follow-ups and implementation.

### Will I Am

Will I Am is a key platform for cultural and strategic communication at NIO, as well as a regular mechanism for direct dialogues between William Li, Founder of NIO, and employees.

On May 13, 2025, NIO hosted the "ONVO First Anniversary Employee Gathering" event at its Caohejing office in Shanghai. William Li and Qin Lihong, Co-Founder of NIO, engaged in an open discussion with employees on the development of the ONVO brand, its milestones, and future direction. The event was livestreamed to 6,828 employees and featured side venues in 48 cities, enabling participation across regions.



## Employee Activities

NIO continues to foster a warm and engaging organizational culture by organizing diverse employee activities around company anniversaries and key corporate cultural themes. In 2025, NIO hosted 20 employee events, including basketball and football matches, tug-of-war competitions, outdoor parent-child activities, and DIY workshops, across 22 office locations, with over 35,000 participants.

### During the reporting period

NIO hosted  
**20** employee events

across  
**22** office locations

with  
over **35,000** participants

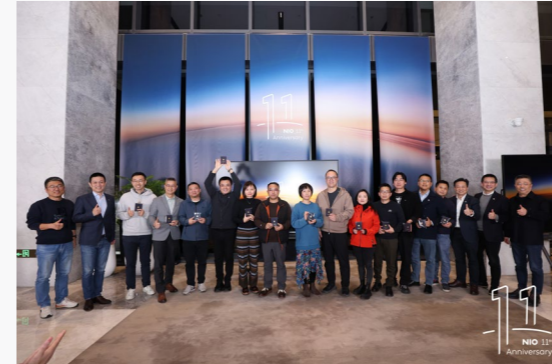
## Growth: NIO's 11th Anniversary Celebration

In 2025, NIO celebrated its 11th anniversary under the theme of "Growth," organizing a series of employee activities globally.

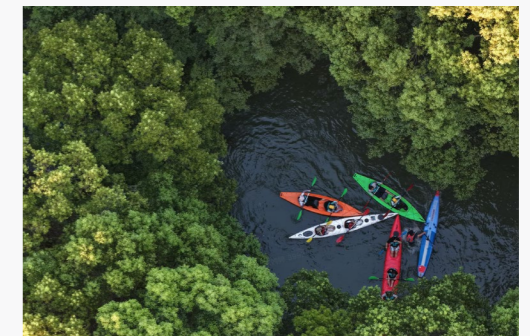
As part of the anniversary activities, NIO launched the "A Perfect Match with NIO" creative co-creation initiative, encouraging employees to capture their shared growth with the Company through group photos or creative individual submissions. More than 12,000 employees participated. The Company also set up five decorated corners at core office locations and coordinated with 37 branch offices and 33 regional companies to jointly decorate their workspaces, creating a global anniversary atmosphere. To strengthen employee communication and cultural alignment, NIO hosted the Will I Am 11th Anniversary Special Session, which attracted over 20,000 employees. The event was livestreamed to 58 sub-venues across 47 regional companies and headquarters departments.

Additionally, NIO launched the "NIO 11th Anniversary Cloud Album" on its digital platform, showcasing employee creative content and event highlights. The album received 944,000 views and nearly 10,000 interactions.

During the 2025 anniversary celebration, NIO held a special recognition event for employees who have been with the Company for ten years, honoring their long-term dedication and contributions. During the reporting period, 117 active employees reached the ten-year service milestone, standing as important witnesses and contributors to the Company's development journey.



## Diverse Employee Activities



## 6.2 Occupational Health and Safety

NIO strictly complies with the *Work Safety Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, the *Fire Protection Law of the People's Republic of China*, and other applicable laws, regulations, and requirements related to work safety and occupational health in the places where we operate. Upholding the principle of "people first," we have established and implemented an EHS management system covering all business scenarios, with the aim of controlling risks and improving performance. During the reporting period, we continued to enhance the EHS Digital Management Platform, achieving full business scenario coverage and unified access management. The platform enables dynamic monitoring of EHS targets and indicators, providing data support for resource allocation optimization and the iteration of risk control measures. It also establishes mechanisms for knowledge retention and experience sharing, helping business departments effectively translate safety management experience into improved capability and value.

We set measurable annual EHS targets and integrate them with targets and indicators across business scenarios to maintain and continuously improve EHS management system and performance. The *NIO Environment, Health, and Safety Policy* provides unified guidance, focusing on employee health and safety while supporting the sustainable business development. We regularly review the *EHS Management Handbook* to ensure its appropriateness, adequacy, and effectiveness. Through the NIO Management System and the EHS online knowledge base, we systematically integrate EHS management system documents at all levels and across all dimensions, further improving document retrieval and dissemination efficiency as well as the convenience of employee learning, and effectively promoting the implementation of EHS management requirements across business scenarios.

NIO adheres to the principles of safety first, prevention first, and comprehensive management. By continuously providing necessary resources and support, we focus on strengthening capabilities in key areas such as preventing injuries and illnesses, promoting physical and mental health, and reducing occupational health and safety risks, so as to prevent and mitigate risks at the source and continuously foster a safe and healthy working environment.

2025 NIO Global Occupational Health and Safety Targets*		Result
Total recordable incident rate* ≤ 0.2 cases / 200,000 person-hours	Total recordable incident rate: 0.014 cases / 200,000 person-hours	<b>Achieved</b>
Lost workday injury severity rate* ≤ 5.0 days / 200,000 person-hours	Lost workday injury severity rate: 0.348 days / 200,000 person-hours	<b>Achieved</b>

During the reporting period, NIO developed 19 company-level EHS management documents based on the high-level structure defined by ISO. Through an approach that combines shared compatibility and scenario-specific complementarity, these documents are linked and interact with the EHS management requirements of different business scenarios, ensuring consistency across NIO's EHS management requirements.

### Monitoring of Production Safety

NIO ensures safe and stable operations through the continuous improvement of its production safety monitoring and risk prevention system. During the reporting period, we updated EHS management standards and tools, unified the criteria for EHS risk assessment across all business areas and processes, and advanced safety reviews covering R&D, manufacturing, sales, delivery centers, and after-sales services, achieving effective coverage across the entire business chain.

NIO has established and implemented a closed-loop system for safety risk identification and hidden hazard inspection and rectification, effectively preventing and mitigating safety risks. We systematically identify hazardous and harmful factors based on *GB/T 13861-2022 Classification and Code for the Hazardous and Harmful Factors in Process*, and assess their potential impact in terms of severity, degree of exposure, and likelihood of occurrence. Based on the assessment results, we implement graded control and continuous monitoring, and strengthen risk control through management procedures, training programs, targets and metrics, and internal audits. During the reporting period, we further upgraded the Hazard Identification and Risk Assessment (HIRA) tool, standardized relevant processes, and conducted targeted training to continuously improve the Company's overall capability in hazard identification.

### Safety Management at Operating Premises

NIO introduces AI and intelligent technologies in manufacturing and operations and maintenance to continuously enhance occupational health and safety management in high-risk work scenarios. During emergency equipment repairs and confined space operations, employees can use smart safety helmets to enable real-time remote monitoring and online guidance, while simultaneously recording operational footage. The helmet's fall-detection alarm function triggers emergency response promptly in the event of anomalies, improving rescue efficiency.

NIO focuses on high-risk equipment and operations by implementing smart monitoring and integrated protective measures. On the battery pack assembly line, infrared cameras and fire suppression sprinklers have been installed to monitor battery status in real time, enabling the automatic identification and early warning of abnormal conditions and thereby strengthening front-end prevention of major safety risks such as fires. Additionally, NIO F2 has deployed a monitoring system on battery cabinets for handheld electric tools to identify abnormal conditions in real time and send alerts, supporting rapid response and remediation while reducing the likelihood of safety incidents.

### Partner Management

NIO places great importance on partners' EHS performance and regards it as an integral part of our overall EHS system, applying equivalent management standards. We enter into EHS agreements with our partners, requiring them to strictly comply with the *EHS Management and Administration Rules* when providing services at NIO's sites or designated third-party locations. For violations of these requirements, we take measures such as requiring rectification within a specified period, issuing warnings, or seeking compensation, depending on the severity of the case. In cases of serious violations, we may terminate the partnership or cancel the contract in accordance with laws and regulations. By implementing lifecycle EHS management covering onboarding, performance, and exit, we work with our partners to create a safe, standardized, and orderly working environment.

### Emergency Response System

NIO continuously improves the emergency response system to safeguard employee safety and ensure stable operations. We have established an emergency management framework with clearly defined responsibilities and developed response procedures and management processes for key risk scenarios such as production safety accidents, fires, and traffic accidents. These standardized mechanisms enhance the timeliness and effectiveness of employees' emergency response.

### Emergency Support and Response Capability Enhancement for Extreme Winter Weather at NIO Factories in Hefei

During the reporting period, NIO systematically optimized emergency response plans and strengthened on-site preparedness for extreme winter weather scenarios such as snow and ice removal for factories in Hefei. Each factory conducted comprehensive inspections and replenishments of manual and mechanical snow removal supplies in advance and implemented grid-based management for personnel and supplies.

From November to December 2025, snow removal emergency supplies were distributed to local units for management. Each factory was equipped with over 70 brooms, 210 shovels, 230 snow scrapers, 30 ice scrapers, and 2 tonnes of industrial salt, ensuring rapid emergency response in the event of heavy snowfall.

### Multi-Scenario Emergency Drills and Digital Early Warning Systems to Enhance Extreme Weather Response

In 2025, NIO strengthened its capacity to manage extreme weather risks through emergency drills and digital early warning mechanisms. The Company organized flood and typhoon prevention drills at its nationwide pre-sales and after-sales stores, charging and battery swapping facilities, manufacturing plants, and test labs. NIO also connected to the national weather warning information dissemination platform, enabling targeted extreme weather alerts and employee travel reminders to improve emergency response efficiency.

## Health and Safety Assurance

NIO strictly adheres to the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* and other applicable occupational health and safety laws, regulations and regulations in the countries and regions where it operates. During the reporting period, 100% of the Company's 13 operating entities obtained ISO 45001 Occupational Health and Safety Management Systems certification, covering all business scenarios, including offices, R&D, and manufacturing sites.

We systematically identify occupational disease hazards by job position, establish a list of risk-sensitive positions, and strengthen employees' right to be informed and their awareness of risk prevention through the *Occupational Disease Hazard Notice* and occupational health management files. We organize occupational health examinations for employees in positions exposed to occupational hazards before onboarding, during employment, before transfer, and upon departure. By implementing the occupational health management system, we have achieved online, digital, and closed-loop management of the occupational health management process, with unified records of health files, examination results, and related management information.

We also conduct regular on-site monitoring of occupational hazards and analyze health check-up data to dynamically

identify potential health risks and take timely intervention measures. During the reporting period, physical examination coverage for employees in hazard-exposed positions reached 100%, with zero cases of occupational contraindications or occupational diseases. For identified risks, we implement a tiered control approach, including elimination, substitution, engineering controls, administrative controls, and personal protective equipment (PPE), and establish standardized on-site management mechanisms to effectively mitigate occupational health and safety risks. For special operations including electrical work, welding and thermal cutting, hazardous chemical operations, and confined-space work, we strictly enforce certification requirements for all personnel, continuously enhancing the professionalism and standardization of occupational health and safety management.

We continuously optimize health check-up and wellness initiatives. In 2025, we introduced optional self-funded add-on packages covering cardiac care, metabolic risk screening, and in-depth pulmonary screening, as along with Parent Care Essential Package and Parent Care Premium Package, extending health support to family members. We also expanded our health check-up service network by engaging 26 new institutions across 19 cities, further enhancing the accessibility and convenience of health check-up services.

#### Risk Control Measures



### Special Risk Assessment in High-Risk Work Scenarios

In 2025, we carried out comprehensive special risk assessments for typical high-risk work scenarios, focusing on car lift safety, fire risks related to lithium battery charging, tool fragmentation hazards, and laser and high-temperature heat sources. Through issue identification, experience sharing, and risk alerts, we systematically communicated risk prevention requirements to all sites globally, helping employees master key prevention points, reduce false command, wrong operation, and violation of labor discipline, and thus foster a safety culture.



## Employee Safety Awareness Enhancement

NIO continuously provides safety training for new employees, annual safety refresher training for in-service employees, and special initiatives and emergency drills to strengthen employees' awareness and response capabilities for various safety risks. During the reporting period, we conducted targeted risk assessments and improvements focusing on key workplace hazards, including slips, trips and falls (STFs), chemical safety, and office ergonomics. We also launched initiatives such as Safety Month, Fire Safety Month, Driving Safety Awareness Month, laboratory 5S standardization improvements, and PPE protection campaigns to continuously drive hazard remediation and safe behavior development. During the reporting period, NIO achieved 100% occupational health and safety training coverage of full-time employees.

### Safety Training for New Employees

The training targeted all new employees hired in 2025, aiming to help them gain a quick and complete understanding of the Company's safety policies, potential risks in the workplace, and respond to various safety concerns. There were 18 training programs in total.

Completion rate of safety training for new employees: **100%**

### 2025 Safety Refresher Training

The training was designed to update employees on the latest safety regulations, industry standards, and revisions to the Company's internal safety policies. It also helped refresh employees' safety knowledge to ensure they have a complete and up-to-date safety knowledge structure. There were eight training programs in total. In 2025, 298 EHS training sessions were held at regional levels.

Completion of safety refresher training : **100%**

NIO also continuously promotes occupational health and safety awareness through corporate subscription accounts, posters, videos, and themed broadcasts. Additionally, we leverage the NIO EHS Helpdesk to provide employees with professional EHS consultation and support, as well as a dedicated channel for reporting safety hazards and incidents, with timely reporting and professional responses.

#### NIO's EHS Helpdesk

##### Safety Information and Incident Reporting

Employees can report safety hazards and incidents via mobile or desktop devices, enabling rapid feedback and closed-loop handling. This supports the Company in promptly identifying, responding to, and eliminating safety risks, ensuring employee safety.

##### PPE Application and Claim

The platform provides portals and instructions for PPE application and claim, as well as user guides and training materials for safety tools, helping employees properly use and maintain protective gears and enhancing the effectiveness of protection.

##### Q&A for Health and Safety

The platform offers FAQs and training materials covering occupational safety, health examinations, mental health, and emergency response skills. It also provides content related to special operations, fire-fighting, and work-related injury handling, enhancing employees' safety awareness and response capabilities.

##### Safety Tool User Guide

The platform provides systematic tutorials in text, image, and video formats on the use of fire extinguishers, automated external defibrillators (AEDs), and other safety equipment, along with emergency response guidance and safety awareness materials, ensuring employees are equipped with the knowledge to use critical safety tools correctly.

### Fire Safety Drills

During the Fire Safety Awareness month, the Company organized full-scale evacuation drills at office buildings in Caohejing and Auto-Tech Innovation Park in Shanghai, safely evacuating over 7,500 employees, and delivered hands-on fire extinguishers. At the factories, a fire safety campaign themed "Fire Safety for All, Life Above Everything" was launched, featuring online fire safety training and competitions that reached over 9,000 employees with a 97% pass rate. Offline activities included fire risk assessments, hazard inspections, and emergency drills. The first firefighting skills competition and fire safety carnival at the factories attracted over 2,500 participants, significantly enhancing employees' practical capabilities.



### Multi-Dimensional Capability Building and Culture Development

The 2025 Safety Production Month was themed "Making Safety Known and Practiced by Everyone," advancing efforts across multiple dimensions, including capability enhancement, skill training, hazard remediation, and safety culture, with a series of themed activities and awareness campaigns launched company-wide. At NIO's factories, Welearn online training reached over 5,000 employees, with targeted training for key positions. Emergency drills and benchmark safety team evaluations engaged over 4,000 participants, driving improvements in the foundational management of over 400 teams. Cross-factory inspections identified more than 230 issues, and over 1,300 EHS improvement suggestions were submitted to continuously optimize the safety management system.

#### During the reporting period

5,000

Welearn Online Training Courses

4,000

Employees Participated in Emergency Drills and Benchmark Safety Team Evaluations

230

Issues Identified in Cross-Factory Inspections

1,300

EHS Improvement Suggestions Submitted

### "One-Minute Escape Route" Campaign

During the 2025 Fire Safety Month, the EHS team launched the "One-Minute Escape Route" campaign, focusing on employees' familiarity with fire evacuation routes in different office and production sites. The campaign encouraged employees to walk the escape route and record videos, significantly improving their emergency response readiness.

### Occupational Health and Safety Drills and Special Initiatives

During the reporting period, NIO systematically conducted drills and special initiatives to enhance occupational health and safety emergency response capabilities. During the Fire Safety Month in November, the Company launched a coordinated online and offline campaign themed "Company-Wide Fire Safety Training on Safe Use of Electricity and Fire," reaching more than 9,000 employees with a pass rate of 97%, and attracting more than 3,000 participants in relevant competitions. Offline activities included fire risk assessments, hazard inspections, drills, and a fire safety carnival.



## 6.3 Responsible Community

NIO collaborates with the NIO Users Trust, NIO Users Foundation, public welfare communities and a broad network of User Volunteers to undertake professional and well-organized public welfare initiatives. We focus on areas such as supporting the vulnerable, promoting educational development and social welfare. Through institutionalized operations and user co-creation, we drive the steady implementation of public welfare projects, and create sustainable value and positive societal impact with small acts of kindness.



### NIO Users Foundation

The NIO Users Foundation, a "4A-level social organization," is initiated by the NIO Users Trust, a trust established with donations from William Li, the founder of NIO. As a non-profit organization dedicated to public welfare, the foundation operates under the philosophy of "sharing and spreading users' kindness," focusing on environmental protection, educational development, rural revitalization, and emergency relief, continuously supporting user public welfare initiatives.

During the reporting period, the Foundation focused on the scaled and standardized development of user public welfare initiatives by continuously innovating its "public welfare program + service platform" operational model to offer support with clear processes, efficient operations, and transparent information, enabling proper allocation and effective utilization of resources. As of the end of the reporting period, the Foundation had collaborated with global public welfare partners to initiate and support over 90 public welfare projects and activities, benefiting over 300,000 families. It also cooperated with more than 50 domestic and global public welfare organizations, including the China Charity Federation, China Foundation for Rural Development, Tencent Charity Foundation, Sanjiangyuan Ecological Protection Foundation, Paulson Institute, and Operation Smile, to jointly explore solutions to social issues with professional approaches.



The NIO Users Foundation continues to build a platform connecting users with public welfare initiatives, advancing the compliant and long-term operation of public welfare projects by combining user co-creation with professional public welfare practices.

The NIO Users Foundation launched the "NIO Users' Public Welfare Footprints Program" to support users in public welfare undertakings. By the end of the reporting period, NIO users' footprints covered over 40 cities and regions nationwide.

In 2025, NIO collaborated with the NIO Users Trust and public welfare organizations to continuously advance the well-organized implementation of public welfare projects. By December 2025, the NIO Day User Marketplace had been launched in five cities, supporting over 15 livelihood projects. Additionally, emergency disaster relief actions had been carried out, benefiting over 15,000 individuals. The Foundation maintained sustained investment in key areas including education, child development, environmental protection, and rural revitalization.

By the end of the reporting period

Over **40**  
Cities and Regions Covered

Over **300,000**  
Families Benefited

NIO User Marketplace

**5**  
Cities

Over **15**  
Livelihood Projects

## External Cooperation of NIO Users Foundation

During the reporting period, the Foundation's user-driven public welfare initiatives were selected as a representative case in the *Business for Good Case Studies 2025*, jointly compiled by the CEIBS Centre for Wealth Management and other institutions. The publication was officially released on November 30, 2025, at the Asia Philanthropy Forum, further elevating the industry influence of the user-driven charity model. Meanwhile, the Foundation participated in a closed-door dialogue hosted by the China International Center for Economic and Technical Exchange (CICETE) under the Ministry of Commerce, People's Republic of China, collaborating with organizations such as the United Nations Industrial Development Organization (UNIDO) to engage in in-depth discussions on topics including empowering social organizations in overseas expansion and global collaboration. This initiative continuously expands the international perspective and global value boundaries of its charitable practices.

As of the end of the reporting period

24  
Communities Established

7,677  
Highly Committed Members



During the reporting period

5  
New Public Welfare Communities

516  
Public Welfare Activities

4,668  
Participants

25,216 hours  
Volunteer Services

### ONE PLANET Community

In 2025, NIO collaborated with Shenzhen One Planet Foundation (OPF) to launch the "ONE PLANET" community with users on April 22, 2025. As of December 26, 2025, the initiative had attracted 717 participants. It continued to expand user-driven public welfare practices through scenarios such as the User Marketplace at NIO Day. Leveraging its own resources, NIO works with public welfare partners to build an action network for environmental protection, transforming individual environmental passion into sustainable social impact through user co-creation and event operations.



### NIO Summer in Full Swing

In 2025, NIO hosted a series of summer-long co-creation activities centered around its user community based on the NIO Summer platform. The program covers diverse scenarios such as mobility experience, interest-based communities, public welfare initiatives, and family engagement, continuously strengthening connections among users and between users and NIO. From the early-summer market events to the closing events in late summer, dozens of online and offline activities were conducted nationwide.

We also organized themed activities such as Journey to Xinjiang, where 49 users traveled with NIO to explore the region, along with urban activities like camping, educational workshops, and welcome exchanges. The activities were encapsulated into NIO Summer 2025 Digital Badges, collected by over 70,000 users. Additionally, NIO launched nature education courses and public welfare classes in multiple regions, with nearly 100 volunteers serving as instructors. Through NIO Summer, we transformed community activities into sustained cultural practices through user co-creation, driving the coordinated development of brand value, social responsibility, and user engagement.



## Assistance to Vulnerable Groups

NIO firmly believes that tiny sparks of love can combine into a driving force for social advancement. By organizing diverse public welfare initiatives such as user marketplaces, charity sales, and providing immediate relief to disaster-stricken areas, NIO collaborates with users and pools social resources to provide tangible support to disaster-affected communities and vulnerable groups. While passing on warmth and care, we also drive the long-term, standardized development of public welfare activities.

### User Marketplace at NIO Day

Since 2021, NIO and the NIO Users Foundation have collaborated with local charitable organizations in the host cities of NIO Day to launch the User Marketplace. Users made donations on-site, and the Foundation donated the same amount as the total funds raised, with all proceeds allocated to support local community livelihood projects. This model has been successfully implemented in five cities, including Suzhou, Hefei, Xi'an, Guangzhou, and Hangzhou.

In 2024, the User Marketplace at NIO Day raised a total of RMB 180,296.06, which was directed to three charity programs set up by the Guangzhou Charity Federation. During the reporting period, these initiatives benefited over 200,000 individuals cumulatively. Particularly, the Bus AED Campaign equipped buses with AED devices, providing emergency medical protection for approximately 730,000 people annually. The Helping the Children in Need Campaign completed the distribution of educational funds to underprivileged students in August 2025. The NIO Children-Friendly Space was implemented at Guangzhou Children's Park, with the main structure and extended areas covering approximately 1,000 m<sup>2</sup>, creating a child-inclusive space combining accessible facilities and artistic design.

In September 2025, the User Marketplace was held at NIO Day in Hangzhou, featuring 116 booths (including 86 fundraising booths) from 27 cities. The event received 2,915 user donations amounting to RMB 75,160.03. A total of RMB 150,320.06 was donated to the Zhejiang Provincial Charity Federation, including donations of the same amount as the total funds raised by NIO Users Foundation, to support elderly care initiatives. In October 2025, the project was implemented in Qingyuan County, providing 700 seniors aged 70 and above with care packages, health check-ups, housekeeping services, and home visit programs to deliver comprehensive care and support.



### Siyuan Operation Smile: Care for Patients with Cleft Lip and Palate

In December 2025, the NIO Users Foundation, NIO Users Trust, and the public welfare community organized volunteers to visit Longhua District People's Hospital in Shenzhen. They provided health screenings for over 30 patients with cleft lip and palate, and supported 16 patients in completing surgical procedures, helping children regain their health and confidence. Additionally, the Siyuan Operation Smile Charity Auction concluded successfully, reaching nearly 500 NIO users nationwide. A total of 300 donated items were auctioned, raising RMB 32,030.20, which was dedicated to assistance programs for children with cleft lip and palate.



### NIO Practices Low Carbon Philosophy in Public Welfare Initiatives

In 2025, the NIO Users Foundation carried out multiple initiatives focused on environmental protection and climate issues. On Earth Day, the Foundation held the "Zero Carbon Future" event in Shanghai, bringing together government agencies, enterprises, and non-profit organizations to explore climate action pathways.

NIO Radio (Beijing) consistently released environmental-themed podcasts. NIO users in Beijing, Qingdao, and other cities volunteered to carry out activities such as litter cleanups, beach cleanups, and environmental research. Throughout the year, more than 10 voluntary environmental initiatives were conducted to promote the low carbon concept in the user community.



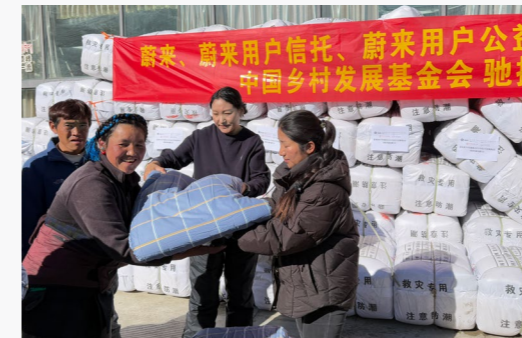
### Caring Children with Special Needs

In 2025, the NIO Users Foundation carried out welfare initiatives focused on the diverse development of children with special needs. In November, the Foundation supported NIO users in launching a trunk marketplace in Hefei, where over 50 participants engaged in charity sales. The proceeds were allocated to support left-behind children and children with autism. In December, the Foundation collaborated with partner organizations to host a tennis event to cultivate meaningful connections and a sense of community belonging for children through sports activities.



### Responding to the Xizang Earthquake

In January 2025, a 6.8-magnitude earthquake struck Dingri County, Rikaze City, Xizang. NIO, in collaboration with the NIO Users Foundation and the NIO Users Trust, mobilized RMB 1 million from the NIO Climate Action initiative for earthquake emergency relief. The project was implemented in phases. During the emergency relief stage, we distributed essential supplies such as rice, flour, cooking oil, and warm clothing to earthquake-hit areas. In the post-earthquake reconstruction phase, we provided subsidies to earthquake-hit farming households for repairing houses and auxiliary facilities. As of December 2025, the project cumulatively benefited over 3,000 people.



### Responding to Floods in the Beijing-Tianjin-Hebei Region

In July 2025, NIO, together with the NIO Users Foundation and the NIO Users Trust, launched an emergency relief initiative in response to severe flooding across the Beijing-Tianjin-Hebei region, mobilizing RMB 2 million in public welfare funds. The project distributed emergency disaster relief supplies to affected families in Chengde, Hebei Province, covering approximately 1,512 households. Furthermore, in response to power outages in Miyun District, Beijing, solar lighting equipment was distributed, covering approximately 2,020 households. As of December 2025, the project cumulatively benefited approximately 9,500 people, providing support for basic livelihood security and emergency recovery in the flood-hit areas.



## Supporting Education Development Programs

NIO and the NIO Users Foundation utilize compensation received from litigation settlements to support public welfare in higher education. We have established legal research funds, scholarships, and teaching awards to encourage and support the development of outstanding faculty and students. These initiatives focus on cutting-edge fields such as smart electric vehicles, tech innovation, artificial intelligence, and intellectual property rights, contributing to the cultivation of legal professionals and promoting the development of legal education and public welfare undertakings.

### NIO Intellectual Property Education Development Fund at Tongji University

In April 2025, NIO partnered with the NIO Users Foundation and the Tongji University Education Development Foundation, and made a donation to establish the "Intellectual Property Education Development Fund" at Tongji University. This fund is designated to support teaching, research, and talent cultivation in the field of intellectual property, aiding the university in talent reserve and disciplinary development at the intersection of tech innovation and legal system construction.



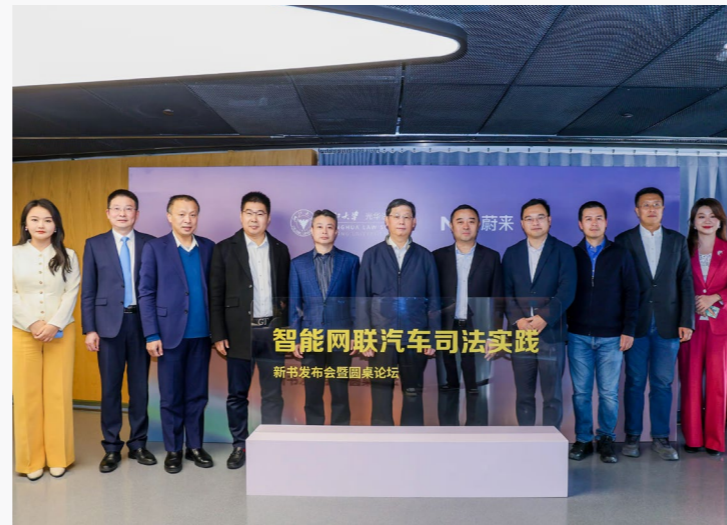
### NIO Technology Law Excellence Award at Southwest University of Political Science & Law

In September 2025, NIO partnered with the NIO Users Foundation and the Education Development Foundation at Southwest University of Political Science & Law to establish the "Technology Law Excellence Award." This fund is used to support teaching, research, and student development projects related to technology law, fostering talent development and academic advancement at the intersection of technology and law.



### Supporting Compliant Development of Intelligent Connected Vehicles

In January 2024, NIO partnered with the NIO Users Foundation and Zhejiang University Education Foundation to set up the "NIO Digital Law Scholarship and Teaching Excellence Award" at Zhejiang University Guanghua Law School. This initiative supports legal studies and talent cultivation in the fields of intelligent connected vehicles and digital governance. In March 2025, the book *Judicial Practice-Intelligent Connected Vehicles*, jointly compiled by both parties, was published by Law Press China, followed by a new book launch event. Hailed by the industry as the first legal guide for intelligent connected vehicles in the AI era, the book provides valuable exploration for the compliance development of the industry and judicial practice.



### Deepening Collaboration on Autonomous Driving Law Studies

In May 2022, NIO partnered with Tsinghua University Law School to jointly advance legal research on autonomous driving. This collaboration included setting up the Tsinghua University Computational Law Scholarship to support interdisciplinary research and professional talent cultivation. In November 2025, the book *Research on Legal Guarantee for Autonomous Driving*, jointly compiled by both parties, was published by the China University of Political Science and Law Press. The book focuses on the macro-level legal framework and industrial practical needs for autonomous driving development, proposing policy suggestions based on real-world practices. It provides a reference for policymakers, the automotive industry, and AI-related enterprises at the legal and compliance levels.



## Rural Revitalization

The NIO Users Foundation aligns its efforts with the actual needs of rural areas, focusing on educational space construction, community support, and child welfare. It promotes the precise allocation of public welfare resources to the grassroots level.

### Sunmao Library

The NIO Users Foundation collaborated with partners to launch the Sunmao Library public welfare project. The project constructs low-carbon, environmentally friendly reading spaces and donates them to rural institutions serving children with special needs, providing children with stable reading and learning environments. Integrating traditional craftsmanship with public welfare practice, the project is expected to serve approximately 1,000 adolescents and children annually.

Serving

Around **1,000**

Children and Adolescents Annually



### Research and Targeted Assistance in Anhui Province

In October 2025, the NIO Users Foundation, together with the NIO Users Trust, conducted field research in Hefei, Anhui Province. Targeting the needs of elderly individuals living alone, children with autism, and village-level canteens, the initiative involved the targeted procurement and donation of daily necessities for sustained community services. This action cumulatively benefited over 1,570 individuals.



### Children's Companion Initiative

In 2025, the NIO Users Foundation, in partnership with the China Foundation for Rural Development, implemented the Children's Companion Initiative in Jinping County, Yunnan Province. The project empowers grassroots caregivers through professional training on services such as home visits, companionship, psychological support, and safety education for left-behind children and children in difficult circumstances.

07

# Compliance and Governance

NIO has established a comprehensive management framework covering decision oversight, policy implementation, and risk prevention, with corporate governance, compliance operations and business ethics, as well as information security and privacy protection serving as key pillars. This framework continuously strengthens the institutional and trust foundations for the Company's robust operations.

## 7.1 Corporate Governance

NIO strictly adheres to the *New York Stock Exchange Corporate Governance Rules*, the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited*, the *Listing Manual of Singapore Exchange Securities Trading Limited*, and other relevant regulations based on applicable laws and regulations such as the *Company Law of the People's Republic of China*, and the *Securities Law of the People's Republic of China*, and with reference to the Company's listing status in overseas capital markets and regulatory requirements. With the Board of Directors (the "Board") as the highest decision-making and oversight body, we have established a corporate governance structure and a risk management system with clearly defined roles and responsibilities and standardized operations.

### Governance Structure

As the core component of the Company's governance structure, the Board of Directors is responsible for managing, guiding, and supervising major matters in the Company's business operations. NIO has established three committees, namely, the Audit Committee, the Nominating and ESG Committee, and the Compensation Committee under the Board. These committees operate effectively within their respective terms of reference to better oversee and support the stable operations of the Company through a professional governance mechanism. Additionally, the Company has established and implemented core policy documents, including the *Charter of the Audit Committee*, the *Charter of the Nominating and ESG Committee of the Board of Directors of NIO Inc.*, and the *Charter of the Compensation Committee*, ensuring standardized and transparent governance processes.

#### NIO's Corporate Governance Structure



## Board Independence and Diversity

NIO firmly believes that Board diversity is the cornerstone of sound decision-making and elevated corporate governance standards. The Company adheres to a merit-based approach in director selection and appointment, holistically evaluating diversity factors that include but are not limited to gender, age, and cultural and ethnic backgrounds, and has formulated a *Board Diversity Policy*, which has been publicly disclosed on NIO's official website. These factors are considered along with candidates' educational background, industry experience, expertise, professional knowledge, and tenure as a director to strengthen the Board's ability to make comprehensive and forward-looking decisions. Furthermore, independence is a critical consideration in Board composition, and together with Board diversity, it serves as a key safeguard to ensure the effective performance of duties and appropriate checks and balances, thereby providing a solid foundation for the Company's long-term sustainable development.

The Nominating and ESG Committee reviews with the Board the structure, size, and composition of the Board. Discussions are held to propose recommendations and drive the implementation of relevant measures as needed. In addition, the Nominating and ESG Committee assesses the independence of the Board on a regular basis to ensure impartial and objective judgment and decision-making, free from conflicts of interest. During the reporting period, the Company held a total of 11 Board meetings, with an attendance rate of 100%.

As of the end of the reporting period, the Board of Directors comprised eight members, with four independent directors (50%), one female director (12.5%), two executive directors, and two non-executive directors. The average tenure of Board members was 5.75 years. Moreover, to increase the gender diversity of the Board, we continue to identify and evaluate suitable female director candidates.

In terms of professional background, our Board members bring expertise from various industries such as automotive, the internet, accounting, real estate, consulting, finance, and fashion, as well as expertise in business management, risk management, marketing, law, finance, investment management, and computer science. This combination helps the Board integrate diverse perspectives in decision-making,

thereby enhancing operational compliance and the quality of decision-making.

Furthermore, the Board members have diverse professional backgrounds, including international experience in various fields such as the automotive industry, multinational enterprise operations, and sustainable development governance. In particular, one of the directors has over three decades of experience in the automotive industry. The multinational corporate experience and cross-industry expertise of our Board members help broaden the Company's global perspective and enable it to maintain steady and sustainable development in a complex and evolving international landscape.

To continuously enhance compliance standards, NIO provides New Director Training sessions for newly appointed directors, covering core topics including the corporate governance framework, ESG responsibilities, regulatory requirements for listed companies, and financial oversight.

### During the reporting period

100%

Board Meeting Attendance Rate

### By the end of the reporting period

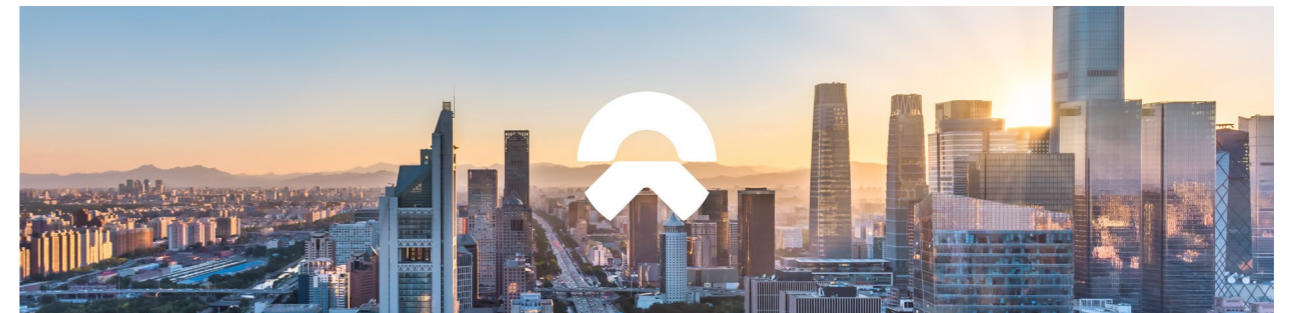
The average tenure of Board members

5.75 Years

Average Tenure of Board Members

## Composition of Board Members

	Independent Director	Audit Committee	Compensation Committee	Nominating and ESG Committee
Bin Li			✓	
Lihong Qin				
Hai Wu	✓	✓	✓	✓
Denny Ting Bun Lee	✓	✓	✓	✓
Yu Long	✓	✓		✓
Yonggang Wen	✓			
Eddy Georges Skaf				
Nicholas Paul Collins				

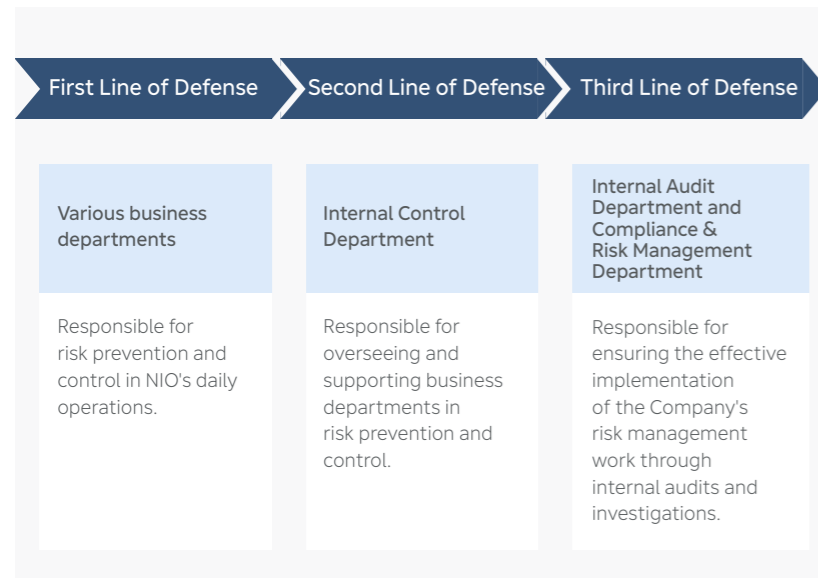


## Risk Management

NIO has always adhered to a sound risk management system, establishing a systematic risk management framework and a multi-layered risk prevention system to comprehensively enhance the Company's capabilities in identifying, assessing, and mitigating potential operational risks, thereby ensuring the Company's long-term sustainable development.

To strengthen proactive risk identification and timely control, NIO has established a "three lines of defense" risk management framework comprising business departments, the internal control function, and the internal audit function, based on the *Committee of Sponsoring Organizations of the Treadway Commission (COSO) Enterprise Risk Management Framework*. We conduct risk management following the processes of risk identification, risk assessment, risk response, and risk monitoring to continuously enhance the consistency and effectiveness of our risk management. The Audit Committee under the Board of Directors reviews and oversees the Company's annual internal audit plan.

### NIO's Risk Management Framework with Three Lines of Defense



The Company has established a comprehensive risk management process and carries out risk identification and assessment every year. Through over 30 interviews and more than 40 consultations with L1 departments, we identified over 30 risks and opportunities and compiled them into the annual risk assessment report. This approach helps us identify and manage potential risks in each region and department, enhancing the systematic and structured nature of risk management.

To ensure efficient implementation of the risk management process, the Company focuses on risks across four dimensions of strategy, operations, compliance, and finance. We conduct workshops, in-depth interviews, and surveys with departmental supervisors to evaluate the frequency, probability, and impact of identified risks, as well as the effectiveness of the Company's existing control measures. This includes conducting quantitative assessments of the potential financial impacts of these risks.

### NIO's Risk Management Process



Based on the results, we prioritize and visualize the risks using a risk heatmap. For major risks identified, responsible supervisors develop and implement corresponding action plans, and continuously monitor their progress and the level of residual risk.

### Heatmap of Risk Concerns



NIO has integrated ESG-related risk categories into its enterprise risk management framework, incorporating issues such as corporate governance, product quality, product safety, business ethics, climate change, and employee relations into a unified risk register. The Company conducts follow-up assessments and continuous monitoring on a predefined schedule to ensure that the impacts of ESG-related issues on business operations are timely identified and effectively managed. Meanwhile, we continue to monitor changes in the external environment and industry trends, referencing research reports, such as the *Global Risks Report* published by the World Economic Forum and other authorities, to enhance our forward-looking analysis of emerging risks. These risks are included in the risk management framework as appropriate to enhance the dynamic update mechanism for risk identification and response.

During the reporting period, as part of the annual risk assessment, the Company further identified and focused on risks with long-term horizons (with an anticipated impact time horizon of three to five years or more) that could significantly affect future business operations. Taking into account the Company's global operational footprint and the characteristics of the automotive industry, the Company has developed and continues to implement corresponding risk mitigation measures, focusing on geopolitical risks and technology-related risks.

**Geopolitical Risks**

- Continuously optimize overseas operations and delivery models based on the Company's overseas business footprint and compliance requirements, and enhance the Company's ability to adapt to changes in the external environment.
- Promote supply chain nearshoring and regional collaboration, and deepen cooperation with local supply chain partners. Where conditions permit, explore localized manufacturing and production capacity arrangements to reduce the impact of cross-border supply volatility on production and delivery.
- Conduct targeted demand forecasting for critical high-risk components, and maintain appropriate inventory levels when necessary to improve the ability to support the supply of critical materials.
- Strengthen data governance requirements, implement principles such as "core data not leaving the country" within defined business and compliance boundaries, and reduce cross-border data compliance risks.

**Technology-Related Risks**

- Conduct data compliance and security management at the hardware and software levels.
- Establish and operate the Information Security Committee to regularly review and evaluate data compliance and cybersecurity management, and to promote continuous monitoring and closed-loop improvement of related risks.



NIO's 2025 Key Risk Identification Scope

We develop and implement an internal audit plan based on the annual risk assessment. By conducting audits on key business processes, we promptly identify key risk points and promote corrective actions. During the reporting period, we conducted 10 major process audit projects and five routine audits, covering the operational management of factories and regional companies, and key areas such as IT asset management and marketing activities management.

We developed 113 action plans in response to audit findings and continuously monitored their implementation progress until all corrective actions were completed. For key issues identified in previous audits, we conduct follow-up audits within 12 to 18 months after the completion of the audits to verify that relevant risks have been effectively mitigated and are under continuous control.

## Risk Training

The Compliance & Risk Control Department conducts annual on-site risk and compliance training sessions targeting departments that have experienced violations or face significant risk exposure, with a focus on departments holding critical functions, such as the Supply Chain Development Department and the Business Resource Management Department.

The training focuses on key areas such as anti-bribery, anti-corruption, the prevention of conflict of interest, and the prevention of occupational embezzlement, ensuring full participation of all relevant departments. Online training is provided to overseas employees and those who cannot join in person to ensure full and consistent coverage. The training encourages participants to share external cases of violations and discuss their root causes and risk implications. After the session, participants take a quiz to evaluate learning outcomes, with recognition provided to high performing participants. During the reporting period, the Company conducted a total of 229 risk and compliance training sessions, with a cumulative attendance of 23,500 participants.



## 7.2 Operational Compliance and Business Ethics

NIO always upholds high standards of business ethics and compliance culture as the cornerstone of its stable operations, and embeds compliance requirements across the entire process of strategic planning and daily management. NIO has established a compliance and business ethics management system with clearly defined responsibilities and efficient operations: the Board is directly responsible for overseeing matters related to corporate compliance, and authorizes the Audit Committee to carry out relevant management and oversight work.

With a top-down governance structure and supporting measures, the Ethics and Compliance Committee has been set up to ensure that the Company's operations across all operating locations comply with local laws and regulations and business ethics standards. NIO's Ethics and Compliance Committee holds quarterly meetings to review and make decisions on material ESG issues. The Committee also conducts an annual assessment of the risks of violations related to business ethics and compliance, as well as existing control measures. These efforts aim to ensure the Company's operations continuously comply with laws, regulations, and business ethics standards.

### NIO Ethics and Compliance Governance Structure



## Operational Compliance

NIO strictly abides by the laws and regulations of the country or region where it operates, such as the *Anti-Money Laundering Law of the People's Republic of China*, the *Anti-monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Foreign Corrupt Practices Act*, the *Sarbanes-Oxley Act*, and other applicable antitrust laws. NIO also references ISO 37301:2021, *Compliance Management Systems—Requirements with Guidance for Use*, and related compliance guidelines, integrating compliance principles into corporate governance and business operations.

In addition, the Company actively supports the Ten Principles of the *United Nations Global Compact*, continuously enhancing its compliance and business ethics management system. By reinforcing policy foundations and operational mechanisms, the Company ensures the effective implementation of compliance management across organizational structures, division of responsibilities, and decision-making processes.

NIO is committed to upholding the highest standards of business ethics, strictly adhering to laws, regulations, and regulatory requirements. We safeguard shareholder interests, standardize business practices, and fulfill our corporate citizenship responsibilities in accordance with corporate governance policies. To this end, we have established and implemented the *Global Code of Business Conduct & Ethics*, which covers key areas including employee rights, environmental protection, data and information security, conflicts of interest, anti-money laundering, anti-bribery, and anti-corruption.

To strengthen the implementation of compliance requirements, the Company has incorporated compliance requirements into the human resources management process and the employee handbook, and embedded key compliance assessment indicators into the human resources (HR) management system. This enables daily documentation and dynamic tracking of employee compliance performance. Any violations will affect employees' performance evaluations, promotions, and compensation.

## Business Ethics Audit

The Audit Committee under the Board, composed entirely of independent directors, serves as the Company's highest decision-making body for business ethics and risk management. The

Committee oversees the applicability and effectiveness of the Company's ethics and compliance framework from an independent perspective while continuously assessing and managing associated risks. The Internal Audit Department, as an independent function, is responsible for establishing and continuously improving the business ethics and compliance management system. It regularly identifies and monitors relevant risks, and conducts internal audits of all operating sites every three years to ensure the effective implementation of compliance management by the compliance teams across various departments. The Internal Audit Department reports identified business ethics risks and non-compliance matters to the Board of Directors, the Chief Compliance Officer, and the Audit Committee on a regular basis. All functional departments have been fully supportive of the work of the Internal Audit Department to ensure that business ethics and compliance are integrated into the Company's daily operations.

## Digitalized Compliance Management

NIO has integrated compliance policies and requirements and key control points into business processes and digital systems to strengthen daily monitoring of compliance risks, enhance the timeliness of issue identification and resolution, and promote the integrity of global operations at the policy and process levels.

The Company provides employees with online compliance support and easy access to compliance guidance with the online office platform "Compliance Consulting Assistant," which combines AI-powered chatbots with professional human responses. In 2025, the Company upgraded its compliance robot system by incorporating compliance policies into the Knowledge Center on the NIO Chat platform, enabling employees to obtain faster and more accurate answers to compliance questions.

During the reporting period, a total of 5,838 employees sought assistance through the NIO Chat Compliance Consulting Assistant, with consultation requests increasing by 12% year-over-year. For specialized compliance topics such as anti-money laundering, antitrust, and trade compliance, employees can access policy documents and submit inquiries online through the Legal Consulting platform. This ensures that they maintain compliance, monitor surrounding practices, protect the Company's rights, interests, and reputation, and promote compliant and robust business operations.

## Export Trade Compliance

NIO strictly adheres to applicable import and export control, economic sanctions, and customs compliance requirements across all jurisdictions. The Company has formulated and implemented the *Global Trade Compliance Policy*, which applies unified compliance management and review processes to critical activities such as the import, export, and transfer of its products, services, and technologies. This policy integrates trade compliance requirements into business processes such as procurement, research and development, foreign investment, and production, thereby establishing systematic compliance review standards.

The Company has established a trade compliance audit system covering the entire business chain to systematically identify customs and regulatory requirements for import and export processes. In addition, we conduct risk assessments and appropriateness due diligence on counterparties to mitigate risks of business disruptions, penalties, and reputational damage.

To effectively support the operation of this system, the Company has implemented the following three execution mechanisms, ensuring that compliance requirements are consistently and efficiently enforced in an evolving external environment:

Trade Compliance Enforcement Mechanism	Main Measures and Achievements
Regulatory Update Response	We have established a mechanism for rapid analyses of major regulations and business alignment, with mandatory pre-screening and trail documentation when stricter standards apply. We also organize internal analyses and business discussions to strengthen background checks, equity verification, and document retention for high-risk partners in response to the "Affiliates Rule" of the Bureau of Industry and Security (BIS) of the US Department of Commerce, in order to prevent "strict liability" risks.
Digital Tool Empowerment	The Trade Compliance Management System (TCMS) is connected with the procurement system and other business systems to implement automated compliance screening for partner onboarding, partner introduction, and pre-transaction stages. The system is also integrated with the Dow Jones list database for retrospective verification. During the reporting period, a total of 37,633 screening activities were conducted, with 37,284 automatically processed and 349 requiring manual review, improving operational efficiency and traceability.
Regulatory Information Access	The Legal Team compiles and pushes "regulatory points analysis" to relevant business lines. Key changes are promptly sent via Feishu pop-up or card alerts. During the reporting period, over 20 regulatory points analyses and eight pop-up alerts were issued, enhancing the timeliness and reach of regulatory communications.

## Conflicts of Interest

In its compliance and business ethics management framework, NIO prioritizes identification and resolution of conflicts of interest as one of the key control areas. By leveraging policy controls and workflow tools, we mitigate risks where personal interests may compromise business judgment and decision-making integrity. We have also incorporated the *Global Policy on Conflicts of Interest* into our compliance policy framework, which clearly defines conflicts of interest, outlines typical scenarios, and specifies employees' disclosure obligations in relevant situations. An exemption and approval mechanism has been established to ensure prudent evaluation and resolution within the compliance framework when necessary.

Additionally, the Company has released the "Identification of Conflicts of Interest and Disclosure Approval" process within its internal workflow system, enabling employees to proactively disclose situations that may or are reasonably expected to result in conflicts of interest. During the reporting period, 100% of employees signed the *Global Policy on Conflicts of Interest*.

### During the reporting period

100%

Of employees signed the *Global Policy on Conflicts of Interest*



## Fair Competition

NIO believes in and is committed to free and fair competition, which drives enterprises to compete on product quality and pricing, fosters innovation, and ultimately benefits consumers and society. We comply with all applicable antitrust or anti-unfair competition laws and have integrated fair competition principles into our *Global Code of Business Conduct & Ethics*. The Company never attempts to reduce or eliminate competition through agreements or understandings with competitors or any other form of anti-competitive behaviors. In particular:

- We never negotiate or exchange any form of competitively sensitive information, including but not limited to pricing, costs, discounts, profits, profit margins, inventory, marketing plans, distribution or expansion plan, or bidding plans.
- We never enter into agreements with competitors to allocate or divide customers, markets, sales regions, supply chain partners, or distributors.
- We never force our distributors or resellers to sell our products at specific prices.
- We never use illegal or unethical means, such as theft, deception, or false statements, to collect information about our competitors.
- We never engage in exclusive transactions without prior consultation with the Company's Legal Department or compliance function.

During the reporting period, the Company had no incidents of unfair competition, no litigation involving antitrust or anti-monopoly laws, and no violations of business norms or codes of conduct related to anti-money laundering and insider trading.

## Corporate Donation Management

While actively engaging in public welfare initiatives and supporting industry educational exchanges, NIO always prioritizes compliance boundaries and integrity, preventing donations and sponsorships from being misused and mitigating potential ethical risks. The Company's *Global Anti-Corruption Policy* clarifies that although donations and sponsorships are common and lawful, they carry the risks of being exploited for corrupt purposes. We strictly prohibit donations or sponsorships intended to exert improper influence on third parties, secure improper benefits for the Company, or achieve other corrupt objectives. All such activities require pre-approval before implementation. The Company has also issued the *Guidelines on Donations and Sponsorships* to provide operational guidance and serve as a basis for execution.

For the Company's donations, NIO implements a tiered, cross-functional review mechanism to ensure decision-making is transparent, purposes are legitimate, and processes are fully traceable. During the reporting period, the Company made no political contributions or donations.

## Partner Compliance Management

In 2025, to strengthen the compliance risk management of partners, the Company expanded its anti-fraud compliance risk assessment for partner onboarding to cover nearly all procurement-related partners and certain other business partners. During the onboarding process, we screen partners through anti-fraud compliance risk assessments to effectively prevent the onboarding of partners with compliance or reputational risks related to potential conflicts of interest, or those with historical records of corruption-related activities.

## Enhancing Compliance and Business Ethics Awareness

To foster a professional, fair, and compliant business environment, NIO always regards compliance, business ethics, and anti-corruption training as core pillars of corporate development, striving to cultivate a workplace atmosphere where compliance is embraced by all staff. In 2025, the Company developed and updated the related training frameworks on compliance, business ethics and anti-corruption.

The Company has established a tiered and categorized training framework with clear milestones and outcomes that can be validated. The framework consists of training modules: one required for onboarding employees, one delivered to all staff on an annual basis, and the other targeting third parties.

Training Type	Target Audience	Course / Cycle	Completion Requirement	Tracking / Record	Consequence of Non-Completion
<b>Mandatory Onboarding Training on Compliance and Business Ethics</b>	New hires, including regular employees, interns, and regional sales personnel	12 courses; automatically assigned via the learning system	Regular employees: complete within 180 days of probation; Interns: complete within 21 days; Regional sales: complete within 60 days	Learning system records (completion traceable)	Employees who do not complete the training are prohibited from commencing work
<b>Annual All-Staff Training</b>	All current employees (including regular employees, interns, and external service providers)	Once a year, lasting 3 months	Complete annual training and exams within the specified period	Exam results serve as the completion standard	Employees who do not complete the training are not eligible for year-end promotion assessments or the internal "Value Star" recognition
<b>ESP Training</b>	External service providers	Incorporated into the annual compliance training programs for all employees	The same standard as above	Training and exam records for the same year	The same result as above

The training covers the Company's compliance policy—the *Global Code of Business Conduct and Ethics*—as well as topics such as business ethics, responsible marketing, anti-bribery and anti-corruption, anti-unfair competition, export controls, and information and data security. A final examination is included, which participants must pass to complete the training.

Additionally, compliance training for third-party employees is integrated into the annual compliance training program for all staff, ensuring that the external workforce is subject to the same awareness programs and compliance requirements.

During the reporting period,

**100%** of employees completed compliance training.

The Company organized **229** thematic compliance training sessions delivered by the instructors of the Compliance & Risk Control Department and Compliance Ambassadors, with **23,500** participants, and an average compliance training duration of **2** hours per employee.

## Compliance Culture Promotion

The Company continues to strengthen the promotion of compliance culture through multiple approaches, striving to integrate compliance awareness into employees' daily routines and behaviors. During the reporting period, the Company issued at least one compliance investigation notification on a monthly basis, detailing typical issues, resolution outcomes, and risk alerts. This reinforces warning through fact-based disclosure and enhances employees' intuitive understanding of compliance red lines.

Leveraging the Feishu "Compliance Consulting Assistant," the Company pushes at least two compliance communication comics adapted from real violation cases to all employees each month. By doing so, we transform complex compliance requirements into vivid and easy-to-understand content, thereby enhancing the reach and acceptance of compliance communication.

## Reporting Mechanism

In 2025, the Company officially released and implemented the *Whistleblower Protection and Reward Policy*. Building upon the existing *Ethics and Compliance Whistleblower Policy and Procedures* under the *Global Compliance Policies*, this policy provides for discretionary cash rewards to whistleblowers or reporting entities that report corruption-related violations, including bribery, embezzlement, and improper gains, where investigations confirm the validity of the reported information. Reward amounts are determined based on the effectiveness of the information provided, the contributions made by the whistleblower, and the nature and severity of the case.

To ensure the independence, confidentiality, and accessibility of reporting channels, NIO has established a diverse and comprehensive reporting and appeals mechanism to encourage employees, partners, and other stakeholders to report potential misconduct, compliance risks, or compliance issues. The Company currently offers four reporting channels, including in-person communication, email, hotline, and an online platform covering China and key overseas markets, ensuring that reports are received and followed up on promptly and in a standardized manner.

### Reporting Channels

#### In-Person Communication

Have a meeting with the relevant person in charge in the Compliance & Risk Control Department of NIO (the "Compliance & Risk Control Department")

#### Email

Report via email (compliance@nio.com) to the Ethics and Compliance Committee of the Company (the "Ethics and Compliance Committee")

#### Online Platform

Visit the Company's official website: [www.nio.cn](http://www.nio.cn), and click "Privacy & Legal"-"Reporting Channels" at the bottom of the page; Open NIO app, and click "My"-"Partner"-"Compliance Reporting" in the bottom right corner.

#### Hotline (available 24/7, 365 days a year)

- China (GIS): 400-999-4530; or 400-661-2080 (NIO's dedicated line);
- United States: 855-229-9304; or 844-668-0635 (NIO's dedicated line);
- UK (ITFS): 0808-234-7287; or 0808-234-6075 (NIO's dedicated line);
- Germany (ITFS): 0800-180-0042; or Step 1: dial 0800-225-5288, Step 2: dial 844-668-0635 (NIO's dedicated line).

The reporting hotline is operated by an independent third-party professional agency, which is available 24/7, 365 days a year with multilingual support to ensure objectivity throughout the reporting process, as well as the anonymity and confidentiality of whistleblower information. This mechanism effectively mitigates internal interference risks while enhancing the credibility and reliability of the whistleblowing process.

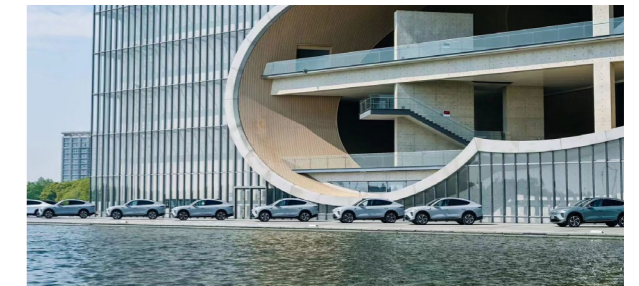
In 2025, based on leads provided by a whistleblower, the Investigation Department conducted an in-depth review of the relevant business operations, and verified the embezzlement by an employee. The involved personnel were subsequently handed over to the judicial authorities, with the case involving an amount exceeding RMB 5 million. Following approval by the Ethics and Compliance Committee, the whistleblower received a corresponding monetary reward.

## Investigation and Accountability Results for Violations

To ensure the implementation of compliance and business ethics requirements in actual operations, the Company has established an end-to-end management framework for violation cases, covering the identification, investigation, resolution, and remediation process. This approach enables systematic investigation into and enforcement of accountability for violations such as corruption, bribery, embezzlement, conflicts of interest, and money laundering.

During the reporting period, the Company's Compliance Department initiated and followed up on 26 criminal case investigations, which primarily involved non-state bribery, embezzlement, and fraud, with a total of approximately RMB 30 million involved. Through measures such as judicial collaboration, internal accountability enforcement, and asset recovery, the Company recovered economic losses of approximately RMB 4.88 million.

The cases involved a total of 54 individuals, including 25 internal employees and 29 external parties. Based on the investigation findings, the Company took appropriate disciplinary actions in accordance with laws and regulations, and implemented policy enhancements and risk mitigations to prevent recurrence. Furthermore, through continuous monitoring and analysis, the investigation results were incorporated into policy optimization, process improvements and employee training, further strengthening the deterrent and preventive effect of compliance management.



## 7.3 Information Security and Privacy Protection

As smart EVs become more widespread and vehicle software and services expand, NIO places user information security and privacy protection at the core of its operations. The Company continues to enhance its data governance framework, integrating security and privacy into digital transformation, operations, and risk management in a coordinated manner.

In 2025, NIO further embedded security and compliance requirements into product development, business operations, and global expansion initiatives. The Company also took targeted actions to enhance connected vehicle security and ensure data compliance for exports, building digital trust, supporting sustainable growth, and safeguarding users' rights.



### Security of Connected Vehicles—Exceptional Resilience

In response to core security scenarios in intelligent connected vehicles, NIO continues to strengthen its security capabilities across the vehicle and connected applications, leveraging a robust organizational and operational foundation.

Upon the release of China's new national standards GB 44495-2024 *Technical Requirements for Vehicle Cybersecurity* and GB 44496-2024 *General Technical Requirements for Software Update of Vehicles*, NIO promptly invited authoritative testing institutions to assess key modules—including the vehicle system and over-the-air (OTA) upgrade mechanisms—ensuring full compliance with mandatory requirements and readiness for official implementation. Within the application development lifecycle, NIO has established code security scanning checkpoints, integrated automated security checks during the build process, and conducted annual third-party penetration testing to continuously strengthen the security and verifiability of its connected applications.

Additionally, the Company continues to invest in data security capabilities throughout the vehicle lifecycle, from design and R&D to manufacturing and operations. In compliance with the *Personal Information Protection Law of the People's Republic of China* and the *Several Provisions on the Management of Automobile Data Security (for Trial Implementation)*, NIO has conducted targeted risk assessments to enhance the overall security of connected vehicle data.

To strengthen vulnerability management in connected vehicles, NIO has developed and issued the *NIO Cybersecurity Vulnerability Handling and Regulatory Reporting Guidelines* in accordance with the *Regulations on the Management of Security Vulnerabilities in Network Products* and other relevant requirements. This standardized process establishes a unified reporting channel and clearly defines procedures for vulnerability discovery, verification, analysis, remediation, and regulatory disclosure, enabling efficient responses to cybersecurity incidents.

During the reporting period, NIO obtained the Cybersecurity Management System (CSMS) certification from the United Nations Economic Commission for Europe (UNECE), as well as ISO 27001 Information Security Management Systems certification, ISO 27701 Privacy Information Management Systems certification, and National Classified Protection of Cybersecurity certification from the Ministry of Public Security of China. These certifications enhance the stability and coordination of NIO's connected vehicle security system, especially under demanding operating conditions.

### Cross-Border Data Transfer Compliance—Strengthening Global Compliance Through Technology and Solutions

For overseas operations and cross-border data flows, the Company continues to monitor evolving regulatory requirements across jurisdictions and ensures compliance with applicable laws and regulations on information security and privacy protection, including the *EU General Data Protection Regulation (GDPR)* and the *ePrivacy Directive*. During the reporting period, NIO obtained CSMS certification from UNECE, among other external certifications.

Additionally, to address software development security requirements, the Company has introduced the Smart Data Compliance Service (SDCS) to establish a comprehensive management system covering the entire data processing lifecycle, enabling closed-loop management through pre-event assessment, real-time monitoring, and post-event auditing.

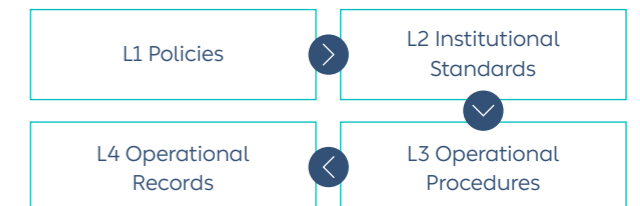
## System and Process Management

NIO establishes institutional governance as its foundation, integrating information security, product cybersecurity, and user data protection into a unified management framework. NIO strictly complies with local laws and regulations, including the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, the *Measures for the Security Assessment of Outbound Data Transfer*, the *Interim Measures for the Management of Generative Artificial Intelligence Services*, the *Provisions on Promoting and Regulating Cross-border Data Flow*, the *Regulations on the Protection of Minors in Cyberspace*, the *Several Provisions on the Management of Automobile Data Security (for Trial Implementation)*. In addition, NIO implements region-specific management practices in accordance with local regulations in its operating regions, such as the *EU General Data Protection Regulation (GDPR)* and the *ePrivacy Directive*, ensuring compliance with all applicable laws and regulations on information security and privacy.

The Company has established and rigorously enforces a series of internal policies and rules, including the *NIO Data Security Management Policy* and the *NIO Information Security, Data Security, and Privacy Protection Strategy*, providing a robust institutional foundation for information security and privacy protection. Furthermore, NIO continuously monitors updates to domestic and international laws and regulations, promptly updating its internal policies to ensure continued compliance with the latest laws and regulations.

NIO has developed a four-tier framework covering policies, institutional standards, operational procedures, and operational records to address cybersecurity, data security, and privacy protection. This framework establishes a comprehensive management and security standards system, ensuring that security requirements are actionable, executable, and traceable.

### NIO's Four-Tier Framework for Data Security and Privacy Management



## Information Security Governance Framework

To fulfill its primary responsibility for cybersecurity and data security, and to establish robust organizational and process safeguards, NIO has established the Digital Safety & Cybersecurity Department, a first-of-its-kind L1 department that unifies cybersecurity and data governance. The Department oversees information security, product cybersecurity, and vehicle system functional safety on a global scale.

### NIO Information Security Management Framework

Decision-Making	<p>Information Security Committee</p> <ul style="list-style-type: none"> <li>The Chief Digital Security Officer serves as the Executive Chairman of the Information Security Committee and holds ultimate responsibility for information security and privacy protection.</li> <li>Responsible for developing the information security strategy and objectives, advancing the implementation of a unified global information security system, overseeing the Company's information security management, making decisions on and dealing with major information security incidents, and supervising the enforcement of the information security policies.</li> </ul>
Management	Management Workgroup
Execution	Data Security Workgroup, Internal Investigation Workgroup, Emergency Response Workgroup, Security Governance Workgroup, Business Security Workgroup, Product Security Workgroup, and Security Academy Workgroup

The Information Security Committee regularly leads the organization of routine cybersecurity and data security meetings with representatives from Digital Safety & Cybersecurity, Legal, and relevant business departments to discuss and make decisions on important information security matters, and supervise and advance the implementation of relevant work. During the reporting period, the Committee held 26 meetings, with agenda items covering risk scenario identification, assessment and mitigation decisions, progress tracking and resource coordination for security risk governance projects, and the review and validation of systemic security programs, continuously strengthening cross-functional collaboration and ensuring the effective implementation of management requirements.

## NIO's Objectives for Information Security and Privacy Protection

The Company has established six core management objectives in the *NIO Information Security, Data Security, and Privacy Protection Strategy*, strengthening its overall governance framework.

### NIO's Objectives for Information Security and Privacy Protection

- Ensure smooth and secure operations of the Company's business
- Protect the confidentiality, integrity, availability, and other aspects of the Company's information assets
- Enhance employee awareness of information security and data privacy
- Ensure vehicles are free from major information security vulnerabilities
- Ensure zero major security incidents or incidents resulting in liability
- Ensure global compliance with information security and data privacy requirements and avoid regulatory penalties across jurisdictions





## Risk Management and Compliance Requirements

NIO integrates information security and data compliance risks into its enterprise risk management framework. In response to the unique characteristics of intelligent connected vehicle operations, the Company systematically identifies, assesses, and manages risks related to information security, cybersecurity, and data compliance. In alignment with national laws, regulations, industry standards, and its global operations, NIO has established an information security and data compliance management framework covering R&D, manufacturing, sales, and after-sales services. The Company continuously monitors and implements regulatory requirements as set forth in the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and the *Several Provisions on the Management of Automobile Data Security (for Trial Implementation)*. Furthermore, NIO adapts these requirements to local regulatory environments across different countries and regions, ensuring localized implementation and compliance, and mitigating potential risks to business continuity and operational stability.

### ► AI Empowering Risk Management

- During the reporting period, NIO integrated AI capabilities into its security and compliance risk management processes, driving a shift from "manual, experience-based decision-making" to "intelligent support, automated triggering, and rapid response."
- In security and compliance assessments, the Company enhanced its manual pre-screening process by leveraging AI-powered secondary scanning, allowing comprehensive detection of potential security and compliance risks and providing an additional layer of risk mitigation.

Module	Initiatives	Applications and Outcomes
Privacy Impact Assessment (PIA)	Automatically push identified risk requirements and corresponding pre-risk explanations to the compliance assessment platform, triggering PIA workflows instantly and facilitating the implementation of follow-up control measures	Improved accuracy and automation level of compliance reviews
Natural Language Processing (NLP)	Leverage NLP and knowledge graphs to help security analysts quickly understand alert context and generate incident summaries; integrate machine learning models to conduct real-time analysis of network traffic, logs, and endpoint behavior, enabling automatic detection of anomalous patterns (e.g., lateral movement, covert C2 communications)	Deployed for monitoring and response of endpoint security, endpoint data leakage, external network scanning, and cyberattacks, significantly enhancing alert triage efficiency
Security Orchestration, Automation, and Response (SOAR)	Integrate alert interpretation and anomaly detection capabilities with the SOAR platform to enable an automated, closed-loop response	Significantly enhanced detection accuracy and efficiency for zero-day attacks and Advanced Persistent Threats (APTs), with average response time reduced from ~45 minutes to ~5 minutes

## Information Security

NIO continues to strengthen its vehicle information security capabilities through ongoing cybersecurity exercises, data security incident response, security audits, and targeted training and awareness programs. By embedding security requirements across R&D, operations, and daily management processes, the Company enhances the effectiveness and verifiability of its information security defenses.

### Vehicle Information Security Technology

NIO integrates CSMS into vehicle R&D processes. Through targeted process adaptation and implementation, the Company embeds cybersecurity and data protection requirements across development, testing, manufacturing, and operations, establishing an executable and traceable full lifecycle management framework. The Company also improves delivery efficiency and consistency through tool-enabled capabilities, having developed and deployed proprietary platforms such as the SDCS platform for data security compliance assessment, the Threat Analysis and Risk Assessment (TARA) platform, and the Vehicle Detection & Response System (VDRS), supporting the breakdown of compliance requirements into engineering specifications, along with validation and evidence traceability.

During the reporting period, NIO achieved 100% compliance across more than 1,000 document review deliverables, supporting the development, implementation, testing, and acceptance of over 300 security requirements in new vehicle models, and eventually enabling NIO's first vehicle model to pass the GB Vehicle Type Approval (VTA). Building on its high-standard system, NIO became one of the first enterprises in China to obtain the GB 44495-2024 management system certification. Additionally, the Company was awarded the "Outstanding Achievement Award in CSMS Implementation" by the International Automotive Safety & Security Congress (SAE), making it the only recipient of this honor.

## Information Security Drills

In 2025, NIO organized and participated in multiple government-led "Red Team vs. Blue Team" real-world simulation exercises to systematically test the company-level cybersecurity defenses and emergency response capabilities under realistic threat scenarios. The exercises emphasized high-intensity, real-world combat, with neither the Red Team nor the Blue Team aware of specific targets. They authentically simulated APTs and other sophisticated attacks, enhancing the defense system's ability to detect and respond under uncertain conditions.

To further improve threat detection efficiency, the Blue Team introduced a proprietary AI-powered security analytics platform to conduct "AI-driven threat hunting," enabling automatic clustering of anomalous log behaviors and reconstruction of attack chains, reducing the mean time to detect (MTTD) to less than five minutes. At the same time, the Company has established a four-dimensional integrated response mechanism comprising "Security, Business, Infrastructure Platform, and Public Relations," strengthening cross-functional coordination and resource allocation to ensure uninterrupted customer service under attack-defense stress scenarios.

The Company follows a six-step closed-loop process for standardized information security drills. All attacks and vulnerabilities identified during the drill were rapidly contained, remediated, and verified within the designated timeframe, with no data leakage incidents occurring.

Six-Step Closed-Loop Information Security Drill



By the end of the reporting period, the drills covered the headquarters and more than 50% of controlling subsidiaries in China, encompassing five core business systems: user data platform, connected vehicle and smart cockpit cloud services, internal OA Systems, factory systems, and store operations. The drills involved over 12,000 servers and over 30,000 endpoint devices, with a cumulative participation of more than 30,000 personnel.

Thanks to outstanding performance demonstrated during the drills, NIO was awarded the "Outstanding Defense Organization" honor by the Anhui Provincial Public Security Department and the Provincial Cyberspace Affairs Office. The Company also received the "Outstanding Defense Organization" and "Outstanding Individual" accolades in the Auto Security (Zhudun) Connected Vehicle initiative.

Additionally, NIO has proactively joined the MIIT Cybersecurity Defense Alliance, participating in technical discussions, cybersecurity drills, and the development of industry standards. The Company continues to take part in major industry events such as China Cybersecurity Week and the Intelligent Connected Vehicle Cybersecurity Forum, sharing practical insights and real-world experiences in connected vehicle security. Through collaboration with industry associations, alliances, and forums, NIO works with industry partners to build a security ecosystem featuring knowledge sharing and joint risk prevention, delivering replicable security governance solutions, strengthening its influence in the intelligent connected vehicle security domain, and demonstrating the responsibilities of a new energy vehicle manufacturer.

By the end of the reporting period

12,000+

Servers

30,000+

Endpoint Devices

30,000

Cumulative Participants

Data Security Response

The Company has established and implemented the *NIO Data Security Incident Response Management Guidelines*, clearly defining requirements for the data security incident response system.

NIO has set up a collaborative incident response mechanism with three core teams: the decision-making team, handling major decisions and resource allocation; the coordination team, managing cross-department communication and progress; and the handling team, taking care of on-site incident resolution and technical remediation. This structure clarifies roles, enables efficient response, and forms a robust incident response framework.

The Company classifies data security incidents into four levels, from Critical to Minor, with tailored response and remediation timeframes based on each incident's impact and urgency. The full lifecycle of incident management is clearly defined, covering key stages such as identification and reporting, severity classification, risk containment, root cause elimination, system and business recovery, and post-incident review. Sequencing and timing requirements are enforced at each stage to ensure the process is traceable and verifiable.

To enhance the organization's overall response capability, NIO conducts annual data security emergency drills and related training programs. These exercises validate the effectiveness of response mechanisms, strengthen awareness across all levels, and improve cross-functional coordination and incident handling skills. During the reporting period, the Company conducted its annual data security emergency response drill and participated in multiple additional information security exercises.

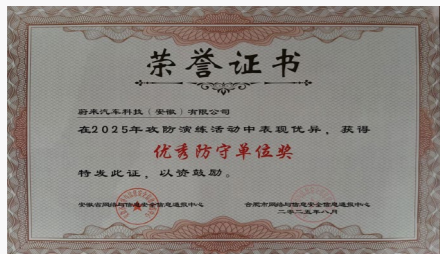
The Company has established a User and Entity Behavior Analytics (UEBA) platform as a core tool for identifying information security vulnerabilities. Aligned with business-specific use cases, it has developed targeted monitoring strategies for anomalous data access, enabling real-time auditing of critical operations. The Corporate Information Security Department also runs daily security inspections, combining automated monitoring, rechecks, and manual verification to proactively detect risks and prevent incidents from escalating.

In addition, the Company has engaged external professional institutions to conduct multi-dimensional security assessments and evaluations. During the reporting period, NIO successfully obtained the ISO/IEC 27001 Information Security Management Systems certification, the Classified Protection of Cybersecurity certification, the Classified Protection of Vehicle Cybersecurity certification, and the Annual Data Security Risk Assessment certification, enhancing external credibility and trust while supporting continuous improvement of its security posture.

During the reporting period, the Company experienced no data breach incidents or other cybersecurity incidents, and was not subject to any fines or regulatory penalties.

Information Security Auditing

The Company follows a dual approach of "ongoing monitoring + independent audit." It conducts routine internal audits to detect anomalies in critical business systems and engages external professional firms to perform independent audits or assessments at least annually, continuously validating effectiveness and driving improvements.



Outstanding Defense Organization



Excellent Blue Team



2025 Outstanding Member Organization

## Information Security Management for Partners

NIO incorporates its partners into a unified data and cybersecurity governance framework. Through standardized onboarding management and capability assessments, the Company promotes consistent supply chain security baselines. NIO has established the *NIO Partner Security Management Policy* and the *Digital Safety & Security Capability Assessment Criteria for NIO Partners*, creating unified information security requirements and onboarding standards for partners. These policies define key control points and compliance practices for processing customer data, enhancing supply chain data protection and collaboration from the source. The *Digital Safety & Security Capability Assessment Criteria for NIO Partners* stipulate mandatory partner access requirements, covering key areas including information security, functional safety, and vehicle cybersecurity, clearly outlining best practices and compliance standards to strengthen overall supply chain data protection.

During the partner onboarding or contract fulfillment periods, NIO enforces third-party cybersecurity and data security responsibilities through agreements and commitment mechanisms. Partners are required to sign the *Confidentiality Agreement* and the *Cybersecurity Responsibility Commitment*, and when personal information is involved, a data processing agreement. These agreements clearly define the responsibilities and execution requirements for both parties in areas such as data protection, compliance, audit, collaborative coordination, and data destruction, ensuring that third parties remain accountable, traceable, and verifiable throughout the data processing lifecycle.

## Information Security Training

NIO places great importance on enhancing employees' information security awareness and has established a long-term, standardized, and diversified information security and privacy protection training and communication system, building a solid foundation for data security governance.

The Company has established a full-lifecycle training model consisting of "Mandatory Onboarding Training + Annual Mandatory Assessment + Targeted Reinforcement":

Training Module	Training Content	Target Audience	Frequency	Assessment Mechanism
Mandatory Onboarding Training	Information security and data security awareness	All new employees	Onboarding	Must pass assessment before taking up position
Annual Mandatory Assessment		All employees	Once a year	Annual training and assessment tracking
Targeted Reinforcement	Data security compliance requirements interpretation; data security technology overview; data security compliance practices, etc.	Specific functional departments	Triggered as needed or based on risks or business changes; conducted irregularly	Dedicated training records, attendance, quizzes
Routine Communication & Promotion	Online courses; monthly security highlights; information security news briefs; Morning 858	All employees	Conducted continuously to provide daily reminders and reinforce ongoing learning	Learning records and push notification (trackable via platform)

During the reporting period, NIO conducted over **80** information security training, assessment, and communication sessions for **100%** of its employees, achieving over **1.3** million total participations and ensuring that all staff acquired and retained the necessary security knowledge.

## Privacy Protection

To effectively prevent risks associated with non-compliant personal information processing, the Company has formulated and enforces internal policies including the *NIO Data Security Management Policy* and the *NIO Information Security, Data Security, and Privacy Protection Strategy*. Additionally, the Company has developed and implemented a comprehensive personal information protection framework covering the entire data lifecycle, including the *NIO Personal Information Protection Management Policy*, the *NIO Privacy Policy Management*

*Standards*, and the *NIO Cross-Border Data Transfer Security Management Standards*. These policies are centered on seven core principles: "Accountability, Purpose Specification, Informed Consent, Data Minimization, Transparency, Security Assurance, and Data Subject Participation." They systematically standardize operational procedures and responsibilities across all stages of personal information handling, including collection, storage, use, sharing, and deletion.

Meanwhile, NIO integrates the principles of "Privacy by Design" into its operations, establishing clear requirements for complaint handling mechanisms, data subject rights response procedures, cross-border data transfer processes, and external data disclosure, as well as company-wide training to strengthen personal information protection awareness. These measures effectively safeguard user rights and ensure that all processing activities remain lawful, compliant, secure, and well-controlled. Through clear and transparent privacy policies,

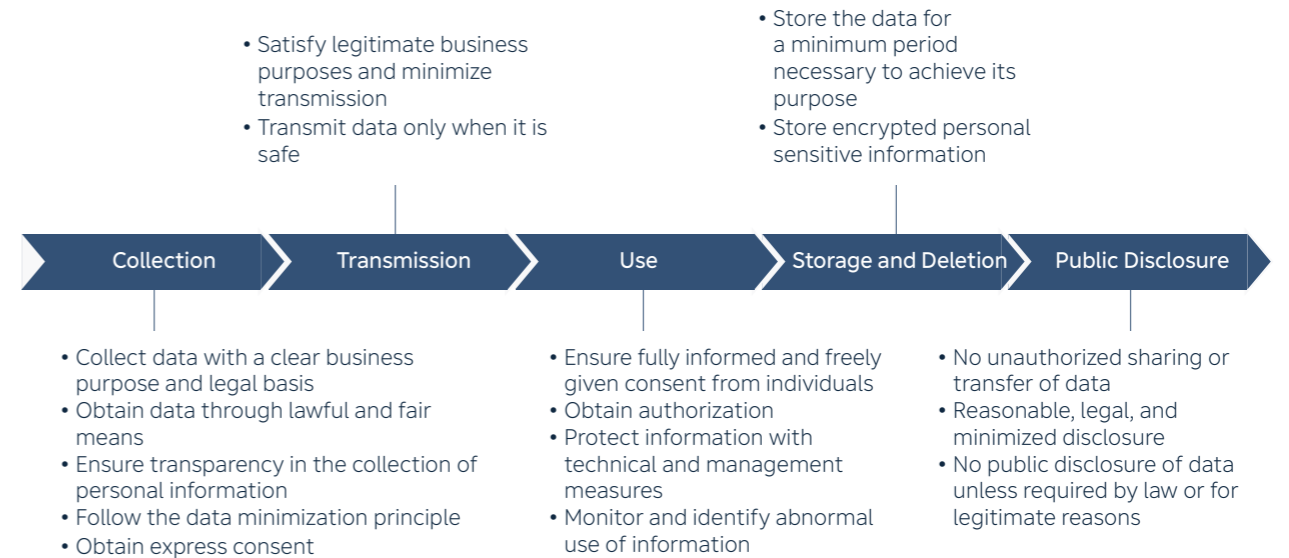
NIO informs users of the purposes, methods, scope, and rules governing the collection and use of personal information, and provides detailed descriptions of data types and processing scenarios. This enables users to give informed consent based on a full understanding, thereby protecting their rights to be informed, to make decisions, and other personal information rights.



## Personal Information Lifecycle Protection Requirements

NIO has established a comprehensive lifecycle management system for personal information, covering collection, storage, use, sharing, retention, and deletion, to safeguard the security of personal data for all stakeholders, including employees, users, and partners.

### Lifecycle Protection Requirements for Personal Information



## Privacy Security Engineering

To further strengthen data privacy and security, the Company has introduced the Smart Data Compliance Service (SDCS), establishing a full-lifecycle compliance management framework for data processing across online business scenarios such as mobile applications, and embedding privacy compliance into the requirements design phase:

During the Product Requirements Document (PRD) drafting phase, a compliance assessment checkpoint is established to enable early involvement of the data security team and to ensure that compliance requirements, including processing purposes, scope, necessity, and informed consent, are embedded into the design process.

For identified risks, the system automatically incorporates them into the Feishu project management workflow and links them to development tasks, ensuring that high-risk issues are addressed and verified before launch.

In the risk identification and assessment phase, SDCS supports both manual review and AI-powered secondary scanning to detect potentially high-risk requirements. Identified risks are automatically routed to the compliance assessment platform, enabling efficient initiation of Privacy Impact Assessments (PIA) and implementation of subsequent control measures, thereby improving the accuracy and automation of compliance reviews. In addition, the platform incorporates automated tagging and risk identification capabilities in areas such as data classification and grading and anomalous behavior detection, enhancing the accuracy of data asset identification and strengthening privacy risk response capabilities.

Furthermore, the Company has introduced user-facing features such as the Security and Privacy Center, providing privacy management capabilities including sensitive permission management and call privacy settings. It also implements stricter confidentiality policies and access controls for internal sensitive data, such as employee identity, health, and financial information, to reduce the risk of unauthorized access and data leakage.

Through the above mechanisms, the Company has established an end-to-end process from risk identification through compliance requirements development to compliance testing and verification, enabling end-to-end visibility of data security risk management across the R&D process and ensuring full lifecycle traceability of risks. This provides engineering-grade safeguards for personal information and vehicle data compliance in smart EV scenarios.

### Vehicle Privacy Management

On the vehicle side, the Company embeds data security compliance assessment checkpoints into the vehicle R&D requirements management process and integrates supporting tools to automate the identification, assessment, and routing of risk-related requirements. It also incorporates data security compliance requirements into the vehicle software development lifecycle, ensuring that risk remediation is completed in an end-to-end manner prior to feature launch. Based on latest laws and regulations, the Company has established standardized data security risk identification procedures and compliance baselines, enhanced its risk and solution repositories, and designated dedicated data security testing personnel to continuously build its testing capabilities.

## Privacy Protection Audit

The Company conducted systematic internal audits of relevant policies and management processes, including the *NIO Personal Information Protection Management Policy*, the *NIO Privacy Policy Management Standards*, the *NIO Information Security, Data Security, and Privacy Protection Strategy*, as well as vehicle privacy compliance requirements. Based on the findings, the Company further enhanced privacy management processes and control requirements across the organization and vehicle systems.

During product development and deployment, the Company adheres to applicable requirements for the collection, use, and protection of personal information, continuously strengthening the protection of users' privacy rights. Meanwhile, the Company conducts audits of key control areas, including the de-identification of personal data, in line with applicable regulations such as the GDPR, to drive issue remediation and continuous improvement.

During the reporting period, the Company obtained the ISO/IEC 27701 Privacy Information Management Systems certification, serving as external validation of its privacy protection management practices.

## Privacy Incident Emergency Response Process

The Company has established an emergency response plan for personal information security incidents, supported by an emergency response structure consisting of a decision-making team, a coordination team, and a handling team. For identified risks or actual personal data incidents, the Company promptly assesses impact scope and severity and implements measures to contain, mitigate, and remediate impacts, minimizing adverse effects on user rights and business continuity. The Company reports incident handling progress to relevant regulatory authorities in accordance with applicable laws and regulations, ensuring a transparent and compliant response process. Where incidents may affect users' rights, the Company promptly notifies affected users, discloses progress, and provides appropriate mitigation measures and support. No personal information security incidents occurred during the reporting period.

### During the reporting period

0

Incident of Personal Information Leakage or Loss



# Appendix: 1 Environment and Employee-Related Performance Statistics

## Environmental Performance Indicators

Indicators <sup>1</sup>	Unit	2025			2024			2023
		Total	Manufacturing	Non-Manufacturing	Total	Manufacturing	Non-Manufacturing	Total
Sales volume	Unit		326,028			221,970		160,038
Revenue	RMB million		87,487.50			65,731.56		55,617.93
Greenhouse Gas Emissions								
Scope 1 GHG emissions	tCO <sub>2</sub> e	30,607.64	28,826.07	1,781.57	29,738.10	27,561.23	2,176.87	27,555.35
Scope 2 GHG emissions—Location-based	tCO <sub>2</sub> e	111,137.62	82,167.68	28,969.94	120,910.58	88,903.37	32,007.21	112,856.83
Scope 2 GHG emissions—Market-based	tCO <sub>2</sub> e	93,340.60	60,107.29	33,233.31	100,708.83	65,825.16	34,883.67	-
Total Scope 1 and 2 GHG emissions—Location-based	tCO <sub>2</sub> e	141,745.26	110,993.75	30,751.51	150,648.68	116,464.60	34,184.08	140,412.18
Total Scope 1 and 2 GHG emissions—Market-based	tCO <sub>2</sub> e	123,948.24	88,933.36	35,014.88	130,446.93	93,386.39	37,060.54	-
Scope 1 and 2 GHG emissions intensity—Location-based	tCO <sub>2</sub> e/million revenue	1.62	-	-	2.29	-	-	2.52
Scope 1 and 2 GHG emissions intensity—Market-based	tCO <sub>2</sub> e/million revenue	1.42	-	-	1.98	-	-	-
Scope 3 GHG emissions <sup>2</sup>	tCO <sub>2</sub> e	52,180.95	-	-	93,756.53	-	-	-
Energy Consumption								
Total energy consumption								
Direct energy consumption	MWh	156,939.63	154,562.99	2,376.64	160,050.50	157,827.84	2,222.66	147,987.21
Indirect energy consumption	MWh	214,080.01	160,725.67	53,354.35	216,827.53	158,221.84	58,605.69	175,717.90
Total energy consumption	MWh	371,019.64	315,288.66	55,730.98	376,878.02	316,049.68	60,828.34	323,705.11
Total energy consumption intensity	MWh/million revenue	4.24	-	-	5.73	-	-	5.82
Renewable energy consumption								
Purchased green electricity	MWh	53,906.00	53,906.00	0.00	51,318.00	51,318.00	0.00	16,319.62
On-site photovoltaic power	MWh	53,274.28	50,897.64	2,376.64	47,917.81	45,695.15	2,222.66	39,175.91
Total renewable energy consumption	MWh	107,180.28	104,803.64	2,376.64	99,235.81	97,013.15	2,222.66	55,495.53

<sup>1</sup> The scope of environmental data collection for NIO ESG Report 2025 is as follows: F1, F2, F3, E1, E2, Nanjing Pilot Factory (F0), Nanjing Battery Pack Workshop, Hefei Power Products Plant and NIO Power Europe Plant for "Manufacturing"; testing centers and administrative offices (excluding points of sale and regional companies) for "Non-manufacturing". The scope has been expanded to include F3 and E2, compared to the 2024 Report.

<sup>2</sup> During the reporting period, the Company completed Scope 3 greenhouse gas emissions data collection and obtained third-party assurance. This report discloses only selected Scope 3 categories, including fuel and energy-related activities (not included in Scope 1 or Scope 2), waste generated in operations, business travel, and employee commute.

Indicators <sup>1</sup>	Unit	2025			2024			2023
		Total	Manufacturing	Non-Manufacturing	Total	Manufacturing	Non-Manufacturing	Total
Non-renewable energy consumption								
Natural gas	m <sup>3</sup>	103,663.13	103,663.13	0.00	112,120.36	112,120.36	0.00	108,756.58
Diesel	tonne	2.22	2.22	0.00	12.33	12.33	0.00	54.76
Steam	tonne	14,054.43	14,054.43	0.00	17,159.28	17,159.28	0.00	13,873.58
Cooling and heating	MWh	11,914.31	10,887.35	1,026.95	16,779.00	15,270.54	1,508.45	9,634.35
Purchased grid electricity	MWh	134,205.28	81,877.89	52,327.39	131,571.25	74,474.02	57,097.23	135,891.09
Total non-renewable energy consumption	MWh	263,839.37	210,485.02	53,354.35	277,642.22	219,036.53	58,605.69	268,210.37
Emissions of Pollutants								
Waste gases								
Sulfur dioxide <sup>3</sup>	tonne	8.35	8.35	0.00	1.60	1.60	0.00	2.85
Nitrogen oxide	tonne	36.50	36.50	0.00	30.37	30.37	0.00	28.33
VOC	tonne	11.75	11.65	0.10	7.33	7.11	0.22	8.48
Particles	tonne	7.32	7.32	0.00	25.83	25.83	0.00	13.82
Wastewater <sup>4</sup>								
Industrial wastewater—COD	tonne	22.21	22.21	0.00	16.63	16.63	-	17.89
Industrial wastewater—Ammonia nitrogen	tonne	0.72	0.72	0.00	0.42	0.42	-	0.45
Industrial wastewater—Total phosphorus	tonne	0.19	0.19	0.00	0.13	0.13	-	0.15
Total discharge of industrial wastewater	tonne	758,072.57	758,072.57	0.00	560,703.00	560,703.00	-	436,395.18
Intensity of discharged industrial wastewater	tonne/million revenue	8.66	-	-	8.53	-	-	7.85

<sup>3</sup> The increase in sulfur dioxide emissions from manufacturing plants was mainly attributable to a change in the statistical methodology: in 2024, the tested value was below the detection limit and was recorded as 0; in 2025, the tested value was also below the detection limit and was recorded as one-half of the detection limit.

<sup>4</sup> The main pollutants in wastewater are COD, SS, and fluoride, for which a coagulation-sedimentation process is adopted. The degreasing wastewater treatment system mainly pre-treats oily wastewater from the stamping workshop, the painting workshop, and the rain test line. The characteristic pollutants in such wastewater are COD, SS and petroleum substances, and the treatment process is "demulsification + coagulation-sedimentation + air flotation." The electrophoresis wastewater treatment system mainly pre-treats electrophoresis wastewater from the painting workshop. The characteristic pollutants in such wastewater are COD and SS, for which a coagulation-sedimentation process is adopted. In accordance with the principle of separating clean water from wastewater, wastewater is discharged through the membrane wastewater treatment system, electrophoresis wastewater treatment system, degreasing wastewater treatment system and biochemical treatment system, respectively. An online wastewater monitoring device is installed at the outlet of the wastewater treatment station, and the treated wastewater discharge levels are far below the Class III limits set out in Table 4 of the *Integrated Wastewater Discharge Standard* (GB 8978-1996).

<sup>5</sup> The recycling and reuse of non-hazardous waste does not include domestic waste.

Indicators <sup>1</sup>	Unit	2025			2024			2023
		Total	Manufacturing	Non-Manufacturing	Total	Manufacturing	Non-Manufacturing	Total
Wastes								
Non-hazardous waste—General industrial solid waste	tonne	42,041.00	40,478.08	1,562.92	27,258.59	26,258.54	1,000.05	15,458.83
Non-hazardous waste—Municipal solid waste (MSW)	tonne	3,511.16	834.93	2,676.23	4,122.60	1,484.43	2,638.17	4,529.61
Total non-hazardous waste	tonne	45,552.16	41,313.01	4,239.15	31,381.19	27,742.97	3,638.22	19,988.44
Intensity of non-hazardous waste	tonne/million revenue	0.52	-	-	0.48	-	-	0.36
Recycled non-hazardous waste <sup>5</sup>	tonne	40,756.04	39,293.74	1,462.30	25,947.33	25,203.88	743.45	14,324.09
Total hazardous waste	tonne	3,034.56	2,852.25	182.31	2,230.31	2,127.57	102.74	2,276.13
Intensity of hazardous waste	tonne/million revenue	0.03	-	-	0.03	-	-	0.04
Water Resources								
Total water consumption (municipal water)	m <sup>3</sup>	1,182,369.64	1,074,765.79	107,603.85	1,075,215.34	945,829.54	129,385.80	850,149.56
Intensity of water consumption	m <sup>3</sup> /million revenue	13.51	12.28	1.23	16.36	14.39	1.97	15.29
Recycled water consumption <sup>6</sup>	m <sup>3</sup>	62,021,526.50	62,021,526.50	-	59,385,222.00	59,385,222.00	-	46,414,774.00
Industrial water reuse rate	%	98.30	98.30	-	98.43	98.43	-	98.42
Additional Information								
Total volume of vehicle packaging materials	tonne	1,071,967.02	-	-	861,711.00	-	-	755,542.00
Intensity of vehicle packaging materials	tonne/million revenue	12.25	-	-	13.11	-	-	13.58
Percentage of recycled packaging	%	98.00	-	-	98.00	-	-	98.00
Details								
Percentage of recycled aluminum used in materials for vehicle manufacturing	%	15.00	-	-	-	-	-	-
Percentage of recycled steel used in materials for vehicle manufacturing	%	15.00	-	-	-	-	-	-
Percentage of recycled plastic materials used in materials for vehicle manufacturing	%	2.00	-	-	-	-	-	-

<sup>6</sup> Recycled water includes reclaimed water, circulating water from air-conditioning cooling towers, and condensate water from the steam system.

## Social Performance Indicators

Indicators <sup>7,8,9</sup>		Unit	2025	2024	2023
Employee type	Full-time employee	Person	35,032	45,635	32,820
	Part-time employee	Person	4,040	6,057	4,097
Employee Diversity					
By gender	Male	Person	26,952	33,843	23,020
	Female	Person	8,068	11,792	8,139
	Undisclosed	Person	12	/	1,661
By age	30 or below	Person	15,342	22,548	13,240
	31-50	Person	19,527	22,894	18,326
	51 or above	Person	163	193	53
	Undisclosed	Person	/	/	1,201
By geographical region	China (including Hong Kong SAR, Macao SAR, and Taiwan)	Person	34,342	44,518	31,506
	Europe	Person	649	1,014	1,188
	North America	Person	39	100	122
	Others	Person	2	3	4
By job grade	Senior management / professional employees	Person	206	227	234
	Middle management / professional employees	Person	12,481	15,745	12,743
	General employees	Person	22,345	29,663	19,843
Other categories	Employees with disabilities	Person	335	294	344
	Employees from ethnic minority groups	Person	1,112	1,582	1,168
	Percentage of women in the management team	%	22.68	20.83	18.60

<sup>7</sup> Except for "Employee type" data, which include full-time employees and part-time employees, as well as the Lost Time Injury Rate (LTIR) per 200,000 working hours for contractors, unless otherwise specified, "employees" refer to full-time employees of the Company.



<sup>8</sup> "Part-time employees" include interns only and exclude contractors.

<sup>9</sup> In addition, NIO manages contractors in accordance with applicable laws and regulations in China and other operating locations, and provides corresponding benefits and training.

Indicators <sup>7,8,9</sup>		Unit	2025	2024	2023
Number of New Employees					
Number of new employees		Person	7,028	16,179	13,886
By gender	Male	Person	5,882	11,630	9,435
	Female	Person	1,142	4,549	3,918
	Undisclosed	Person	4	/	533
By age	30 or below	Person	4,624	11,108	8,011
	31-50	Person	2,393	5,045	5,334
	51 or above	Person	9	26	7
	Undisclosed	Person	2	/	534
By geographical region	China (including Hong Kong SAR, Macao SAR, and Taiwan)	Person	6,935	15,977	13,353
	Europe	Person	91	192	507
	North America	Person	2	10	24
	Others	Person	0	0	2
Employee Turnover Rate					
Employee turnover rate		%	17.17	8.10	8.10
By gender	Male	%	16.59	7.98	8.19
	Female	%	19.06	8.46	8.31
	Undisclosed	%	/	/	5.90
By age	30 or below	%	21.99	8.50	11.36
	31-50	%	12.98	7.65	5.76
	51 or above	%	12.37	14.60	1.89
	Undisclosed	%	/	/	8.24
Talent Training and Development					
Hours of training per capita		Hour / Person	49.98	35.89	40.38
Percentage of trained employees (by gender)	Male	%	72.10	74.16	70.14
	Female	%	27.90	25.84	24.80
	Undisclosed	%	/	/	5.06

Indicators <sup>7,8,9</sup>		Unit	2025	2024	2023
Percentage of trained employees (by job grade)	Senior management / professional employees	%	0.08	0.50	0.71
	Middle management / professional employees	%	23.72	34.50	38.83
	General employees	%	76.19	65.00	60.46
Hours of training per capita (by gender)	Male	Hour / Person	46.84	36.19	42.03
	Female	Hour / Person	60.55	35.01	40.38
	Undisclosed	Hour / Person	/	/	41.51
Hours of training per capita (by job grade)	Senior management / professional employees	Hour / Person	7.15	27.45	25.70
	Middle management / professional employees	Hour / Person	33.28	33.17	39.98
	General employees	Hour / Person	59.70	37.39	42.82
<b>Occupational Health and Safety</b>					
Work injuries	Lost workdays due to work injuries	Day	630	607	475
	Number of employees who died at work	Person	0	0	0
	Percentage of employees who died at work	Person / 200,000 man-hours	0	0	0
	Number of severe occupational injuries (excluding fatalities)	Case	0	0	0
	Percentage of severe occupational injuries (excluding fatalities)	Case / 200,000 man-hours	0	0	0
	200,000 man-hours lost time injury rate (LTIR) (full-time employee)	Case / 200,000 man-hours	0.014	0.030	/
	200,000 man-hours lost time injury rate (LTIR) (contractor)	Case / 200,000 man-hours	0	0	/
	Total recordable incidents (TRI)	Case	29	30	29
Disclosed in quantitative materials in previous year	Lost workday severity rate	Day / 200,000 man-hours	0.348	1.380	/
Work-related health issues	Number of occupational diseases	Case	0	0	0
Occupational health and safety management system	Percentage of employees covered by occupational health and safety management system	%	100	100	100
Occupational health and safety training	Total duration of training	Hour	331,102	324,155	209,083
	Safety training coverage for new factory employees	%	100	100	100

## Appendix 2: Report Indicator Index

Chapter	HKEX	SGX	GRI	UN SDGs
NIO, Driven by Sustainability				
Annual Highlights: Intelligent NIO, Unleashed Future				    
Annual Highlights: Safe Journey, Sustained Future		Certifications	416-1	  
01 Sustainable Development Management				   
1.1 Sustainability Strategy			2-22	
1.2 Sustainability Governance			2-9; 2-12; 2-13; 2-19; 2-23	
1.3 Stakeholder Engagement			2-29	
1.4 Materiality Assessment			3-1; 3-2	
02 Innovation and Circularity				   
2.1 Technological Innovation	B6.3	Certifications		
2.2 Sustainable Products		Certifications		
2.3 Circular Economy			301-2; 301-3	
2.4 Joyful Driving Experience	B6.5			
03 Quality and Co-Creation				   
3.1 Product Quality and Safety	B6.1; B6.4	Certifications	416-1; 416-2	
3.2 Sustainable Supply Chain	B5; B5.1; B5.2; B5.3; B5.4		204-1; 308-1; 308-2; 414-1; 414-2	
3.3 Industry Development				

Chapter	HKEX	SGX	GRI	UN SDGs
<b>04 Users and Community</b>				
4.1 NIO Power				
4.2 Sustainable Mobility and Services	B6.2		417-3	
4.3 A Vibrant User Community				
<b>05 Environment and Nature</b>				
5.1 Climate Action	A3; A3.1; D	Certifications	201-2; 305-1; 305-2; 305-3; 305-4; 305-5	
5.2 Environmental Management	A2; A2.3; A2.4	Certifications	2-27; 301-3; 302-1; 302-3; 302-4; 303-2; 303-3; 303-4; 306-1; 306-2; 306-3; 306-4; 306-5	
5.3 Nature Protection		Certifications	304-2; 304-3	
<b>06 Inclusive and Shared Prosperity</b>				
6.1 Employee Well-Being	B4.1; B4.2		401-2; 401-3; 404-2; 404-3; 406-1; 408-1; 409-1	
6.2 Occupational Health and Safety	B2.3		403-1; 403-2; 403-3; 403-4; 403-5; 403-6; 403-7; 403-10	
6.3 Responsible Community	B8.1; B8.2		203-1	
<b>07 Compliance and Governance</b>				
7.1 Corporate Governance		Board Independence Female representation of the Board Percentage of women in the management	2-9; 2-10; 2-12; 2-13	
7.2 Operational Compliance and Business Ethics	B7; B7.1; B7.2; B7.3	Anti-corruption disclosures Employee training on anti-corruption	2-26; 2-27; 205-1; 205-2; 205-3	
7.3 Information Security and Privacy Protection	B6.5		418-1	

Chapter	HKEX	SGX	GRI
Appendix 1 Environmental and Social Performance Indicators			
Environmental Performance Indicators	A1.1; A1.3; A1.4; A2.1; A2.2; A2.5	Absolute GHG emissions by total volume, Scope 1, Scope 2, and Scope 3 GHG emissions intensity by total volume, Scope 1, Scope 2, and Scope 3 Total energy consumption Intensity of energy consumption Total water consumption Intensity of water consumption Total waste	301-2; 301-3; 302-1; 302-3; 303-3; 303-4; 303-5; 305-1; 305-2; 305-3; 305-4; 305-7; 306-3; 306-4; 306-5
Social Performance Indicators	B1.1; B1.2; B2.1; B2.2; B3.1; B3.2;	Number of current employees by gender New employees and turnover rate by gender Number of current employees by age New employees and turnover rate by age Overall employee turnover rate Total employees Hours of training per capita Hours of training per capita (by gender) Number of women in the management Number of fatalities Severe occupational injuries Recordable work injuries Recordable work-related injury cases	401-1; 401-3; 403-5; 403-8; 403-9; 404-1; 405-1

## Appendix 3: List of Laws, Regulations and Internal Rules

Laws, Regulations, and Standards		
<i>GB 20071-2025 Protection of occupants in motor vehicles in side impact</i>	<i>Core Conventions of the International Labor Organization (ILO)</i>	<i>Listing Manual of Singapore Exchange Securities Trading Limited</i>
<i>GB 44495-2024 Technical requirements for vehicle cybersecurity</i>	<i>Environmental, Social and Governance Reporting Code</i>	<i>Singapore Exchange Core ESG Metrics</i>
<i>GB 44496-2024 General technical requirements for vehicle software updates</i>	<i>GRI Sustainability Reporting Standards 2021</i>	<i>Law of the People's Republic of China on Work Safety</i>
<i>GB 8978-1996 Integrated wastewater discharge standard</i>	<i>Guidelines for Multinational Enterprises on Responsible Business Conduct</i>	<i>Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution</i>
<i>GB/T 13861-2022 Classification and code for the hazardous and harmful factors in process</i>	<i>UN Guiding Principles on Business and Human Rights (UNGPs)</i>	<i>E-Commerce Law of the People's Republic of China</i>
<i>ISO 14001:2015 Environmental management systems-Requirements with guidance for use</i>	<i>United Nations Global Compact</i>	<i>Anti-Unfair Competition Law of the People's Republic of China</i>
<i>ISO 14064-1:2018 Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals</i>	<i>Regulation on Deforestation-free Products</i>	<i>Anti-Monopoly Law of the People's Republic of China</i>
<i>ISO 26262:2018 Road vehicles—Functional safety</i>	<i>Evaluation Standard for Green Industrial Building</i>	<i>Anti-Money Laundering Law of the People's Republic of China</i>
<i>ISO 27001:2022 Information security, cybersecurity and privacy protection—Information security management systems—Requirements</i>	<i>COSO Enterprise Risk Management Framework</i>	<i>Personal Information Protection Law of the People's Republic of China</i>
<i>ISO 27701:2019 Privacy information management—Requirements and guidelines</i>	<i>New York Stock Exchange Corporate Governance Rule</i>	<i>Company Law of the People's Republic of China</i>
<i>ISO 37301:2021 Compliance management systems—Requirements with guidance for use</i>	<i>European Sustainability Reporting Standards</i>	<i>Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes</i>
<i>ISO 45001:2018 Occupational health and safety management systems—Requirements with guidance for use</i>	<i>Corporate Sustainability Reporting Directive</i>	<i>Advertising Law of the People's Republic of China</i>
<i>ISO 50001:2018 Energy management systems—Requirements with guidance for use</i>	<i>Corporate Sustainability Due Diligence Directive</i>	<i>Environmental Protection Law of the People's Republic of China</i>
<i>ISO 9001:2015 Quality management systems-Requirements</i>	<i>Requirements for Prohibited Substances on Automobiles</i>	<i>Labor Law of the People's Republic of China</i>
<i>End-of-Life Vehicle Directive</i>	<i>Several Provisions on the Management of Automobile Data Security (for Trial Implementation)</i>	<i>Labor Contract Law of the People's Republic of China</i>
<i>Conflict Minerals Regulation</i>	<i>Regulations on Administration of the Recall of Defective Motor Vehicle Products</i>	<i>Data Security Law of the People's Republic of China</i>
<i>Provisions on Promoting and Regulating Cross-border Data Flow</i>	<i>Measures for the Implementation of the Regulation on the Administration of the Recall of Defective Motor Vehicle Products</i>	<i>Water Law of the People's Republic of China</i>
<i>German Civil Code</i>	<i>Sarbanes-Oxley Act</i>	<i>Water Pollution Prevention and Control Law of the People's Republic of China</i>
<i>ePrivacy Directive</i>	<i>Interim Measures for the Management of Generative Artificial Intelligence Services</i>	<i>Cybersecurity Law of the People's Republic of China</i>
<i>UN Convention on the Rights of the Child</i>	<i>Universal Declaration of Human Rights</i>	<i>Fire Protection Law of the People's Republic of China</i>
<i>Children's Rights and Business Principles</i>	<i>Measures for the Security Assessment of Outbound Data Transfer</i>	<i>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</i>
<i>Foreign Corrupt Practices Act</i>	<i>New Battery Regulation</i>	<i>Antitrust Laws</i>

## Laws, Regulations and Standards

<i>Working Hours Act</i>	<i>General Data Protection Regulation</i>	<i>Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited</i>
<i>Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals</i>	<i>Regulations on the Management of Security Vulnerabilities in Network Products</i>	<i>Securities Law of the People's Republic of China</i>
<i>IFRS Sustainability Disclosure Standard—General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1)</i>	<i>Regulations on the Protection of Minors in Cyberspace</i>	<i>Law of the People's Republic of China on the Prevention and Control of Occupational Diseases</i>
<i>IFRS Sustainability Disclosure Standard—Climate-related Disclosures (IFRS S2)</i>	<i>Greenhouse Gas Protocol</i>	<i>Minimum Wage Act</i>

## Internal Rules

<i>ASC Signage System Standards</i>	<i>Commitment to Sustainability and Environment</i>	<i>Digital Safety &amp; Security Capability Assessment Criteria for NIO Partners</i>
<i>ASC Space and Safety Standard</i>	<i>Space and Safety Standard</i>	<i>NIO Partner Code of Conduct</i>
<i>ASC Maintenance Service Standard</i>	<i>Statement on Zero Deforestation</i>	<i>NIO Rehiring Policy</i>
<i>ASC Maintenance Quality System Standard</i>	<i>Energy Management Process</i>	<i>NIO Value System</i>
<i>EHS Management Handbook</i>	<i>Energy Metering Management Process</i>	<i>NIO Internal Recruitment Management Policy</i>
<i>NIO Career Path Management Policy</i>	<i>Energy Assessment and Management System</i>	<i>NIO Partner Cooperation Guideline</i>
<i>NSC Types and Standards</i>	<i>Energy Use Identification, Rating, and Related Variable Management Process</i>	<i>NIO Automotive Cybersecurity Vulnerability Handling and Regulatory Reporting Guidelines</i>
<i>NSC Maintenance Quality System</i>	<i>European Vehicle Recall Process</i>	<i>NIO Data Security Management Policy</i>
<i>OTA Recall Management Procedure</i>	<i>Potential Partner Assessment (PPA) Process</i>	<i>NIO Data Security Incident Response Management Guidelines</i>
<i>VAU Guide</i>	<i>Enabler Indicator Guide</i>	<i>NIO Cross-Border Data Transfer Security Management Standards</i>
<i>Confidentiality Agreement</i>	<i>National General Service Standard 2.0</i>	<i>NIO Information Security, Data Security, and Privacy Protection Strategy</i>
<i>NIO Partner Management Handbook</i>	<i>Global Anti-Corruption Policy</i>	<i>NIO Privacy Policy Management Standards</i>
<i>Ethics and Compliance Whistleblower Policy and Procedures</i>	<i>Global Anti-Harassment, Anti-Discrimination, and Anti-Bullying Policy</i>	<i>NIO Recruitment Management Policy</i>
<i>Board Diversity Policy</i>	<i>Global Supply Chain Sustainability Policy</i>	<i>NIO Organizational Structure Management Policy</i>
<i>Commitment to Diversity, Respect, and Fairness</i>	<i>Global Policy on Conflicts of Interest</i>	<i>Sales Process Manual</i>

## Internal Rules

<i>Due Diligence Management Policy for Critical Minerals</i>	<i>Global Code of Business Conduct and Ethics</i>	<i>Administrative Area Energy Consumption Reduction Practice Guidelines</i>
<i>Guidelines on Donations and Sponsorships</i>	<i>Charter of the Audit Committee</i>	<i>Legal Compliance and Risk Control Guidelines for Marketing Content Production and Distribution</i>
<i>Partner Industrialization Management Procedure</i>	<i>ASC Space and VIS Management Measures</i>	<i>Employment Management Policy</i>
<i>Partner Management Manual</i>	<i>Charter of the Nominating and ESG Committee of the Board of Directors of NIO Inc.</i>	<i>Hazardous Substances Management Commitment Statement</i>
<i>Environment, Health, and Safety Policy</i>	<i>Cybersecurity Responsibility Commitment</i>	<i>NIO Employee Handbook</i>
<i>Clawback Policy</i>	<i>NIO Personal Information Protection Management Policy</i>	<i>General Operation Standards</i>
<i>Value Indicator Guide</i>	<i>A Call to Action for NIO Supply Chain Sustainability</i>	<i>Vehicle Safety Recall Procedure</i>
<i>Commitment to Prohibiting Bribery and Corruption</i>	<i>NIO Supply Chain Job Rotation Program</i>	<i>Staff Congress Management Policy</i>
<i>Whistleblower Protection and Reward Policy</i>	<i>NIO Partner Security Management Policy</i>	<i>Occupational Disease Hazard Notice</i>
<i>Global Trade Compliance Policy</i>	<i>Charter of the Compensation Committee</i>	



The Road Ahead Starts with NIO

